



Consejo Empresarial
para la
Competitividad

Made up of 17 companies and the Instituto de Empresa Familiar, accounting for a combined 35% of Spanish GDP and giving employment to 1.7 million people

GROUP OF LEADING SPANISH COMPANIES UNVEILS THE COMPETITIVENESS ADVISORY BOARD

- **Telefónica's chairman César Alierta is assuming the rotating presidency for first two-year term**
- **The purpose of the Advisory Board is to act as a think tank, generating ideas for how to get Spain back on the growth track and how to foster its image abroad**

Madrid, 21 February 2011 – Seventeen of Spain's biggest companies, represented by their leaders, and the IEF or Family Business Institute, have officially unveiled the Competitiveness Advisory Board, a think tank for the generation of ideas on how to revitalise growth in the Spanish economy and bolster, through its proposals, its image abroad.

One of the overriding goals of this new institution, which believes that fostering the work ethic is the way forward, is to contribute to building and communicating the Spanish 'equity story' by meeting with top level authorities and participating in the world's most prominent debate forums.

The involvement of the member companies' chairmen in this endeavour marks a personal commitment, as they will bring their experience to the task of generating consensus of opinion on how to address Spain's most pressing social and economic issues. This personal engagement extends to the various departments of the member companies, which will contribute their know-how to delivering the think tank's strategic goals.

The members of the Board believe that the combination of these companies' know-how, best practices and initiative alone makes for a very formidable starting point. Moreover, their stature guarantees that their opinions will be heard and that their initiatives will receive high-profile promotion, contributing to restoring confidence in the Spanish economy.



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The companies joining the think tank, together with those represented by the IEF, employ 1.7 million people in Spain. Their combined revenue accounts for 35% of Spanish GDP.

The Board's key lines of initiative will be to:

- Foster a body of opinion on how to tackle pressing socioeconomic issues where the think tank's position is considered vital.
- Draw up action plans on areas needed to make the country run better in economic, social or political terms.
- Promote a hospitable environment for fostering competitiveness and excellence among Spanish companies.
- Prepare analysis, studies and papers to underpin the opinions and proposals put forward by the think tank.

Organisational structure and functioning

- The Board is being set up as a not-for-profit entity, based in Madrid.
- It is made up of 17 companies and the IEF.
- The presidency will rotate every two years. The first president is César Alierta, Telefónica's chairman.
- The Board will have an Executive Committee (chaired by the Board's President) and a Managing Director, Fernando Casado.



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Members of the Competitiveness Advisory Board (*)

- César Alierta. Telefónica
- Isidoro Álvarez. El Corte Inglés
- Isak Andic. Mango
- Simón Pedro Barceló. Grupo Barceló
- Emilio Botín. Banco Santander
- Antoni Brufau. Repsol
- José Manuel Entrecanales. Acciona
- Isidro Fainé. La Caixa
- Francisco González. BBVA
- Pablo Isla. Inditex
- José Manuel Lara. Grupo Planeta
- José Manuel Martínez. MAPFRE
- Florentino Pérez. ACS
- Rafael del Pino. Ferrovial
- Leopoldo Rodés. Havas Media Group
- Juan Roig. Mercadona
- Ignacio Sánchez Galán. Iberdrola
- Instituto de la Empresa Familiar

(*) in alphabetical order