

REPORT ON THE OPERATION OF THE APPOINTMENT, REMUNERATION AND CORPORATE GOVERNANCE COMMITTEE OF AMREST HOLDINGS, SE FOR FINANCIAL YEAR 2025

1. INTRODUCTION

In accordance with the provisions in the internal regulations of AmRest Holdings, SE ("AmRest" or the "Company") and to enable the Board of Directors to supervise the correct functioning of the Appointment, Remuneration and Corporate Governance Committee (the "Committee"), pursuant to Article 6.1.(v) of the Regulations of the Board of Directors and Article 529 nonies of Legislative Royal Decree 1/2010 of 2 July, which approves the consolidated text of the Spanish Capital Companies Act (*Ley de Sociedades de Capital*) ("Companies Act"), this Committee prepares this report on its performance.

This report, referring to the activities developed by the Appointment, Remuneration and Corporate Governance Committee during 2025, will be available to shareholders and investors on the Company's website (www.amrest.eu) well in advance of the Ordinary General Shareholders' Meeting.

This report has been prepared in compliance with recommendation six of the Good Governance Code of Listed Companies published by the Spanish National Securities Market Commission (Comisión Nacional del Mercado de Valores) ("CNMV") in 2020, and its content is consistent with the recommendations of the Technical Guide 1/2019 of the CNMV on Appointment and Remuneration Committees.

2. REGULATIONS OF THE COMMITTEE

In addition to the provisions of the applicable legal regulations and good governance recommendations, the rules of organisation and operation of the Appointment, Remuneration and Corporate Governance Committee of AmRest are recorded in the Regulations of the Board of Directors, which is available on the Company's website (www.amrest.eu).

In relation to recommendation 48 of the Code of Good Government of Listed Companies, which recommends that large-cap companies have a separate appointment committee and a separate remuneration committee, the Board of Directors of the Company considers the existence of a single committee to be appropriate. This is due to the Company's organisational structure, the composition of the Board of Directors (seven members) and the fact that, according to the above recommendation, AmRest is not considered a large-cap company because it is not included in the Ibex-35 index.

3. COMPOSITION OF THE COMMITTEE

Article 21 of the Regulations of the Board of Directors establishes that this Committee must be composed of a minimum of three and a maximum of five directors, appointed by the Board of Directors from among its non-executive directors, and the majority of them must be independent directors.

Likewise, this article establishes that the members of the Appointment, Remuneration and Corporate Governance Committee as a whole, and in particular its Chairman (the “**Chairman**”), will be appointed taking into account their knowledge, skills and experience, and the duties assigned to the Committee. The Chairman of the Appointment, Remuneration and Corporate Governance Committee will necessarily be an independent director.

At year-end 2025, the Appointment, Remuneration and Corporate Governance Committee was composed as follows, with no change through the date of issuance of this Report:

- Mr. Pablo Castilla Reparaz (Chairman), external independent director of AmRest since 5 October 2017 and Lead Independent Director.
- Mr. Luis Miguel Álvarez Pérez (member), external proprietary director of AmRest since 5 October 2017.
- Mr. Emilio Fullaondo Botella (member), external independent director of AmRest since 14 May 2019.

- Ms. Romana Sadurska (member), external independent director of AmRest since 14 May 2019.

Mr. Eduardo Rodríguez-Rovira, non-director Secretary of the Board of Directors, holds the office of Secretary of the Appointment, Remuneration and Corporate Governance Committee, in accordance with the provisions of the Regulations of the Board of Directors.

Accordingly, the composition of the Committee in 2025 complies with the provisions of the Companies Act and the Regulations of the Board of Directors, since it is composed exclusively of non-executive directors, the majority of whom are independent and its Chairman is one of the independent directors.

All information concerning the members of the Appointment, Remuneration and Corporate Governance Committee, including their professional and biographical profiles, is available on the Company's website (www.amrest.eu).

Considering the professional and biographical profiles, the composition of the Committee is diverse in terms of gender, professional experience, competencies and personal abilities, and its members enjoy the knowledge, skills and experience necessary to carry out their duties.

4. FUNCTIONS AND DUTIES OF THE COMMITTEE

In accordance with the provisions of the Regulations of the Board of Directors, the Appointment, Remuneration and Corporate Governance Committee shall have the following responsibilities, notwithstanding other tasks the Board of Directors and applicable legislation may entrust to it:

- (a) To assess the qualifications, knowledge and experience required for the Board of Directors. For such purposes, to define the functions and qualifications required from candidates who must fill each vacancy, evaluate the exact amount of time and dedication required for them to effectively discharge their duties, and ensure that the

non-executive directors have sufficient time available for the proper performance of their duties.

- (b) To submit proposals on independent directors to be appointed by co-option to the Board of Directors for it to put for decision before the General Shareholders' Meeting, as well as the proposals for the re-election or removal of said directors.
- (c) To issue a report regarding proposals to appoint the remaining directors for their appointment by co-option or to be submitted to the General Shareholders' Meeting, as well as the proposals for their re-election or removal.
- (d) To inform on proposals for the appointment, re-election and removal of internal positions on the Company's Board of Directors.
- (e) To inform on the design of the overall organizational structure of the Group and its modification, establishing appropriate policies, systems or procedures for performance assessment and compensation.
- (f) To inform on proposals for the appointment and removal of members of senior management, the basic conditions of their contracts, their periodic performance and the corresponding decisions regarding remuneration, promotion or any other decisions related to their employment; as well as those relating to any other executive that, due to their significance, merit being assessed by the committee and the Board of Directors. For the purposes of these Regulations, senior management is understood to be those executives who report directly to the Board of Directors, the chief executive officer or the first executive of the Company.
- (g) To inform the Board of Directors about gender matters and, particularly, to ensure that the selection procedures for directors and executives do not implicitly bias female candidates.
- (h) To propose to the Board of Directors: (a) the remunerations policy for the directors and senior management; and (b) the individual remuneration for the executive directors and the other conditions of their contracts, ensuring that they are followed.
- (i) To analyse, and periodically review, the remuneration policy applied for executive directors and senior executives including the remuneration packages with shares and

their application and ensure that individual remuneration is proportionate to that paid to the other directors and executives of the Company.

- (j) To monitor compliance with the remuneration policy established by the Company.
- (k) To review and arrange for the succession of the Chairman of the Board of Directors and of the Company's Chief Executive Office and, where appropriate, to propose motions to the Board of Directors for succession to take place in an orderly and well-planned manner, as well as ensuring that succession plans are in place for the various key functions and positions in the organization.
- (l) To inform the shareholders about the exercise of its functions, attending the General Shareholders' Meeting for this purpose.
- (m) To assist the Board of Directors in the elaboration of the directors' remuneration report and submit to the Board any other remuneration reports foreseen in these Regulations, verifying the information about the directors and senior executives' remuneration established in corporate documents, including the annual report on directors' remuneration.
- (n) To oversee compliance with corporate governance policies and rules, as well as the Company's internal regulations and internal code of conduct in force from time to time, ensuring that the corporate culture is aligned with its purpose and values.
- (o) To evaluate and periodically review the Company's corporate governance system, so that it fulfils its mission of promoting the corporate interest and takes into account the legitimate interests of the remaining stakeholders.
- (p) To oversee and evaluate the relationship processes with the different stakeholders.
- (q) To ensure that possible conflicts of interest do not impair the independence of the external advice provided to the Committee.
- (r) To oversee application with the general policy regarding the communication of economic-financial, non-financial and corporate information as well as communication with shareholders and investors, proxy advisors and other stakeholders, monitoring



the way in which the Company communicates and relates to small and medium-sized shareholders.

- (s) To oversee compliance with the Company's other policies.

5. OPERATION OF THE COMMITTEE

In accordance with the provisions of the Regulations of the Board of Directors, the Appointments, Remuneration and Corporate Governance Committee meets at least three times a year, and as often as necessary at the discretion of its Chairman, who must call a meeting whenever the issuance of a report or the adoption of proposals is required, and in any case, whenever it is desirable for the proper development of its duties.

In this regard, the Committee draws up a calendar of the ordinary meetings to be held during each financial year. This calendar may be modified by agreement of the Committee or by decision of its Chairman, in which case the modification must be brought to the attention of the members as soon as possible. The Committee also has an Action Plan (Agenda) detailing and scheduling the activities to be carried out for each financial year, in accordance with its assigned duties and functions.

The Committee is validly quorate when the majority of its members are present, either in person or by proxy, and adopts its resolutions by an absolute majority of those in attendance, whether in person or by proxy.

During financial year 2025, the Committee met on six occasions. Therefore, it has met with the frequency necessary for the correct performance of its functions.

Regarding the degree of participation of each Committee member in the meetings held during 2025, all directors attended in person (attendance by proxy is not computed for these purposes) all the meetings held.

Besides the members of the Committee, Mr. José Parés Gutiérrez (Chairman of the Board of Directors), Mr. Ismael Sánchez Moreno (Chief People Officer), Mr. Mauricio Gárate Meza (General Counsel and Vice-Secretary of the Board of Directors), , Mr. Pawel Surmak (Chief Risk and Compliance Officer) and Ms. Inés Panizo Lantero (Global Compliance Director) have attended some meetings as guests, limiting their attendance to

those items on the agenda for which they have been called.

Regarding to the preparation and development of the meetings, the Chairman of the Committee calls the meetings with due advance notice (in general, seven calendar days in advance), except for reasons of urgency or timeliness, in which case the meeting is held on a universal basis.

In addition, the members of the Committee are provided with information on the matters to be dealt with prior to each meeting, encouraging their active participation and informed adoption of resolutions. In this regard, the directors have a specific technological platform from which they can easily access the meeting documentation, allowing them to prepare for the meetings and to follow up on the information provided in a timely and appropriate manner.

All matters submitted for deliberation are addressed in due detail at all Committee meetings. Members thereof actively participate in the debates that arise.

The Secretary has drawn up the relevant minutes of all meetings held, reflecting the development (including entry and leave of participants), content, deliberations and resolutions adopted in the meetings. The minutes of the Committee are available to both its members and the members of the Board of Directors.

Therefore, the Committee exercises its functions independently and complies with the rules of operation established in the Bylaws and the Regulations of the Board of Directors, organising itself in a correct and efficient manner for the performance of its duties.

Finally, relations between the Appointments, Remuneration and Corporate Governance Committee and the Company's Board of Directors are based on the principle of full transparency. In this regard, the Chairman of the Committee reports to the Board of Directors on the main issues discussed and the activities and work performed by the Committee, so that it is made aware of such actions for the exercise of its powers, and, when necessary, proposes to the Company's Board of Directors that any appropriate resolutions be adopted.

6. ACTIVITIES CARRIED OUT DURING 2025

At its meetings held during 2025, the Committee has addressed, inter alia, the following issues:

- Proposal for appointment associated with the Board of Directors and its committees.

Regarding the proposals to be submitted to the Company's General Shareholders' Meeting in 2025, the Committee, at its meeting held on March 26, 2025, proposed to the Board of Directors the re-election of Ms. Mónica Cueva Díaz as director of the Company, with the category of independent director, for the statutory term of four years as from the date of the General Shareholders' Meeting (May 8, 2025).

- Proposal for approval of the Directors' Remuneration Policy.

The Committee, at its meeting held on March 27, 2025, submitted to the Board of Directors the mandatory report on the proposal for approval of the Company's Director Remuneration Policy for the 2026, 2027, and 2028. Verification of the Diversity Policy in relation to the Board of Directors and the Selection of Directors.

- Proposals and/or reports of appointments related to Senior Management and the organizational structure of the AmRest Group.
- Policy and compensation plan for the executives of the AmRest Group (in terms of fixed and variable compensation and share plans).
- Board of Directors' Training Plan.
- Assessment Process for the Board of Directors and its Board committees in financial year 2024, as well as monitoring of the Action Plan approved as a result of the assessment corresponding to financial year 2023. Analysis and report to the Board of Directors in connection with the Corporate Governance Report.
- Analysis and report to the Board of Directors in connection with the Directors' Remuneration Report.
- Issues related to the Group's employees, such as diversity.
- Monitoring the implementation of the Group's global policies.

- Review of the Company's Succession Plan.
- Preparation of the Annual Report on the Operation of the Appointments, Remuneration and Corporate Governance Board Committee.

7. EVALUATION OF THE OPERATION AND PERFORMANCE OF THE APPOINTMENTS, REMUNERATION AND CORPORATE GOVERNANCE COMMITTEE

The Appointments, Remuneration and Corporate Governance Committee evaluates its operation and performance on an annual basis, analysing, in particular, its composition; work program; documentation; calls to meetings, frequency, duration and conduct of meetings; contacts with the Company's executives and external auditors; competencies, functions and means.

In financial year 2025, the evaluation of the Committee was carried out internally, within the framework of the global evaluation process of the Board of Directors and its Committees. The results of the evaluation, duly communicated to the Board of Directors, concluded that the Committee's operation is satisfactory, and that this evaluation has not led to significant changes in its internal organisation and procedures.

8. INFORMATION ON PRACTICAL GUIDELINES ON APPOINTMENTS AND REMUNERATION COMMITTEES FOLLOWED BY THE COMMITTEE

AmRest's Appointments, Remuneration and Corporate Governance Committee follows Technical Guide 1/2019 on Appointments and Remuneration Committees, approved by the CNMV on February 20, 2019.

9. SIGNIFICANT DEVIATIONS FROM PROCEDURES ADOPTED OR IMPROPRIETIES COMMUNICATED TO THE BOARD

It is hereby stated for the record that there are no significant deviations from procedures adopted or improprieties that have been communicated in writing to the Board of Directors on matters within the purview of the Committee.



10. CONCLUSIONS

Over the course of 2025, the Appointments, Remuneration and Corporate Governance Committee has analysed and examined the main issues and aspects within its purview, regularly reporting to the Company's Board of Directors on the most significant issues.

During fiscal year 2026, the Appointments, Remuneration and Corporate Governance Committee plans to continue to review and monitor the situation affecting all matters within its purview.

11. DATE OF PREPARATION AND OF APPROVAL OF THE REPORT

This Report was prepared by the Appointments, Remuneration and Corporate Governance Committee on February 24, 2026, and approved by the Board of Directors on February 26, 2026.

February 2026