

REPORT BY THE BOARD OF DIRECTORS OF EBRO FOODS, S.A. REGARDING THE PROPOSAL TO RE-ELECT THE DIRECTOR MARÍA CARCELLER ARCE

1. Introduction

María Carceller Arce was re-elected Director of Ebro Foods, S.A. (“**Ebro**” or the “**Company**”) for the statutory term of four years by virtue of a resolution adopted at the General Meeting of Shareholders of Ebro held on 16 December 2020, in view of the proposal and report issued by the Board of Directors and the favourable report by the Nomination and Remuneration Committee, pursuant to section 529 decies.4, 5 and 6 of the Corporate Enterprises Act.

María Carceller Arce is classified as a Proprietary Director on the grounds that she was appointed and re-elected Director at the proposal of the significant shareholder Corporación Económica Delta, S.A. (a company controlled by Sociedad Anónima Damm), which she represents on the Board of Directors of Ebro.

Pursuant to the Corporate Enterprises Act section 222, directors’ appointments end, after expiry of their term of office, as of the date of the general meeting or on expiry of the compulsory term for holding the general meeting that is to approve the accounts for the preceding year. No general meetings have been held since 16 December 2024.

Since the term of office of the Director María Carceller Arce expired on 16 December 2024 and since the Annual General Meeting of shareholders of the Company that is to resolve on approval of the 2024 accounts is scheduled for 11 June 2025 on first call and 12 June 2025 on second call, the Board of Directors has resolved to table a motion at the AGM, in view of the proposal to re-elect the Director María Carceller Arce for the statutory term of four years, on the terms set out in **Annex 1**.

The motion to be tabled at the AGM to re-elect the Director Ms Carceller Arce has been previously assessed and a favourable report issued by the Nomination and Remuneration Committee pursuant to section 529.decies.6 of the Corporate Enterprises Act and Article 25.4(a) of the Regulations of the Board.

A copy is appended in **Annex 2** hereto of the report by the Nomination and Remuneration Committee, containing: (i) an analysis of the composition and present needs of the Board, in accordance with the company’s Policy on the Selection of Directors and Diversity in the Composition of the Board; (ii) the assessment made by the Nomination and Remuneration Committee regarding the classification of Ms Carceller Arce, concluding that she is classified as a Proprietary Director; and (iii) the assessment of the competence, experience and merits of Ms Carceller Arce and her contribution to the Board of Directors of the Company and the diversity of expertise and profiles in that body.

The professional profile of María Carceller Arce is also appended in **Annex 3** hereto.

This Report and the Annexes hereto will be made available to shareholders through publication on the corporate website www.ebrofoods.es, coinciding with the publication

of the notice of call to the forthcoming Annual General Meeting 2025. They will also be incorporated in the minutes of the corresponding Board and meetings and the General Meeting.

2. Legal and regulatory aspects

2.1. Expiry of appointment

The term of office of the Director María Carceller Arce expired on 16 December 2024 (four years after her appointment) and, pursuant to Corporate Enterprises Act section 222, her appointment will end as of the date of the general meeting or on expiry of the compulsory term for holding the general meeting that is to approve the accounts for the preceding year.

In view of the foregoing and since no general meetings have been held since 16 December 2024, her term of office will expire at the end of the Annual General Meeting 2025 (which, as mentioned earlier, will be held on 11 June 2025 on first call, or the following day on second call).

2.2. Category of director

Pursuant to the Corporate Enterprises Act section 529.duodecies.3, proprietary directors are those with a shareholding interest equal to or greater than that considered by law as significant, or appointed by virtue of their status as shareholders, even though their interest does not reach that level, and those representing shareholders as above.

Accordingly, the Board of Directors concludes that María Carceller Arce will continue to be a Proprietary Director as she will be nominated for re-election by the significant shareholder Corporación Económica Delta, S.A., which she will continue to represent on the Board.

2.3. Re-election by the General Meeting of a Director

Pursuant to Article 20 of the company's Articles of Association, directors are appointed for a term of four years, after which they are eligible for re-election on one or several occasions for terms of an equal duration. The re-election of directors is also contemplated in section 221.2, second paragraph, of the Corporate Enterprises Act and in Article 30.1 of the Regulations of the Board.

Pursuant to the Corporate Enterprises Act, section 529 decies, the Board members of a listed company must be appointed by the General Meeting of Shareholders.

That section 529 decies also establishes, in paragraphs 4, 5 and 6, that (i) the Board is competent to propose the appointment of non-independent directors (paragraph 4); and (ii) that proposal must necessarily be accompanied by a supporting report by the Board assessing the competence, experience and merits of the proposed candidate, which will be appended to the minutes of the general meeting or board meeting, as the case may be (paragraph 5) and preceded by a report by the Nomination and Remuneration Committee (paragraph 6).

Similarly, Article 25.4(a) of the Regulations of the Board provides that the Nomination and Remuneration Committee shall inform always prior to submission to the General Meeting of any proposal regarding the appointment of Directors.

3. Justification of the motion

The Board considers it appropriate to re-elect María Carceller Arce as director by virtue of her nomination by the significant shareholder of the company, Corporación Económica Delta, S.A., and the assessment made in this report.

4. Assessment of the competence, experience and merits of the candidate

The Board considers that María Carceller Arce has the necessary competence, experience and merits to continue as Director on the Board of Directors of Ebro, in view of the following qualities:

- The excellent work performed so far by María Carceller Arce as Director, having amply demonstrated her capacity and professional worth in the performance of her duties and her valuable contribution to the Board.
- The broad, in-depth knowledge she has of business activities in general and, in particular, those of the Ebro Group, having been on the Board since 2017, first representing Corporación Económica Delta, S.A., then corporate Director, and since 2018 as Director in her own right.
- Her extensive experience as Director of corporate enterprises, holding or having held directorships directly or representing corporate Directors, both in Ebro Foods and in other companies, both listed and otherwise.
- The excellent academic qualifications of María Carceller Arce as BA in Business Studies from the European Business School and her specific training in marketing and international business, her lengthy track record in the administration and management of companies operating in different sectors of the Spanish economy, some of which, such as beverages and catering, strongly complement the food sector, which make her a valuable asset on the Board of Directors, favouring diversity of expertise, profiles and professional experience on the Board.

In accordance with: (i) the company's Policy on the Selection of Directors and Diversity in the Composition of the Board, (ii) Article 32.2 of the Regulations of the Board and (iii) Recommendation 25 of the Good Governance Code for Listed Companies, María Carceller Arce has informed the company that she is sufficiently available to be able to correctly perform her duties.

5. Conclusion

In view of the foregoing, the Board considers that:

- 5.1. The necessary legal, statutory and regulatory conditions are met to re-elect the Director María Carceller Arce for the statutory term of four years.

- 5.2. María Carceller Arce has proved that she has the necessary qualifications, training and professional experience required for this position, considering the needs of the Company.
- 5.3. Ms Carceller Arce's broad, in-depth knowledge of business in general and, in particular, the business of the Ebro Group, having been on the Board since 2017, make her a valuable asset for the Company.
- 5.4. The re-election of María Carceller Arce was proposed by the significant shareholder Corporación Económica Delta, S.A.
- 5.5. María Carceller Arce will continue have the same category of Proprietary Director.
- 5.6. In the opinion of the Board, with the re-election of the Director María Carceller Arce the composition of the Board of Directors reflects the correlation between the portion of capital controlled by significant shareholders and the percentage held by institutional investors and non-significant shareholders.
- 5.7. The re-election of the Director María Carceller Arce maintains the current size of the Board, set at 14 members at the General Meeting held on 29 July 2020, and its gender parity, giving the Board adequate diversity in terms of gender, age, expertise, profiles and professional experience in keeping with the Policy on the Selection of Directors and Diversity in the Composition of the Board.
- 5.8. María Carceller Arce is sufficiently available to ensure adequate performance of her duties as Director.

In short, the board considers it appropriate to re-elect the company Director María Carceller Arce for the statutory term of four years. Ms Carceller Arce is a Proprietary Director.

Madrid, 30 April 2025

Annexes:

Annex 1. Proposed resolution to be laid before the shareholders at the AGM

Annex 2. Report by the Nomination and Remuneration Committee

Annex 3. Professional profile of María Carceller Arce

<p>The English version of this document and its annexes is purely informative. In the event of any discrepancy between the Spanish and English versions of this document, the Spanish version will prevail.</p>
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Annex 1

Proposed resolution submitted to the Annual General Meeting

“Re-election of the director María Carceller Arce.

To re-elect María Carceller Arce as Director of Ebro Foods, S.A. for the statutory term of four years. María Carceller Arce is classified as a proprietary director.”

Annex 2

REPORT BY THE NOMINATION AND REMUNERATION COMMITTEE OF EBRO FOODS, S.A. ON THE PROPOSED RE-ELECTION OF THE DIRECTOR MARÍA CARCELLER ARCE

1. Introduction

María Carceller Arce was re-elected Director of Ebro Foods, S.A. (“**Ebro**” or the “**Company**”) for the statutory term of four years by virtue of a resolution adopted at the Extraordinary General Meeting on 16 December 2020, in view of the proposal and report issued by the Board of Directors and the favourable report by the Nomination and Remuneration Committee, pursuant to section 529 decies.4, 5 and 6 of the Corporate Enterprises Act. María Carceller Arce is classified as a proprietary director.

The term of office of the Director María Carceller Arce expired on 16 December 2024, which means that, pursuant to the Corporate Enterprises Act section 222, her appointment will end as of the date of the Annual General Meeting 2025 (scheduled for 11 June 2025 on first call or the following day on second call). No general meetings have been held since 16 December 2024.

Section 221.2, second paragraph, of the Corporate Enterprises Act, Article 20 of the Articles of Association and Article 30.1 of the Regulations of the Board stipulate that directors may be re-elected to office on one or several occasions for periods equal to the term contemplated in the Articles of Association.

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 the Nomination and Remuneration 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 to re-elect the Director María Carceller Arce for the statutory term of four years.

2. Prior analysis of the skills and competence required by the Board of Directors, and its composition and present needs

According to the Code of Good Governance and the company’s Policy on the Selection of Directors and Diversity in the Composition of the Board, the Nomination and Remuneration Committee analyses in this point the composition and present needs of the Board of Directors.

The Nomination and Remuneration Committee has recently assessed these aspects: (i) in its favourable reports issued on 27 November 2024 and submitted to the Board regarding

the appointment by cooptation of two Directors, one classified as proprietary and the other as executive; (ii) in the process of self-assessment of the Board and its Committees corresponding to 2023, made in 2024; and (iii) in its proposal to the Board on 30 April 2025 regarding the appointment by cooptation of an independent director to fill the vacancy left by another Independent Director as of 27 January 2025.

The analysis made by the Nomination and Remuneration Committee is indicated below:

- Following the appointment by cooptation of Meritxell Batet Lamaña resolved by the Board on 30 April 2025 to fill the vacancy produced by the resignation of Marc Thomas Murtra Millar, the Board once again has 14 members, which is the number set at the Annual General Meeting held on 29 July 2020. The Nomination and Remuneration Committee considers 14 to be the ideal number of Directors, since it gives this body: (i) the necessary size to favour its effective operation, participation by all the Directors and timely decision-making; (ii) adequate diversity of expertise, experience and gender in its composition; (iii) and an adequate balance between Directors representing majority shareholders and minority shareholders on the Board.
- From the point of view of categories of Directors, of the 14 Directors in office at present, 2 are classified as executive, 8 as proprietary and 4 as independent.

In this regard, the Committee considers that the following aspects must be taken into account:

- (i) Although he was nominated by the significant shareholder Heralianz Investing Group, S.L. (with which he has a corporate related-party relationship), the Director Félix Hernández Callejas is classified as an Executive Director on the grounds that he is an executive in one subsidiary of Ebro Foods, S.A. and director in several subsidiaries of the Ebro Group.
- (ii) There is no relationship between the significant shareholders represented on the Board of Directors.
- (iii) 68.63% of the capital is represented on the Board.
- (iv) The Company has a non-free float of 72.29% (as at the date of issuing this report).
- The Nomination and Remuneration Committee has assessed the degree of compliance with Recommendation 17 of the Code of Good Governance, according to which: *“when the company is not highly capitalised (as is the case of Ebro) [...], the number of independent directors should be at least one third of the total.”*

Since the number of independent Directors (4) is slightly less than one-third (4.67) of the total Board members (14) recommended for companies that do not have a large capitalisation, the Committee has indicated the need to continue working towards raising the number of independent Directors until at least the recommended third is reached. It should, nevertheless, be borne in mind that at the date of issue of this Report, 68.63% of the total capital of the Company is concentrated in the Board of Directors.

- It has also assessed the degree of compliance with Recommendation 16 of the Code of Good Governance, according to which: *“The percentage of proprietary directors out*

of all non-executive directors should be no greater than the proportion between the ownership stake of the shareholders they represent and the remainder of the company's capital. This criterion may be relaxed (as in the case of Ebro): a) In large-cap companies where few or no equity stakes attain the legal threshold for significant shareholdings. b) In companies with a plurality of shareholders represented on the board but not otherwise related."

In this regard, the Committee takes into account that the percentage of proprietary Directors in the total number of non-executive directors (66.67% of the total of 14 members set by the General Meeting) is no greater than the proportion between the company's capital represented by those Directors and the remainder of the company's capital (68.63%).

In view of the foregoing, the Nomination and Remuneration Committee considers that the composition of the Board combines the principles of adequate size, balance and ample majority of non-executive Directors recommended by the Code of Good Governance. Accordingly, the Committee concludes that any vacancy that may arise on the Board should be filled with an independent Director, or at least a Director of the same category as the outgoing Director.

- With regard to numbers of men and women in the present composition of the Board, the Committee points out the gender parity existing at present.
- Finally, the Nomination and Remuneration Committee assesses the fact that all the Directors currently in office were appointed on the grounds that their expertise, skills, professional experience, availability and suitability were adequate for the performance of their duties.

In this respect, in view of the diverse professional profiles of the Directors (all specialists in very varied, and at the same time complementary, sectors such as economic, financial, legal, industrial, institutional, consumer and distribution markets, beverages, rice and pasta), and taking account of the thorough knowledge that some of them have of the entire Group, the Nomination and Remuneration Committee considers that the current composition of the Board of Directors has an adequate diversity of expertise and professional experience for the interests of the Company and its Group and it has not identified any specific profiles that are missing from the Board. This justifies the favourable report issued for the re-election of the Director María Carceller Arce.

3. Analysis of the motion tabled by the Board at the Annual General Meeting for re-election of the director María Carceller Arce

The Nomination and Remuneration Committee took the following into consideration to issue this favourable report:

- a) The excellent work as Director performed so far by María Carceller Arce since she joined the Board in 2017, amply demonstrating her capacity and professional worth in the performance of her duties and her valuable contribution to the board, thanks to the broad, in-depth knowledge she has of national and international business in general and the business of the Ebro Group in particular.

- b) The academic background of María Carceller Arce as BA in Business Studies, her specific training in marketing and international business, her lengthy track record in the administration and management of different national and international companies operating in the beverages and catering sectors make her a valuable asset for the Board, favouring the diversity of knowledge and professional profiles within this body.
- c) María Carceller Arce is a proprietary director because she was nominated by Corporación Económica Delta, S.A., a significant shareholder of Ebro.
- d) It is convenient for María Carceller Arce to remain on the Board in order to maintain optimum stability and balance in the composition of this body.
- e) The re-election of María Carceller Arce as Director complies with the applicable legal, statutory and regulatory provisions and the principles of the company's Policy on the Selection of Directors and Diversity in the Composition of the Board.

4. Conclusions

Following the analysis and assessment made, the Nomination and Remuneration Committee unanimously resolved on 30 April 2025 to submit a favourable report to the Board on the motion to be tabled at the AGM for re-election of the Director María Carceller Arce for the statutory term of four years. María Carceller Arce is classified as a proprietary director.

Madrid, 30 April 2025

Annex 3

Professional profile of María Carceller Arce

(Madrid, 07-10-1970)

She has a BA in Business Studies from the European Business School, specialising in marketing and international business, with a postgraduate degree from IESE (Management Development Programme PDD-C).

She has over 30 years' professional experience in national and international companies in the food and drink sector.

She is a member of the Food and Drink Advisory Board of the IESE Business School, the advisory council of Fundación A la Par and Honorary Trustee of the General Foundation of Universidad Complutense in Madrid.

Since January 2012, she has been Managing Director of Grupo Rodilla, where she has received numerous awards in recognition of her professional career and business management.

Before joining Grupo Rodilla, she held different management positions in Pepsico and McDonald's, where she received prizes such as the President Award

She is bilingual Spanish-German and also speaks English.

INFORMATION RELATED TO MARÍA CARCELLER ARCE

IDENTITY, CATEGORY AND PROFESSIONAL PROFILE

María Carceller Arce was born in Madrid on 7 October 1970.

She is Proprietary Director.

She has a BA in Business Studies from the European Business School, specialising in marketing and international business, with a postgraduate degree from IESE (Management Development Programme PDD-C).

She has over 30 years' professional experience in national and international companies in the food and drink sector.

She is a member of the Food and Drink Advisory Board of the IESE Business School, the advisory council of Fundación A la Par and Honorary Trustee of the General Foundation of Universidad Complutense in Madrid.

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