

REPORT BY THE NOMINATION AND REMUNERATION COMMITTEE OF EBRO FOODS, S.A. ON THE RATIFICATION OF THE APPOINTMENT BY COOPTATION, RE-ELECTION AND APPOINTMENT OF JAVIER FERNANDEZ ALONSO AS PROPRIETARY DIRECTOR

1. Introduction

On 25 January 2016 the Board of Directors of Ebro Foods, S.A. (the “**Company**” or “**Ebro**”) resolved to appoint Javier Fernández Alonso, by cooptation, proprietary director of the Company, to fill the vacancy produced by the resignation with effect as of 31 December 2016 of José Nieto de la Cierva.

The Board resolved to appoint Javier Fernández Alonso based on the favourable reports previously issued by the Nomination and Remuneration Committee and the Board, issued pursuant to section 529 decies, paragraphs 5 and 6, of the Corporate Enterprises Act.

The Board is considering tabling a motion at the forthcoming Annual General Meeting (AGM) of shareholders of the company, to be held on 31 May 2017 on first call or 1 June 2017 on second call, for ratification of the appointment by cooptation and re-election of Javier Fernández Alonso as proprietary director for the statutory term of four years. For this purpose, pursuant to section 529 decies of the Corporate Enterprises Act, in addition to the corresponding report by the Board on the competence, experience and merits of the proposed candidate (paragraph 5), the motion must also be preceded by a report by the Nomination and Remuneration Committee (paragraph 6).

In addition, Article 25.4(a) of the Regulations of the Board of Directors of Ebro provides that said committee shall inform always prior to the submission to the General Meeting of any proposal regarding the appointment of Directors.

In compliance with the aforesaid legal and regulatory provisions, the Nomination and Remuneration Committee issues this report on the proposal submitted to the AGM for ratification of the appointment by cooptation of Javier Fernández Alonso and his re-election and appointment as proprietary director for the statutory term of four years.

2. Analysis of the composition and present needs of the Board

The Nomination and Remuneration Committee analyses the composition and present needs of the Board, in accordance with the Company’s Policy for Selecting Directors.

At the date of the last AGM, on 1 June 2016, the Board was made up of twelve members of a total of thirteen, two of whom were classified as executive directors, six as proprietary directors, three as independent directors and one as an “other non-executive director”. Two of the board members had been women.

The changes produced within the Board from 1 June 2016 to the date of this report are summarised below:

- Appointment by cooptation of Mercedes Costa García as independent director on 27 July 2016 to fill the vacancy produced by the resignation with effect as of 1 December 2014 of the independent director Sol Daurella Comadrán, who had been appointed for a term of 4 years ending 4 June 2018.
- Appointment by cooptation of Grupo Tradifín, S.L. (represented by Blanca Hernández Rodríguez) as proprietary director on 21 December 2016 to fill the vacancy produced by the resignation tendered on the same day by the proprietary director Hispafoods Invest, S.L. (also represented by Ms Hernández Rodríguez), which had been appointed for a term of 4 years ending 4 June 2018.
- Appointment by cooptation of Herculanz Investing Group, S.L. (represented by Félix Hernández Callejas) as executive director on 21 December 2016 to fill the vacancy produced by the resignation tendered on the same day by the executive director Instituto Hispánico del Arroz, S.A. (also represented by Mr Hernández Callejas), which had been appointed for a term of 4 years ending 4 June 2018.
- Appointment by cooptation of Belén Barreiro Pérez-Pardo as independent director on 25 January 2017 to fill the vacancy produced by the resignation tendered with effect as of 31 December 2016, by the “other non-executive” director Eugenio Ruiz Gálvez-Priego, who had been appointed for a term of 4 years ending 4 June 2018.
- Appointment by cooptation of Javier Fernández Alonso as proprietary director on 25 January 2017 to fill the vacancy produced by the resignation tendered with effect as of 31 December 2016, by the proprietary director José Nieto de la Cierva, who had been appointed for a term of 4 years ending 4 June 2018.
- Vacancy produced by the death of an independent director on 16 February 2017.

The Company is considering the appointment of a new independent director to fill the vacancy produced in February 2017. To allow the vacancy to be filled by cooptation once the Nomination and Remuneration Committee has submits a candidate independent director to the Board, the Board plans to table a motion at the forthcoming AGM to maintain the number of Board members at thirteen, as agreed at the AGM held on 1 June 2016.

Once the vacancy produced in February 2017 has been filled, it will have thirteen members: two executive directors, six proprietary directors and five independent directors (hence 38.46% of the board members would be independent directors). If the new independent director is a woman, the number of female directors will rise from four to five, accounting for 38.46% of the Board members. Otherwise, it will remain at four (30.76% of the Board, thus over the 30% target set for 2020 in the Company Policy for Selecting Directors).

The Nomination and Remuneration Committee considers that with this composition the Board will have an adequate level of stability and balance and, therefore, with a view to the forthcoming AGM scheduled for 31 May 2017 on first call and 1 June 2017 on second, it has decided (i) to recommend and, in the case of non-independent directors, issue a favourable report to the Board, ratification of all the aforesaid appointments by cooptation and the re-election and appointment of them all as directors for the statutory

term of four years; and (ii) issue a favourable report on the Board's motion at the AGM to keep the number of Board members at thirteen, as agreed at the AGM on 1 June 2016.

The Nomination and Remuneration Committee has also taken into account that all the directors have been appointed considering their expertise, skills, professional experience, availability and suitability to be adequate for the performance of their duties.

In view of the different professional profiles of the directors (all specialists in very different, but complementary, sectors, such as economic, financial, legal, industrial, consumer markets, beverages, rice and pasta) and the thorough knowledge some of them have of the Group overall, the Nomination and Remuneration Committee considers that the composition of the Board has an adequate diversity of professional experience and expertise to suit the interests of the Company and the Group.

3. Analysis of the motion tabled by the Board at the Annual General Meeting for ratification of the appointment by cooptation and re-election of Javier Fernández Alonso as proprietary director

The Nomination and Remuneration Committee has taken the following into consideration:

- a) it is necessary for Javier Fernández Alonso to remain on the Board in order to maintain the optimum stability and balance achieved in the composition of this body;
- b) ratification of the appointment by cooptation of Javier Fernández Alonso as proprietary director complies with the necessary requirements of the law, articles and regulations, since the vacant position on the board that he was appointed to fill had a term of four years, i.e. up to 4 June 2018;
- c) ratification of the appointment by cooptation, re-election and appointment of Javier Fernández Alonso as proprietary director for the statutory term of four years is in keeping with the principles established in the Company Policy for Selecting Directors;
- d) the academic qualifications of Javier Fernández Alonso in business administration and management (he has a BA in Business Management and Administration from Deusto University) and his recognised experience as director and member of several committees in different listed and unlisted companies;
- e) the fact that the significant shareholder Corporación Financiera Alba, S.A. has proposed the ratification and re-election of Javier Fernández Alonso as proprietary director.

4. Conclusions

Following the analysis and assessment made, the Nomination and Remuneration Committee unanimously resolved on 26 April 2017 to submit a favourable report to the Board on the motion to be tabled at the AGM for ratification of the appointment by

cooptation of Javier Fernández Alonso as director, resolved by the Board on 25 January 2017, and his appointment as proprietary director for the statutory term of four years.

Madrid, 26 April 2017

**The English version of this document is purely informative.
In the event of any discrepancy between the Spanish and English versions of this
document, the Spanish version will prevail.**

Annex 1

Curriculum of Javier Fernández Alonso

(Bilbao, 15-08-1977)

BA, Cum Laude, in Business Management and Administration from Deusto University (La Comercial), specialising in Finance.

Mr Fernández Alonso has a lengthy track record in business management and administration and is Investment Manager of Corporación Financiera Alba, S.A.

He is also on the boards of Euskaltel, S.A., Parques Reunidos Servicios Centrales, S.A., Artá Capital and Deyá Capital, and on the Investment Committee of Artá Capital, among other responsibilities.

Among his teaching activities, he was previously a lecturer in Advance Valuation on the MBA course at Deusto, Bilbao; Finance lecturer from Deusto Business School on the Bancomer summer course on Financial Development, Management and Innovation given in Madrid; and Corporate Finance lecturer on the preparatory course for the Certified International Investment Analyst (CIIA) examination, organised by the Financial Studies Foundation (Bilbao Stock Exchange).

He was a member of the team that won Fourth Prize in the Business Initiative Competition organised by Bilbao Bizkaia Kutxa in December 2000, with a project for setting up an information technology consultancy focusing on SMEs in the Basque Country.

He speaks English.

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