

ANNUAL ACTIVITY REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE OF EBRO FOODS, S.A. FOR THE YEAR ENDED 31 DECEMBER 2025

1. Duties and responsibilities

The Nomination and Remuneration Committee was set up by virtue of a resolution adopted by the Board of Directors on 22 September 1998. As a delegated committee of the Board it has the duties and responsibilities attributed to it by law, the Articles of Association and the Regulations of the Board of Directors of Ebro Foods, S.A. (the "Company").

The requirement imposed on companies by the current Corporate Enterprises Act to have a committee of this nature brought nothing new to the Company, which, as mentioned above, had had a Nomination and Remuneration Committee since 1998.

With regard to its duties, section 529 quidecimas, paragraph 3 of the Corporate Enterprises Act establishes that, *"without prejudice to any other duties assigned to it by law, the articles of association or, in accordance therewith, the regulations of the board of directors, the nomination and remuneration committee shall have at least the following duties:*

- a) *Assess the powers, expertise and experience required in the board of directors. It shall define the duties and skills required of the candidates who are to fill each vacancy and assess the necessary time and dedication for directors to perform their duties effectively.*
- b) *Establish a target representation for the gender least represented on the board and draw up guidelines on how to reach that target.*
- c) *Propose independent directors for appointment by the board by cooptation or submission of the decision to the general meeting, as well as proposals for the re-election or removal of those directors by the general meeting.*
- d) *Inform on nominations for other directors for appointment by cooptation or submission of the decision to the general meeting, as well as proposals for the re-election or removal of those directors by the general meeting.*
- e) *Inform on proposals for the appointment and removal of senior executives and the basic terms of their contracts.*
- f) *Study and organise the succession of the chairman of the board and CEO of the company and, where appropriate, submit proposals to ensure that the succession is well-planned and made in an orderly fashion.*
- g) *Propose the remuneration policy to the board for directors, general managers or any performing senior management duties reporting directly to the board, executive committees or managing directors, as well as the individual remuneration and other terms of contract of the executive directors, overseeing compliance with the policy."*

Article 23.4 of the Company's Regulations of the Board¹ establishes the following: "In addition to any other powers corresponding to it by law, the Articles of Association or these Regulations, the Committee shall study, issue reports and submit proposals for the Board, at its request, on the following matters:

- (a) *With regard to the composition of the Board and the nomination and appointment of its members:*
 - (i) *Definition and, where appropriate, review of the criteria to be followed for the composition and structure of the Board and selection of candidates to join the Board. For this purpose, it shall define the tasks and capabilities required of the candidates to fill each vacancy and assess the time and devotion necessary to perform their duties effectively.*
 - (ii) *Setting of targets for representation of the gender least represented on the Board and drawing-up of guidelines on how to reach those targets, if necessary.*
 - (iii) *Submitting to the Board of nominations of independent directors for appointment by cooptation or to be laid before the General Meeting, and proposals for the re-election or removal of those Directors by the General Meeting.*
 - (iv) *Reporting to the Board on the nominations of other Directors for appointment by cooptation or to be laid before the General Meeting, and proposals for the re-election or removal of those Directors by the General Meeting.*
- (b) *With regard to the positions on the Board:*
 - (i) *Appointment of the Chairman, and Vice-Chairman if any, of the Board, Managing Director(s), Lead Independent Director and the Secretary, and Vice-Secretary if any, of the Board and appoint Directors to the Committees of the Board.*
 - (ii) *Examination and organisation, as deemed adequate, of the succession of the Chairman and chief executive and, if appropriate, submission of proposals to the Board to ensure that such succession is made in an orderly, well-planned manner.*
- (c) *With regard to the nomination and appointment of members of the senior management:*
 - (i) *Informing on the proposals for appointment and removal of members of the senior management and the basic terms of their contracts.*
- (d) *With regard to the remuneration of Directors and senior management:*
 - (i) *Proposal of directors' remuneration, according to the system of remuneration established in the Articles of Association and the applicable*

¹ Following its reform resolved by the Board of Directors of the Company on 17 December 2025.

Remuneration Policy and the executive directors' relationship with the Company.

- (ii) Informing the Board in advance on: (i) any resolution or proposal of the Board on the remuneration of directors and executives indexed to the value of the shares in the Company or its subsidiaries or consisting of the delivery of shares in the Company or its subsidiaries or the granting of options thereover; (ii) the individual remuneration of each director to be set by the Board for their duties as such; and (iii) the individual remuneration of each executive director to be set by the Board for the performance of their executive duties, in accordance with the Remuneration Policy and the provisions of their respective contracts.*
 - (iii) Proposal and supervision of the senior management remuneration and incentives policy.*
 - (iv) Preparation and proposal of the Annual Report on Directors' Remuneration and the Directors' remuneration policy in accordance with the laws and regulations in place from time to time, in coordination with other Board Committees where appropriate.*
- (e) Other duties:*
- (i) Verification of the information on Directors' and executives' remuneration contained in the different corporate documents.*
 - (ii) Supervision to ensure that the information published by the Company through its website on matters falling within the remit of the Committee is sufficient and adequate and complies with the law and good governance recommendations undertaken by the Company.*
 - (iii) Issuance of an annual report on its activities during the year, on which the assessment to be made by the Board will be based."*

2. Composition

The composition of the Nomination and Remuneration Committee (the "**Committee**") is regulated in Article 28.3 of the company's Articles of Association and Article 23.1 and 2 of the Regulations of the Board.

As stipulated in Article 28.3 of the Articles of Association, "*A Nomination and Remuneration Committee shall also be set up within the Board, with no fewer than three nor more than five members appointed by the Board. All the members of this Committee shall be non-executive directors and at least two of them shall be independent directors.*

The Board shall appoint one of the independent directors on the Nomination and Remuneration to chair that committee. In the event of absence or temporary unavailability of the Chair, they shall be substituted by a member of the Committee provisionally so nominated by the Board, or otherwise by the Committee member designated by the Committee for the specific meeting."

Article 23.1 of the Regulations of the Board establishes that, *“A Nomination and Remuneration Committee shall also be set up within the Board, with no fewer than three nor more than five directors. All the members of this Committee shall be non-executive directors and at least two of them shall be independent directors, appointed by the Board pursuant to the law, the Articles of Association and these Regulations.”*

No changes occurred in the composition of the Nomination and Remuneration Committee during 2025, it's composition being as set out below:

- Mercedes Costa García - Chair (lead independent director)
- Belén Barreiro Pérez-Pardo - Member (independent director)
- Demetrio Carceller - Member (proprietary director)
- Blanca Hernández Rodríguez - Member (proprietary director)
- Elena Segura Quijada - Member (independent director)

Pursuant to the Regulations of the Board, Luis Peña Pazos, (non-director) Secretary of the Board, is also (non-member) Secretary of the Nomination and Remuneration Committee.

There were no changes either in the composition of the Nomination and Remuneration Committee between 31 December 2025 and the date of issue of this Report.

Both the Committee and the Board of Directors consider the current composition of the Committee adequate. The key qualities of its members include their expertise and experience in corporate governance, human resources strategies, senior management duties and the designing of remuneration plans. In most cases these qualities derive from their extensive business experience in medium and large cap enterprises. The educational qualifications and professional experience of the members of the Committee can be found on the corporate website www.ebrofoods.es. The current composition of the Committee is also considered to have adequate diversity, both in expertise and experience and in matters relating to gender and the category of directors. In this regard it is noted that:

- There are currently 4 women, which means the female directors represent 80% of the total 5 Committee members (in 2024 there were also 4 female members, also representing 80% of the total 5 members);
- Most of its members are independent directors (three out of five, i.e. 60%) just as in 2024), in line with the relevant good governance recommendations (Recommendation 47 of the Good Governance Code);
- Although the 2 proprietary directors on the Committee represent shareholders with a significant interest in the company's capital, they do not have a controlling influence on the management of the company and its Group, which reinforces the necessary independence of this Committee;
- The Lead Independent Director is Chair of the Committee.

3. Procedure

Pursuant to Article 28.3 of the Articles of Association, “*The Nomination and Remuneration Committee shall meet with the frequency stipulated in the Regulations of the Board and as and when called by its Chair, whenever so decided by at least two of its members or at the request of the Board. Committee meetings shall be held at the registered office or wheresoever else may be decided by the Chair and indicated in the notice of call, and shall be quorate when attended, in person or by proxy, by the majority of its members. Resolutions shall be carried with the votes in favour of the majority of members attending the meeting. In the event of a tie, the Chair, or acting Chair, shall have the casting vote. The Secretary of the Committee shall be appointed by the Board and shall issue minutes of the resolutions adopted, which shall be reported to the Board.*”

Article 20 of the Regulations of the Board, which sets out provisions common to all the internal committees of the Board, establishes the following provisions on procedure in paragraphs 4 to 15:

- “20.4. *The Committees shall meet when called by their respective Chairmen or at the request of two of their members, and in any case whenever the law requires or the Board requests the issuing of reports, submission of proposals or adoption of resolutions within their remit. Notices of call shall be sent by the Secretary of the Committee, following instructions from the Chairman of the Committee.*
- 20.5. *Committee meetings shall be held at the registered office or anywhere else decided by the Chairman and indicated in the notice of call.*
- 20.6. *The Committees shall establish an annual work plan contemplating the principal activities of each Committee during the year.*
- 20.7. *Whenever so requested by a Committee of its Chairman, its meetings may be attended, with the right to speak but not vote, by any member of the management team or employees of the Company, or by the external auditors and such other professional(s) as may be deemed fit, limiting their attendance to the items on the agenda for which they are called and only when necessary. Anyone thus invited to Committee meetings shall not be present during discussion and voting, except in specific cases, adequate justification of which shall be included in the minutes of the meeting.*
- 20.8. *In the interests of better performing their respective duties, Committees may, after submitting a reasoned request to their Chairman, require attendance by external experts to counsel them in respect of especially complex issues, making sure there are no conflicts of interest that might affect the independence of the external counselling received.*
- 20.9. *Committee meetings shall be quorate when attended, in person or by proxy, by the majority of their members. Resolutions shall be adopted by the majority of members attending the meeting. In the event of a tie, the Chairman or acting chairman shall have a casting vote.*

- 20.10. *The members of each Committee may grant written proxies to other members and may issue specific voting instructions on one or all of the items on the agenda.*
- 20.11. *Committee members shall perform their duties with the utmost professional diligence and loyalty to the corporate interests, devoting the necessary time to preparing meetings taking into account the information received, and shall act with independence of judgement, collaborating with active participation to encourage discussion and decision-making within the Committees.*
- 20.12. *The resolutions adopted by the Committees shall be reported to the Board at its first meeting thereafter and the Board members will have access to the minutes of Committee meetings through the Secretary.*
- 20.13. *The Committees shall set up the necessary mechanisms to coordinate with the other internal Committees, so that each Commission can correctly perform the duties assigned to them regarding concurrent affairs.*
- 20.14. *The Chairman of the Board may attend the meetings of any Committees of which he is not a member, with the right to speak but not vote, at the proposal of the Chairman of the corresponding Committee.*
- 20.15. *Committees may establish their own rules of procedure, in accordance with the applicable laws, the Articles of Association and these Regulations. In the absence of specific rules of procedure, the provisions stipulated herein for Board meetings shall be applicable and shall supplement those rules insofar as this may be compatible with the function and nature of the Committee in question.”*

Finally, Article 23.3 of the Regulations of the Board stipulates that: *“The Nomination and Remuneration Committee shall meet at least once every three months.”*

4. Summary of activities performed during 2025

The Committee held 9 meetings in 2025, all attended by the Committee Chair. All the meetings were held in person, although online attendance was also enabled.

The actions taken by the Committee during the year are summarised below:

- **Meeting of 28 January 2025:**
 - In view of the vacancies on the Board of Directors and the Executive and Audit, Control and Sustainability Committees following the resignation tendered by the Director Marc Murtra Millar, the Committee resolved to: (i) leave the position of Director and member of the Executive Committee vacant, commencing the procedure for the selection and validation of candidates to fill it; (ii) appoint the Director Belén Barreiro Perez Pardo member of the Audit, Control and Sustainability Committee; and (iii) appoint the Director Elena Segura Quijada Chair of the Audit, Control and Sustainability Committee

- **Meeting of 20 February 2025:**

- Resolutions were adopted regarding the proposal to the Board, with a favourable report, to set the fixed remuneration of the directors for their duties as such, the Executive Chairman and the top-tier executives of the Group.

The Committee assessed the degree of achievement of the quantitative targets to which the variable remuneration of the Executive Chairman (the only Director performing executive duties), executives and other Group employees is tied and agreed to submit the appropriate proposals to the Board of Directors.

- The Committee agreed to propose to the Board payment to the directors of the second interim instalment of the statutory remuneration for 2024.
- The Committee's activity report 2024 was prepared and made available to shareholders at the Annual General Meeting held on 11 June 2025.

- **Meeting of 25 February 2025:**

- Certain aspects of the executives' remuneration were specified, having been left pending at the meeting of 20 February 2025 to complete the report to be submitted by the Committee to the Board on this matter.

- **Meeting of 26 March 2025:**

- The Committee studied and agreed to recommend the Board, with a favourable report, to approve the Report on Directors' Remuneration for 2024 to be put to an advisory vote at the Annual General Meeting 2025 as a separate item on the agenda.
- The Committee studied and agreed to issue a favourable report to the Board on the information falling within the Committee's remit included in the Annual Corporate Governance Report 2025.

- **Meeting of 7 April 2025:**

- The draft Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027 was presented to the Commission, for its assessment and analysis.
- As there was a vacancy on the Board and after analysing the composition of the Board (in aspects related to its size, the diversity of expertise of its members, the classification of directors and presence of women and Independent Directors on that body), the Committee analysed the candidacy of Meritxell Batet Lamaña as independent director. Since her name had been put forward by a core shareholder of the Company, the Committee agreed to put into place additional verification measures to ensure that the candidate had no relations with the shareholder that proposed her that could affect her independence.

- **Meeting of 30 April 2025:**

- The Committee resolved to submit a favourable report to the Board regarding the Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027, which had been presented at the previous Committee meeting.
- The Committee was informed of the resignation tendered by Belén Barreiro Pérez-Pardo from the Audit, Control and Sustainability Committee, declaring that it was for exclusively professional reasons.
- After conclusion of the additional verifications established at the previous Committee meeting and following a new assessments of the abilities and skills of the candidate and the composition of the Board, it was resolved to table a motion to the Board, supported by a favourable report, for the appointment by cooptation of Meritxell Batet Lamaña as Independent Director, to fill the vacancy existing since January following the resignation tendered by the Director Marc Murtra Millar. In case the Board resolved to appoint Ms Batet Lamaña by cooptation and she accepts her appointment, the Committee resolved to propose to the Board, with a favourable report, the appointment of Meritxell Batet Lamaña as member of the Executive Committee and the Audit, Control and Sustainability Committee.
- The Committee analysed the appropriateness of reviewing the Directors' Remuneration Policy 2025-2027 (which had been approved at the Annual General Meeting 2024) to include the changes in the Directors' remuneration for their duties as such, agreed by the Board of Directors of the Company in February 2025. For this purpose, after agreeing that it ought to be amended, the Committee submitted the corresponding proposal to the Board, accompanied by a specific report, so that the Board, should it decide that it is appropriate, to present it for approval at the forthcoming AGM.
- The composition of the Board was studied and, in view of the imminent expiry of the terms of appointment of several Directors, the Committee resolved to submit to the Board, with a favourable report, the corresponding proposals and reports on ratification, re-election and appointment of Directors, to be tabled at the AGM. The Committee also submitted to the Board the proposal that, if the aforesaid ratifications, re-elections and appointments are passed at the AGM, the Directors ratified, re-elected and appointed should also be re-elected to the different Board committees they are on, with the corresponding favourable report in each case.

- **Meeting of 24 September 2025:**

- It was resolved to propose to the Board, with a favourable report, approval of the Employee Share Delivery Plan 2025.
- It was agreed to commence the process of self-assessment of the Board, its Committees and the offices within them all during 2024. The Committee defined the procedure and checked and approved the questionnaire to be sent

out to all the Directors to be completed within the framework of the self-assessment process.

- **Meeting of 26 November 2025:**

- The Committee reviewed the Directors' replies and comments given through the assessment questionnaires and issued a Self-Assessment Report on the Board, its Committees and the positions within it and them during 2024, including the proposals submitted by the Committee on measures to be considered by the Board regarding improvable aspects identified during the process. That Report was submitted to the Board of Directors of the Company for its information and assessment of the proposals raised by the Committee.
- The Committee was informed of the work done to review the Regulations of the Board and certain corporate policies.

- **Meeting of 12 December 2025:**

- The Committee reviewed the proposals for modification of the Regulations of the Board and the Company's Policy on the Selection of Directors and Diversity in the Composition of the Board and resolved to submit those proposals, along with a favourable report, for approval by the Board.
- The Annual Work Plan of the Committee for 2026 was approved.
- The Committee reviewed the monitoring of corporate policies that falls within the remit of the Nomination and Remuneration Committee.
- The Committee was informed of the work in progress for the review and updating of other corporate policies.

5. Principal aspects of the Committee's actions

5.1. Assessment of candidates and proposals for the appointment or ratification of Directors

During 2025, whenever it has been appropriate, the Committee has reviewed the composition of the Board in all its aspects and issued the corresponding reports and proposals regarding, as the case may be, the appointment by cooptation of an Independent Director and the re-election, appointment and ratification of other Directors to be tabled at the Annual General Meeting held in July 2025.

For this purpose, the Committee analysed the composition and needs of the Board from time to time prior to assessment for the issuance of any report on this matter, ensuring that the assessment of the different nominations conformed to the principles set out in the Policy for the Selection of Directors and Diversity in the Composition of the Board approved by the Board of Directors.

In January 2025, a vacancy was produced on the Board of Directors as a result of the resignation from office by Marc Murtra Millar. Accordingly and after assessing the composition of the Board, the Committee commenced the process for the selection of

candidates to fill that vacancy, which concluded when the Board submitted a proposal for the appointment by cooptation of Meritxell Batet Lamaña as an independent director.

With the incorporation of Meritxell Batet Lamaña, the percentage of women on the Board rose to 50%, thus amply meeting the target recommended by the Code of Good Governance and the Policy on the Selection of Directors and Diversity in the Composition of the Board of Directors².

It is worth mentioning the work done by the Committee regarding validation of the nomination of Meritxell Batet Lamaña as an independent director, seeing that her name had originally been put forward by a significant shareholder of the Company. In this regard, in its assessment of this candidate and especially when analysing her classification as independent, the Committee was particularly meticulous, taking every precaution and obtaining all the information it considered necessary to make quite sure that the candidate had no bonds that might affect her independence, following the relevant principles set out in the CNMV Technical Guidelines 1/2019.

5.2. Remuneration of directors and executives

As every year, in February (when the financial information for the previous year is finalised), the Committee checked (with a view to submitting a proposal to the Board): (i) the remuneration of the Directors for their duties as such corresponding to the previous year and (ii) achievement of the quantitative budgets to which the variable remuneration of the Executive Chairman, executives and other Group employees is tied.

In addition to general aspects, the Committee makes a specific analysis of the variable remuneration of executives who are considered part of the senior management for pay purposes. Essentially, the senior management consists of the Executive Chairman, the Chief Operating Officer (COO), the Secretary of the Board and the Company and the managers of the different business units of the Ebro Foods Group.

Apart from checking the quantitative criteria to which the annual bonus is linked, the Committee examines the aspects affecting the deferred bonus established for certain senior executives, corresponding to the goals established in the three-year strategic plans.

Finally, the Committee assesses and submits to the Board: (i) a proposal for the statutory fixed remuneration of directors for their duties as such and for the fees for attendance of Board and Committee meetings; (ii) the review, if necessary, of the fixed remuneration of executives and employees for the following year; and (iii) a proposal to maintain or change, as appropriate, the amounts or criteria for determining the remuneration of executives and employees for the following year. It also submits to the Board its report on: (i) the individual remuneration of the Directors for their duties as such according to the points system contemplated in the Remuneration Policy in place from time to time, and (ii) the individual remuneration corresponding to the Executive Chairman (the only director with executive duties in the Company and its Group) according to the items and criteria established in his contract.

² That provision has now been incorporated as a legal obligation in the Corporate Enterprises Act, although it will not be applicable for companies like Ebro Foods, S.A. until 30 June 2027.

All these aspects were dispatched by the Committee at its meeting on 20 February 2025, as mentioned earlier.

5.3. Annual assessment of the Board of Directors, the Executive Chairman and the Committees of the Board

The Committee is responsible for organising the annual assessment of the Board of Directors, its Committees and the Executive Chairman and other positions on the Board. The Committee generally defines and coordinates the process, which is carried out through the Secretary.

In 2025 (regarding the assessment of 2024), the assessment was conducted through a procedure of self-assessment, structured (as an essential element) in a questionnaire drawn up for the purpose, through which it was intended to obtain a 360° assessment. By way of example, the questionnaire asked for the opinion of all the Directors on the functioning of the Board Committees; and the opinion on the functioning of the Board Committees of the directors who were members of the respective Committee.

Based on the replies received, the Committee considered the convenience or need to hold meetings with one or some of the Directors where necessary. Those contacts were made either by the Secretary (if only to clarify the content or scope of a given comment or answer) or by the Committee Chair (to develop the content of a comment or assessment included in the questionnaire).

The replies and comments submitted by the Directors in that questionnaire are confidential and exclusively for use in the assessment procedure.

Taking the results of these actions, the Committee issues a report for the Board analysing the assessments made by the Directors in each and all of the areas under analysis and, where appropriate, issues a proposal of the measures to be considered by the Board to respond to any aspects which, according to the assessment process, are subject to improvement.

The outcome of the assessment made in 2025 (in respect of 2024) showed once again that directors were very satisfied with the functioning of the Board and its Committees and the performance by the Executive Chairman, the Lead Independent Director and the Secretary of the Board of their duties.

The assessment process concluded with receipt by the Board of Directors of the assessment report issued by the Committee (together with the activity reports submitted by the Audit, Control and Sustainability Committee and the Nomination and Remuneration Committee for the period assessed) and adoption by the Board of the measures it considered necessary. In this regard, the Board took account of the report on conclusions of the Self-Assessment Report, the activity reports of the aforesaid Committees and the recommendations, where appropriate, submitted by the Committee.

5.4. Review of public information on remunerations

Any public information on remunerations is reviewed by the Nomination and Remuneration Committee, which submits whatever proposals in this regard it considers appropriate to the Board of Directors.

Each year, the Committee reviews and reports to the Board, with whatever comments it may deem fit, on the following information:

- The contents of the Annual Report on Directors' Remuneration for the previous year;
- The information on remuneration contained in the Annual Corporate Governance Report on the previous year.

5.5. Proactivity in the review of the application and, where appropriate, modification of the Directors' Remuneration Policy

At regular intervals and particularly at the February meeting, at which the remunerations of the Directors and top-tier executives in the Group are analysed, the Committee checks adequate compliance with the Directors' Remuneration Policy in place from time to time. Whenever it appears to be appropriate, it submits to the Board proposals to modify that Policy.

In this regard, at its meeting of 30 April 2025, the Committee considered the appropriateness of modifying the Directors' Remuneration Policy 2025-2027 (which had been approved at the Annual General Meeting held on 5 June 2024) to include the changes to Directors' remuneration for their duties as such agreed by the Board in February 2025. For this purpose, after checking the appropriateness of this modification, the Committee submitted a specific report to the Board and proposed that this issue be tabled at the AGM.

That modification of the Directors' Remuneration Policy 2025-2027 was approved at the Annual General Meeting held on 11 June 2025.

5.6. Other actions

During 2025, in addition to the actions mentioned above (recurring), the Nomination and Remuneration Committee:

- Assessed and submitted a favourable report to the Board, prior to approval, of the Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027, in which a very small number of top-tier executives of the Group, including the Executive Chairman, participate.
- Assessed and informed the Board in advance on the payments to be made to directors of their fixed remuneration for their duties as such corresponding to both 2024 (paid in full in 2025) and 2025 (partly paid, as an advance payment, during 2025).
- Assessed and resolved to submit a proposal to the Board for approval of an employee Share Delivery Plan 2025.

6. Executives' participation in Committee meetings

In line with the provisions of the CNMV Technical Guidelines 1/2019, the attendance by Group executives of Committee meetings was limited to cases in which this was absolutely necessary in the opinion of the Committee or the Committee Chair. Whenever

executives attended meetings, this was strictly for the duration of their report on the appropriate matters and they left the meetings immediately afterwards (thus enabling the Committee to discuss the matters in question with total freedom and independence).

7. Drawing up the Annual Work Plan for the Committee for 2026

In line with the provisions of the CNMV Technical Guidelines 1/2019 and the Regulations of the Board, in December 2025 the Committee drew up and approved its Annual Work Plan for 2026.

Apart from scheduling the ordinary meetings of the Committee and the agendas for those meetings, the Annual Plan identified those topics within its remit to which the Committee intended to pay more attention during 2026.

8. Assessment and performance

The Nomination and Remuneration Committee does not assess its own performance during the year, although as mentioned earlier the annual assessment of the Board of Directors, its Committees and offices thereon includes aspects exclusively corresponding to the Nomination and Remuneration Committee. Those aspects are intended to assess both the internal procedures of the Committee (with questions aimed exclusively at its members) and its relations with and counselling of the Board of Directors in matters falling within its remit (with questions aimed at all Directors regarding their perception of the composition, powers, duties, procedures and reporting to the Board by the Nomination and Remuneration Committee).

In this regard, in the assessment made in 2025 (in respect of 2026), the directors' assessment of the composition, functioning and powers of the Nomination and Remuneration Committee was very positive.

9. Verification of the degree of compliance with the corporate policies whose supervision and monitoring fall within the remit of the Committee

At year-end, the Committee assesses the degree of compliance with the principles established in the policies whose supervision and monitoring fall within the remit of the Nomination and Remuneration Committee.

In particular, the Committee constantly monitors the Directors' Remuneration Policy, especially when it has to analyse the proposed remuneration of the Directors for their duties as such and the degree of fulfilment of the targets to which the annual and long-term variable remuneration of the Executive Chairman (the only executive director performing executive duties).

With regard to the Policy on the Selection of Directors and Diversity in the Composition of the Board, and before analysing any proposals and/or reports regarding the appointment, re-election and/or ratification of directors and/or members of the Board Committees, the Committee checks, along with other aspects, the adequacy of the candidate and the composition of the Board following their possible incorporation in accordance with the principles established in the Policy for the Selection of Directors and Diversity in the Composition of the Board.

10. Responsibility for the information contained in the Annual Activity Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for the contents of this Report, approved by the Committee on 18 February 2026.

This report will be made available to the company's shareholders and investors within the Annual General Meeting section on the corporate website www.ebrofoods.es coinciding with publication of the notice of call to the forthcoming Annual General Meeting.

Issued in Madrid, on 18 February 2026.

Mercedes Costa García
Chair

Luis Peña Pazos
Secretary

**This 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.**