

2025 Board of Directors Meeting Attendance – Avolta AG

Member of the Board of Directors	Board Meetings	Audit Committee	Remuneration Committee	Nomination and Sustainability Committee ¹	ESG Committee ²
Juan Carlos Torres Carretero	9/9	–	–	–	–
Alessandro Benetton	8/9	–	–	–	–
Sami Kahale	9/9	4/4	–	–	1/1
Enrico Laghi	8/9	–	2/3	3/4	–
Heekyung Jo Min ³	9/9	3/3	–	4/4	1/1
Xavier Bouton ⁴	4/4	–	–	–	–
Bruno Chiomento ⁵	5/5	1/1	–	–	–
Mary J. Steele Guilfoile	9/9	4/4	–	4/4	–
Jeanne P. Jackson ⁶	5/5	–	–	–	–
Luis Maroto Camino	8/9	4/4	3/3	–	–
Joaquín Moya-Angeler Cabrera	9/9	–	2/3	4/4	–
Ranjan Sen ⁷	5/9	–	–	–	–
Eugenia M. Ulasewicz	9/9	–	3/3	–	1/1
Katia Walsh ⁸	2/4	–	–	–	1/1
Number of meetings in fiscal year 2025	9	4	3	4	1
Average attendance ratio⁹	92%	100%	83%	94%	100%

1. The Nomination and Sustainability Committee replaced the Nomination Committee effective April 1, 2025 with no change in membership.

2. The ESG Committee was discontinued as of April 1, 2025. See footnote 1.

3. Member of the Audit Committee until July 31, 2025.

4. Member of the Board of Directors until the Annual General Meeting of Shareholders held on May 14, 2025.

5. Member of the Board of Directors since the Annual General Meeting of Shareholders held on May 14, 2025. Member of the Audit Committee since August 1, 2025.

6. Member of the Board of Directors since the Annual General Meeting of Shareholders held on May 14, 2025.

7. In 2025, certain Board meetings were rescheduled and/or relocated at short notice in response to emerging business developments. Due to prior commitments, Mr. Sen was unable to attend a number of these meetings. The Board considers these circumstances to be exceptional. Mr. Sen, who had a 100% attendance record in previous years, remained closely informed on the matters discussed and continues to discharge his duties as a Board member with due care and strong dedication to the company.

8. Member of the Board of Directors until the Annual General Meeting of Shareholders held on May 14, 2025.

9. The average attendance ratio regarding the Committees refers directly to the members of the respective Committee. Additional participants who participate as guests in Committee meetings are not included in the percentage calculations. For the newly elected Board members, their attendance ratio is calculated as of the date of their election at the General Meeting of Shareholders or the appointment to the Committees by the Board of Directors, as the case may be.

For further information

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About Avolta

Avolta AG (SIX: AVOL) is a global leader at the intersection of travel retail and food & beverage, delivering integrated shopping and dining experiences across airports, motorways, cruise lines, ferries, rail and other high-traffic travel locations worldwide.

Avolta's global workforce operates in more than 70 countries and across nearly 1,000 locations, managing around 5,100 points of sale. Its traveler-centric strategy is built on digital, data and continuous innovation, while its scale and reach, across multiple travel environments, strengthens resilience and underpins consistent operational and financial performance.

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