Connecting social and business progress

2017 Report
About this document.
This annual document covers the activities and areas of action of the SERES Foundation during the 2017 fiscal year. The periodicity of the document is annual and it has been published continuously since the creation of the foundation in 2010. This report has been prepared with qualitative and quantitative tools and reviewed by different areas of the foundation to ensure the maximum transparency of the data on show.
In January this year, Larry Fink, in his usual letter to investors explained the importance of the long term in understanding the actions and policies of a corporation, and the possible challenges and context in which their most immediate decisions are made. Fink emphasized a type of profitability which is based on the social repercussions of business, because the social factor may be the one that determines the growth potential of organisations.

One of the greatest lessons learnt after the great crisis was that interdependence opens us up to vulnerability. In this case, at the global level. That same interdependence is what encourages the forward momentum of the few to cause transformations, which until recently were unimaginable, while at the same time it complicates the functioning of those organisations with a very narrow view of their own problems or reality. In a clearly interconnected environment, organisations lose the ability to directly and unequivocally control the outcome of their intervention. This situation obliges us to rethink the traditional mechanisms of action, review certain paradigms and analyse from a more global perspective the impact of such intervention.

The monitoring and measuring of the social dimension of companies gives rise to difficulties, laziness, even anxieties. We need scorecards and indicators, which can provide us with an overview. We usually work with financial indicators, but advice increasingly demands we use extra-financial, more strategic profiles to measure progress. There is a demand for more perspective.

Socially robust companies are similarly financially strong. In this line, Fink showed that a diverse board of directors, with extra-financial profiles and that can provide information on intangibles, will make it more difficult for any company to fall into the trap of thinking in only one way, or ignoring new threats to its business model. There is no doubt that all this will result in more companies being based on the long term. And it is such that the road to transformation is to adopt long-term thinking which is unequivocal regarding company sustainability over time. Looking at some of the figures in terms of trust capital can be illustrative, it is one of the main assets in companies. It would come to almost represent a transaction cost vis-à-vis society. We know that to an ever more decisive extent, the company is seen as a driver of change, which can respond to inequality, population increase, ageing, precariousness or the geopolitical tensions to which we are subject. Solving many of the challenges we face is an opportunity for companies to innovate, work on adapting to new circumstances and ultimately create competitive advantages.

Surely it is territory in which the skills of an ambidextrous responsible leader are required, who can manoeuvre between the short and long term, to later generate a transforming effect on the organisation. This is precisely the reason why I consider it essential to invite business leaders to play a more active role as global citizens, to become key players in cultural change, to transmit their responsible vision to the rest of the organisation and to make companies attain an ever-increasing level of excellence.

At SERES, we want to be pioneers and change percentages. If 20% of companies can already identify with this pro-transformation movement, we would be pleased if the percentage of organisations which are committed to the value of the intangibles in such a strategy were to approach 80%.
From the fire which ignited that initial spark, revolution and the revolution in human history has been unstoppable and constant. From that moment, we went on to experience another three industrial revolutions. The first, between 1760 and 1830, with the appearance of the steam engine that meant the mechanisation of production processes, the second, around 1850 with the arrival of electricity that marked mass production and the third with technology and information and telecommunications technologies. Today we are witnessing the fourth industrial revolution, which in record time has immersed us in a process of digitalisation applied to industry in all sectors. The focus on people in combination with the advances achieved has made a difference in each and every one of these revolutions.

The Internet as a phenomenon is surely the element that characterises the beginning of the 21st century. Its spectacular development, which has been incomparable, has and is having remarkable effects both in social and economic aspects. We are witnessing an increasingly informed society, with more available resources and with demanding consumers and citizens. There is no doubt about it. If we analyse business, we are moving around in so-called VUCA environments (volatile, uncertain, complex and ambiguous), with citizens who live in times characterised by the uncertainty of events and information. It is reasonable to think that companies cannot grow or be competitive in a society that is economically and socially impoverished. In a changing society, new company working methods are also demanded. One of these is their commitment to society, which will also be a competitive advantage for the organisation.

At SERES, we have also taken determined steps in this regard. We know the importance of being able to skillfully manage complex environments, new management models where technology is in constant use to direct the present and explore opportunities for the future, models which are always predicated on a purpose. In an environment which is regulated by consumers who own their data, the differential value will no longer be found by accessing data or algorithms, but in gaining the trust and consent of customers. A sustainable and responsible business model does not depend so much on the type of company but on the commitment it has to society.

This progress can be accelerated if we guarantee the strategic vision of projects, and if we place social actions as key initiatives for organisations which can offer value for companies and for society.

I would like to thank you for your support. Thanks to the companies which make up SERES. Thanks to the Executive Committee which directs and guides the foundation's every step. Thanks to the team that works every day to meet your expectations. I believe this is the only way to achieve the launching of projects that are important in social and business terms, which build more sustainable companies, are more competitive over time and which ensure the greatest degree of excellence.

Ana Sainz
General Manager of the SERES Foundation.
Helping the company manage its commitment to society with business criteria which encourage cultural change.

There are great opportunities for the private sector to contribute positively and catalyse responsible development, which can generate an impact on society and create a competitive advantage for the very company. We know that companies cannot grow or be competitive in a society that is impoverished in social and economic terms. The inclusion of social commitment acquires a specific weight in the purpose of companies, because the value proposition of companies is no longer the same as it was years ago. That is why our focus is on:

- Outwardly communicating all of this.

Transferring knowledge of the social reality and providing tools to measure impacts.

Challenging and identifying opportunities for social and business improvement, to move forward into the future.

Interacting with other social agents.

WHAT WE DO

WE MAKE IT POSSIBLE

Companies seek to create lasting social actions that are efficient, that multiply impact and that turn social commitment into opportunities. Redefining the purpose of the company, creating value in a responsible manner and possessing meaning for interest groups are some of the key points of these company actions. The only way to meet these objectives is through collaboration: the key to competitiveness in companies and one of the most important assets for organisations.

WE MOBILIZE

To inspire and accompany the transformation of companies.

Our COMMITMENT

The SERES Foundation is registered in the Registry of the Protectorate of the Ministry of Health and Social Policy No28-1580 · Tax ID number G8583270.

WHAT WE DO

We work to incorporate the social dimension within the business of companies. We make this possible with social actions which are integrated into your business strategy. Part of our commitment is to offer an individual and collective learning space: we call it our Campus. There, companies observe, learn and share: knowledge, good practices and innovative trends.

WE MAKE IT POSSIBLE

Companies seek to create lasting social actions that are efficient, that multiply impact and that turn social commitment into opportunities. Redefining the purpose of the company, creating value in a responsible manner and possessing meaning for interest groups are some of the key points of these company actions. The only way to meet these objectives is through collaboration: the key to competitiveness in companies and one of the most important assets for organisations.

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Our ACTIVITY

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Interacting with other social agents.

Outwardly communicating all of this.

Our ACTIVITY
**January**

- We discussed the importance of communication with SMEs, Association of Social Responsibility Managers.

**February**

- *SERES-ESADE cycle: Active partnership against Corruption*
  - We explored ecosystems of companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Barcelona.

**March**

- We reflected on the new changes of CSR in the presentation of the Joint Responsibility Yearbook in Madrid.
- We reflected on innovative strategies that transform decisions in the business world into a new reality for all stakeholders.
- We explored the importance of international communication and its influence on the reputation of companies. SERES and those who are comparable.
- We reflected on the organization of the SERES and the strategies of companies.

**April**

- Practical workshops with companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Madrid.

**May**

- We discussed the value of cooperation and partnerships in corporate communication with PwC at the 2017 European Communication Conference, volunteering for art and culture.
- Practical workshops with companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Barcelona.

**June**

- We analysed what public companies are doing to advance the ethical and social dimension, at the day on Good Governance and Ethics in public companies.
- Practical workshops with companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Madrid.

**July**

- We shared the keys to improving communication and engagement with the members of the SERES in a workshop organized by IAVE at the 2017 IAVE Congress in Barcelona.

**August**

- *Series-ESADE cycle: New trends in non-financial reporting and sustainability*

**September**

- We discussed trendsetters of social responsibility and the achievements of Agenda 2030 in the discussion panels of the IAVE Congress 2017, together with the Private Sector Advisory Group of the SDG Fund.

**October**

- Practical workshops with companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Madrid.
- We discussed innovative responsible business and the achievement of Agenda 2030 in the discussion panels of the 2017 IAVE Congress.

**November**

- We met with board members and discussed the importance of being able to count on responsible consumers in a new workshop organized by SERES and APD.
- We discussed innovation, responsible business and the achievement of Agenda 2030 in the discussion panels of the IAVE Congress 2017, together with the Private Sector Advisory Group of the SDG Fund.

**December**

- We reflected on models regarding the implementation of SERES in companies, strategies in a session in sessions.
- We shared the conclusions of the SERES and C2K report. Contributing to peaceful, fair and just societies, and arguing for ideas in an international competition of the Others Communication Club and Net Marsteller.
- Practical workshops with companies on the use of RSC2, as a tool for measuring the economic impact of social actions in Madrid.
We work in...

We reflect, we act, we put the focus on...
Companies observe, learn and share on Campus, which is our space to exchange knowledge, experiences, good practices and trends in innovation. At SERES, there is a firm commitment to accessing the best business practices and we facilitate getting to know fellow travellers along this path, such as social entities, entrepreneurs and the administration.

We share business and social knowledge.

Workshops and conferences: to spread knowledge and make the tools available to companies to further the responsible vision of organisations.

Reports: In collaboration with SERES companies, we elaborate studies and analyse relevant and current information. IV Report on the Social Impact of SERES - Deloitte Companies.

Original version: those responsible for CSR projects and strategies in different organisations talk about the path travelled, the challenges and opportunities with regards to the social dimension of companies.

Good practices and lessons learnt: we approach company initiatives through our meetings and through digital channels.

Academic cycles: we have a series of talks on business commitment with society between SERES and ESADE and collaborations regarding knowledge and postgraduate courses with IE, IESE, EADA and ESADE.

KNOWLEDGE

We share business and social knowledge.

MEASUREMENT

We build value for everyone and we also measure it.

This is the only way to guarantee the strategic vision of projects, to position social actions as key initiatives within companies, which are capable of contributing value to society and the company. To a large extent, the measurement of the value of intangibles is a challenge, since the most used indicators up to now have been financial. If we believe that social commitment is the main asset of a company, we must measure it and learn how to measure it.

IV Report on the Social Impact of Companies

It seeks to add the impact of companies and the value they generate for society. This study makes it possible to measure, analyse and evaluate the real contribution of companies to society.

The investment of participating companies and institutions exceeded €712 million in CSR, with an impact on 31.4 million people, of which 18 million are direct beneficiaries, 21% more than in the previous exercise. The economic investment in projects developed in Spain, which this year increased by 22% compared to the previous year, reaching €439 million; and the area to which companies directed their efforts: of the 8,221 CSR projects undertaken during 2016, 67% of these were destined to cover social needs.
We know the importance of leaders who convert corporate social commitment into opportunities within companies. We strengthen and disseminate the role of top management as an agent of change and a key player in cultural change within companies.

3. TOP MANAGEMENT

SERES Conversations
A dialogue between and among CEOs on social innovation, the creation of value for society and for the company based on the company’s experience, strategy and social commitment. The leading role of top management, the need to be thorough, the ability to measure the impact of CSR, alliances with other organisations and the search for large-scale models are common denominators in the most important companies.

CSR: manual for board members
Guide for the governing bodies of companies with the aim of highlighting the capacity to generate value from CSR, its status as a factor of success in the long term and its importance for investor confidence. This guide enables the identification of director/board member participation and sheds light on the implementation of the CNMV’s Code of Good Governance.

In collaboration with Prisa and Fundación EY.

CEO Challenges (Retos CEO)
Dialogue and discussion tables with the participation of top management to reflect on future challenges and on having more competitive, sustainable and responsible organisations. A formula to include, through top management, the needed strategy commitment in companies and to generate opportunities and competitive advantages.

In collaboration with KPMG.

4. SOCIAL INNOVATION

We strive to identify, unite and understand the trends in connection between society and companies, which provide solutions to social challenges. We seek the innovative application of new international models in our environment.

Sharing: annual event on social innovation, where it is possible to identify and share good practices and knowledge, to face social challenges and to escalate the impact. Social innovation is a tool that enables the unification of social and financial profitability.

Publications:
InnovAcción: quarterly bulletin with the latest news about trends and innovative environments, new initiatives, projects and good practices.

Exploratory trip: new ways of carrying out and building more sustainable models, which can respond to the social challenges in our country.

Trends: SERES as an observatory of national and international trends.
We recognise...
The SERES Awards and those prize-winners from the 8th edition.

WINNING COMPANIES

EBRO FOODS. EKTA
(Ebro India Kisan Training & Awareness Program).

A programme developed in Haryana, India, where the company has been supplying Basmati rice since 2015. It is aimed at training local farmers in sustainable farming techniques, with an emphasis on the use of pesticides (one of the country’s main problems in rice cultivation).

ILUNION HOTELS

It started its activity over 25 years ago as a hotel company which generates employment for people with disabilities, guaranteeing social, economic and environmental responsibility. In 2014, it launched a new project: converting a four-star hotel in Madrid into a Special Employment Centre (CEE in its Spanish acronym, where more than 70% of its professional employees are disabled).

MCKINSEY & COMPANY

Generation.

Intended for unemployed young people between 18 and 29 years old with limited professional experience and few job opportunities. It brings in line competences (existing and demanded), identifies areas of greater demand (lack of profiles or high turnover), training young people and supporting their job search. It segments the profile based on the educational levels demanded. More than 1,000 graduates in 8 cities: Madrid, Barcelona, Seville, Valencia, Malaga, Las Palmas, Bilbao, La Coruña. 40 programmes (15 in 2016): digital marketing, web development, sales, excellence at point of sale and insurance agent. Employment rate of 85%, which is maintained at 6 months (84% in 2016), 52% with an indefinite contract. A result which was higher than that of the EU in 2015: 53% employed at 6 months. Selected as one of the best practices in the use of European Social Funds.
The figures SPEAK FOR THEMSELVES

140 COMPANIES
70% OF THE IBEX 35
23 CONFERENCE/WORKSHOP DAYS
That represent about
30% of GDP
2,300 ATTENDEES

20 21

SOCIAL NETWORKS

NEW!
Opening new channel: Facebook

1,600 followers on LinkedIn
+60%
+6,000 followers on Twitter
+30%

OUR WEBSITE

TOTAL VISITS:

+47% INTERANNUAL TRAFFIC

January 2017 (10,115) January 2018 (14,904)

PAGES VIEWED:

+36%

January 2017 (20,172) January 2018 (27,433)

MOST VIEWED CONTENT:
• Entrepreneurship
• SERES Meetings
• SERES Awards
• Knowledge
• Report on the social impact of companies
• Social innovation
• Methodologies for measuring CSR

31st December 2017
30%
+2,300

January
That represent about
That represent about

31st December 2017

+70% +2,300

+30% +36%

+30% +70%

140
30%
70%
23
2,300

Government Bodies

Patrons

Accenture
Atlantic Copper
BBVA
CaixaBank
Coca-Cola España
Cuevaseca Gonçalves
Pernera, S.L.P.
Dekkitele
DKV Seguros
El Corte Inglés
Endesa
Estudio de Comunicación

Partners

ABANCA Corporación Bancaria
Acciona
Accionistas
Aena
Agos
Agur
Almacén Capital Partners
Amaquell Group
Astrona
Atresmedia
Atresia
Banca
British American Tobacco
Burson-Marsteller
Canal de Isabel II Gestión
Cap Gernet
Capgemini
Capintesa
Celanese Telecom
Cepsa
Chep España
Cit.-

Europe Press
Evens
Eye
FeroVia
Fondación Repsol
Garrigues
Gómez Abascal & Pombio
Ganvam Steel Industries
Grupo Cañer
Grupo Siro
Grupo Trapi
Grupo Vips

Clifford Chance
CMS Albiñana & Suárez de Lezo
Cosentino
Corporación Pastoral
Crédit Agricole CB
DACHSER Spain
Daimler
Deutsche Energie
Euraceca
Facebook
Faurecia
Ford España
Freehold
Frutos
Fundación ACS
Fundación Adecco
Fundación Banco de España

HP
Euronet
Inditex
Kinecta
KPMG
Loteries et Aappings del Estado
McKinsey & Company
Melia Hotels International
Merck
Microsoft Ibérica
Philip Morris Spain
PwC

Accenture
Atlantic Copper
BBVA
CaixaBank
Cceca Cola España
Cuevaseca Gonçalves
Pernera, S.L.P.
Dekkitele
DKV Seguros
El Cort Inglés
Endesa
Estudio de Comunicación

ABANCA Corporación Bancaria
Acciona
Accionistas
Aena
Agos
Agur
Almacén Capital Partners
Amaquell Group
Astrona
Atresmedia
Atresia
Banca
British American Tobacco
Burson-Marsteller
Canal de Isabel II Gestión
Cap Gernet
Capgemini
Capintesa
Celanese Telecom
Cepsa
Chep España
Cit.
The Executive Committee is the foundation’s administrative body, which under the direction of the chairperson ensures that the activities aimed at fulfilling the foundational objective are carried out. One of the main differences of SERES, and strengths, is the involvement that exists on the part of top management in all companies. This involvement is reflected in the Executive Committee.

**EXECUTIVE COMMITTEE**

**Executive Committee Chairperson**
Francisco Román, chairman, Vodafone España

**Executive Committee Secretariat**
Ana Sanz, managing director, SERES Foundation

**Executive Committee Vice-Chairpersons**
Jose María de Cabedés, executive chairman, EuroPress

**Executive Committee Board Members**
Juan Pedro Moreno, Accenture
Fernando Ruiz, chairman, Deloitte
Javier Vega de Sease, executive chairman, DKV Seguros

**Executive Committee Guests**
José Miguel de Andrade, BBVA, board member, SEBES Foundation
Jesus Alfonso, chairman, Foro España
Marta Martínez, chairman, IBM Spain, Portugal, Greece, Israel
Rosa García, chairman, Siemens
Ignacio Muñoz Pidal, SERES Foundation

**Executive Committee Founders**
Rosa García, Siemens
Helena Herrero, managing director, HP España y Portugal
José Manuel Sedes, sustainability and quality manager, Vodafone España

**Executive Committee Advisory Committee**

**Advisory Committee Chairperson**
Ana Sainz, managing director, SERES Foundation

**Advisory Committee Secretariat**
Lucía García, deputy general manager, SERES Foundation

**Advisory Committee First Vice-Chairperson**
Juan José Litrán, Coca-Cola España, managing director, Coca-Cola España

**Advisory Committee Vice-Chairpersons**
Maite Arango, vice-chairwoman of the board of directors, Grupo Vipa
Tomas Calleja, managing director, McKinsey & Company

**Advisory Committee Board Members**
Julio Carreña, public affairs officer, Citi Spain
Miguel García Llamado, manager of corporate communications and responsibility, DKV Seguros
Javier Garilleti, managing director, Fundación EY
Natalia González-Valdés, managing director of corporate communications and RSC, L’Oréal España

**Advisory Committee Guests**
Antoni Ballabriga, global manager of responsible business, BBVA
Julio Carreña, public affairs officer, Citi Spain
Miguel García Llamado, manager of corporate communications and responsibility, DKV Seguros

**Advisory Committee Founders**
Juan José Litrán, Coca-Cola España, managing director, Coca-Cola España
Barbara Márquez de Lara, manager of corporate communications, marketing and institutional relations, FIBA
Cristina Mora, CSR manager, Femoral
Elvira de Nadal, partner attached to the general directorate, CaixaBank
Carlos Ruiz, sustainability and environment manager, Enagás
Rodrigo de Salas, managing director of communications and corporate social responsibility, L業re Merlin España

**Advisory Committee Members**
Ignacio Eyries, general manager, Grupo Vipa
Jose Miguel de Andrés, BBVA, board member, SEBES Foundation
Ignacio Eyries, general manager, Grupo Vipa
Juan Manuel González Serna, chairman, Grupo Siro
Harina Herero, chairman, HP España y Portugal
José Manuel Sedes, sustainability and quality manager, Vodafone España
Juan Ramón Silva, general manager of sustainability area, Meliá Hotels International
The Corporate Governance Committee is the body in charge of promoting and encouraging actions related to good governance and seeks to promote regulatory compliance. It also ensures the effectiveness and transparency of the foundation’s corporate bodies, in the terms set out in the statutes and with the functions that at all times it agrees to delegate to the Board of Trustees.

Every two years, an evaluation of the committee is carried out by the external expert Spencer Stuart.

July 2018
In environments of radical transformation it is necessary to assume a new scenario as a source of risks and opportunities, which requires an open and anticipatory vision and whose strategic key is based on collaboration.

The SERES Foundation strives to identify, get to know, get together and establish alliances with international reference organisations, which are working on social issues that are intertwined with the strategy of companies.

We face great challenges and uncertainties, all of which come together as milestones in order to address and comply with the 2030 Agenda. Resolving many of these challenges is a great opportunity for different types of organisations (companies, NGOs, institutions, etc.) to innovate, to adapt to new circumstances and create competitive advantages by contributing through their activity to what they do best: social development. SERES builds bridges between knowledge and business centres which encourages collaborative environments that enable innovative thinking about strategy. The Foundation also represents companies and their best practices in international forums.

To fully understand international trends in social innovation and understand their scope, it is necessary to explore what is being carried out in other environments and geographical areas. For this reason, SERES has an observatory of best practices and a trend radar. SERES also encourages exploratory trips as an important contribution tool within the value proposal. Contact with different nuclei of social innovation and knowledge is a great way to become inspired by the passion of leaders in social innovation, who promote real change in organisations. In addition, SERES has become a benchmark for similar entities outside of Spain.

Alliances and achievements
### ABRIDGED BALANCE AS OF 31ST DECEMBER 2017

#### ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Intangible assets.</td>
<td>0.00</td>
<td>154.27</td>
</tr>
<tr>
<td>II. Historical Heritage Assets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III. Property, plant and equipment.</td>
<td>30,358.94</td>
<td>8,419.59</td>
</tr>
<tr>
<td>IV. Real estate investments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V. Long-term Investments in companies and entities of the group and associates.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI. Long-term financial investments.</td>
<td>22,600.00</td>
<td>21,600.00</td>
</tr>
<tr>
<td>VII. Deferred tax assets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B) CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Users and other accounts receivable from own activity.</td>
<td>6,000.00</td>
<td>6,000.00</td>
</tr>
<tr>
<td>II. Trade and other receivables.</td>
<td>24,200.00</td>
<td>24,200.00</td>
</tr>
<tr>
<td>VII. Short-term financial investments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VIII. Short-term accrued accounts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IX. Cash and other equivalent liquid assets.</td>
<td>369,963.76</td>
<td>359,948.90</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS (A+B)</strong></td>
<td>452,922.70</td>
<td>420,322.76</td>
</tr>
</tbody>
</table>
### Abridged Profit and Loss Account

#### Fiscal Year Ended 31st December 2017

**Profit & Loss Account**

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Surplus from own activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Fees from associates and affiliates and collaborations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Income from promotions, sponsors and collaborators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Subsidies, donations and legacies charged to the surplus of the fiscal</td>
<td></td>
<td></td>
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<tr>
<td>year</td>
<td></td>
<td></td>
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<tr>
<td>d) Reimbursement for grants and allowances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Provision of services related to own activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f) Sales and other ordinary income from commercial activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g) Cash funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h) Non-cash funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Expenses for collaborations and the governing body</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j) Reimbursement of grants, donations and bequests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>k) Changes in stocks of finished products and products in the process of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>manufacturing</td>
<td></td>
<td></td>
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<tr>
<td>l) Work carried out by the entity for its assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>m) Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n) Other income from activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o) Depreciation of tangible assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>p) Subsidies, donations and capital bequests transferred to the surplus</td>
<td></td>
<td></td>
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<tr>
<td>of the exercise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>q) Surplus from previous exercises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>r) Surplus from the exercise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>s) Long-term provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>t) Long-term debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>u) Long-term debts with companies and entities of the group and associates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v) Net equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>w) Adjustments for change of value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>x) Subsidies, donations and bequests received</td>
<td></td>
<td></td>
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<tr>
<td>y) Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>z) Long-term accrued accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Short-term provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Short-term debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Short-term debts with companies and group entities and associates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Beneficiaries-Creditors</td>
<td></td>
<td></td>
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<tr>
<td>e) Trade and other accounts payable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f) Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g) Short-term accrued accounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h) Total net assets and liabilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Net Assets and Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Net equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B) Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C) Financial income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D) Financial expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E) Changes in fair value in financial instruments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F) Exchange differences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G) Impairment and loss due to disposals of financial instruments</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Notes

- A) Surplus from fiscal year
- B) Fees from associates and affiliates and collaborations
- C) Income from promotions, sponsors and collaborators
- D) Subsidies, donations and legacies charged to the surplus of the fiscal year
- E) Reimbursement of grants and allowances
- F) Provision of services related to own activity
- G) Sales and other ordinary income from commercial activity
- H) Cash funding
- I) Non-cash funding
- J) Expenses for collaborations and the governing body
- K) Reimbursement of grants, donations and bequests
- L) Changes in stocks of finished products and products in the process of manufacturing
- M) Work carried out by the entity for its assets
- N) Supplies
- O) Other income from activity
- P) Staff costs
- Q) Other expenses of the activity
- R) Depreciation of tangible assets
- S) Subsidies, donations and capital bequests transferred to the surplus of the exercise
- T) Surplus of supplies
- U) Surplus from previous exercises
- V) Surplus from the exercise
- W) Long-term provisions
- X) Long-term debts
- Y) Long-term debts with companies and entities of the group and associates
- Z) Net equity
- AA) Adjustments for change of value
- BB) Subsidies, donations and bequests received
- CC) Non-current liabilities
- DD) Long-term accrued accounts
- EE) Short-term provisions
- FF) Short-term debts
- GG) Short-term debts with companies and group entities and associates
- HH) Beneficiaries-Creditors
- II) Trade and other accounts payable
- JJ) Supplies
- KK) Short-term accrued accounts
- LL) Total net assets and liabilities

#### Equity and Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B) Foundational endowment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C) Reservations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D) Surplus from previous exercises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E) Surplus from the exercise</td>
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<td></td>
</tr>
<tr>
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<td></td>
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<td></td>
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<tr>
<td>J) Adjustments for change of value</td>
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<td>K) Subsidies, donations and bequests received</td>
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<tr>
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</tr>
<tr>
<td>T) Short-term accrued accounts</td>
<td></td>
<td></td>
</tr>
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<td>U) Total net assets and liabilities</td>
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<td></td>
</tr>
</tbody>
</table>

#### Notes

- A) Foundational endowment
- B) Reservations
- C) Surplus from previous exercises
- D) Surplus from the exercise
- E) Long-term provisions
- F) Long-term debts
- G) Long-term debts with companies and entities of the group and associates
- H) Net equity
- I) Adjustments for change of value
- J) Subsidies, donations and bequests received
- K) Non-current liabilities
- L) Long-term accrued accounts
- M) Short-term provisions
- N) Short-term debts
- O) Short-term debts with companies and group entities and associates
- P) Beneficiaries-Creditors
- Q) Trade and other accounts payable
- R) Supplies
- S) Short-term accrued accounts
- T) Total net assets and liabilities

#### Total Net Assets and Liabilities (A+B+C)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Net equity</td>
<td></td>
<td></td>
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<tr>
<td>B) Equity</td>
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<td></td>
</tr>
</tbody>
</table>

#### Notes

- A) Net equity
- B) Equity
- C) Financial income
- D) Financial expenses
- E) Changes in fair value in financial instruments
- F) Exchange differences
- G) Impairment and loss due to disposals of financial instruments

---

**EQUITY AND LIABILITIES**
### SHORT-TERM RESULTS ACCOUNT FOR THE FISCAL YEAR ENDED 31st DECEMBER 2017

#### PROFIT & LOSS ACCOUNT

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Surplus from fiscal year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.2) SURPLUS OF FINANCIAL TRANSACTIONS (14+15+16+17+18)</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>A.3) SURPLUS BEFORE TAXES (A.1+2)</td>
<td>$4,040.70</td>
<td>$20,111.13</td>
</tr>
<tr>
<td>19. Taxes on profits</td>
<td>0.2</td>
<td></td>
</tr>
<tr>
<td>A.4) SURPLUS FOR THE YEAR FROM CONTINUING OPERATIONS (A.2+19)</td>
<td>$4,040.70</td>
<td>$20,111.13</td>
</tr>
</tbody>
</table>

#### APPENDICES

### SHORT-TERM RESULTS ACCOUNT FOR THE FISCAL YEAR ENDED 31st DECEMBER 2017

#### PROFIT & LOSS ACCOUNT

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
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<tbody>
<tr>
<td>A) Surplus from fiscal year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.2) SURPLUS OF FINANCIAL TRANSACTIONS (14+15+16+17+18)</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>A.3) SURPLUS BEFORE TAXES (A.1+A.2)</td>
<td>54,340.70</td>
<td>-20,111.13</td>
</tr>
<tr>
<td>19. Taxes on profits</td>
<td>8,2</td>
<td></td>
</tr>
<tr>
<td>A.4) SURPLUS FOR THE YEAR FROM CONTINUING OPERATIONS (A.3+19)</td>
<td>54,340.70</td>
<td>-20,111.13</td>
</tr>
</tbody>
</table>

#### B) Interrupted operations

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.5) CHANGES IN NET ASSETS RECOGNISED IN THE SURPLUS FROM THE EXERCISE (A.4+20)</td>
<td>$4,040.70</td>
<td>$20,111.13</td>
</tr>
</tbody>
</table>

#### C) Income and expenses charged directly to equity

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.6) CHANGES IN NET ASSETS DUE TO INCOME AND EXPENSES RECOGNISED DIRECTLY IN NET EQUITY (1+2+3+4)</td>
<td>1,152,314.00</td>
<td>1,062,729.24</td>
</tr>
</tbody>
</table>

#### D) Reclassification of surplus to the surplus of the year

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.7) SUBSIDIES RECEIVED</td>
<td>-1,152,314.00</td>
<td>-1,062,729.24</td>
</tr>
<tr>
<td>A.8) DONATIONS AND BEQUESTS RECEIVED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.9) OTHER INCOME AND EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.10) TAX EFFECT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A.11) CHANGES IN NET ASSETS DUE TO INCOME AND EXPENSES RECOGNISED DIRECTLY IN NET EQUITY (1+2+3+4)</td>
<td>-1,152,314.00</td>
<td>-1,062,729.24</td>
</tr>
</tbody>
</table>

#### E) Changes in net equity due to income and expenses directly attributed to net equity (C.1+D.1)

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.12) SUBSIDIES RECEIVED</td>
<td>-18,000.00</td>
<td>6,000.00</td>
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<tr>
<td>A.13) DONATIONS AND BEQUESTS RECEIVED</td>
<td></td>
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</tr>
<tr>
<td>A.14) OTHER INCOME AND EXPENSES</td>
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</tr>
<tr>
<td>A.15) TAX EFFECT</td>
<td></td>
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</tr>
</tbody>
</table>

#### F) Adjustments due to errors

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.16) CHANGES IN NET EQUITY DUE TO RECLASSIFICATIONS TO THE SURPLUS OF THE YEAR (C.1+D.1)</td>
<td></td>
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</tr>
<tr>
<td>A.17) CHANGES IN NET EQUITY DUE TO INCOME AND EXPENSES DIRECTLY ATTRIBUTED TO NET EQUITY (C.1+D.1)</td>
<td>-18,000.00</td>
<td>6,000.00</td>
</tr>
<tr>
<td>A.18) ADJUSTMENTS DUE TO CHANGES IN CRITERIA</td>
<td></td>
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<tr>
<td>A.19) ADJUSTMENTS DUE TO ERRORS</td>
<td></td>
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#### G) Adjustments due to changes in the foundational endowment

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2017</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>A.20) ADJUSTMENTS DUE TO CHANGES IN THE FOUNDATIONAL ENDOWMENT</td>
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#### H) Changes in the foundational endowment

<table>
<thead>
<tr>
<th>NOTES</th>
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<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.21) TOTAL RESULT, CHANGE IN NET EQUITY IN THE EXERCISE (A.5+E+F+G+H+I)</td>
<td>$36,340.70</td>
<td>-$14,111.13</td>
</tr>
</tbody>
</table>
## APPENDICES

### ANEXO 1.1: BALANCE"

<table>
<thead>
<tr>
<th>Fecha</th>
<th>Deudores a largo plazo</th>
<th>Pasivos por capital</th>
<th>Capital propietario</th>
<th>Reservas contra pérdidas</th>
<th>Total Patrimonio Contable</th>
<th>Patrimonio Contable Neto</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>12.000.000</td>
<td>8.000.000</td>
<td>4.000.000</td>
<td>2.000.000</td>
<td>18.000.000</td>
<td>14.000.000</td>
</tr>
<tr>
<td>2024</td>
<td>12.500.000</td>
<td>8.500.000</td>
<td>4.500.000</td>
<td>2.500.000</td>
<td>18.500.000</td>
<td>14.500.000</td>
</tr>
</tbody>
</table>

### ANEXO 1.2: INFORMACIÓN ADICIONAL"

- Deudores a largo plazo incluyen créditos no pagados.
- Pasivos por capital se refieren a préstamos a plazo.
- Capital propietario representa el capital invertido por los socios.
- Reservas contra pérdidas son provisiones para futuras pérdidas.
- Total Patrimonio Contable es la suma de todos los elementos anteriores.
- Patrimonio Contable Neto es el total del patrimonio contable menos las provisiones.

---

**Nota:** Esta tabla y la información adicional se basan en los datos proporcionados y pueden requerir revisión adicional para su correcta interpretación.

---