Commitment to good governance and transparency

Our governance structure

Our commitment to corporate governance is ongoing improvement, seeking the highest degree of transparency, efficacy and rigor. This is a decisive factor in the generation of trust and long-term commitment between Cosentino and our stakeholders.

The Corporate Governance structure of Cosentino Group, consisting of the General Board of Shareholders, the Board of Directors, the Delegated Committees and the Family Assembly, combines purpose, mission, vision and values with the tradition that characterises our origins as a family company, aiming to uphold the highest levels of rigour, efficacy and transparency in our decision-making process.

Board of Directors

The Board of Directors is the highest management and representative body. Given our family tradition, it largely consists of members of the Cosentino family, who ensure continuity of our family and business values. It is formed by a diverse group of professionals, with varied knowledge, experience and background; whose aim is to bring real value to the company by working on a daily basis to manage company affairs with integrity and transparency in an efficient and effective way.

Their mission is to promote social interest, represent the company in the administration of its assets, manage the business and direct the organisation of the company.

The Administrative Board is made up of eight members, four men and four women, meaning a 50% split of people of each sex.

Chairman / CEO

Francisco Martínez-Cosentino Justo

Members of the Board

Eduardo Martínez-Cosentino Alfonso
Pilar Martínez-Cosentino Alfonso
Isabel Martínez-Cosentino Ramos
Eduardo Martínez-Cosentino Ramos
María del Mar Martínez-Cosentino Ramos
Eduardo Martínez-Cosentino Rosado
Isabel Martínez-Cosentino Rosado

Secretary

Álvaro de la Haza de Lara

External Consultants

Carlos González Fernández
Fuencisla Clemares
Santiago Seage
Delegated Committees

The Delegated Committees are advisory bodies consisting of independent consultants and advisers with renowned prestige and experience in listed companies. Their role is to inform and make proposals to the Board of Directors.

Appointments and Remuneration Committee
Advises and supports the Board of Directors regarding its own composition and those of the Delegated Committees. It proposes, reviews and regularly updates the remuneration policy and recommends improvements in appraisal and gender diversity policies.

This body is also responsible for establishing the criteria related to the selection, qualifications and experience required of directors and independent advisers, and different positions in Cosentino Group.

External Consultant
Tony Gennaoui

Audit and Control Committee
The Audit and Control Committee proposes the appointment, re-election or replacement of account auditors and monitors the independence and efficacy of the Internal Audit function, the process for preparing and supervising financial information, the efficacy of the internal control system of Cosentino Group and its systems for managing risk, including fiscal risks, and the review and efficacy of the Code of Ethics and Conduct, and Regulatory Compliance.

External Consultant
Carlos González

Innovation Committee
The Innovation Committee advises the Board of Directors on the implementation of the R&D&I work plan, promoting this activity and fostering an innovation model based on the following premises:

- Multidisciplinary teams.
- Specialisation and versatility.
- Innovation as a transversal competency in the company.
- A system approach to continuous innovation.
- Market orientation.
- Focus on developing differential attributes of products.
- Global alliances and strategic partners.
- Dynamism and the quest for excellence.

External Consultants
Santiago Seage
Fuencisla Clemares

Corporate Social Responsibility (CSR) Committee
The goal of the Corporate Social Responsibility Committee is to identify and guide the policy, aims, best practices, sustainability and corporate social responsibility programmes of the Cosentino Group in line with its business strategy. In addition, it prepares the CSR report and monitors the philanthropic initiatives and the contributions to Public Administrations through the payment of taxes.

Executive Committee
The Executive Committee comprises 19 professionals with extensive experience in multidisciplinary and international environments. This Committee is a nexus between the Board of Directors and the rest of the company.
Members of the Executive Committee

As of 31 December 2019, the Executive Committee has the following members:

1. Francisco Martínez-Cosentino Justo,
   President and CEO Cosentino Group
2. José Martínez-Cosentino Justo,
   VP General Treasurer
3. Pilar Martínez-Cosentino Alfonso,
   EVP Deputy Chairman
4. Eduardo Martínez-Cosentino Alfonso,
   EVP Corporate Functions & General Secretary
5. Álvaro de la Haza de Lara,
   EVP Global Sales and CEO Cosentino North America
6. Julian Edwards,
   VP CFO
7. Valentín Tijeras García,
   VP Global Product and R&D
8. Julio Martín Mancera,
   VP Global Purchasing
9. Ángel Madariaga Álvarez,
   VP Engineering & Projects
10. Alberto Quevedo González,
    VP Global Production
11. José Antonio Fernández Pérez,
    VP Global Logistics & Planning
12. Santiago Alfonso Rodríguez,
    VP Global Marketing & Communication
13. Pedro Parra Uribe,
    VP Sales Europe
14. Eduardo Martínez-Cosentino Ramos,
    VP Sales Iberia
15. David Benavente Pérez,
    VP Sales LATAM
16. Ginés Navarro Rubio,
    VP Sales ROW
17. Christophe Gontier,
    VP Sales Oceania & Asia
18. Francisco Carrillo Quilez,
    VP Pricing & Technical Unit of Commercial Projects
19. Brandon Calvo,
    Chief Operations Officer Cosentino North America
1. Francisco Martínez-Cosentino Justo, President of Cosentino Group

Francisco Martínez-Cosentino Justo holds a degree in Education from the University of Almería, and spent a year working as a teacher. A few years later, he graduated from an Executive Management for Leading Companies (ADEL) programme at the Instituto de San Telmo. He began his career in business in 1972, and in 1979 he founded the Cosentino Marble company together with his brothers. He currently holds the position of President of Cosentino Group. He has received various awards for excellence in business, including the Silver Medal of Andalusia from the Andalusia Regional Government; Favourite Son of Andalusia, also granted by the Regional Government this year, the Gold Medal for Merit at Work, awarded by the Ministry for Work and Social Security; the Gold Medal of the Province, awarded by the Provincial Council of Almería; the Accreditation of Honorary Ambassador for Brand Spain, awarded by the Spanish Forum of Leading Brands; the Gold Medal of the High Council of the National Chamber of Commerce and the Medal of the Chamber of Commerce of Almería.

He was Chairman of the Marble Entrepreneurs Association from 1983 to 1988 and Chairman of the Chamber of Commerce, Industry and Shipping of Almería from 1999 to 2003.

2. José Martínez-Cosentino Justo, VP General Treasurer

He graduated from the University of Barcelona with a degree in Economic Science (1969-1975). He was one of the founders of Cosentino in 1979 and currently holds the position of General Treasurer.

He previously worked for other companies such as Henkel Ibérica, Banco Popular and Torras Hostench.

3. Pilar Martínez-Cosentino Alfonso, EVP Deputy Chairman

Pilar Martínez-Cosentino Alfonso holds a degree in Law and Legal Business Consulting from the Pontifical University of Comillas (ICADE) in Madrid. She went onto complete an MBA at the Instituto de Empresa.

She started her career at KMPG, later moving to Cosentino Group as Strategy Manager. She currently holds the position of Deputy Chairman at Cosentino Group. She combines her professional role with that of Chairwoman of the Almería Foundation for Excellence in Business, and she is a member of the General Assembly of the Almería Chamber of Commerce. She is also a member of the Board of Trustees for the Eduarda Justo Foundation, dedicated to training and leadership for young people.
4. **Eduardo Martínez-Cosentino**  
**Alfonso, EVP Global Sales and CEO Cosentino North America**

Eduardo Martínez-Cosentino Alfonso studied Business Management and Administration, specialising in Marketing at ESIC Madrid until 2002. At the age of 35, he has already built up a solid career at Cosentino Group, where he has worked his way up through Sales, gradually taking on more responsibility until reaching management level. In 2010, Eduardo was appointed Chairman and CEO of Cosentino North America, as well as EVP for Corporate Sales worldwide, supervising the growth of the company and taking responsibility for national and international business units.

5. **Álvaro de la Haza de Lara**,  
**EVP Corporate Functions & General Secretary**

Álvaro de la Haza holds a degree in Law from ICADE. He also has an MBA from the Instituto de Empresa. He completed his executive training at Wharton and the London School of Economics. After starting his career as a lawyer at Garrigues, he joined Cosentino in 2004, where his responsibilities have steadily increased. He is currently Executive Vice President of corporate functions and General Secretary.

He was formerly President of the World Stone Engineering Association. He is the company representative for CEOE and Trustee of the US Spain Council Foundation. He is a regular speaker at business schools.

6. **Julian Edwards, VP CFO**

Julian Edwards holds a degree in Economics and Business Management (London School of Economics and Political Science) and a master’s degree in Economic Financial Management (EFM).

Before joining Cosentino he worked for eleven years at Ferrovial Group, where for the last three years he held the position of Internal Audit Manager for North America.

7. **Valentín Tijeras García**,  
**VP Global Product and R&D**

Valentín Tijeras García holds postgraduate studies in business management, power electronics, an MSc in Electronic Engineering and a BSc in Physics. He previously worked as a researcher in the department of Electronics and Computer Technology at the University of Granada. He was Project Manager at SEPSA, developing high power electronic equipment (2001-2003) and worked from 2003 to 2006 as the Technical Director of the Andalusian Technology Centre for Stone (CTAP).

He has worked for Cosentino since 2006 as Product Manager. Since then he has been in charge of developing new products and defining innovation policy. Over the years he has also run the Technical Office, the Project Service unit and the Pricing department. Since 2017, he has been in charge of Research and Development in Cosentino Group.
8. Julio Martín Mancera, 
**VP Global Purchasing**

Julio Martín Mancera is a graduate in Mine Engineering, and holds a Masters in Operations and Services from ESADE Business and Law School. Before joining Cosentino Group he worked in Industrial Engineering and Mining, managing projects involving the opening of new mines and industrial plants, as well as running technical management and mining operations.

He is currently Vice President of Global Purchasing at Cosentino Group. He began his career at Cosentino in the Mining department and a year later joined the Purchasing department, which he has helped to develop from a number of different positions.

9. Ángel Madariaga Álvarez, 
**VP Engineering & Projects**

Ángel Madariaga Álvarez is a Senior Industrial Engineer. She started out as Internal Audit Manager after joining Cosentino in 2005 and three years later she was appointed Assistant Director of Operations and Services. She was in charge of the Projects department between 2008 and February 2015, when she accepted her current role. She previously worked for five years for Arthur Andersen as an Accounts Auditor.

10. Alberto Quevedo González, 
**VP Global Production**

Alberto Quevedo González studied Industrial Engineering, Business Management and Administration, and has an Executive Master from IE. He was a CIO before taking up his current position. Before joining Cosentino Group, he worked for Ernst & Young and Deloitte.

11. José Antonio Fernández Pérez, 
**VP Global Logistics, Planning & Distribution Operations**

José Antonio Fernández Pérez studied Telecommunications Engineering at the Polytechnical University of Jaén. He has an Executive Masters in Marketing and Commerce from the Instituto de Empresa (IE), a master’s in Shipping Business Administration and Logistics from the Spanish Maritime Institute (IME) and a Certificate in Planning, Production and Stock Management (BSCM-DRP-DSP) from APICS. He joined Cosentino in 1998 and after working at the Technical Office, USC, where he created the Pricing Department, he is currently the Director of Planning, Logistics and Distribution Operations.

12. Santiago Alfonso Rodríguez, **VP Global Marketing & Communication**

Santiago Alfonso Rodríguez is a Law Graduate and holds an AD1 Diploma from the San Telmo Institute. He also completed business administration studies at the European University of Brussels. He joined Cosentino in 1990, and after working in the Sales department in both the Spanish and international market, he created the Marketing department in 2000.

He represents the company in a number of associations and federations within the field of architecture, design and marketing.

13. Pedro Parra Uribe, **VP Sales Europe**

Pedro Parra Uribe is a graduate in Telecommunications Engineering (Polytechnic University of Catalonia) and has an MBA from The Wharton School (University of Pennsylvania). Before joining Cosentino he worked for British Telecom, Morgan Stanley and McKinsey & Co.
14. Eduardo Martínez-Cosentino Ramos, VP Sales Iberia

Eduardo Martínez-Cosentino Ramos holds a degree in Fine Art from the University of Barcelona. He graduated from EADA in 2005. He has worked for Cosentino since 1985, beginning with sales work in Barcelona. In 1987, he opened the Madrid Center with Pedro Expósito. Since 2004, he has been the manager of the Centres in Spain and since 2007, those in Portugal.

15. David Benavente Pérez, VP Sales LATAM

David Benavente Pérez holds a degree in Finance and Accounting from the University of Houston. He also has an MBA in International Business from Saint Thomas University. He has worked at Cosentino for 18 years, moving through different positions, such as Administration and Accounts Director for Cosentino USA, Sales Director for Europe and finally Sales Director for LATAM.

16. Ginés Navarro Rubio, VP Sales ROW

Ginés Navarro Rubio holds a degree in Business Science, an MBA from IEDE and a Senior Management Degree from the San Telmo International Institute. After two years as an Economic and Tax Advisor, he has spent the rest of his career at Cosentino, first as Economics Director, before becoming involved in the Group’s international expansion process.

17. Christophe Gontier, VP Sales Oceania & Asia

Christophe Gontier holds a degree in Business Sciences and an MBA in Business (UD, Texas). He worked for Steelcase and Fagor before joining Cosentino in 2007. Since then, he has held several posts in Sales within the company, such as Area Manager for the European market. In 2017, he took up the post of VP Sales Oceania & Asia.

18. Francisco Carrillo Quilez, Pricing VP

Francisco Carrillo Quilez is a graduate in Telecommunications Engineering and has a master’s degree in Marketing and Commercial Management. He has held a number of different commercial management positions at Cosentino in Iberia and Europe, and for the past three years he has been Director of Pricing and Cosentino Group’s Technical Project Service Unit.

19. Brandon Calvo, Chief Operations Officer Cosentino North America

Brandon graduated from McCombs Business School at the University of Texas with a specialist degree in International Business Studies. He is one of the original employees and founders of Cosentino North America, dating back to 1998. Over the span of his career, he has worked in the distribution and manufacturing segments and has been Director of Operations for Cosentino North America since 2008.

Family Assembly

The Assembly is attended every year by all family members over the age of 16 to share information about the progress of Cosentino Group and to reinforce the family and business principles and values.

The Assembly has the following tasks and functions:

- It meets once or twice a year to inform the family of the company’s progress and of any developments deemed appropriate.
- It constitutes a forum that defines the family’s objectives for the Group.
- It detects problems that affect the Family and the Group.
- It promotes education and training programmes for family members.
Ethics, Conduct and Regulatory Compliance

At Cosentino Group, in order to build a relationship of full trust among the members of our team, shareholders, partners, customers and suppliers, we are deeply committed to comply with ethical standards and principles, as well as the legislation in force, both internally and in our external relations.

With this aim, we update and promote our Code of Ethics, Conduct and Regulatory Compliance. This Code is our main tool for establishing an ethical behavior based on integrity, that goes beyond the legal minimums requirements and obliges our directors, officers and employees to develop its activities and relationships with our stakeholders in an upright manner.

Such behaviour will be based on the following principles:

- **Respect for the law**
  - We develop our activities in strict compliance with the law in force in each of the places we operate.

- **Ethical integrity**
  - The activity carried out by Cosentino Group and its employees shall be based on integrity and in accordance with the principles of honesty, avoidance of any form of corruption and respect for all the circumstances and particular needs of all those involved.

- **Respect to Human Rights**
  - All of our actions shall scrupulously observe the Human Rights and Public Freedom included in the Universal Declaration of Human Rights. The values of our Code of Ethics are part of the culture that all of the Cosentino Group’s employees share, and every employee shall be familiarized with such document.

In order to ensure compliance with such basic principles of conduct, Cosentino Group has provided itself with tools such as our Ethics Committee, the Regulatory Compliance Body and the Whistleblower Channel.
**Ethics Committee**

Its goal is:

- To ensure compliance with the Code of Ethics, Conduct and Regulatory Compliance.
- To ensure commitment to the 10 principles of the United Nations Global Compact.
- To address complaints related with ethical questions submitted through the Whistleblower Channel and open the relevant investigations.
- To resolve conflicts of interest relating to the business activity.

The Ethics Committee reports directly to the Chairman, has full autonomy and meets regularly.

**Composition**

**EVP Deputy Chairman**

Pilar Martínez-Cosentino Alfonso

**Internal Audit Director**

Guillermo José Vicente Saúco

**EVP Corporate Functions & General Secretary**

Álvaro de la Haza de Lara

**Regulatory Compliance Body**

Its aims is:

- To ensure compliance with regulations.
- To control, supervise and act as the body in charge of complaints relating to regulatory compliance received through the Whistleblower Channel.

**Composition**

**EVP Corporate Functions & General Secretary**

Álvaro de la Haza de Lara

**Director of Legal Consulting**

Jorge Cuervo Vela

Although Cosentino does not have a specific communication system for critical issues per se, we have various forums such as the cross-departmental Committees which meet quarterly and deal with critical issues in accordance with the subject.
Whistleblower Channel

Our Whistleblower Channel is available to all Cosentino employees on the corporate intranet. In addition, people from the outside of the Company can access and communicate or file a claim via our website or by email.

The Whistleblower Channel enable any person to report with complete confidentiality any kind of misconduct related with any case of non-compliance or infringement of the behaviours set out in the Code of Ethics, Conduct and Regulatory Compliance mentioned afterwards.

The complaints and communications received are processed by the Ethics Committee or the Regulatory Compliance Body, depending on their nature.

A total of 18 complaints were received in 2019 at the Ethics Committee inbox, all of which were resolved. Please find the type of complaints detailed by typology below:

Number of complaints

- Harassment: 2
- Fraud: 4
- Inappropriate behaviour: 7
- Others: 5

(1) Includes communications related to customer service, access to systems etc.
**Anti-corruption mechanisms and conflicts of interest**

At Cosentino Group, we have a firm commitment against corruption and bribery. This is embodied by the anti-corruption measures established by the Code of Ethics, Conduct and Regulatory Compliance and the Anti-Corruption Policy, which sets out our greatest commitment to law, ethical values and transparency.

Our Anti-Corruption Policy was approved in 2017 and it is applicable to the main companies of Cosentino Group: Grupo Cosentino, S.L., Cosentino, S.A.U and Cosentino R&D.

**Cosentino Group Anti-Corruption Regulations**

The company expressly prohibits offering or giving:

- Gifts or gestures of any kind in direct return for an act, whether performed in the past or in the future. Such gestures would only be given, offered or accepted without expectation of anything in return.
- Cash.
- Gifts or gestures of any kind if there is a risk of, due to its frequency or value (individually or jointly), they may not be considered to be given in an occasional or reasonable manner.

In 2019, the company implemented its Annual Training and Communication Plan on matters concerning Compliance, including monthly training on key anticorruption issues.

Our Annual Audit Plan includes activities to accurately assess the existence any conflict of interest in the Company and compliance with internal rules such as our Purchasing Standards. We also have procedures in place to control payments on behalf of third parties and we have implemented measures such as: centralised treasury system, payments reflected in SAP, verification procedure, accounting of invoices, etc.

The regulations regarding money laundering are included in the Code of Ethics, Conduct and Regulatory Compliance. Thus, Cosentino Group commits to comply with money laundering laws of any competent jurisdiction.
Human Rights

The main risks of human rights violations occur in our own business activities as well as those of our suppliers. The company uses various measures to prevent and remedy these.

The responsibility for respecting human rights lies with all individuals and bodies to which the aforementioned Code of Ethics, Conduct and Regulatory Compliance apply. We follow basic guidelines for conduct including ILO’s Declaration of Fundamental Principles and Rights at Work and Conventions, the OECD Guidelines for Multinational Enterprises and the United Nations Global Compact. Via our Code of Ethics, we agree to respect the human rights and civil liberties recognised in the United Nations Universal Declaration of Human Rights. In this Code, Cosentino expressly agrees to abolish child labour, requiring all employees, partners and suppliers to comply strictly with this principle.

As for the supply chain, this requires the same conditions of compliance, accepting the principles of respect for human rights, among others. In addition, the General Purchasing Conditions stipulate that suppliers undertake to comply with a set of criteria, including those relating to human rights. Audits are also conducted on key suppliers in terms of human rights. For further information, please consult the chapter on our commitment to our suppliers.

As mentioned in the previous sections, any non-compliance or breach of conduct stated in the cited Code must be communicated, including those concerning human rights.

Associations and other initiatives

The Cosentino Group plays an active role in a number of organisations related to our activity, promoting dialogue with our stakeholders and reaffirming our commitment to sustainable development. The total sum contributed in 2019 was €51,553.13:

- SERES Foundation: A Spanish foundation promoting business commitment and actions to reinforce corporate responsibility and generate shared value.
- Innovative Natural Stone Business Association [Asociación Empresarial Innovadora de la Piedra Natural].
- Kitchen Furniture Association [Asociación Mobiliario de Cocina - AMC].
- Association of Communications Directors and Participation in DIRCOM awards.
- Association of Real Estate Developers [Asociación Promotores Inmobiliario] Fadeco.
- Association for the Management Progress [Asociación para el Progreso de la Dirección - APD].
- Association of Spanish Design Companies (RED).
- Spanish Advertising Association.
- CENFIM.
- Collaboration with FUNDACOM awards.
- Spanish Green Building Council.

We are also subscribe to a number of external initiatives that form the basis for our ethical rules and procedures:

- Sustainable Development Goals.
- OECD Guidelines.
- ITO Tripartite Declaration.
- Universal Declaration on Human Rights.
- ISO 9001 & 14001.
- European Purchasing Standard UNE 15896.

Total amount contributed in 2019 €51,553.13

International Labour Organisation

United Nations Global Pact

Guidelines for OECD multinationals
Fiscal Transparency

In line with Cosentino’s commitment to fiscal management, since 2015 we have voluntarily published details of the tax payments made in the countries where we operate, thereby demonstrating our commitment to transparency in tax payments.

Cosentino Group’s fiscal policy is based on all our companies complying with their tax obligations, their relationship with the tax authorities being governed by our corporate principles: integrity, honesty, transparency and professionalism.

It should be stressed that Cosentino Group holds no shares in any company based in a tax haven or territory on the European Union blacklist of non-cooperative jurisdictions on tax matters, and aligns itself with the principles and conduct advocated by the OECD BEPS Plan. Similarly, and with regard to Transfer Pricing, the Group evaluates its transactions between related entities in line with the OECD Transfer Pricing Guidelines, presenting the Report on a country-by-country basis in Spain, where the Group’s parent company is located.

The taxes paid by the Group in the countries and territories in which it operates represent the main contribution of Group companies to the public purse and, therefore, one of its key contributions to society. As well as our significant direct contribution to the government via the payment of taxes, the Group also makes a substantial contribution via the collection of taxes from third parties as a result of our business activity.

In 2019, the financial and social contribution through the net payment of taxes (sum of taxes paid plus rebates) as well as the taxes collected by Cosentino on behalf of the tax administrations, increased to 176 million Euros, compared with 149 million Euros in the previous year.

Cosentino Group’s performance principles

To comply with general regulations and particularly with the tax laws in the different countries and regions that the Group operates in, paying the applicable taxes according to the legal system of each country.

To encourage mutually cooperative relations with the tax authorities.

To collaborate in the fight against tax evasion, rejecting the use of contrived structures unrelated to the activities of the Society in the different countries with the sole purpose of lightening the tax burden.

Evolution of tax contributions

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct tax payments (€)</th>
<th>Tax collection (€)</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>29,352,857</td>
<td>112,962,346</td>
<td>142,315,203.42</td>
</tr>
<tr>
<td>2018</td>
<td>21,075,335.38</td>
<td>128,579,465.05</td>
<td>149,654,800.42</td>
</tr>
<tr>
<td>2019</td>
<td>33,389,801</td>
<td>142,315,203.42</td>
<td>176,431,399</td>
</tr>
</tbody>
</table>

56
**Contribution by geographical area (€)**

<table>
<thead>
<tr>
<th>Regions</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPAIN</strong></td>
<td>51,857,916</td>
<td>63,241,428</td>
</tr>
<tr>
<td>Own contributions</td>
<td>10,906,611</td>
<td>19,178,643</td>
</tr>
<tr>
<td>Other contributions</td>
<td>40,951,306</td>
<td>44,062,786</td>
</tr>
<tr>
<td><strong>UNITED STATES</strong></td>
<td>25,447,063</td>
<td>32,599,991</td>
</tr>
<tr>
<td>Own contributions</td>
<td>5,413,307</td>
<td>9,718,980</td>
</tr>
<tr>
<td>Other contributions</td>
<td>20,033,756</td>
<td>22,877,011</td>
</tr>
<tr>
<td><strong>UNITED KINGDOM</strong></td>
<td>17,966,709</td>
<td>19,219,528</td>
</tr>
<tr>
<td>Own contributions</td>
<td>1,172,853</td>
<td>1,647,727</td>
</tr>
<tr>
<td>Other contributions</td>
<td>16,793,856</td>
<td>17,571,801</td>
</tr>
<tr>
<td><strong>ITALY</strong></td>
<td>5,291,641</td>
<td>6,190,660</td>
</tr>
<tr>
<td>Own contributions</td>
<td>77,330</td>
<td>125,132</td>
</tr>
<tr>
<td>Other contributions</td>
<td>5,214,311</td>
<td>6,065,528</td>
</tr>
<tr>
<td><strong>FRANCE</strong></td>
<td>3,963,966</td>
<td>6,150,742</td>
</tr>
<tr>
<td>Own contributions</td>
<td>194,330</td>
<td>187,145</td>
</tr>
<tr>
<td>Other contributions</td>
<td>3,769,636</td>
<td>5,963,597</td>
</tr>
<tr>
<td><strong>BRAZIL</strong></td>
<td>5,958,253</td>
<td>5,569,889</td>
</tr>
<tr>
<td>Own contributions</td>
<td>1,689,756</td>
<td>816,218</td>
</tr>
<tr>
<td>Other contributions</td>
<td>4,268,498</td>
<td>4,753,671</td>
</tr>
<tr>
<td><strong>CANADA</strong></td>
<td>5,153,126</td>
<td>5,517,495</td>
</tr>
<tr>
<td>Own contributions</td>
<td>251,222</td>
<td>110,805</td>
</tr>
<tr>
<td>Other contributions</td>
<td>4,901,904</td>
<td>5,406,690</td>
</tr>
<tr>
<td><strong>PORTUGAL</strong></td>
<td>4,212,456</td>
<td>4,923,489</td>
</tr>
<tr>
<td>Own contributions</td>
<td>116,786</td>
<td>179,165</td>
</tr>
<tr>
<td>Other contributions</td>
<td>4,095,670</td>
<td>4,744,323</td>
</tr>
<tr>
<td><strong>AUSTRALIA</strong></td>
<td>4,269,812</td>
<td>4,498,121</td>
</tr>
<tr>
<td>Own contributions</td>
<td>376,212</td>
<td>592,952</td>
</tr>
<tr>
<td>Other contributions</td>
<td>3,893,600</td>
<td>3,905,169</td>
</tr>
</tbody>
</table>

* Contributions paid by third parties

Of the 33,389,801 Euros of our own contributions, 20,899,806 Euros represent the net payment of Corporation Tax, with the remainder being local taxes and duties.

By region, Spain is the country where we contribute the most in direct taxes because it is the country where the Group’s main activities take place (including manufacturing, research, development, purchases and marketing), followed by other European countries and the USA.

**Public subsidies received**

The activity of non-repayable subsidies, donations and legacies received is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance on 1 January</td>
<td>21,322,216</td>
<td>18,758,115</td>
</tr>
<tr>
<td>Subsidies awarded during the year</td>
<td>1,486,889</td>
<td>6,558,447</td>
</tr>
<tr>
<td>Reduction of subsidies received in previous years</td>
<td>-607,507</td>
<td>0.00</td>
</tr>
<tr>
<td>Transfers to the profit and loss account</td>
<td>-3,443,483</td>
<td>-3,082,321</td>
</tr>
<tr>
<td>Balance on 31 December</td>
<td>18,758,115</td>
<td>22,234,241</td>
</tr>
</tbody>
</table>