

## 2016 ECONOMIC INDICATORS



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**EC1A** Economic value generated, distributed and retained.

	31/12/2015	31/12/2016
<b>Economic value generated</b>	<b>9.113.544</b>	<b>8.995.115</b>
Amount of turnover	8.925.454	8.867.621
Other income	96.215	110.976
Taxes over benefits	82.610	-
Finance income	9.265	12.089
Gains/(losses) on financial instruments	-	4.336
Share of profit of associates	-	93
<b>Economic value distributed</b>	<b>8.709.991</b>	<b>8.703.283</b>
Consumption of goods for resale and other consumables	7.018.881	6.942.007
Personnel expenses	847.233	846.103
Operating expenses	644.034	653.549
Gains/(losses) on disposal of fixed assets	12.340	-
Finance costs	65.291	64.121
Income tax	-	69.119
Dividends (*)	122.212	128.384
<b>Economic value retained</b>	<b>403.553</b>	<b>291.832</b>

(\*) The 2016 dividend figure corresponds to the proposed dividend against 2015 profits that will be submitted for shareholder approval, while the 2014 dividend figure corresponds to the sum paid out in 2015 in respect of the prior year's profit.

2015		2016	
Nº de proyectos de acciones de Patrocinio y Acción Social en todos los ámbitos	Comentarios	Nº de proyectos de acciones de Patrocinio y Acción Social en todos los ámbitos	Comentarios
España	<ul style="list-style-type: none"> <li>1 Great Food Collection FESBAL</li> <li>2 The food is not wasted, take it.</li> <li>3 VI Solidarity Race of Hope (ERDF) Madrid</li> <li>4 Draw Gold Sale Red Cross.</li> <li>5 Toy collection campaign "Wanted Reyes 'Majos"</li> <li>5 Christmas Market Solidario.</li> <li>6 Red Cross Blood Drive.</li> <li>7 XII Mini basketball child tournament Galicia.</li> <li>8 Solidarity March ASPRONA of Valladolid.</li> <li>9 II Race for Hope ERDF Barcelona.</li> <li>10 Drawing Contest Children "Have a good DIA", Theodora Fund.</li> <li>11 Dinners gold shops Teams, Red Cross.</li> <li>12 Sale Pens Solidarity Campaign "A toy, an illusion".</li> <li>13 Campus GIANTS summer.</li> <li>14 Campus GIANTS winter.</li> <li>15 Human clothing collection Fund in Catalonia.</li> <li>16 Responsibility Day, with Heineken.</li> <li>17 Micro-grants for Multiple Sclerosis.</li> <li>18 Solidarity Campaign dissemination box.</li> <li>19 Signature alliance against child poverty of the Junta de Andalucía.</li> <li>20 Women Race in Madrid against breast cancer.</li> <li>21 Promotion products for coeliacs.</li> <li>22 Diffusion campaign against Josep Carreras Leukemia Fund.</li> <li>23 II Gala Heart CZN TV Solidarity and collaboration Madrid Food Bank.</li> <li>24 Project "Franchising against hunger.</li> </ul>		<ul style="list-style-type: none"> <li>1 Great FESBAL Food Drive.</li> <li>2 Food cannot be wasted, take advantage of it – AECOC.</li> <li>3 VII Solidarity Race for Hope (FEDER) Madrid.</li> <li>4 Sale of Red Cross Golden Lottery.</li> <li>5 Toy collection drive: "Three Kind Kings Wanted".</li> <li>5 Solidarity Christmas Market.</li> <li>6 Red Cross Blood Donation.</li> <li>7 Thirteenth Children's Basketball Tournament in Galicia.</li> <li>8 39th ASPRONA Solidarity March of Valladolid.</li> <li>9 Get Moving for Hope: FEDER Barcelona.</li> <li>10 Children's HAVE A NICE DAY Drawing Contest: Theodora Fund.</li> <li>11 Sale of FAIR TRADE Oxfam Intermon products via e-commerce.</li> <li>12 Sale of Solidarity Pens: "A Toy, A Dream" Campaign.</li> <li>13 Summer GIANTS Campus.</li> <li>14 Winter GIANTS Campus.</li> <li>15 Fund Humana Clothing Drive in Catalonia and Headquarters.</li> <li>16 Responsible Drinking Workshop with Heineken.</li> <li>17 Micro-donations for Multiple Sclerosis.</li> <li>18 Campaign: Marking the box for the "Solidarity X" on your Tax Declaration.</li> <li>19 Alliance against Childhood Hunger by the Andalusian Government.</li> <li>20 Pink Bags against Breast Cancer.</li> <li>21 Promotion of products for individuals with Celiac disease.</li> <li>22 Red Cross Christmas Lottery.</li> <li>23 Third Solidarity Heart Ball by Czn Tve, and in collaboration with the Madrid Food Bank.</li> <li>24 1 KILO OF AID + A Dinner for Two.</li> </ul>

		<p>25 ALDEAS INFANTILES "Helpers" Card for Solidarity.            27 FAIR TRADE Coffee VENDING Machines by Oxfam Intermon in 10 shops.            28 Tour of Spain: GET MOVING FOR THOSE WHO CAN'T (Feder).            29 Snacks to Promote Academic Success by the RED CROSS of Galicia.            30 Smiles Campaign by Orbit.            31 Decoration of a Children's Hospital: A Coruña Smiles - Orbit.            32 Lean &amp; Green Project by Chep.            33 Cooperation in the "Cumbre Bey" Challenge.            34 "Operation Kilo" in the DIA Group Shops.            35 Donations to Food Banks to Prevent Food Waste.            36 Great Collection for the Food Banks of Navarre: 3-4 June.            37 Solidarity Challenge: "Make your Footsteps Leave a Mark" - Diario de Navarra Newspaper.            38 Great Collection Organised by Asucyl in Valladolid and Zamora: 3 and 4 of June.            39 First "Villa de Avilés" Family March.            40 Fourth Gijón Family March of Solidarity.            41 Castro Urdiales Spanish Association Against Cancer March for Solidarity.            42 Colrecept's Event for Children on Recycling Expanded Polystyrene (EPS).            43 Fifth Majadahonda Race for Solidarity to Benefit the Spanish Association Against Cancer.            44 U17 FIBA WORLD CHAMPIONSHIPS.            45 ASVAI - 55 Children on a Trip to the Zoo: "The Age of the Birds."            46 Excess Product - Expofranchise Fair of Madrid: BA Madrid.            47 Pilot Accessibility Test of 10 shops with the DIGA Accessibility Stamp.            48 Your OLD Mobile CAN SAVE Lives. Movilsolidario.es, Stop Sanfilipo Foundation and Acción Contra el Hambre (Action Against Hunger).            49 Sixth Race for Solidarity - "What Hearts" - 25 September 2016.            50 "A Strada Futsal" INDOOR FOOTBALL Tournament for Novice Children and Young Players.            51 TRANSPARENCY GOOD GOVERNMENT AND INTEGRITY CLUSTER BY FORETICA.</p>
	24	51
<b>Argentina</b>	<p>1 Campaign "Put on your overall".            2 Campaign Together for Children's Day fairer!            3 Secondary Internship Program.            4 Healthy Talks.            5 Pregnant Containment Program.            6 Aid to flood victims in BS.            7 Recycling Program of Garrahan Pediatric Hospital Foundation.            8 Donations Punctual 2015.            9 Take a day to give.            10 Gran Rex Theatre Event 15/12/2015.            11 Christmas Collection.            12 Aid to flood victims in Concordia.</p>	<p>1.- "Ponete el guardapolvo" ("Put on your Overalls") Campaign.            2.- Programme for Secondary Internships.            3.- Health Talks.            4.- Donation to the Flexer Foundation.            5.- Caring for the Planet: Saving Energy.            6.- Solidarity Book Drive and Book Donation to the Flexer Foundation.            7.- Health Week.            8.- Donation of Computer Equipment to Fundación Equidad (Equality Foundation).            9.- Pregnancy Containment Programme.            10.- Corporate Social Responsibility Day.            11.- Donations to Entre Ríos (Amongst Rivers).            12.- Animal Day.            13.- Donation to the Collaborator Hospital Gutiérrez.            14.- Donation to Orquestas de Tigre (Orchestras from Tigre).            15.- Fundraising for Ecuador.            16.- Donation to the Jesús María School.            17.- "Todos Por Nacho" ("All for Nacho") Fundraising.            18.- "Sumemos Sonrisas" ("Let's Add Smiles") Children's Day Campaign.            19.- Donation to "Caritas Avellaneda".            20.- CPR Courses.            21.- International Day for the Fight Against Breast Cancer.            22.- Donations - Climate Survey.            23.- Meeting for Savings Experts 2016.            24.- Donation to the Sí Foundation.            25.- Donation to "Manos en Acción" ("Hands in Action").            26.- DAIA Living Together in Diversity Programme.            27.- "Navidad es para compartir" ("Christmas is for Sharing") Campaign.            28.- Donation to Pergamino.</p>
	12	28

**EC1B** Direct economic value generated and distributed (number of CRS projects) (continuation)

Brasil	<p>1.- Mesa Brasil*/Servicio Social del Comercio - SESC.            2.- Campaña de donación de ropas            3.- Campaña de Navidad Natal solidario. 3.- campaña de donación de juguetes.            4.- Campaña de voluntariado.            5.- Campaña de donación de sangre            6.- Campaña GRAACC venta productos para captar fondos contra Cáncer.            7.- Implementación del EAP (Employee Programs),.            8.- DIA EN MOVIMIENTO            9.- SALUD EM DIA            10.- QUICK MASAJE            11.- Donaciones de artículos Y PRODUCTOS.            12.-Ayuda Ruptura de la presa en Mariana - MG            13.- Ayuda en Lluvias en RS.            14.- Recogida seletiva.            15.- Jarras (no hay mas vasos para agua).            Medio Ambiente</p>	16.- Semana del Medio Ambiente	<p>1.- Brazilian Table            2.- Graac Race for Dreams            3.- Graac Sales            4.- Graac Invoice Collection            5.- Mc Happy Day            6.- Graac Italian Dinner            7.- Graac Children's Day            8.- Clothing Drive            9.- Blood Drive            10.- Environment Week            11.- 2016 Toy Campaign            12.- A SPECIAL DAY Volunteering            13.- Christmas Campaign            14.- Corporate Volunteer Group            15.- Climate Survey Food Donation            16.- Donation to the Brigadeiro Shelter            17.- Donation to the Social Assistance Association            18.- Donation to the Azocom Association            19 and 20.- Donations to Santo Agostinho Association.</p>	20
Portugal	<p>1 Feed Bank Against Hunger: Donations.            2 Local Action: Teatro dos Aloes - sponsorship play.            3 Instituto Português de Oncologia "Amigas do Peito" - sponsorship of the event Welcome Summer.            4 Local Action: Association of Parents and Guardians of Education (Odivelas) - Sponsorship sports and Day tomorrow ECO escolas.            5 Animal League Protetora - sponsorship campaign "O cao didate Américo" the União ZOÓFILA.            6 Panorama - Mostra do Documentário Português 2015: SPONSORS.            7 Local Action Clarel: Support and sponsorship local event "Nobody Models Fashion &amp; Events".            8 Football for hope (associação CAIS): SPONSORS.            9 Football for hope (associação CAIS) - Final: Sponsorship.            10 Europeia da Mobility Week 2015: SPONSORS.            11 Local Action: Association of Parents and Guardians of Education gives E.B. 2/3 - Christmas Festa.            12 Christmas Festa Community Life and Peace (IPSS) - Product Offering.            13 Local Action: Offer personal hygiene produtos "Associação da Poesia Union".            14 Local Action: Offer solidarity cabazes to 300 needy families</p>		<p>7 CAIS Association Food products            8 Central de Cervejas Food products            9 Lisbon Chamber of Commerce Food products            10 CAIS Association Food products            11 Portuguese League Waters against Cancer (Southern Regional Branch - Évora Support Group)            12 Donation - Salvador Association Sponsorship            13 Bonté Products Politeama Theatre            14 Politeama Theatre Food products            15 Donation - APC Sponsorship - Portuguese Celiacs Association            16 APC Gluten-free products - Portuguese Celiac Association            17 Ajuda de Mãe Biscuit mix products            18 22 boxes cereal bars + 16 packets Madalenas chocolate + 80 packets Nuts without shell + 33 sales units of juice + 130 Golden Delicious apples   Toiletries: 10 toothpaste + 20 2 in 1 gel and shampoo + 26 CAIS Association deodorants            19 BabySmile and JuniorSmile products pack Ajuda de Mãe            20 Donation of 63 children's books Barreiro Montijo Hospital Centre            21 Collection Campaign for hygiene products and toys Albergaria-a-Velha Rotary Club            22 Products for Christmas party Life and Peace Community            23 Products for lunch with children AJU - Charity Christmas Lunch            24 Gift of toys for Christmas presents AJU - Charity Christmas Lunch            25 Products for children's packs AJU - Charity Christmas Lunch            26 Donations from Abrantes Food Bank stocks.            27 Donations from Porto Food Bank stocks.            28 Donations from Alverca Food Bank stocks.            29 Donations from Torres Novas Food Bank stocks.            30 Donations from Coimbra Food Bank stocks.            31 Donations from Porto and Torres Novas (Canil) Association of Animal Lovers stocks            32 Donations of Refugio Aboim Ascensão Refuge stocks            33 Donations of Torres Novas Volunteer Firefighters stocks.            34 Donations from RETO Association stocks            35 Donations from Ajuda de Mãe stocks            36 Donations from UNIÃO DESPORTIVA E RECREATIVA DA ZONA ALTA stocks            37 Donations from IPSS stocks            38 Donations from Valongo Volunteer Firefighters stock            39 Donation from SORUD - ASS. DESP. stocks            40 Donation - EPIS Sponsorship            41 Donations from C. BENFICA T. NOVAS stocks            42 Donation - CRIS Sponsorship - Torrejano Rehabilitation and Inclusion Centre</p>	42
China	0		1 Donación Green Food Bank	

**EC6**

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

Total number of suppliers			
	2014	2015	2016
Argentina	488	472	471
Brazil	902	995	1.081
China	386	420	418
Spain	1.169	1.989	1.821
Portugal	811	811	785
<b>Total DIA</b>	<b>3.756</b>	<b>4.687</b>	<b>4.576</b>

Percentage of local suppliers [%]			
	2014	2015	2016
Argentina	98,56%	98,31%	97,03%
Brazil	96,76%	97,09%	97,97%
China	100%	100%	100%
Spain	84,51%	88,54%	88,85%
Portugal	54,50%	56,60%	57,07%
<b>Total DIA</b>	<b>84,37%</b>	<b>86,84%</b>	<b>87,41%</b>

Number of local suppliers			
	2014	2015	2016
Argentina	481	464	457
Brasil	872	966	1.059
China	386	420	418
España	988	1.761	1.618
Portugal	442	459	448
<b>Total DIA</b>	<b>3.169</b>	<b>4.070</b>	<b>4.000</b>

Amount of purchases from local suppliers [%]			
	2014	2015	2016
Argentina	99,36%	99,31%	98,73%
Brasil	97,01%	99,67%	99,60%
China	100%	100%	100%
España	91,84%	93,87%	94,28%
Portugal	77,14%	78,86%	80,49%
<b>Total DIA</b>	<b>93,70%</b>	<b>98,12%</b>	<b>94,26%</b>

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

	% by gender		
	Men	Women	
Argentina	94,74%	5,26%	100%
Brazil	80,00%	20,00%	100%
China	50,00%	50,00%	100%
Spain	67,11%	32,89%	100%
Portugal	73,33%	26,67%	100%
<b>Total</b>	<b>70,81%</b>	<b>29,19%</b>	<b>100,00%</b>

	% local directors		
	Men	Women	Total
Argentina	88,89%	100,00%	89,47%
Brazil	75,00%	100,00%	80,00%
China	33,33%	66,67%	50,00%
Spain	89,00%	93,88%	90,60%
Portugal	72,73%	75,00%	73,33%
<b>Total</b>	<b>85,14%</b>	<b>91,80%</b>	<b>87,08%</b>

	N° directors by gender		
	Men	Women	Total
Argentina	18	1	19
Brazil	16	4	20
China	3	3	6
Spain	100	49	149
Portugal	11	4	15
<b>Total</b>	<b>148</b>	<b>61</b>	<b>209</b>

	N° local directors		
	Men	Women	Total
Argentina	16	1	17
Brazil	12	4	16
China	1	2	3
Spain	89	46	135
Portugal	8	3	11
<b>Total</b>	<b>126</b>	<b>56</b>	<b>182</b>