



NH | HOTEL GROUP
PART OF
MINOR
HOTELS

6

ETHICS AND COMPLIANCE

Tivoli Doelen Amsterdam
Amsterdam, Netherlands

6. ETHICS AND COMPLIANCE

NH Hotel Group continues to implement measures to foster and highlight the compliance culture and the importance of consolidating an ethical business culture, raising awareness among all team members of the relevance not only of complying with the applicable legislation but also of acting ethically and in accordance with the Company's principles and values.

The aim pursued is that all team members be aware that not only what is done but also how it is done matters, and to this end a number of measures and tools have been put in place to work on this mission, the most important of which are described below.

Ethical commitment and compliance system

The NH Group is committed to complying with laws and regulations in the countries and jurisdictions where it does business. This includes, among other matters, laws and regulations on health and safety, discrimination, tax, data privacy, competition, anti-corruption, prevention of money laundering and an environmental commitment. The key areas covered by the Code include:

COMMITMENTS	■ to people
	■ to customers
	■ by suppliers
	■ by competitors
	■ to shareholders
	■ to communities and society
	■ to the Company's assets, know-how and resources
OBLIGATIONS	■ with respect to fraudulent or unethical practices

Code of Conduct

NH Hotel Group continues to bolster the compliance function, based fundamentally on the principles and values contained in its [Code of Conduct](#), which has been translated into seven languages, which is published on the corporate website and the intranet, and is applied in all the countries where the NH Hotel Group is active. Furthermore, since 2017, through the "My NH" app, team members can access it from their mobile device. team members of establishments that operate under the NH Hotel Group brands also have a Practical Guide and a FAQs document.

The purpose of the Code of Conduct is to determine the principles, values and rules that are to govern the conduct and behaviour of each of the professionals and executives of the Group, as well as members of the governing bodies of Group companies and stakeholders that interact with NH Hotel Group. The Code of Conduct summarizes the professional conduct that is expected of NH Hotel Group team members, who are committed to acting with integrity, honesty, respect and professionalism in performing their duties.

The Code of Conduct is reviewed periodically by the Compliance Officer to adapt and update its contents when necessary.

At its meeting held on 8 November 2022, the Board of Directors approved an update of the Code of Conduct, to adapt it to recent legislative developments, comply with the new legal requirements and meet standards and best practice with regard to compliance, including the anonymization of the whistleblowing channel

The NH Hotel Group Code of Conduct is governed by three fundamental pillars: 1) Respect for the law; 2) Integrity and 3) Honesty, transparency and trust and sets out commitments to its stakeholders, overseeing and assuring respect for the provisions of the Code, including - among many other aspects- operating and competing in the market in a fair and transparent way or safeguarding full protection of consumers and appropriate advertising of the services.

To this end, the Company encourages and promotes knowledge and observance of the Code of Conduct through continuous training, among other actions. In this regard, and aware of the relevance of the Company's ethical principles and values, all team members are required to take a compulsory training course on the Code of Conduct in order to ensure that they have read and understood it. Completion of this course is recorded in the system.

Internal Rules of Conduct

These rules establish the minimum standards that apply to the purchase and sale of securities, as well as to privileged and confidential information, and how such information should be handled.

Criminal Risk Prevention Model

This model describes the principles applicable to the management and prevention of crimes within NH Hotel Group and defines the structure and operation of the control and oversight bodies established within the Company, systematizing existing controls for the purpose of preventing and mitigating the risk of crime in the different areas of the Company. Some of the risks identified in the prevention model are: corruption, public finance fraud, money laundering, swindling, disclosure of private information, fraud against workers' health, among others.

Monitoring, updating and evaluation of controls is performed periodically by the Compliance Office.

In 2023, a complete review and update of the Company's Criminal Risk Prevention Model was carried out in order to continue bolstering the robustness of the model by updating the list of crimes and criminal risks that are applicable to the Company's activity and by improving and standardizing the risk assessment methodology and optimizing the existing control matrix.

Procedure for Conflicts of Interest

This establishes the rules to be followed in situations in which the interest of the Company or any of the Group companies comes into conflict with the direct or indirect personal interest of the directors or of persons subject to rules governing conflicts of interest.

This procedure was updated in 2021 -with a favourable report from the Audit and Control Committee and the approval of the Board of Directors - as a result of the changes made in Royal Legislative Decree 1/2010, of 2 July, approving the Companies Act (Consolidating Act).

It has not been necessary to activate this procedure in 2023.



Corporate Policies

In addition to the NH Hotel Group Code of Conduct, the Company has a number of specific policies. These are corporate policies and are therefore applicable to the entire Group. It should also be noted that these policies show the principles and the commitments acquired by the Company in different areas, as detailed below:

Anti-Fraud & Corruption Policy*	Approved in 2019 and updated in 2023 (with an update concerning the whistleblowing channel), this policy establishes the commitment, in accordance with the provisions of the code of conduct, to zero tolerance of bribery and corruption, both in the public and private sector. The policy establishes the general principles on which it is based - such as zero tolerance of conduct that is contrary to the policy, compliance with the law, transparency, integrity and accuracy in financial reporting and the importance of internal control, among others- and states the main prohibited practices (such as contributions related to political purposes), practices that are strictly regulated (such as showing hospitality, managing donations or sponsorship) and those which are acceptable.
Corporate Gift Policy	Approved in 2018, this policy was established with a twofold aim. On the one hand, to regulate the gifts received and given by team members of establishments that operate under NH Hotel Group brands, when they are acting on the Company's behalf and, on the other hand, to prevent and detect situations that may result in breaches of ruling legal provisions or have a negative reputational impact for the Company. It establishes the criteria and internal guidelines concerning any gestures of hospitality received by team members. Any doubt, incident or information related to this matter can be sent to a specific mailbox created for this purpose: giftcompliance@nh-hotels.com
Corporate tax policy*	Approved in 2015 and updated in 2022, this policy establishes the corporate tax strategy as a fundamental element for good corporate governance. It is based on compliance with tax legislation in all the jurisdictions where NH Hotel Group is present, interpreting such legislation in a manner that is fundamentally aligned with the spirit and purpose of the laws. It also establishes the principles that are to be followed in order to comply with tax obligations and for relations with tax authorities.
Environment and Climate Change Policy*	Updated in 2023 with the aim of reinforcing the Group's commitment to minimize its impact on climate change and increase the efficient management of the available resources in the places where the Group's hotels are located. In line with the main applicable international frameworks and best practice in the sector, it includes aspects relating to combating climate change, the management of natural resources, circular economy and the protection and conservation of biodiversity and ecosystems.
Human Rights Policy*	Approved by the Board of Directors in 2020, this policy establishes the Company's commitment to respect for internationally recognized Human Rights. It also contains the values and principles of the Group that are used as a guide for its activity both with customers, team members, suppliers and communities among others. Through this policy, the Company undertakes to assure compliance with Human Rights following the highest international recognized standards, with the aim of protecting, respecting and correcting (prevention and management) the risks associated to the breach of these rights.
Information Security Policy*	Approved in 2013 and updated in 2023. This establishes the regulation on the Group's information security as well as guidelines to assure the confidentiality, integrity and availability of information under the control of NH and its value chain. It also defines the lines of action that make up NH's corporate strategy in relation to information security, developing key and concise guidelines for the management, protection and good use of the Group's information assets, defining basic principles of action.
Occupational Health and Safety Policy*	Approved in 2023 with the aim of promoting and reinforcing health and safety in work environments. It sets out the general principles that assure an occupational health and safety management model, and occupation wellbeing in the daily action of the Group's team members and compliance with laws and regulations related to occupational safety. It also involves team members in the identification and mitigation of risks in reporting occupational incidents.
Policy regarding communication of financial, non financial and corporate information through media, social media and other channels*	Approved by the Board of Directors in 2020, this policy was created with the aim of establishing the framework for action and of defining the general principles that govern the communication of financial, non-financial and corporate information through traditional media, social media or other channels, with the aim of assuring the protection of investors and the orderly functioning of the market. It was approved in order to comply with Recommendation 4 of the Code of Good Governance of Listed Companies, approved by the CNMV in 2015 and was updated in June 2020,
Policy on prevention of money laundering and terrorist financing*	Approved in 2019 and updated in 2023, this policy reflects the Group's commitment to the prevention of money laundering and terrorist financing. This policy establishes the general guidelines that will help with the prevention and early detection of situations that may entail a risk for NH Hotel Group and its Group companies in relation to the prevention of money laundering and terrorist financing. It also expresses its commitment to collaborate with the competent authorities on this matter.

Approved in 2014, this policy regulates the procedure for the contracting of goods and services by NH Hotel Group and establishes rules and guidelines to be followed by the different departments in situations that affect or could affect the Company's external contracting. This is aimed at reinforcing (i) the commitment to guarantee transparency, honesty and ethics in the procurement function (ii) the need to carry out professional contracting processes in order to optimize results and (iii) the need to align with internal control guidelines, and timely and appropriate updating and communication to all the Company's team members.

Procurement Policy

This policy was completed in 2023 with responsible procurement commitment, which is included as an appendix to the NH Hotel Group Procurement Policy which establishes the global framework for the control and management of risks (market, credit, business, regulatory, operational and reputational, cybersecurity and criminal) resulting from equipment and material purchasing activities, and the contracting of works and services throughout NH Hotel Group, with special emphasis on compliance with the ethical commitments both of the Group's team members and of its suppliers.

Approved by the Board of Directors in 2015, NH Hotel Group's corporate risk management policy is aimed at defining the basic principles and the general framework of action to identify and control of all kind of risks that could affect NH, notwithstanding any policies and procedures a company, department or geographic level.

Risk Management Policy*

Thanks to this policy, NH Hotel Group undertakes to provide a framework for action that will permit comprehensive risk management, including suitable identification, measurement, control and handling of all the significant risks that affect the Group, and alignment of the Group's activities to the approved risk tolerance levels. This framework is based on the following principles of action: responsibility, integrity, consistency, independence, co-ordination, updating and continuous improvement, effectiveness and transparency.

[Selection policy for candidates to director posts and management positions*](#)

Approved in 2020 for the purpose of reinforcing transparency in the Company's actions, this policy establishes a general framework for the selection of candidates for the Board of Directors based on compliance with the highest corporate governance standards. This specific and verifiable policy for the selection of candidates for posts on the Board of Directors ensures that proposals for appointments as members of the Company's Board of Directors are based on a prior analysis of the Board's needs. Accordingly, the procedures for evaluating the candidates who participate in the selection process considers skills, experiences, professionalism, suitability, gender diversity, independent judgment, knowledge, qualities, capabilities and availability of the members of the Board of Directors from time to time. The Nominations, Remuneration and Corporate Governance Committee undertakes a relevant role in this process.

Subsidies Policy

Approved in 2018, the purpose of this policy is to establish general guidelines to help in the prevention of situations that may be in breach of applicable domestic legislation on the award and management of aid, subsidies and other public funds.

Through this policy, NH Hotel Group rejects any kind of fraud involving public aid, funds and subsidies and establishes the main guide for the prevention of situations of breach in obtaining aid or subsidies. All of this is set out in accordance with the principle of integrity, accuracy, recording and transparency.

[Sustainability Policy*](#)

Approved by the Board of Directors of NH Hotel Group in 2023. This policy establish governance on Sustainability and includes the general principles that allow us to assure an ethical, responsible and sustainable management model. It also sets out a common and overarching framework of reference on the basis of which all the Company's team members are required to act and make decisions based on the balanced management of economic interests and the social and environmental implications of our operations. A notable new development is the section on communication with stakeholders, which replaces and repeals the Corporate Social Responsibility Policy.

* Public access

** Completed by the [Sustainable Procurement Commitment](#).

Zero tolerance of corruption

As stated above, NH Hotel Group has an Anti-Fraud and Corruption Policy, as well as its Policy for the prevention of Money Laundering and Terrorist Financing, applicable to all team members, executives and members of the Board of Directors of NH Hotel Group.

In addition, NH has other internal procedures, such as the Gifts Policy or even the internal Travel Policy, all of which contribute to establishing controls, internal processes and mitigating the associated risks.

The Company's Criminal Risk Prevention Model also contains a series of controls that have been specifically established to mitigate the risk of corruption in the broadest sense, regularly monitoring compliance with and the effectiveness of these controls.

NH Hotel Group is committed to carrying out its business activity with total transparency, honesty, integrity and responsibility, reliably and respecting at all times and complying with the applicable laws in all the countries where the Group is present, as established by the corporate values and principles.

Furthermore, NH Hotel Group has a system of oversight and control both for preparing financial information (ICFR), which is audited periodically, and for criminal risks (CPM).

Compliance Committee

Established in 2014, the Compliance Committee is made up of members of the Management Committee who have sufficient knowledge of the activities of NH Hotel Group and at the same time have the necessary authority, autonomy and independence to assure the credibility and binding nature of the decisions made.

This body is responsible for overseeing compliance with the key areas of the Compliance System: the Internal Rules of Conduct on Securities Markets, the Procedure for Conflicts of Interest, the Code of Conduct and the Criminal Risk Prevention Model, among others.

The Compliance Committee oversees the activity carried out by the Compliance Office and monitors all the internal processes and policies implemented in the Company, and observance and compliance with them. It also has the authority to take disciplinary measures against team members in relation to matters falling within its scope of competence.

In 2023, three (3) meetings of the Compliance Committee were held.

Compliance Office

The Compliance Office, under the leadership of the Compliance Officer, reports directly to the Chief Legal & Compliance Officer of NH Hotel Group and to the Compliance Committee and is responsible for spreading awareness of and monitoring compliance with the Code of Conduct, for monitoring and periodic supervision of the Criminal Risk Prevention Model, for creating and updating corporate policies as well as monitoring compliance with them and handling queries regarding the Code of Conduct, among other functions.

Furthermore, during the year NH Hotel Group has provided the head of the Compliance Office with the necessary resources for continuous training on compliance.

Whistleblowing Channel

NH Hotel Group has a whistleblowing channel that allows team members, executives, members of the Management bodies, suppliers, customers or any stakeholders to report any breach of the Code of Conduct, guaranteeing confidentiality and respect for all the phases the procedure involves, as well as the absence of reprisals. Following the entry into force of Law 2/2023 of 20 February on the protection of persons who report regulatory infringements and the fight against corruption, NH Hotel Group has decided to adapt its internal reporting protocol and handling of reports through the implementation of a new external platform in line with the local legislation in each country transposing Directive (EU) 2019/1937 of the European Parliament and the Council.

Access to whistleblowing channel is available on the NH Hotel Group website using the following [link](#), and the employee portal (New Whistleblowing Platform section). In this regard it should be noted that in 2023 in line with the update of the Whistleblowing Channel, all the Group's team members were informed through this portal and through the corporate mail and internal newsletter (*Tell The World*).

It is an independent, confidential channel that can be used by any person related to NH Hotel Group, guaranteeing their anonymity, to discuss and report concerns about breaches of the Code of Conduct (for example, about human rights, discrimination or harassment, dangers to health and safety or the environment, accounting and audit matters, corruption, bribery or conflict of interests, competition or anti-trust violations, falsification of records, fraud or theft, tax evasion).

In order to assure the security and confidentiality of the information sent, NH Hotel Group uses an external case management tool. This platform is WhistleB, the servers of which are not part of the NH Hotel Group website or intranet and does not capture the Internet Protocol (IP) address or telephone number of the complainant. As such, any information submitted will be kept confidential in accordance with local law. The reports issued will be managed by NH Hotel Group's Internal Audit Manager. NH Hotel Group is committed to analyzing all reports received and to open internal investigations when necessary.

In this way, NH Hotel Group guarantees the objectivity and privacy of the reports received, the receipt and safeguarding of which is managed by an external third party.

The Company also has a "[Procedure for notifying, processing and resolving breaches of the Code of Conduct](#)" It establishes and regulates the communication channels in place to report irregularities, complaints or queries related to the treatment of the principles of the NH Hotel Group Code of Conduct, the Internal Rules of Conduct in Securities Market, the Procedure for Conflicts of Interests, other internal corporate documents of the Group or any ruling laws, and any matter related to regulatory breach.

The procedure establishes the principles of the lines of ethical information that must be followed and the investigation procedure which consists of the following phases:



NH Hotel Group does not allow reprisals to be taken against whistleblowers who report in good faith alleged breaches of the Code of Conduct or of the law. This protection is aligned with the provisions of applicable legislation transposing Directive (EU) 2019/1937, and in Spain, Act 2/2023 of 20 February, regulating the protection of individuals who report regulatory breaches and the fight against corruption.

It should be noted that at the date of publication of this Report there are no ongoing external investigations against NH Hotel Group in relation to the Code of Conduct, nor matters of the above typology. However, in 2023, 65 alleged breaches of the Code of Conduct were reported, none of them related to cases of human rights violations or workplace harassment. The main categories of alleged breaches reported concerned the workplace environment and corruption and bribery (minor fraud). In this respect, 15 of them have been confirmed and in all cases the necessary corrective and disciplinary measures have been taken. It should be noted that none of them concerned corruption or human rights violations.

Likewise, a total of 193 doubts/consultations (not corresponding to the complaints section) have been received through the aforementioned channel, and all of them have been answered.

After analysing the queries and alleged breaches received through the complaints channel. The following confirmed cases have been obtained:

Category of confirmed non-compliance received through the reporting channel	No. of incidents with fines	Nature	Fines (€)		Number handled through resolution mechanisms	Actions taken by NH
			2023	Cumulative 2017-2022		
Bribery and Corruption	0	NA	€—	€—	NA	NA
Anti-competition behaviour	0	NA	€—	€—	NA	NA
Environmental regulations	0	NA	€—	€—	NA	NA
Human Rights	0	NA	€—	€—	NA	NA
Workplace environment (discrimination, equality, harassment, etc.)	0	NA	€—	€—	NA	NA
Voluntary regulations and/or codes relating to the effects of products and services on health and safety	0	NA	€—	€—	NA	NA
Voluntary regulations and/or codes relating to information and labelling of products and services	0	NA	€—	€—	NA	NA
Voluntary regulations and/or codes relating to commercial communications, including advertising, promotion and sponsorship	0	NA	€—	€—	NA	NA
Complaints received on breaches of customer privacy and data protect	0	NA	€—	€—	NA	NA
Laws and Regulations in the social and economic scope	0	NA	€—	€—	NA	NA
Conflicts of Interest	0	NA	€—	€—	NA	NA
Money Laundering or Insider trading	0	NA	€—	€—	NA	NA

It should be noted that no contracts with any business partner have had to be terminated due to corruption incidents or any other incidents in the above-mentioned categories.

Awareness of and training on ethics and conduct

The Company has an online training tool for all NH Hotel Group team members through which they are provided with online courses on different matters, to ensure that they are correctly informed of, understand and consequently comply with them. This includes the following courses relating to ethics and conduct:

- Code of Conduct
- Crime Prevention Model
- General Data Protection Regulation
- Prevention of money laundering and terrorist financing
- Anti-fraud
- Human Rights
- Information Security

Completion of all courses on these matters is recorded in the system. .

Furthermore, all members of the Board of Directors have access to the Talent platform, through which they can access the available courses.

In this regard, the Company aware of the importance of fostering and nurturing an ethical and transparent business culture, NH Hotel Group evaluates the provision of its training.

Compliance training 2023

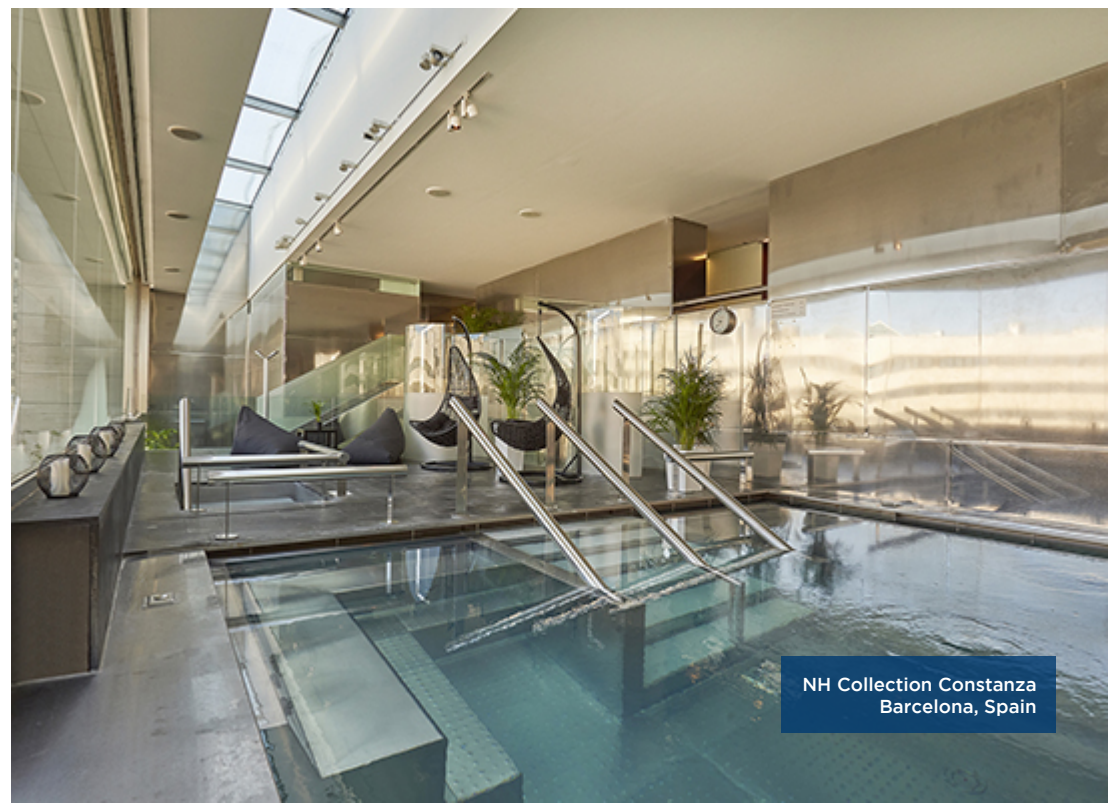
	<u>Consolidated perimeter</u>	<u>Corporate perimeter</u>
Training on the Code of Conduct		
Number of team members trained	3,060	3,656
Hours of training	3,114	3,722
Training on Criminal Risk Prevention Model		
Number of team members trained	1,034	1,039
Hours of training	2,732	2,737
Training on Prevention of Money Laundering and Terrorist Financing		
Number of team members trained	2,781	3,321
Hours of training	2,126	2,540
Anti-fraud Training		
Number of team members trained	2,750	3,315
Hours of training	1,393	1,681
Training on Human Rights		
Number of team members trained	3,334	4,014
Hours of training	3,644	4,422

Aware of the importance of fostering and encouraging the ethical and business culture, the Company offers its team members training on compliance.

Initiatives relating to Compliance in 2023

During 2023, the specific section in the internal newsletter “Tell The World” has continued to be used to issue capsules of information related to Compliance to all the Company’s team members.

With these monthly information capsules, the Company promotes knowledge and awareness among all NH Hotel Group team members of the importance of Compliance to continue reinforcing the Company’s ethical business culture.



NH Collection Constanza
 Barcelona, Spain

Tax Transparency: Profits and Taxes

The Tax Strategy for NH Hotel Group (set out in the [Corporate Tax Policy](#)) was approved on 27 July 2015. In July 2022, the tax policy was updated and approved by the Board of Directors, considering that one of the pillars underpinning the entire Group's business strategy should be to avoid or minimize risks, including task risks.

The strategy is based on complying with tax legislation in all the jurisdictions in which NH Hotel Group is present, applying an interpretation of such legislation that fundamentally has due regard for the spirit and purpose of the laws.

NH Hotel Group S.A. has been signed up to the Spanish Tax Agency's Code of Good Tax Practice since 2016. The purpose of that Code is to promote a reciprocally cooperative relationship between the Tax Agency and the different companies that have signed up to the Code. This relationship is based on the principles of transparency and mutual trust, with the aim of reducing the legal uncertainty to which companies may be exposed with the tax authorities.

Guiding Principles of the Tax Strategy

- Compliance with tax legislation in all locations where it is present.
- Prevention and reduction of significant tax risks.
- Collaboration, fairness and good faith with the tax authorities.
- Reporting to the Board of Directors on the main tax implications of transactions and on any tax inspection processes in which Group companies are involved.
- Not using artificial structures for the purpose of minimizing the effective tax burden, and not carrying out transactions with related parties for the purpose of eroding tax bases or shifting profits to low-tax territories.
- In relation to international taxation and transfer pricing, the Company will give regard to the conclusions reached in the OECD and G-20 BEPS (Base Erosion and Profit Shifting) Project.
- All related-party transactions are governed by the arm's-length principle in relation to Transfer Pricing and the Code of Conduct on Transfer Pricing Documentation for associated companies in the European Union.

Monitoring and Control

The Board of Directors, through the CEO and the Management Committee, drives the monitoring by the Group of the application of the principles and good practice concerning tax affairs.

Furthermore, the Board of Directors has the support of the Group's Audit and Control Committee, which oversees the effectiveness of the tax risk management and control systems and provides the pertinent information to the Board.

The Company monitors and follows up its tax policy, complying with the mechanisms established by law, in its tax policy and in the control framework approved by the Board.



NH Córdoba Califa
Córdoba, Spain

PROFITS OF NH HOTEL GROUP AND INCOME TAX PAID BY COUNTRY (THOUSANDS OF EUROS)

Tax Jurisdiction	2023		2022	
	Income / (losses) before Corporate Income Tax	Corporate Income Tax (settlement basis)	Income / (losses) before Corporate Income Tax	Corporate Income Tax (settlement basis)
Argentina	13,977	(1,022)	(5,251)	0
Austria	(10,793)	0	(916)	0
Belgium	12,741	(1,217)	41,845	0
Brazil	(216)	(4)	(165)	1
Chile	2,036	(228)	654	252
Colombia	957	(84)	(148)	55
Czech Republic	(3,899)	0	(2,338)	0
Denmark	(1,969)	0	(2,907)	0
Dominican Republic	(21)	0	(206)	0
Ecuador	103	(56)	26	14
Finland	(156)	0		
France	(5,540)	216	(4,719)	0
Germany	(30,157)	(563)	(14,268)	578
Hungary	(1,918)	(209)	(4,191)	0
Ireland	(2,035)	(2)	3,481	(728)
Italy	97,223	(9,657)	80,841	0
Luxembourg	(2,611)	0	(942)	0
Mexico	3,424	(37)	320	9
Netherlands	45,777	(7,653)	2,655	1,091
Poland	(24)	0	(6)	0
Portugal	4,931	365	1,925	22
Romania	178	(16)	(60)	0
South Africa	2,081	0	(59)	0
Spain	96,619	(8,489)	72,396	8,230
Switzerland	(5,194)	(21)	(3,429)	21
United Kingdom	(1,200)	0	(773)	0
United States	(11,176)	(1)	(8,405)	0
Uruguay	23	0	251	0
Total countries	203,161	(28,678)	155,611	9,545



Hotel NH Milano Corso Buenos Aires
 Buenos Aires, Argentina

The pre-tax profits or losses and taxes paid per country described above are affected, in some cases, by circumstances such as the sale of assets, hotel departures, early depreciation of assets due to repositioning or the hyperinflationary situation in the case of Argentina. On the other hand, it should be noted that the corporate income tax shown in the table above corresponds to the cash basis.

Net revenue from business by country is detailed below:

Net revenues from business by country (thousands of euros)

Tax Jurisdiction	2023	2022
Argentina	31,800	35,265
Austria	55,029	43,004
Belgium	92,160	73,912
Colombia	35,817	30,151
France	53,201	29,910
Germany	349,660	270,473
Hungary	37,933	24,538
Italy	459,740	350,930
Mexico	44,143	34,475
Netherlands	316,561	255,178
Spain	472,338	410,357
Portugal	82,900	69,135
Others	127,713	95,029
Total countries	2,158,995	1,722,357

And the tax accrued during the year:

Accrued tax by country (thousands of euros)

Tax Jurisdiction	2023	2022
Netherlands	(10,967)	(9,423)
Argentina	(3,390)	2,369
Colombia	(710)	653
Germany	(6,706)	(3,983)
Ireland	29	230
Italy	(28,874)	(30,556)
Mexico	(3,701)	(726)
Portugal	(1,650)	(513)
Spain	(11,875)	(11,125)
Others	(2,472)	8
Total countries	(70,316)	(53,066)