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ANNUAL REPORT ON THE REMUNERATION

Annual Report on the Remuneration of the Directors
of Listed Companies **P. 94**



ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

DETAILS OF ISSUER

Year ended:

[31/12/2025]

Tax Registration No.:

[A47412333]

Name:

[**EBRO FOODS, S.A.**]

Registered office:

[PASEO DE LA CASTELLANA, 20. 3RD FLOOR, MADRID]

A. COMPANY'S REMUNERATION POLICY FOR THIS YEAR

- A.1.1.** Explain the directors' remuneration policy in place for this year. To the extent that it is relevant, certain information may be included by reference to the remuneration policy approved by the general meeting of shareholders, provided the incorporation is clear, specific and precise.

Describe the specific criteria for this year in respect of both the remuneration of directors for their duties as such and their performance of any executive duties, applied by the board in accordance with the provisions of the contracts signed with the executive directors and the remuneration policy approved by the general meeting.

In any case, inform at least on the following aspects:

- a) Description of the procedures and corporate bodies involved in determining, approving and applying the remuneration policy and conditions thereof.
- b) Indicate and, where necessary, explain whether comparable companies have been taken into account to establish the company's remuneration policy.
- c) Information on whether assistance was received from an external adviser and, if so, their identity.
- d) Procedures contemplated in the prevailing directors' remuneration policy to apply temporary exceptions to the policy, conditions on which the company may have recourse to those exceptions and components that may be subject to exception, according to the policy.

The Directors' Remuneration Policy of the Ebro Foods, S.A. (the "Company") for the current year (2026) is the Policy established for the years 2025, 2026 and 2027, approved at the Annual General Meeting of Shareholders held on 5 June 2024 and partially modified at the General Meeting held on 11 June 2025.

As explained therein, the Directors' Remuneration Policy 2025-2027 gives continuity to the previous policy (for the period 2022-2024), which was in force up to 31 December 2024, in respect of the principles, structure and contents of the Directors' remuneration package (both for their duties as such and for the performance of executive duties), in view of the wide acceptance by shareholders when it was approved in 2021 with the favourable votes of 73.826% of the capital present and represented at the Annual General Meeting and abstention of 12.983% of that capital). Based on that broad acceptance, comparable companies were not taken into account nor were any external advisers involved in drawing up the Directors' Remuneration Policy 2025-2027.

THIS SECTION CONTINUES IN SECTION D.1 OF THIS REPORT.

- A.1.2.** Relative importance of the variable remuneration items in respect of the fixed remuneration (remuneration mix) and what criteria and goals have been taken into account to determine them and to guarantee an appropriate balance between the fixed and variable components of the remuneration. In particular, describe the actions taken by the company regarding the remuneration scheme to reduce excessive risk exposure and align the scheme with the long-term goals, values and interests of the company, including where appropriate a reference to measures contemplated to ensure that the remuneration policy takes into account the company's long-term results, measures adopted with respect to certain categories of employees whose professional activities have a significant impact on the company's risk profile and measures to avoid conflicts of interest.

Indicate also whether the company has established an accrual or vesting period for certain variable remuneration items payable in cash, shares or other financial instruments, a deferred payment period or the delivery of financial instruments already accrued and vested, or whether a clause has been agreed to reduce the deferred remuneration not yet vested, or for clawback of bonuses based on data which subsequently prove to be manifestly inaccurate or misstated.

In pursuance of the Directors' Remuneration Policy 2025-2027, the Chairman of the Board, as the only executive Director performing executive duties, will receive variable remuneration on similar terms to the other senior executives of the Company, according to the criteria and targets established in the Directors' Remuneration Policy 2025-2027 and explained in section A.1.1 above (see section D).

The variable remuneration of the Executive Chairman for his executive duties includes:

- Ordinary annual variable remuneration, established in his contract, which is proportionate to the level of achievement of the targets established in the Directors' Remuneration Policy 2025-2027 (EBITDA and ROCE set in the consolidated budget for 2026).

This remuneration, as a percentage of the fixed annual remuneration, is proportionate to achievement of the targets set, establishing a floor (below which the variable remuneration is zero) and a ceiling (above which the variable remuneration is capped at 100% of the fixed annual remuneration). This variable remuneration accrues and is paid on an annual basis, once the financial results of the year in question have been assessed. The ordinary annual variable remuneration corresponding to the Executive Chairman for the current year (2026) will thus be determined in 2027, once the financial results of 2026 are known and it is possible, therefore, to check the extent to which the relevant targets have been met.

- Deferred annual variable remuneration, tied to fulfilment of the Strategic Plan 2025-2027, applicable to the Executive Chairman and the top-tier executives of the Ebro Foods Group. The payment of bonuses is conditional upon meeting the above-mentioned targets set for each year in the Long-Term Bonus Scheme 2025-2027 tied to the Strategic Plan 2025-2027 ("Long-Term Bonus Scheme 2025-2027") and the beneficiary's continued employment in the Group at the date of payment established for those bonuses, except in cases of: (i) death, disability or retirement of the beneficiary or (ii) takeover in the Group or a similar corporate operation, or any other extraordinary circumstance which may, in the Board's opinion, materially affect the Long-Term Bonus Scheme 2025-2027.

The bonuses established in the Long-Term Bonus Scheme 2025-2027 will be paid 11 months after being determined (after checking the level of achievement of the annual targets), so by the time it is paid, more than one year has passed since the end of the year to which the bonus corresponds. Accordingly, any bonus corresponding to the beneficiaries of the Long-Term Bonus Scheme 2025-2027 (including the Executive Chairman) for 2026 would be paid in 2028.

The general conditions of the Long-Term Bonus Scheme 2025-2027 include an adjustment clause whereby the Company's Board of Directors will adopt such resolutions as may be necessary to ensure that in any event or corporate operation or other extraordinary circumstances that might affect calculation of the deferred remuneration payable, the gross remuneration will be equivalent to the remuneration that would have been payable had that circumstance not existed.

The Long-Term Bonus Scheme 2025-2027 also includes a clawback clause whereby the Board of Directors of the Company may require Directors to repay all or part of any deferred bonus paid under the Long-Term Bonus Scheme 2025-2027 when it considers such amounts to have been unduly paid, either because the amounts paid under the Scheme do not correspond to the level of achievement of the required targets, or because they were calculated on the basis of data subsequently proved to be misstated.

The Long-Term Bonus Scheme 2025-2027 is described in detail both in the Directors' Remuneration Policy 2025-2027 and in section A.1.6 of this report.

Through the participation of the Executive Chairman and the top-tier executives of the Group in the Long-Term Bonus Scheme 2025-2027, the remuneration of this employee category is aligned with the medium and long-term results of the Company and its Group. It should also be borne in mind for this purpose that the Executive Chairman, the only Director with executive duties in the Company, is one of the principal shareholders of the Company.

A.1.3. Amount and nature of the fixed components expected to be accrued during the year by directors for their duties as such.

The fixed remuneration of the Directors for performance of their duties as such in the current year (2026) will be set at the Annual General Meeting to be held in 2027.

As determined in the current Directors' Remuneration Policy 2025-2027, in the light of the circumstances and the Group's business performance during the current year (2026), the Nomination and Remuneration Committee will submit to the Board of Directors a proposal that it considers appropriate regarding the fixed remuneration of Directors for their duties as such and the Board will, in turn, decide on a proposal it considers appropriate to lay before the Annual General Meeting to be held in 2027. It should be borne in mind that, according to Article 22 of the Articles of Association (and the current Remuneration Policy 2025-2027): "Both the fixed annual allocation for the board as a whole and the amount of attendance fees shall be determined by the general meeting and shall remain in force until a resolution is passed to change them." Therefore, unless otherwise decided at the Annual General Meeting 2027, the fixed remuneration of the Directors for their duties as such accrued during the current year (2026) will be the same as the amount established for the previous reporting period (2025).

The criteria established in the current Remuneration Policy 2025-2027 (which are the same as those set in the previous policy) will be applicable for distribution among the different Board members of the global fixed remuneration of the Directors for their duties as such during the present year. Accordingly, distribution will be based on a points system, where points are assigned to each Director according to the following scale (established by the Board in 2006, following the proposal submitted by the Nomination and Remuneration Committee):

- Member of the Board of Directors: 1 point
- Chairman of the Board: 1 point
- Vice-Chairman of the Board: 0.5 points
- Member of the Executive Committee: 1 point
- Committees other than the Executive Committee:
 - Member of the Committee: 0.2 points
 - Committee Chairman: 0.05 points per meeting
 - Committee Members: 0.03 points per meeting

The Board of Directors will set the individual remuneration of each Director this year subject to a report by the Nomination and Remuneration Committee and based on the application of the above scale.

A.1.4. Amount and nature of the fixed components accrued by executive directors during the year for senior management duties.

The fixed annual remuneration of the Executive Chairman for his performance of executive duties in 2026 is 1,400,000 euros gross.

In addition to that monetary remuneration, the Executive Chairman will also receive this year (2026), as fixed remuneration in kind, the private use of a company car (see the following section).

The Chairman of the Board is the only executive Director performing executive duties.

Félix Hernández Callejas is classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies. However, he has no executive duties in the Company in any capacity, so he does not receive any remuneration for such duties (receiving only remuneration by virtue of his employment relationship with a Group subsidiary). See sections A.1.10 and B.12 of this report.

A.1.5. Amount and nature of any remuneration in kind that will be accrued during the year, including, but not limited to, insurance premiums paid for directors.

The Chairman of the Board, as the only executive Director performing executive duties in the Company, receives remuneration in kind to the extent of private use made of the company car allocated to him. The value of this remuneration in kind estimated to accrue for the current year (2026) is 8,327.78 euros gross.

Félix Hernández Callejas (classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies, but who has no executive duties in the Company in any capacity, so he does not receive any remuneration for such duties) receives remuneration in kind in the part of his remuneration corresponding to the private use of a company car. See sections A.1.10 and B.12 of this report.

In addition, the Company has a Flexible Remuneration Scheme, through which it is possible to design the composition of remuneration of the executives included in the scheme (including the Executive Chairman and Félix Hernández Callejas), so that they can receive part of that remuneration in the form of products and services previously selected by the Company. The value of those products and services is deducted from the gross salary of the executive, who is allocated in lieu the corresponding income in kind. These products and services include group medical insurance, housing rental, nursery, vehicle hire/lease and training. Under no circumstances do those items entail any additional remuneration to that received in cash, since the amounts paid by the respective companies to the corresponding service providers are deducted from the cash remuneration.

Moreover, in line with common practice in other comparable companies, the Company has taken out and maintains in force (and will continue to maintain in the current year) a liability insurance policy for its Directors and executives.

A.1.6. Amount and nature of the variable components, distinguishing between those established at short and long term. Financial and non-financial parameters -including among the latter social, environmental and climate change factors- selected to determine the variable remuneration in the current year. Explain to what extent those parameters are aligned with the performance of both the director and the company and their risk profile, and the methodology, necessary time and techniques contemplated to determine, at year-end, the effective level of achievement of the parameters used to design the variable remuneration. Explain the criteria and factors applied in respect of the time required and methods to check that the performance parameters -or any other parameters to which the accrual and vesting of each component of the variable remuneration was tied- have actually been met.

Indicate the range, in monetary terms, of the different variable components according to the level of achievement of the goals and parameters established and whether there is a maximum monetary amount in absolute terms.

As mentioned earlier, only the Executive Chairman is the only executive Director performing executive duties in the Company. As such, he will receive variable remuneration this year (2026) (in accordance with the Directors' Remuneration Policy 2025-2027) for the performance of his executive duties, on similar terms to the other top-tier executives of the Company and its Group.

The variable remuneration of the Chairman of the Board for his executive duties includes:

(i) Ordinary annual variable remuneration:

According to the Directors' Remuneration Policy 2025-2027, the annual variable remuneration of the Executive Chairman is proportionate to the level of achievement of the targets for EBITDA (with a weight of 80%) and ROCE (with a weight of 20%) established in the consolidated budget for 2026.

The ordinary annual variable remuneration of the Executive Chairman for the performance of his executive duties accrues according to the following rules:

- If the targets are fully met (aggregate achievement of both targets -EBITDA and ROCE, with the weight corresponding to each one- equal to or greater than 100%), the annual variable remuneration is equivalent to 100% of the fixed remuneration.

- In the event of under-achievement of the targets, the ordinary annual variable remuneration will be reduced in proportion to the percentage fulfilment (under 100%) achieved, with a floor of 85%, below which no annual variable remuneration accrues. If aggregate achievement of those targets is between 100% and 85%, the annual variable remuneration will be determined proportionately.

- Strictly as an exception, considering the special dedication by the Executive Chairman to the performance of his executive duties and the current situation of the Company or Group, the Board may, at the proposal of the Nomination and Remuneration Committee, decide to raise his variable remuneration to the maximum limit established of 100% of his fixed remuneration.

Accordingly, once the consolidated earnings of the Group in 2026 are known (in 2027, generally in February), the Nomination and Remuneration Committee will review the level of achievement and submit a proposal to the Board, for approval, regarding the annual variable remuneration to be received by the Executive Chairman for the current year (2026), based on the criteria indicated above.

In monetary terms and taking account of the above-mentioned rules of accrual, the annual variable remuneration of the Executive Chairman for 2026 may vary between 0 euros (if the aforesaid targets are met by less than 85%) and 1,400,000 euros gross (if targets are met by 100% or more).

(ii) Deferred annual variable remuneration:

Under the current Remuneration Policy 2025-2027, the Executive Chairman of the Board of Directors is entitled, on the grounds of his executive duties, to participate in the Long-Term Bonus Scheme 2025-2027 established for the top-tier executives of the Group. According to the terms of that Policy, the deferred annual variable remuneration of the Executive Chairman under the Long-Term Bonus Scheme 2025-2027 would be proportionate to the level of achievement of the targets set therein (linked to the targets identified in the Strategic Plan 2025-2027), on the terms stipulated in the Remuneration Policy 2025-2027.

The beneficiaries of the Long-Term Bonus Scheme 2025-2027 (including the Chairman of the Board, as the only executive Director who performs executive duties, and the top-tier executives of the Group) are only entitled to receive the deferred remuneration if they are still working in the Ebro Group at the date of payment. As an exception, the Long-Term Bonus Scheme 2025-2027 contemplates early payment in the event of: (i) termination of the employment relationship with the Company during the period of the Long-Term Bonus Scheme 2025-2027 owing to death or a final declaration of total, absolute or major disability, or retirement; or (ii) takeover of the Group or any similar corporate operation.

The outlines of the new Long-Term Bonus Scheme 2025-2027 for the Executive Chairman, established in the Directors' Remuneration Policy 2025-2027, are set out below:

- The Executive Chairman's participation rate in the Long-Term Bonus Scheme 2025-2027 is 100%, such that the total bonus for the three-year period is calculated on the basis of 100% of his fixed remuneration in that period.

- The targets of the Long-Term Bonus Scheme 2025-2027 for the first two years (2025, payable in 2027, and 2026, payable in 2028) are the consolidated annual EBITDA and EBITDA less CAPEX for those years established in the Strategic Plan 2025-2027, and accrual of 25% of the deferred bonus will be subject, in each of those years, to achievement of those targets.

- The level of achievement of the consolidated EBITDA will represent 80% of the deferred bonus for each year and the degree of achievement of the consolidated EBITDA less CAPEX will account for the remaining 20%.

- The targets of the Long-Term Bonus Scheme 2025-2027 for the final year (2027, payable in 2029) are: (i) the consolidated annual EBITDA and EBITDA less CAPEX for that year established in the Strategic Plan 2025-2027 (weighted at 80% and 20%, respectively), to which the accrual of 25% of the deferred bonus is tied; (ii) the aggregate sum of EBITDA of the years included in the Long-Term Bonus Scheme 2025-2027 in comparison with the sum of those contemplated in the Strategic Plan 2025-2027, 12.5% of the deferred variable remuneration being subject to the outcome of that comparison; (iii) the global qualitative assessment by the Strategy and Investment Committee of the development of the Strategic Plan 2025-2027, making 6.25% of the deferred variable remuneration subject to the outcome of that assessment; and (iv) assessment by the Strategy Committee of achievement of the non-financial targets established in the Long-Term Bonus Scheme 2025-2027 from among those identified in the Strategic Plan 2025-2027, making 6.25% of the deferred variable remuneration subject to the outcome of that assessment. The Strategy Committee will submit its proposals to the Nomination and Remuneration Committee in respect of the latter two aspects.

- In the first two years of the Long-Term Bonus Scheme 2025-2027 (2025 and 2026):

a) In the event of aggregate achievement of 100% or over of the consolidated EBITDA and EBITDA less CAPEX targets established for those years in the Strategic Plan 2025-2027, the deferred annual bonus accruing for the Executive Chairman for the performance of his executive duties each year will be 25% of the fixed remuneration established for the three-year period.

b) In the event of aggregate under-achievement of the aforesaid consolidated EBITDA and EBITDA less CAPEX targets established in the Strategic Plan 2025-2027 in either of the first two years of the three-year period, the deferred annual bonus that would accrue for the Executive Chairman for the performance of his executive duties in each of those two years will be reduced in proportion to the percentage of achievement (below 100%), floored at 85%, such that if the aggregate achievement of the targets is below 85%, the deferred bonus for that year will be zero.

In the third and final year of the Long-Term Bonus Scheme 2025-2027 (2027):

a) 25% of the remuneration established for the three-year period will be determined according to the degree of aggregate achievement of the aforesaid consolidated EBITDA and EBITDA less CAPEX targets established in the Strategic Plan 2025-2027 for that year. The provisions set out above for over-achievement and under-achievement will be applicable.

b) The final 25% of the remuneration corresponding to the three-year period will be determined as follows, if appropriate:

-- 50% (12.5% of the total remuneration for the three-year period) according to the degree of achievement of the accumulated consolidated EBITDA target for the entire three-year period according to the Strategic Plan 2025-2027.

-- 25% (6.25% of the total remuneration for the three-year period), in the percentage determined by the Board at the proposal of and subject to a report by the Nomination and Remuneration Committee, according to the qualitative global assessment of development of the Strategic Plan 2025-2027.

-- And the remaining 25% (6.25% of the total remuneration for the three-year period), in the percentage determined by the Board at the proposal of and subject to a report by the Nomination and Remuneration Committee, based on the global qualitative assessment of the development of the Strategic Plan 2025-2027.

In the event of aggregate over-achievement or under-achievement of the aforesaid targets, the indications set out above for these situations will be applicable, applying the cap of 100% of the remuneration for the three-year period in the event of over-achievement.

- Each year (once the earnings of the preceding year are known), the Nomination and Remuneration Committee will review the level of achievement of the economic variables to which this deferred bonus is tied (EBITDA and EBITDA less CAPEX). The Nomination and Remuneration Committee will also review and validate, during the final year of the Long-Term Bonus Scheme 2025-2027: (i) the proposed qualitative assessment of the development of the Strategic Plan 2025-2027 submitted by the Strategy and Investment Committee and (ii) the proposed assessment of the degree of achievement of the non-financial targets made by that Committee. After these verifications, the Nomination and Remuneration Committee will submit a proposal to the Board of Directors and the latter will determine the final amounts corresponding to the Executive Chairman (and the other executives included in the Long-Term Bonus Scheme 2025-2027).

Based on the foregoing, with regard to the variable remuneration that might correspond to the Executive Chairman in 2026 under the Long-Term Bonus Scheme 2025-2027, it should be noted that:

-- The review by the Nomination and Remuneration Committee of the degree of achievement of the targets set for 2026 and submission to the Board, for approval, of the annual bonus for 2026 to be received by the Executive Chairman (in 2028) will be made in 2027, once the consolidated earnings of the Group for 2026 have been determined (normally in February).

-- In monetary terms and taking account of the above-mentioned rules, the deferred annual variable remuneration of the Executive Chairman for 2026 may vary between 0 euros (if aggregate achievement of the targets is below 85%) and 1,050,000 euros gross (if aggregate achievement of the targets is 100% or more). The remuneration for the three-year period under the Long-Term Bonus Scheme 2025-2027 is calculated based on the annual monetary fixed remuneration of the Executive Chairman in each year of the Long-Term Bonus Scheme 2025-2027 (which, as indicated above, is not subject to review, except in the event of extraordinary circumstances).

-- A provision will be recognised for the appropriate amount at year-end 2026 and it will be paid, if appropriate, in 2028.

-- Moreover, in the current year (2026), the Executive Chairman has received 2,250,000 euros gross as his deferred annual remuneration for 2024, the third year of the Long-Term Bonus Scheme tied to fulfilment of the previous Strategic Plan 2022-2024. It should be noted that since this sum corresponds to the third year of the previous bonus scheme, the deferred variable remuneration subject thereto was 50% of the remuneration of the three-year period.

The Long-Term Bonus Scheme 2025-2027 described above, currently being drawn up by the Nomination and Remuneration Committee, is not indexed to the value of the Company's share and the beneficiaries do not receive shares or any other rights thereover.

The Director Félix Hernández Callejas (classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies, but who has no executive duties in the Company in any capacity, so he does not receive any remuneration for such duties, receiving only remuneration by virtue of his employment relationship with a Group subsidiary) will be entitled to receive for the current year:

a) a variable annual remuneration according to the degree of achievement of the targets established in his contract. Based on those targets and according to the varying degree of achievement thereof, the annual variable remuneration of Félix Hernández Callejas may vary between 0 euros (if aggregate achievement of the targets is below 85%) and 586,997.79 euros gross (if aggregate achievement of the targets is 100% or more).

b) a deferred annual variable remuneration as beneficiary of the Long-Term Bonus Scheme 2025-2027. In monetary terms, the deferred annual variable remuneration corresponding to Félix Hernández Callejas for 2026 may vary between 0 euros (if aggregate achievement of the targets is below 85%) and 440,248.34 euros gross (if aggregate achievement of the targets is 100% or more). The remuneration for the three-year period under the Long-Term Bonus Scheme 2025-2027 is calculated based on the annual monetary fixed remuneration of Félix Hernández Callejas in each year of the Long-Term Bonus Scheme 2025-2027. His participation rate in the Long-Term Bonus Scheme 2025-2027 is 75% so the total bonus for the three-year period is 75% of his fixed remuneration for that three-year period.

A.1.7. Main features of the long-term saving schemes. This information should include, inter alia, the contingencies covered by the scheme, whether it is defined-contribution or defined-benefit, the annual contribution to be made to defined-contribution schemes, the benefit to which beneficiaries are entitled under defined-benefit schemes, the conditions for the vesting of economic rights in favour of the directors and compatibility with any kind of termination benefit payable for or in connection with interruption or expiry of the contractual relationship between the company and the director.

State whether accrual or vesting of rights under any of the long-term savings schemes is subject to the achievement of certain targets or parameters related with the short and long-term performance of the director.

No contributions have been made in previous years, nor are any expected to be made this year (2026), to any pension funds or schemes for former or existing members of the Board (neither the Directors for their duties as such nor the executive Directors for the performance of executive duties) and no obligations have been contracted in this respect.

Nor have any contributions been made or obligations contracted for Directorships in other group companies (for the Directors for their duties as such or the executive Directors for the performance of executive duties).

A.1.8. Any kind of payment or compensation for termination, early or otherwise, of the contractual relationship between the company and the director, at the initiative of the company or the director, and any arrangements agreed, such as exclusive dedication, minimum employment commitment, loyalty and no competition during and after employment.

No compensations have been arranged or paid for termination of Directors' duties (neither the Directors for their duties as such nor the executive Directors for the performance of executive duties).

A.1.9. State the terms and conditions to be respected in the contracts of executive directors performing senior management duties. Include information, inter alia, on the term, limits on severance pay and other compensations, continued service clauses, required notice, payment in lieu of notice and any other clauses relating to golden hellos, golden handshakes, golden parachutes or any other compensation payable on termination, early or otherwise, of the contractual relationship between the company and the executive director. Include, inter alia, details of any clauses or agreements on restraint of trade, exclusive dedication, minimum employment commitment, loyalty and no competition during and after employment, save as explained in the previous section.

Pursuant to sections 249,529 octodecies and 529 quidecies of the Corporate Enterprise Act and Article 22 of the Articles of Association, the Board is competent to establish the terms of contracts to be signed by the company with its executive Directors having executive duties, at the proposal of the Nomination and Remuneration Committee and within the confines of Directors' Remuneration Policy approved by the General Meeting.

According to the Directors' Remuneration Policy 2025-2027, the principal terms of contract of the Executive Chairman (the only Director with executive duties in the Company) for his executive duties (apart from his remuneration, which is explained in other sections of this report) are as follows:

- Term: indefinite
- Notice: three months
- Termination benefits: none
- Continued service or post-contract no competition clauses: none

As regards the possible incorporation in the future of other executive Directors, the Directors' Remuneration Policy 2025-2027 provides that the current remuneration scheme for executive Directors for the performance of executive duties and other aspects relating to their contractual relationship with the company take into account that the only executive Director who performs those duties (the Executive Chairman of the Board of Directors) is a reference shareholder of the company.

For this reason, if new executive Directors with executive duties in the Company join the Board during the effective term of the Directors' Remuneration Policy 2025-2027, it might be necessary to revise some of those aspects, such as: (i) establishment of the continued service and/or no competition clauses (and the

corresponding remuneration) or (ii) inclusion in the remuneration of aspects indexed to the value of the company's share or that entail the receipt of shares or rights thereover.

In this case, the Policy would be amended, and the corresponding amendment would be submitted to the General Meeting for approval on the terms stipulated in law.

A.1.10. The nature and estimated amount of any other supplementary remuneration that will accrue by directors this year for services rendered in addition to those inherent in their directorship.

There is no provision for supplemental remuneration that could be earned by Directors (Directors for their duties as such or executive Directors for the performance of executive duties) for services rendered other than those inherent in their Directorship and/or the performance of executive duties, apart from the salary received by the executive Director Félix Hernández Callejas as executive of a Group subsidiary. It should be remembered that Félix Hernández Callejas is classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies, but he does not perform any executive duties in the Company.

According to the terms of Félix Hernández Callejas' employment in a Group subsidiary, he will receive the following remuneration in the current year (2026):

- An annual fixed remuneration of 782,663.72 euros gross.
- An annual variable remuneration of up to 75% of his fixed remuneration, according to the degree of achievement of the targets set.
- A deferred annual remuneration based on his participation in the Long-Term Bonus Scheme 2025-2027.

In addition, Félix Hernández Callejas receives remuneration in kind in the part of his remuneration corresponding to the private use of a company car, to which he is entitled under the terms of his employment contract.

A.1.11. Any other remuneration, such as advances, loans and guarantees granted to directors by the company, and other remuneration.

The company has not granted and does not foresee granting in the current year (2026) any loans, advances or guarantees to members of the board (the Directors for their duties as such or the executive Directors for the performance of executive duties), nor has it contracted any obligations on their behalf through guarantees or bonds.

A.1.12. The nature and estimated amount of any other supplementary remuneration not included in the preceding paragraphs, paid by the company or another company in the group, that will accrue in directors' favour this year.

The Executive Chairman receives attendance fees each year as Director of Riso Scotti, S.p.A., an associate that is not part of the Ebro Group, in which Ebro Foods, S.A. has a 40% interest (it is an associate consolidated by the equity method). The Executive Chairman stood down as Director of that associate on 13 January 2006, so he will not receive any amount for this concept in the current year (2006).

The executive Director Félix Hernández Callejas is a Director of Pastificio Lucio Garofalo, S.p.A (a subsidiary of the Ebro Foods Group), so provided he maintains that status in the current year (2026) and attendance fees from that company remain at the amount paid in recent years, he will receive a similar amount to that received in 2025 (5,000 euros gross).

A.2. Explain any significant change in the remuneration policy applicable this year, deriving from:

- a) A new policy or modification of the policy already approved by the general meeting.
- b) Significant changes in the specific criteria established by the board for this year within the current remuneration policy in respect of those applied in the previous year.
- c) Proposals that the board has agreed to submit to the general meeting at which this annual report will be presented, for application to this year.

No changes are expected to be made this year to the Directors' Remuneration Policy 2025-2027.

A.3. Indicate the direct link to the document containing the current remuneration policy of the company, which must be available on the company's website.

<https://www.ebrofoods.es/wp-content/uploads/2025/06/Directors-Remuneration-Policy-2025-2027.pdf>

A.4. In view of the details provided in section B.4, explain how the shareholders' advisory vote at the general meeting on the annual report on remuneration of the previous year has been taken into account.

Given the large majority of the capital that voted in favour in the advisory vote on the Directors' Remuneration Report for 2024, with more than two-thirds of the capital present and represented at the General Meeting voting for the approval (80.603%) and the abstention of 12.484%, it has not been considered necessary to take any measures in this regard.

B. OVERALL SUMMARY OF APPLICATION OF THE REMUNERATION POLICY DURING THE REPORTING PERIOD

B.1.1. Explain the process followed to apply the remuneration policy and determine the individual remunerations reflected in section C of this report. This information should include the role played by the remuneration commission, the decisions taken by the board and, if appropriate, the identity and role of the external advisers whose services were used in the process of applying the remuneration policy during the reporting period.

a) Remuneration of Directors for their duties as such.

The aggregate fixed remuneration for 2024 for all the Directors for their duties as such was paid during the reporting period (2025).

In this regard, the Nomination and Remuneration Committee resolved on 20 February 2025 to submit a proposal to the Board of Directors, to be tabled by the latter at the Annual General Meeting held that year (2025), to set the fixed remuneration of all the Directors for their duties as such for the previous year (2024) at 3,000,000 euros gross. The Nomination and Remuneration Committee further proposed maintaining the amount of attendance fees for Board meetings (1,600 euros gross per meeting) and meetings of the Board Committees (800 euros gross per meeting), except for the Audit, Control and Sustainability Committee, for which it proposed raising the attendance fees to 1,000 euros gross per meeting (as opposed to the 800 euros gross per meeting applicable in earlier years). And on 25 February 2025, the Board of Directors resolved to table a motion with that proposal by the Nomination and Remuneration Committee at the Annual General Meeting to be held in 2025, and the motion was passed by an ample majority at that Annual General Meeting, held on 11 June 2025.

Based on the foregoing and the resolutions passed at the Board and Committee meetings held in 2024, the aggregate annual fixed remuneration of the Directors for their duties as such for 2024 (set in 2025) was distributed as follows:

- membership of the Board: a total sum of 2,016,551.57 euros gross
- membership of the Board Committees: a total sum of 983,448.35 euros gross.

The fees for attendance of Board and Committee meetings of Ebro Foods, S.A. in 2024 amounted to 340,800 euros gross.

With regard to the aggregate fixed remuneration of the Directors for their duties as such corresponding to the reporting period (2025), the Nomination and Remuneration Committee resolved at a meeting on 18 February 2026 to submit a proposal to the Board of Directors, to be tabled at the Annual General Meeting in 2026, to set the aggregate fixed remuneration for all the Directors for their duties as such for the reporting period (2025) at 3,000,000 euros gross. It further proposed maintaining the amount of attendance fees: for Board meetings (1,600 euros gross per meeting), meetings of the Audit, Control and Sustainability Committee (1,000 euros gross per meeting) and meetings of the other Board Committees (800 euros gross per meeting).

On 25 February 2026, the Board of Directors resolved to table a motion with that proposal at the Annual General Meeting to be held in 2026.

If that amount is approved at the Annual General Meeting held in 2026, it will be distributed among the Board members in accordance with the prevailing distribution criteria (see section A.1 of this Report and its continuation in section D). Based on those criteria, the annual fixed assignment to Directors for their duties as such for 2025, considering the Board and Committees meetings held that year, would be as follows:

- membership of the Board: a total sum of 2,014,752.83 euros gross
- membership of the Board Committees: a total sum of 985,247.19 euros gross.

The attendance fees for Board and Committee meetings of Ebro Foods, S.A. in 2025 would amount to 326,800 euros gross.

The total amount of the fixed assignment to Directors for their duties as such is distributed among the individual Directors based on the points system established in the Remuneration Policy in place from time to time (see section A.1.3 of this Report). For this purpose, in view of a report by the Nomination and Remuneration Committee, the Board approves the individual remuneration of each Director in view of the Board Committees they are on, any positions they may hold on the Board and/or its Committees and the number of meetings.

b) Remuneration of the Executive Chairman of the Board of Directors for the performance of executive duties in the Company.

In 2025, the fixed cash remuneration of the Executive Chairman (the only Director with executive duties in the Company) for the performance of his executive duties was 1,400,000 euros gross. This is the fixed remuneration established in the Directors' Remuneration Policy 2025-2027 after the amendment approved at the Annual General Meeting held on 11 June 2025.

With regard to the annual variable remuneration for the reporting period (2025), on 18 February 2026 the Nomination and Remuneration Committee examined the degree of achievement of the consolidated EBITDA and ROCE targets indicated in the 2025 budget, which are the variables taken to determine the annual bonus of the Executive Chairman in 2025, and submitted the corresponding report to the Board of Directors in respect of that annual variable remuneration. It should be recalled at this point that according to the Directors' Remuneration Policy 2025-2027, the Executive Chairman's annual bonus is capped, in the event of over-achievement of targets, at 100% of the amount thereof (i.e. 100% of his annual fixed remuneration).

Similarly, on 18 February 2026 the Nomination and Remuneration Committee reviewed the level of achievement of the quantitative and qualitative targets to which the long-term bonus for 2025 is tied, according to the Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027. Since 2025 is the first year of that Bonus Scheme, the deferred variable remuneration for that year was up to 25% of the remuneration for the three-year period, depending on the aggregate achievement of the EBITDA and EBITDA less CAPEX targets set in the Strategic Plan 2025-2027 for 2025.

Accordingly, the sums corresponding to the Chairman of the Board (the only Director with executive duties in the Company) for the performance of executive duties in the reporting period (2025), according to his contract and the Directors' Remuneration Policy 2025-2027 and after the corresponding verifications by the Nomination and Remuneration Committee, are as follows:

- Fixed remuneration: 1,406,417.95 euros gross (1,400,000 euros gross of fixed cash remuneration and 6,417.95 euros gross in kind).
- Short-term ordinary annual variable remuneration: 1,388,436.58 euros gross.
- Deferred annual variable remuneration: 1,050,000 euros gross. A provision for this amount has been recognised in the annual accounts at 31 December 2025, as a provisional estimate of the deferred annual bonus corresponding to the Executive Chairman of the Board of Directors (as executive Director and for the performance of executive duties) and it will be paid in 2027, provided that the Executive Chairman is still in the Group at that time, as explained earlier. It should be borne in mind that 25% of the variable remuneration corresponding to the three-year period was determined in 2025, the first year of the Deferred Annual Bonus Scheme 2025-2027.

In addition, during the reporting period (2025), the Executive Chairman received the sum of 1,125,000 euros gross as deferred annual variable remuneration for 2023, paid in 2025. A provision for that amount had been recognised in the 2023 accounts. It should be borne in mind that 25% of the variable remuneration corresponding to the three-year period was determined in 2023, the second year of the Deferred Annual Bonus Scheme 2022-2024.

With regard to the remuneration of Félix Hernández Callejas (who is classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies, but who has no executive duties in the Company in any capacity, so he does not receive any remuneration for such duties, but only by virtue of his employment relationship with a Group subsidiary) by virtue of his employment relationship with a Group subsidiary, see section B.12 of this report.

B.1.2. Explain any deviation during the year from the procedure established for application of the remuneration policy.

There were no deviations in 2025 from the procedure established for application of the Directors' Remuneration Policy 2025-2027.

B.1.3. State whether any temporary exception to the remuneration policy has been applied and, if so, explain the exceptional circumstances giving rise to those exceptions, the specific components of the remuneration policy that were affected and the reasons why the company considered those exceptions necessary for the long-term interests and sustainability of the company overall or to guarantee its viability. Quantify the impact that the application of those exceptions has had on the remuneration of each director during the year.

No temporary exceptions to the Directors' Remuneration Policy 2025-2027 were applied during 2025.

B.2. Explain the different actions taken by the company regarding the remuneration system and how they have contributed to reducing excessive risk exposure, and align it with the long-term goals, values, and interests of the company, indicating what measures have been adopted to ensure that remuneration has accrued in consideration of the long-term results of the company, striking an appropriate balance between the non-variable and variable components of remuneration, what measures have been taken with respect to those categories of personnel whose professional activities have a significant impact on the company's risk profile, and what measures have been taken to avoid conflicts of interest, where necessary.

The Long-Term Bonus Scheme in place during the reporting period (2025), i.e. the one linked to the Strategic Plan 2025-2027, makes the payment of bonuses conditional upon meeting targets set for each year of the Scheme and the beneficiary's continued employment in the Group at the date of payment established for those bonuses, except in cases of: (i) death, disability or retirement of the beneficiary or (ii) takeover in the Group or a similar corporate operation or any other extraordinary circumstance which may, in the board's opinion, materially affect the Scheme.

The general conditions of the Scheme include an adjustment clause whereby the Board of Directors will adopt such resolutions as may be necessary to ensure that in any event or corporate operation or other extraordinary circumstances that might affect the calculation of deferred remuneration payable, the gross remuneration will be equivalent to the remuneration that would have been payable had that circumstance not existed.

The Scheme also includes a clawback clause whereby the Board of Directors may require Directors to repay all or part of any deferred bonus paid under the Scheme when it considers such amounts to have been unduly paid, either because the amounts paid under the Scheme do not correspond to the degree of fulfilment of the required targets, or because they were calculated on the basis of data subsequently proved to be misstated.

Finally, as indicated earlier, the Scheme is structured in such a way that the deferred annual bonus corresponding to any of the years within the Scheme will be paid 11 months after being determined (after checking the degree of achievement of the targets), so by the time they are paid, a reasonable time will have passed (approx. 14 months), enabling greater certainty as to the accuracy of the information used to calculate the bonus. The remuneration corresponding to members of the aforesaid Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027 in 2025 will thus be paid in 2027, provided they are still employed in the Ebro Group.

B.3. Explain how the remuneration accrued and vested during the year complies with the provisions of the current remuneration policy and, in particular, how it contributes to the company's long-term sustainable profitability.

Describe the relationship between the remuneration received by the directors and the earnings or other short and long-term performance indicators of the company explaining, where appropriate, how any variations in the company's performance may have had a bearing on the variation in directors' remuneration, including any deferred remuneration, and how they contribute to the short and long-term results of the company.

As explained elsewhere in this Report, the remuneration of the Directors for their duties as such is set by the General Meeting of Shareholders, so the General Meeting must assess the remuneration proposed in view of the performance of the Company and its Group.

The variable remuneration (both ordinary and deferred) of the Chairman of the Board as Executive Director and for his executive duties, is tied to the development of the Group's business, being determined in view of the level of achievement of the targets set (linked to the future targets of the Group), as indicated in this Report and in the Directors' Remuneration Policy.

In the reporting year (2025), the Directors' Remuneration Policy 2025-2027 expressly contemplated both principles.

It should be noted in particular that the variable remuneration of the Executive Chairman (the only executive Director with executive duties in the Company) for his executive duties is tied to the achievement of quantitative and qualitative targets. This is designed to link his remuneration to the short and long-term development of the Company and the Group. So through achievement of the financial targets set for each year (either in the budget, for the annual variable remuneration, or in the Strategic Plan, for the remuneration received by virtue of his participation in long-term bonus schemes), the remuneration of the Executive Chairman is tied to the evolution of the Group's results.

B.4. Report on the results of the advisory vote by the general meeting on the annual report on remuneration of the previous year, indicating the number of abstentions, blank votes and votes for and against.

	Number	% total
Votes cast	128,282,233	83.37
	Number	% votes cast
Votes against	8,863,504	6.91
Votes for	103,398,587	80.60
Blank votes	5,081	0.00
Abstentions	16,015,061	12.48

Comments

B.5. Explain how the fixed components accrued and vested during the year by the directors for their duties as such were determined, their relative proportion for each director and how they have varied in respect of the previous year.

As explained earlier, the fixed remuneration of the Directors for their duties as such is set by the General Meeting, following assessment and a proposal by the Nomination and Remuneration Committee and the Board of Directors.

The proposal by the Nomination and Remuneration Committee and the Board of Directors generally takes into account the economic situation of the Group and the development of its business, as well as the number of Board members (since it is an aggregate, or collective, remuneration for all the Directors for their duties as such).

Accordingly, the Annual General Meeting held on 11 June 2025 resolved to set the collective remuneration of all the Directors for their duties as such for 2024 at 3,000,000 euros gross p.a.

With regard to the remuneration for 2025, the Board resolved on 25 February 2026, at the proposal of the Nomination and Remuneration Committee, to table a motion at the Annual General Meeting in June 2026 to set the collective fixed remuneration for all the Directors for their duties as such at 3,000,000 euros gross.

That sum was distributed (for 2024) and will be distributed (for 2025) among the individual Directors on the basis of the points system explained in section A.1.3 of this Report and in the Directors' Remuneration Policy 2025-2027.

B.6. Explain how the salaries accrued and vested by each of the executive directors for their management duties was determined in the reporting period and how they have varied in respect of the previous year.

In 2025 (the reporting period), the fixed cash remuneration of the Executive Chairman (the only Director with executive duties in the Company) for the performance of executive duties is as specified in his contract. As indicated in the Directors' Remuneration Policy 2025-2027, the fixed cash remuneration for 2025 was 1,400,000 euros gross. In the previous year (2024) the fixed cash remuneration of the Executive Chairman was 1,500,000 euros gross.

The amounts of variable remuneration in 2025 (both ordinary and deferred) are determined by the Nomination and Remuneration Committee, which checks the level of achievement of the targets to which that variable remuneration is tied and submits a proposal to the Board. In this regard, the variable remuneration corresponding to the Executive Chairman for 2025 were:

- 1,388,436.58 euros gross, compared to 1,500,000 euros gross accrued in 2024; and

- 1,050,000 euros gross in deferred annual remuneration for 2025 (compared to 2,250,000 euros gross accrued in 2024, although it should be taken into account that under the Long-Term Bonus Scheme tied to the Strategic Plan 2022-2024, in 2024, which was the final year of the three-year period of that Bonus Scheme, the deferred remuneration accrued at 50% of the variable remuneration for that three-year period, whereas in 2025 it accrued at 25% of the variable remuneration for the three year period 2025-2027).

A provision for this amount has been recognised in the annual accounts 2025 as a provisional estimate of the deferred annual bonus corresponding to the Chairman of the Board (as executive Director and for the performance of executive duties) for 2025 and it will be paid in 2027.

In accordance with the Long-Term Bonus Scheme tied to the Strategic Plan 2022-2024 and the collection criteria applicable to the sums accruing thereunder, in 2025 the Executive Chairman received the sum accrued in 2023 for his participation in that Scheme, i.e. 1,125,000 euros gross. It should be remembered that under the Long-Term Bonus Scheme tied to the Strategic Plan 2022-2024, 25% of the variable remuneration for the three-year period 2022-2024 accrued in 2023, the second year of that Bonus Scheme.

B.7. Explain the nature and main features of the variable components of the remuneration schemes accrued and vested during the reporting period.

In particular:

- a) Identify each of the remuneration schemes that determined the variable remunerations accrued by each of the directors during the reporting period, including information on the scope, date of approval, date of implementation, vesting conditions if any, accrual and effective periods, criteria used to assess performance and the effect they had on the setting of the variable amount accrued, as well as the measurement criteria used and the time necessary to be in a position to measure adequately all the conditions and criteria stipulated. Include a detailed explanation of the criteria and factors applied with regard to the required time and the methods for checking that the performance and any other requirements on which the accrual and vesting of each component of the variable remuneration was conditional were actually met.
- b) In the case of stock options and other financial instruments, the general features of each scheme shall include information on the conditions for acquiring unconditional rights (vesting) and exercising those options or financial instruments, including the price and time for exercise.
- c) Each of the directors and their category (executive directors, non-executive proprietary directors, non-executive independent directors and other non-executive directors) who are beneficiaries of remuneration systems or schemes that include variable remuneration.
- d) If applicable, provide information on any payment deferral periods established that have been applied and/or the periods for retaining/not disposing of shares or other financial instruments, if any.

Explain the short-term variable components of the remuneration schemes:

The Chairman of the Board, the only executive Director performing executive duties in the Company, is entitled to an annual variable remuneration for the performance of executive duties, on the terms set out elsewhere in this report.

Once the results of the preceding year are available (normally in February of the following year) the Nomination and Remuneration Committee checks the level of achievement of the targets taken as the basis for determining the annual variable remuneration payable to the Executive Chairman, on the terms set out elsewhere in this report.

The variable remuneration, both annual and deferred, of the Executive Chairman is monetary.

Neither the Executive Chairman nor any Director participates in stock option schemes or similar schemes in respect of other financial instruments.

Explain the long-term variable components of the remuneration schemes:

The Executive Chairman, the only Director with executive duties in the Company, receives a long-term variable remuneration, or bonus.

That long-term variable remuneration derives from the participation of the Executive Chairman and the top-tier executives of the Group in the Long-Term Bonus Schemes (which are in turn tied to the three-year Strategic Plan in place from time to time).

The payment of bonuses under the Bonus Schemes is conditional upon meeting the targets set each year in the corresponding Bonus Scheme and the beneficiary's continued employment in the Group at the dates of payment established for those bonuses, except in cases of: (i) death, disability or retirement of the beneficiary or (ii) takeover in the Group or a similar corporate operation, or any other extraordinary circumstance which may, in the Board's opinion, materially affect the Bonus Scheme.

The targets to which the long-term bonus is tied are those identified in the corresponding Bonus Scheme for each year of the three-year period 2025-2027. A more detailed explanation is given in earlier sections of this Report.

Long-term bonuses are paid 11 months after being determined (after checking the degree of achievement of the targets), so by the time they are paid, more than one year has passed since the end of the year to which the bonus corresponds.

Once the results of the preceding year are available, the Nomination and Remuneration Committee checks the degree of achievement of the quantitative and qualitative targets taken as the basis for determining the remuneration corresponding to each year of the Long-Term Bonus Scheme.

B.8. Indicate whether certain variable components accrued have been adjusted downward after deferral of the payment of non-vested amounts, or repayment has been claimed after vesting and payment of those components, in view of information subsequently found to be inaccurate. State the amounts reduced or repaid by application of the malus and clawback clauses, why these clauses were enforced and the years to which they correspond.

No such circumstances have existed.

B.9. Explain the main features of the long-term savings schemes, the amount or equivalent annual cost of which is indicated in the tables in Section C, including retirement and any other survival benefit, wholly or partially financed by the company with internal or external funds, stating the type of scheme, whether it is defined-contribution or defined-benefit, the contingencies it covers, the conditions for the vesting of economic rights in favour of the directors and the compatibility thereof with any kind of termination benefit payable upon interruption of the contractual relationship between the company and the director.

There are no such schemes.

B.10. State any compensations or other kind of payment accrued and/or received by directors during the reporting period upon termination of their contracts, at the initiative of the company or the director, early or at the end of the specified term.

No compensation has been arranged or paid for termination of Directors' duties (to Directors for their duties as such or executive Directors for their executive duties).

B.11. State whether there have been any significant modifications in the contracts of senior executives or executive directors and explain those changes, if any. Explain the main terms and conditions of the new contracts signed with executive directors during the reporting period, unless they have been explained in section A.1.

There were no significant modifications in the reporting period (2025).

B.12. Explain any supplementary remuneration accrued by directors in consideration for services rendered other than those corresponding to their office as such.

As indicated earlier, the Executive Chairman received annual attendance fees in 2025 as Director of Riso Scotti, S.p.A., an associate that is not part of the Ebro Group.

As explained earlier, Félix Hernández Callejas (an executive Director who does not perform executive duties in the Company and is classified as an executive Director because he is an executive in a Group subsidiary) received a salary remuneration in 2025 for his employment in a Group subsidiary:

- 782,663.72 euros gross in fixed remuneration, plus 8,365.32 euros as fixed remuneration in kind for private use of the company car
- 586,997.79 euros gross in annual variable remuneration
- 252,097.05 euros gross as deferred annual remuneration for 2023 (received in 2025)

A provision of 440,248.34 euros gross has been recognised in the annual accounts 2025 for the sum accrued as deferred annual remuneration 2025. This is a provisional estimate of the deferred annual variable remuneration corresponding to Félix Hernández Callejas (in his capacity as executive of a Group subsidiary participating in the Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027) in 2025, which will be paid in 2027.

In addition, as mentioned earlier, in 2025 Félix Hernández Callejas received 5,000 euros gross in annual attendance fees as Director of Pastificio Lucio Garofalo, S.p.A.

B.13. Explain any remuneration deriving from advances, loans or guarantees granted, indicating the interest rate, the essential terms and conditions and the amounts repaid, if any, as well as any obligations assumed on their behalf through guarantees.

Neither the company nor any other companies in the Group have granted any loans, advances or guarantees to members of the Board (or to the Directors for their duties as such or the executive Directors for the performance of executive duties), or contracted any obligations on their behalf through guarantees or bonds.

B.14. Describe the remuneration in kind accrued by directors during the year, including a brief explanation of the nature of the different remuneration components.

As explained earlier (see sections A.1.4 and A.1.5 of this Report), the Chairman of the Board, the only executive Director with executive duties in the Company, receives remuneration in kind, consisting of the private use made of the company car allocated to him. The value of the remuneration in kind for the reporting year (2025), valued at 6,417.95 euros, is included within the fixed remuneration of the executive Director accrued in 2025.

In addition, the Company has a Flexible Remuneration Scheme, through which it is possible to design the composition of remuneration of the executives included in the scheme (including the Chairman of the Board), so that they may receive part of that remuneration in the form of products and services previously selected by the Company. The value of those products and services is deducted from the gross salary of the executive, who is allocated in lieu the corresponding income in kind. These products and services include group medical insurance, housing rental, nursery, vehicle hire/lease and employee training.

Therefore, these items do not entail additional remuneration to that received in cash, since the amounts paid by the Company to the corresponding service providers are deducted from the beneficiary's cash remuneration.

B.15. Explain the remuneration accrued by the director by virtue of the payments made by the listed company to a third entity to which the director renders services, when those payments are intended to remunerate said director's services in that company.

No payments of this nature have been made.

B.16. Explain and provide details of the amounts accrued during the year in connection with any item of remuneration other than those listed above, of whatever nature and provenance within the group, including all benefits in whatsoever form, such as when it is considered a related party transaction or when it may distort the true and fair view of the total remuneration accrued by the director. The amount awarded or pending payment, the nature of the payment received and the reasons, where appropriate, why it has been considered not to form part of the director's remuneration, for their duties as such or for executive duties, and whether or not it has been considered appropriate to include it within the amounts accrued as "other items" in section C.

- The attendance fees received by the Chairman of the Board as Director of Riso Scotti, S.p.A. (an associate that is not part of the Ebro Foods Group); and
- The attendance fees received by Félix Hernández Callejas as Director of Pastificio Lucio Garofalo, S.p.A. (a subsidiary of the Ebro Foods Group).

C. DETAILS OF INDIVIDUAL REMUNERATION ACCRUED BY EACH DIRECTOR

Name	Type	Accrual period 2025
BELÉN BARREIRO PÉREZ-PARDO	Independent Director	From 01/01/2025 to 31/12/2025
DEMETRIO CARCELLER ARCE	Proprietary Vice-Chairman	From 01/01/2025 to 31/12/2025
BLANCA HERNÁNDEZ RODRÍGUEZ	Proprietary Director	From 01/01/2025 to 31/12/2025
ELENA SEGURA QUIJADA	Independent Director	From 01/01/2025 to 31/12/2025
ANTONIO HERNÁNDEZ CALLEJAS	Executive Chairman	From 01/01/2025 to 31/12/2025
FÉLIX HERNÁNDEZ CALLEJAS	Executive Director	From 01/01/2025 to 31/12/2025
MARÍA CARCELLER ARCE	Proprietary Director	From 01/01/2025 to 31/12/2025
MERCEDES COSTA GARCÍA	Independent Director	From 01/01/2025 to 31/12/2025
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	Proprietary Director	From 01/01/2025 to 31/12/2025
JORDI XUCLÀ COSTA	Proprietary Director	From 01/01/2025 to 31/12/2025
JAVIER FERNÁNDEZ ALONSO	Proprietary Director	From 01/01/2025 to 31/12/2025
CORPORACIÓN FINANCIERA ALBA, S.A.	Proprietary Director	From 01/01/2025 to 31/12/2025
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	Proprietary Director	From 01/01/2025 to 31/12/2025
JAVIER GÓMEZ-TRENOR VERGÉS	Proprietary Director	From 11/06/2025 to 31/12/2025
ALEJANDRA OLARRA ICAZA	Proprietary Director	From 11/06/2025 to 31/12/2025
MERITXELL BATET LAMAÑA	Independent Director	From 30/04/2025 to 31/12/2025

C.1. Complete the following tables regarding the individual remuneration of each of the directors (including the remuneration for executive duties) accrued during the financial year.

a) Remuneration accrued in the reporting company:

i) Remuneration in cash (thousand euros)

Name	Fixed remuneration	Attendance fees	Remuneration as members of board committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Termination benefits	Other items	Total 2025	Total 2024
BELÉN BARREIRO PÉREZ-PARDO	132	28	43						203	189
DEMETRIO CARCELLER ARCE	198	30	198						426	415
BLANCA HERNÁNDEZ RODRÍGUEZ	132	25	35						192	25
ELENA SEGURA QUIJADA	132	31	74						237	221
ANTONIO HERNÁNDEZ CALLEJAS	264	22	161	1,407	1,388	1,125			4,367	4,567
FÉLIX HERNÁNDEZ CALLEJAS	132	19	29						180	29
MARÍA CARCELLER ARCE	132	18							150	149
MERCEDES COSTA GARCÍA	132	31	75						238	230
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	132	19	29						180	176
JORDI XUCLÀ COSTA	132	24	34						190	173
JAVIER FERNÁNDEZ ALONSO	132	28	195						355	347
CORPORACIÓN FINANCIERA ALBA, S.A.	55	6							61	149
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	55	6							61	149
JAVIER GÓMEZ-TRENOR VERGÉS	77	11							88	
ALEJANDRA OLARRA ICAZA	77	11							88	
MERITXELL BATET LAMAÑA	99	17	112						228	

Comments

The total remuneration of the Directors in 2025 accrued in a sum of 7,246,654.95 euros gross, rounded off to 7,247 thousand euros. This total sum in thousands differs from the amount indicated in the table as a result of the rounding off to thousands of the individual remuneration of each Director.

ii) Table of changes in share-based remuneration schemes and gross earnings on the vested shares or financial instruments.

Name	Name of Scheme	Financial instruments at beginning of 2025		Financial instruments awarded during 2025		Financial instruments vested during the year				Instruments mature and not exercised	Financial instruments at end of 2025	
		No. instruments	Equivalent shares	No. instruments	Equivalent shares	No. instruments	Equivalent/ vested shares	Price of vested shares	Gross earnings on vested shares or financial instruments (€ thousand)	No. instruments	No. instruments	Equivalent shares
BELÉN BARREIRO PÉREZ-PARDO	Scheme							0.00				
DEMETRIO CARCELLER ARCE	Scheme							0.00				
BLANCA HERNÁNDEZ RODRÍGUEZ	Scheme							0.00				
ELENA SEGURA QUIJADA	Scheme							0.00				
ANTONIO HERNÁNDEZ CALLEJAS	Scheme							0.00				
FÉLIX HERNÁNDEZ CALLEJAS	Scheme							0.00				
MARÍA CARCELLER ARCE	Scheme							0.00				
MERCEDES COSTA GARCÍA	Scheme							0.00				
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	Scheme							0.00				
JORDI XUCLÀ COSTA	Scheme							0.00				

Name	Name of Scheme	Financial instruments at beginning of 2025		Financial instruments awarded during 2025		Financial instruments vested during the year				Instruments mature and not exercised	Financial instruments at end of 2025	
		No. instruments	Equivalent shares	No. instruments	Equivalent shares	No. instruments	Equivalent/ vested shares	Price of vested shares	Gross earnings on vested shares or financial instruments (€ thousand)	No. instruments	No. instruments	Equivalent shares
JAVIER FERNÁNDEZ ALONSO	Scheme							0.00				
CORPORACIÓN FINANCIERA ALBA, S.A.	Scheme							0.00				
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	Scheme							0.00				
JAVIER GÓMEZ-TRENOR VERGÉS	Scheme							0.00				
ALEJANDRA OLARRA ICAZA	Scheme							0.00				
MERITXELL BATET LAMAÑA	Scheme							0.00				

Comments

iii) Long-term savings schemes

Name	Remuneration from vesting of rights in savings schemes
BELÉN BARREIRO PÉREZ-PARDO	
DEMETRIO CARCELLER ARCE	
BLANCA HERNÁNDEZ RODRÍGUEZ	
ELENA SEGURA QUIJADA	
ANTONIO HERNÁNDEZ CALLEJAS	
FÉLIX HERNÁNDEZ CALLEJAS	
MARÍA CARCELLER ARCE	
MERCEDES COSTA GARCÍA	
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	
JORDI XUCLÀ COSTA	
JAVIER FERNÁNDEZ ALONSO	
CORPORACIÓN FINANCIERA ALBA, S.A.	
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	
JAVIER GÓMEZ-TRENOR VERGÉS	
ALEJANDRA OLARRA ICAZA	
MERITXELL BATET LAMAÑA	

Name	Contribution by company during the year (€ thousand)				Accumulated amount of funds (€ thousand)			
	Savings schemes with economic rights vested		Savings schemes with economic rights not vested		Savings schemes with economic rights vested		Savings schemes with economic rights not vested	
	2025	2024	2025	2024	2025	2024	2025	2024
BELÉN BARREIRO PÉREZ-PARDO								
DEMETRIO CARCELLER ARCE								
BLANCA HERNÁNDEZ RODRÍGUEZ								
ELENA SEGURA QUIJADA								
ANTONIO HERNÁNDEZ CALLEJAS								
FÉLIX HERNÁNDEZ CALLEJAS								
MARÍA CARCELLER ARCE								
MERCEDES COSTA GARCÍA								
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL								
JORDI XUCLÀ COSTA								
JAVIER FERNÁNDEZ ALONSO								



ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

Name	Contribution by company during the year (€ thousand)				Accumulated amount of funds (€ thousand)			
	Savings schemes with economic rights vested		Savings schemes with economic rights not vested		Savings schemes with economic rights vested		Savings schemes with economic rights not vested	
	2025	2024	2025	2024	2025	2024	2025	2024
CORPORACIÓN FINANCIERA ALBA, S.A.								
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.								
JAVIER GÓMEZ-TRENOR VERGÉS								
ALEJANDRA OLARRA ICAZA								
MERITXELL BATET LAMAÑA								
Comments								

iv) Details of other items

Name	Item	Amount
BELÉN BARREIRO PÉREZ-PARDO	Item	
DEMETRIO CARCELLER ARCE	Item	
BLANCA HERNÁNDEZ RODRÍGUEZ	Item	
ELENA SEGURA QUIJADA	Item	
ANTONIO HERNÁNDEZ CALLEJAS	Item	
FÉLIX HERNÁNDEZ CALLEJAS	Item	
MARÍA CARCELLER ARCE	Item	
MERCEDES COSTA GARCÍA	Item	
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	Item	
JORDI XUCLÀ COSTA	Item	
JAVIER FERNÁNDEZ ALONSO	Item	
CORPORACIÓN FINANCIERA ALBA, S.A.	Item	
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	Item	
JAVIER GÓMEZ-TRENOR VERGÉS	Item	
ALEJANDRA OLARRA ICAZA	Item	
MERITXELL BATET LAMAÑA	Item	

Comments

ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

b) Remuneration of directors of the company for directorships in other group companies:

i) Remuneration accrued in cash (€ thousand)

Name	Fixed remuneration	Attendance fees	Remuneration as members of board committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Termination benefits	Other items	Total 2025	Total 2024
BELÉN BARREIRO PÉREZ-PARDO										
DEMETRIO CARCELLER ARCE										
BLANCA HERNÁNDEZ RODRÍGUEZ										
ELENA SEGURA QUIJADA										
ANTONIO HERNÁNDEZ CALLEJAS										
FÉLIX HERNÁNDEZ CALLEJAS		5							5	5
MARÍA CARCELLER ARCE										
MERCEDES COSTA GARCÍA										
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL										
JORDI XUCLÀ COSTA										
JAVIER FERNÁNDEZ ALONSO										
CORPORACIÓN FINANCIERA ALBA, S.A.										
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.										
JAVIER GÓMEZ-TRENOR VERGÉS										
ALEJANDRA OLARRA ICAZA										
MERITXELL BATET LAMAÑA										

Comments

The executive Director Félix Hernández Callejas, as Director of Pastificio Lucio Garofalo, S.p.A., a subsidiary of the Ebro Foods Group, received a total of 5 thousand euros gross in attendance fees from that company in 2025.

ii) Table of changes in share-based remuneration schemes and gross earnings on the shares or financial instruments vested.

Name	Name of Scheme	Financial instruments at beginning of 2025		Financial instruments awarded during 2025		Financial instruments vested during the year				Instruments mature and not exercised	Financial instruments at end of 2025	
		No. instruments	Equivalent shares	No. instruments	Equivalent shares	No. instruments	Equivalent/ vested shares	Price of vested shares	Gross earnings on shares or financial instruments vested (€ thousand)	No. instruments	No. instruments	Equivalent shares
BELÉN BARREIRO PÉREZ-PARDO	Scheme							0.00				
DEMETRIO CARCELLER ARCE	Scheme							0.00				
BLANCA HERNÁNDEZ RODRÍGUEZ	Scheme							0.00				
ELENA SEGURA QUIJADA	Scheme							0.00				
ANTONIO HERNÁNDEZ CALLEJAS	Scheme							0.00				
FÉLIX HERNÁNDEZ CALLEJAS	Scheme							0.00				
MARÍA CARCELLER ARCE	Scheme							0.00				
MERCEDES COSTA GARCÍA	Scheme							0.00				
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	Scheme							0.00				
JORDI XUCLÀ COSTA	Scheme							0.00				
JAVIER FERNÁNDEZ ALONSO	Scheme							0.00				
CORPORACIÓN FINANCIERA ALBA, S.A.	Scheme							0.00				
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	Scheme							0.00				
JAVIER GÓMEZ-TRENOR VERGÉS	Scheme							0.00				
ALEJANDRA OLARRA ICAZA	Scheme							0.00				
MERITXELL BATET LAMAÑA	Scheme							0.00				

Comments

iii) Long-term savings schemes

Name	Remuneration from vesting of rights in savings schemes
BELÉN BARREIRO PÉREZ-PARDO	
DEMETRIO CARCELLER ARCE	
BLANCA HERNÁNDEZ RODRÍGUEZ	
ELENA SEGURA QUIJADA	
ANTONIO HERNÁNDEZ CALLEJAS	
FÉLIX HERNÁNDEZ CALLEJAS	
MARÍA CARCELLER ARCE	
MERCEDES COSTA GARCÍA	
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	
JORDI XUCLÀ COSTA	
JAVIER FERNÁNDEZ ALONSO	
CORPORACIÓN FINANCIERA ALBA, S.A.	
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	
JAVIER GÓMEZ-TRENOR VERGÉS	
ALEJANDRA OLARRA ICAZA	
MERITXELL BATET LAMAÑA	

Name	Contribution by company during the year (€ thousand)				Accumulated amount of funds (€ thousand)			
	Savings schemes with economic rights vested		Savings schemes with economic rights not vested		Savings schemes with economic rights vested		Savings schemes with economic rights not vested	
	2025	2024	2025	2024	2025	2024	2025	2024
BELÉN BARREIRO PÉREZ-PARDO								
DEMETRIO CARCELLER ARCE								
BLANCA HERNÁNDEZ RODRÍGUEZ								
ELENA SEGURA QUIJADA								
ANTONIO HERNÁNDEZ CALLEJAS								
FÉLIX HERNÁNDEZ CALLEJAS								
MARÍA CARCELLER ARCE								
MERCEDES COSTA GARCÍA								
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL								
JORDI XUCLÀ COSTA								
JAVIER FERNÁNDEZ ALONSO								
CORPORACIÓN FINANCIERA ALBA, S.A.								
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.								
JAVIER GÓMEZ-TRENOR VERGÉS								
ALEJANDRA OLARRA ICAZA								
MERITXELL BATET LAMAÑA								
Comments								

iv) Details of other items

Name	Item	Amount
BELÉN BARREIRO PÉREZ-PARDO	Item	
DEMETRIO CARCELLER ARCE	Item	
BLANCA HERNÁNDEZ RODRÍGUEZ	Item	
ELENA SEGURA QUIJADA	Item	
ANTONIO HERNÁNDEZ CALLEJAS	Item	
FÉLIX HERNÁNDEZ CALLEJAS	Item	
MARÍA CARCELLER ARCE	Item	
MERCEDES COSTA GARCÍA	Item	
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	Item	
JORDI XUCLÀ COSTA	Item	
JAVIER FERNÁNDEZ ALONSO	Item	
CORPORACIÓN FINANCIERA ALBA, S.A.	Item	
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	Item	
JAVIER GÓMEZ-TRENOR VERGÉS	Item	
ALEJANDRA OLARRA ICAZA	Item	
MERITXELL BATET LAMAÑA	Item	

Comments

The salary received by the executive Director Félix Hernández Callejas as executive of a subsidiary of Ebro Foods, S.A. (indicated elsewhere in this Report) is not included in this remuneration table because that salary was not received for a Directorship in that subsidiary.

ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

c) Summary of remunerations (thousand euros):

Include in the summary the amounts corresponding to all items of remuneration included in this report that have been accrued by the directors, in thousand euros.

Name	Remuneration accrued in the Company					Remuneration accrued in Group companies					Total 2025 company + group
	Total cash remuneration	Gross earnings on shares or financial instruments vested	Remuneration from savings schemes	Remuneration for other items	Total 2025 company	Total cash remuneration	Gross earnings on shares or financial instruments vested	Remuneration from savings schemes	Remuneration for other items	Total 2025 group	
BELÉN BARREIRO PÉREZ-PARDO	203				203						203
DEMETRIO CARCELLER ARCE	426				426						426
BLANCA HERNÁNDEZ RODRÍGUEZ	192				192						192
ELENA SEGURA QUIJADA	237				237						237
ANTONIO HERNÁNDEZ CALLEJAS	4,367				4,367						4,367
FÉLIX HERNÁNDEZ CALLEJAS	180				180	5				5	185
MARÍA CARCELLER ARCE	150				150						150
MERCEDES COSTA GARCÍA	238				238						238
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	180				180						180
JORDI XUCLÀ COSTA	190				190						190
JAVIER FERNÁNDEZ ALONSO	355				355						355
CORPORACIÓN FINANCIERA ALBA, S.A.	61				61						61
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	61				61						61
JAVIER GÓMEZ-TRENOR VERGÉS	88				88						88
ALEJANDRA OLARRA ICAZA	88				88						88
MERITXELL BATET LAMAÑA	228				228						228
TOTAL	7,244				7,244	5				5	7,249

Comments

ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

The total remuneration of Directors accrued in the Company in 2025 was 7,246,654.95 euros gross, rounded off to 7,247 thousand euros. This differs from the amount indicated in the table as a result of the rounding off to thousands of the individual remuneration of each Director.

The total remuneration accrued by the Directors in the Company plus the Group in 2025 was 7,251,654.95 euros gross, rounded off to 7,252 thousand euros. This differs from the amount indicated in the table as a result of the rounding off to thousands of the individual remuneration of each Director.

The salary received by the executive Director Félix Hernández Callejas as executive of a subsidiary of Ebro Foods, S.A. (indicated elsewhere in this Report) is not included in this remuneration table because that salary was not received for a Directorship in that subsidiary.

- C.2. Indicate the evolution over the past 5 years of the amount and percentage variation of the remuneration accrued by each of the directors who were directors of the listed company during the year, the consolidated earnings of the company and the average remuneration on a base equivalent to full time of the employees of the company and Group companies who are not directors of the listed company.

	Total amounts accrued and % annual variation								
	2025	% Variation 2025/2024	2024	% Variation 2024/2023	2023	% Variation 2023/2022	2022	% Variation 2022/2021	2021
Executive Directors									
ANTONIO HERNÁNDEZ CALLEJAS	4,367	-4.38	4,567	-14.11	5,317	18.47	4,488	1.72	4,412
FÉLIX HERNÁNDEZ CALLEJAS	185	444.12	34	-	0	-	0	-	0
Non-executive Directors									
DEMETRIO CARCELLER ARCE	426	2.65	415	6.96	388	-2.02	396	1.80	389
BELÉN BARREIRO PÉREZ- PARDO	203	7.41	189	7.39	176	-0.56	177	0.57	176
MARÍA CARCELLER ARCE	150	0.67	149	8.76	137	-2.14	140	0.72	139
JOSÉ IGNACIO COMENGE SÁNCHEZ-REAL	180	2.27	176	6.67	165	-2.37	169	2.42	165
CORPORACIÓN FINANCIERA ALBA, S.A.	61	-59.06	149	8.76	137	-2.14	140	0.72	139
MERCEDES COSTA GARCÍA	238	3.48	230	3.14	223	1.36	220	-2.65	226
EMPRESAS COMERCIALES E INDUSTRIALES VALENCIANAS, S.L.	61	-59.06	149	8.76	137	-2.14	140	0.72	139
JAVIER FERNÁNDEZ ALONSO	355	2.31	347	3.89	334	0.30	333	-0.30	334
BLANCA HERNÁNDEZ RODRÍGUEZ	192	668.00	25	-	0	-	0	-	0
ELENA SEGURA QUIJADA	237	7.24	221	-	0	-	0	-	0
JORDI XUCLÀ COSTA	190	9.83	173	26.28	137	19.13	115	-	0

	Total amounts accrued and % annual variation								
	2025	% Variation 2025/2024	2024	% Variation 2024/2023	2023	% Variation 2023/2022	2022	% Variation 2022/2021	2021
JAVIER GÓMEZ-TRENOR VERGÉS	88	-	0	-	0	-	0	-	0
ALEJANDRA OLARRA ICAZA	88	-	0	-	0	-	0	-	0
MERITXELL BATET LAMAÑA	228	-	0	-	0	-	0	-	0
Consolidated earnings of the company									
	214,879	3.37	207,867	11.18	186,964	53.18	122,059	-48.85	238,629
Average remuneration of employees									
	49	4.26	47	6.82	44	2.33	43	4.88	41

Comments

D. OTHER INFORMATION OF INTEREST

If there are any material aspects relating to directors' remuneration that could not be disclosed in other sections of this report but that are necessary to provide a more comprehensive and fully reasoned picture of the remuneration structure and practices for the company's directors, describe them briefly.

The principles behind the Directors' Remuneration Policy 2025-2027 are set out in section 3 thereof. Based on those principles, the Directors' remuneration for the current year (2026) is structured as follows:

a) All the Directors, as such, receive the fixed remuneration established each year by the General Meeting. The relevant proposal submitted by the Board of Directors to the Annual General Meeting will take account of the importance of the company and its economic situation. Pursuant to Article 22 of the Articles of Association regarding Directors' remuneration, it is up to the General Meeting to set the annual fixed sum to be received by all the Directors for their duties as such. Then, following a report by the Nomination and Remuneration Committee, the Board of Directors establishes the individual remuneration of each Director for their duties as such, taking into account: (i) the positions held by the Directors, (ii) their membership of Board Committees and (iii) any other objective circumstances that the Board of Directors may consider appropriate, within the framework of the Articles of Association and the Remuneration Policy. The Board of Directors will also decide on the timing of payments. A points system has been established for this purpose, in the terms described elsewhere in this report.

The Directors also receive, for their duties as such, fees for attending the meetings of the Board and any Board Committees they are on. The amount of those fees is also set by the General Meeting and will remain in force until amended.

b) Non-executive Directors do not receive any variable remuneration based on the profits of the Company or the Group headed by the Company.

c) Just like the other top-tier executives of the Group, the executive Directors also receive an annual remuneration for their executive duties, according to the terms of their respective contracts. The remuneration structure of executive Directors (and other top-tier executives in the Group) includes the following components:

- annual fixed remuneration;
- ordinary annual variable remuneration;
- deferred annual variable remuneration, linked to the Strategic Plan 2025-2027, as explained in this Report.

The fixed remuneration is the remuneration established in the corresponding contract signed with the Executive Chairman, Antonio Hernández Callejas, the only executive Director who performs executive duties in the Company.

With regard to the variable remunerations, both ordinary annual and deferred annual, the Nomination and Remuneration Committee rates each year the degree of achievement of the targets to which they are linked, taking account of any reports submitted by other Committees, and submits the corresponding proposal and report to the Board of Director in respect of the individual remuneration of the executive Director in that year.

With regard to the deferred annual variable remuneration, the Long-Term Bonus Scheme tied to the Strategic Plan 2025-2027 ("Long-Term Bonus Scheme 2025-2027") defines the deferred annual variable remuneration of the Executive Chairman and members of the top-tier executives of the Group who participate in that Scheme. The Long-Term Bonus Scheme 2025-2027 was approved by the Board of Directors on 30 April 2025. It contains provisions substantially similar to those of earlier long-term bonus schemes.

For this year (2026):

- The ordinary annual variable remuneration of the Executive Chairman (the only executive Director with executive duties in the Company) will be determined according to the level of achievement of the EBITDA (80%) and ROCE (20%) targets established in the consolidated annual budget 2026. That annual variable remuneration will be capped, in the event of over-achievement of targets, at 100% of the annual fixed remuneration.
- The deferred annual variable remuneration of the Executive Chairman (the only executive Director with executive duties in the Company) will be determined according to the level of achievement of the EBITDA (80%) and EBITDA less CAPEX (20%) targets established for 2026 in the Group's consolidated Strategic Plan 2025-2027.

The Executive Chairman is the only Director who performs executive duties in the Company. In this regard, as indicated in section A.1.4 of this Report, the Director Félix Hernández Callejas is classified as an executive Director on the grounds that he is an executive in one Group subsidiary and Director and Administrator of other companies. However, he has no executive duties in the Company in any capacity, so he does not receive any remuneration for such duties (only by virtue of his employment relationship with a Group subsidiary).

By virtue of Félix Hernández Callejas' employment relationship with a Group subsidiary, he will receive this year: (i) an annual fixed remuneration; (ii) an ordinary annual variable remuneration; and (iii) a deferred annual variable remuneration linked to the Strategic Plan 2025-2027, as beneficiary, together with the Executive Chairman and other top-tier executives of the Group, under the Long-Term Bonus Scheme 2025-2027. See sections A.1.10 and B.12 of this report.

The current Directors' Remuneration Policy 2025-2027 does not contemplate the application of any temporary exceptions.

This annual remuneration report was approved by the board of directors of the company at its meeting on:

25/03/2026

State whether any directors voted against or abstained in connection with the approval of this Report.

- Yes
 No

ANNUAL REPORT ON REMUNERATION OF THE DIRECTORS OF LISTED COMPANIES

Name of board member (s) who did not vote for approval of this report	Reasons (against, abstention, non- attendance)	Explain the reasons
Jordi Xuclá Costa	Abstention	Jordi Xuclà Costa, proprietary Director for Alimentos y Aceites, S.A. abstained in the Board of Directors vote on this Report, declaring that the vote to be cast by SEPI, as shareholder of Ebro Foods, S.A. is determined by the Board of Directors of SEPI (as controlling shareholder of Alimentos y Aceites, S.A.).

**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.**