

AMREST HOLDINGS, SE

REMUNERATION POLICY FOR DIRECTORS FOR THE YEARS 2026, 2027 AND 2028

1. INTRODUCTION

The Board of Directors of AMREST HOLDINGS, SE ("AmRest" or the "Company"), in exercise of the powers conferred on it and of the provisions of Articles 29 of its Bylaws and 28 of the Regulations of the Board of Directors, has resolved, upon proposal of the Appointments, Remuneration and Corporate Governance Committee, to submit this Remuneration Policy for directors (the "Remuneration Policy") for the approval of the Ordinary General Shareholders' Meeting, as a separate item on the agenda, in accordance with legal provisions.

The Ordinary General Shareholders' Meeting held on May 12, 2022 approved a Remuneration Policy for AmRest's directors applicable from the mentioned date of the General Shareholders' Meeting (May 12, 2022) until December 31, 2025.

This document contains a new Remuneration Policy for the Company's directors which, if approved, will come into force on January 1, 2026 and will be applicable to the 2026, 2027 and 2028 financial years, remaining in force until December 31, 2028.

The proposed Remuneration Policy is consistent with the purpose and principles of the previous policy, thus the Company preserving its follow-up of the corporate governance recommendations regarding the remuneration of directors that are generally recognized internationally, without prejudice to the fact that these are in accordance with the specific needs and circumstances of the Company.

2. PURPOSE AND BASIC PRINCIPLES

The main purpose of the AmRest Remuneration Policy for directors is to contribute to the development of the values, mission and vision of the Group (the "Group"), so that the remuneration corresponding to the members of the Company's governing body is appropriate to the duties that concern the directors. This Remuneration Policy contributes to the Company's business strategy, interests and long-term sustainability, with the objective of creating shareholder value in a sustainable way over time.

In this sense, the basic principles that inspire the Remuneration Policy to achieve this contribution to the Company's strategy, interests and long-term sustainability are as follows:

- Assess the dedication, qualification and responsibility required for the office, seeking moderation and in any case relating to the remuneration that is paid in the market in comparable companies, so that they align with best market practices.

- The remuneration of external directors, and in particular, independent directors, will be as necessary to correspond to the effective dedication, qualification and responsibility required by the office, but not so high as to compromise their independence in judgement.
- Maintain a balance between the interests of the directors and shareholders and, in particular, align the policy with the Company's values, the maximisation of the company dividend and profitability for shareholders.
- Ensure that the remuneration system promotes the achievement of the strategic objectives established by the Company and its Group.
- Ensure commitment to the principle of full transparency of the Company's Remuneration Policy by providing timely, sufficient and clear information in line with applicable regulations and corporate governance recommendations, as recognised in international markets for the remuneration of directors.

In the preparation of the Remuneration Policy and in determining the remuneration scheme and other remuneration terms and conditions for directors, the Board has paid special attention to the remuneration and employment terms of the Company employees.

In this sense, the Remuneration Policy is aligned with that of the other employees and directors of the Company, with regard to the principles that inspire it, such as, among others:

- (i) remuneration equity: ensuring non-discrimination on grounds of gender, age, culture, religion or race in the application of remuneration practices and policies. In this regard, AmRest professionals, including employees, executives and directors, are paid in a manner consistent with the level of responsibility, leadership and performance within the organisation, favouring the retention of key professionals and the attraction of the best talent,
- (ii) proportionality: remuneration levels are appropriate to the importance of the Company, its current economic situation and market standards in comparable sectors and companies, and
- (iii) values: the Remuneration Policy is designed to attract and retain the best professionals and to motivate a high performance culture.

Furthermore, the remuneration of the directors does not include any remuneration items that are not similar to those that could be received by the rest of the Company's employees.

Consideration is also given to the results of the votes on the Remuneration Policies approved by the General Shareholders' Meeting, as well as the results of the advisory votes on the Annual Report on Directors' Remuneration. In particular, the Remuneration Policy 2022-2025 was approved with 98.943% of the votes and the Annual Report on Directors' Remuneration for financial year 2023 was approved with 99.994% of the votes, which represents a very significant support for the Company's Remuneration Policy, the principles of which continue in

effect. Therefore, it has not been considered appropriate to make structural changes to the Remuneration Policy at this time.

Finally, both the Appointments, Remuneration and Corporate Governance Committee and the Board of Directors have ensured that the Remuneration Policy is aligned with the CNMV recommendations in the Code of Good Governance.

3. DECISION-MAKING PROCESS FOR THE DETERMINATION, REVIEW AND APPLICATION OF THE REMUNERATION POLICY

This Remuneration Policy has been drawn up by the AmRest Board of Directors, at the proposal from the Appointments, Remuneration and Corporate Governance Committee, and its approval is proposed to the General Shareholders' Meeting of the Company.

In accordance with the Regulations of the Board of Directors, the Board is responsible for determining the remuneration of directors for the performance of their duties, as well as for setting up the remuneration package of the executive directors for the performance of their executive duties, within the statutory framework and the remuneration policy for directors approved by the General Shareholders' Meeting.

In turn, the Appointments, Remuneration and Corporate Governance Committee is responsible for proposing to the Board of Directors the remuneration policy for directors, as well as the individual remuneration and other contractual conditions of the executive directors, ensuring also their observance. Likewise, in accordance with the provisions of the Regulations of the Board of Directors of the Company, the Appointments, Remuneration and Corporate Governance Committee is responsible for analysing and periodically reviewing the remuneration policy applied to the executive directors, verifying the information on the remuneration for directors contained in the various corporate documents, including the Annual Report on Directors' Remuneration.

The Appointments, Remuneration and Corporate Governance Committee has the appropriate composition and operating rules to avoid the generation of conflict of interest situations in the process of preparing the Remuneration Policy, in addition, it is able to address them in case any should arise.

4. STRUCTURE OF REMUNERATION FOR DIRECTORS IN THEIR CAPACITY AS SUCH

Remuneration for directors in their capacity as such will consist of a fixed annual amount, which is established as follows:

- (i) The maximum annual amount of remuneration for all the directors in their capacity as such will be determined by the General Meeting.
- (ii) The Board of Directors, at the proposal from the Appointments, Remuneration and Corporate Governance Committee, will distribute among its members the above maximum remuneration, taking into account the duties and responsibilities

assigned to each director, the category to which each director belongs, membership in the Board Committees and other objective circumstances considered relevant by the Board.

The directors will receive, as such, statutory remuneration whose maximum annual amount for the entire Board of Directors is determined by the General Meeting and is updated according to the rates or magnitudes that the Meeting itself defines. The maximum remuneration of the directors in their capacity as such is set, as a whole, at EUR 1,500,000. This overall amount is intended to provide the Board with a certain margin for manoeuvring during the validity of the Remuneration Policy for directors.

Remuneration for directors may be made up of, among others, the following items: (i) a fixed amount; and (ii) allowances for effective attendance at Board meetings and at its delegated or advisory Committees. The fixed amount is, quantitatively, the main item of remuneration for directors.

Also, as indicated above, the Board of Directors is responsible for determining the distribution among its members of the maximum amount of remuneration. The distribution may be made on an individual basis, taking into account the duties and responsibilities assigned to each director, the category to which each director belongs, membership in Board Committees and any other objective circumstances deemed relevant by the Board of Directors.

4.1. Annual fixed remuneration for participation in the Board of Directors

The maximum amount of the annual fixed remuneration for this item is EUR 82,500 per director annually.

Any remuneration that a director may receive in cash or in kind from the Company or its Group as an employee will be deducted from this amount, with the understanding that this discount will not apply to what is received as executive director.

4.2. Fixed annual remuneration for participation in the Board Committees

In addition to the remuneration provided in section 4.1 above, independent directors will receive an additional annual remuneration of EUR 41,000 for their membership in the Executive Committee or in any of the Committees delegated by the Board of Directors (regardless of the number of Committees of which the Independent Director is a member).

4.3. Allowances

The directors, in their capacity as such, may receive allowances for attendance at each of the Board and Committee meetings they actually attend.

The annual amount of the allowance for attendance will depend on the number of meetings actually held and the number of directors attending these meetings.

4.4. Coverage of risk and liability benefits

The Company may pay the amount of the premiums corresponding to the insurance policies contracted by the Company with different insurers to cover the death and disability benefits of directors due to accident or natural causes, as well as contracting a liability insurance for all its directors under the usual market conditions and proportionate to the circumstances of the Company itself.

4.5. Expenses associated with Board and Committee meetings

Expenses associated with travel and stays for attendance at Board and Committee meetings will be covered directly by the Company and/or reimbursed to the directors, provided that these expenses have been previously notified to the Company and accepted by it, and are duly justified.

4.6. Absence of other remuneration

Other than the remuneration indicated in the preceding sections and without prejudice to the provisions of the following section for executive directors, directors will not be entitled to receive any other remuneration from the Company or its Group, regardless of its concept.

5. STRUCTURE OF THE REMUNERATION FOR EXECUTIVE DIRECTORS FOR THE PERFORMANCE OF EXECUTIVE DUTIES

In addition to what they may receive as directors in their capacity as such, executive directors may receive, for the performance of the executive duties delegated or entrusted to them by the Board, remuneration as determined by the Board itself. As of the date of this report, Mr. José Parés Gutiérrez, Chairman of the Board of Directors, is the only member with executive duties assigned to him.

The remunerative items that make up the remuneration of the executive director, as well as the basic terms for the performance of his duties, must be included in a contract signed with that director. This contract must be approved in advance by the Board with the favourable vote of two-thirds of its members, at which time, the director in question must abstain from voting and deliberation.

Remuneration of executive directors may consist of fixed salaries; compensation for termination of the director office for reasons other than failure to perform his duties; pensions; insurance; social security systems and retirement plans; or other remuneration in kind.

5.1. Remuneration principles for executive directors

The basic principles governing the remuneration of executive directors are as follows:

- Ensure that remuneration, in terms of its overall structure and size, complies with market best practices and is competitive in relation to comparable companies.

- Establish objective criteria for the calculation of the individual remuneration of each executive director, taking into account individual performance and the achievement of the Company's business objectives.
- Maintain commitment to the values pursued by the Company and the Group, including corporate and personal ethics, meritocracy and conciliation, so as to retain the best talent.

5.2. Fixed remuneration

Fixed remuneration for executive directors will vary according to the responsibility assumed and the characteristics of the duties performed by the director, which will be reviewed annually by the Board of Directors at the proposal of the Appointments, Remuneration and Corporate Governance Committee.

Fixed remuneration for executive directors may not exceed EUR 500,000 per year. This figure may be increased during the Policy's period of validity, in accordance with the AmRest Group general salary update rules, which may not exceed 10% per year.

5.3. Variable remuneration

Executive directors of the Company will not receive variable remuneration, nor will they form part of remuneration plans through shares or linked to the share price of the Company.

5.4. Remuneration for the performance of the office of director or other duties in other companies of the Group

Executive directors may receive additional remuneration for the provision of services to other companies of the Group, although the overall amount of remuneration to be received may not exceed the maximum limits set out in this policy.

5.5. Health-care benefits and other remuneration in kind

The remuneration system for executive directors may be complemented by health and life insurance contracted by the Company, in line with the practice followed in the market by comparable companies. Also, executive directors may be paid with other remuneration in kind, such as rental of vehicles, garage spaces, housing, travel expenses, travel allowances, coverage of transfer expenses, including transfer to a location abroad, and other social benefits generally applicable to the directors of the Company. This will be decided by the Board of Directors at the proposal of the Appointments, Remuneration and Corporate Governance Committee.

The relative proportion of health-care benefits and other remuneration to fixed remuneration, will be 20%, unless the executive director receives no fixed remuneration for the performance of executive duties, in which case, the limit on the value of the health-care benefits and other remuneration will be the same as provided for the fixed remuneration.

6. BASIC TERMS FOR CONTRACTS WITH EXECUTIVE DIRECTORS

a) Duration of the contract

Contracts with executive directors of the Company will be indefinite.

b) No-claim and claw-back clauses

These are not applicable since there is no provision for the possibility of variable remuneration for executive directors.

c) Advance notice

Contracts with executive directors of the Company will have a minimum advance notice of 15 days.

d) Terms for termination Severance clauses

The contract may be terminated by either party for any of the reasons established by the current regulations. Neither party will have the right to claim any compensation from the other party for the termination of the contract, without prejudice to the rights that each party may have in the event of a breach.

e) Non-competition

Contracts with executive directors may provide compensation for the assumption of a non-competition obligation in respect of companies and activities of a similar nature to that of the Company or the Group, for the term of the contract and for a period of time after its termination. Financial compensation to be paid under this post-contractual non-competition contract may be understood as included in the compensation provided in the event of termination of the contract.

f) Exclusiveness

Contracts with executive directors may establish compensation for the obligation not to provide services to other companies or entities, unless expressly authorised by the Board of Directors.

7. PERIOD OF VALIDITY

In accordance with the provisions of the current regulations, the Remuneration Policy for directors will be approved by the General Shareholders' Meeting for its application for a maximum period of three financial years.

This Remuneration Policy, which is submitted to the General Shareholders' Meeting for approval, will come into force on January 1, 2026 and will be applicable to fiscal years 2026, 2027 and 2028, remaining in force until December 31, 2028. All of this, unless the General Shareholders' Meeting decides to amend or replace it during this period.



Until this Remuneration Policy comes into force on January 1, 2026, the previous Policy approved by the AmRest General Shareholders' Meeting on May 12, 2022 will apply.
