

**BOARD OF DIRECTORS EVALUATION REPORT**  
**OF [COMPANY] [YEAR]**

The Board of Directors of [COMPANY], at its meeting held on [DATE], carried out the evaluation of its composition and performance [, as well as of its Steering Committee(s)], during [YEAR].

**1. Composition**

In [YEAR] [●] were appointed members of the Board of Directors, [●] were re-elected as directors and [●] stood down as members.

As a result of the appointments, re-elections and resignations mentioned above, the composition of the Board of Directors [and its Steering Committee(s)] on December 31, [YEAR] was the following:

*[DETAILS OF THE COMPOSITION OF THE BOARD AND, IF ANY, ITS STEERING COMMITTEE(S)]*

**2. Activity conducted in [YEAR]**

In [YEAR], the Board of Directors held [●] meetings [include the number of meetings of the Steering Committees, where appropriate].

The matters dealt with by the Board of Directors [and its Steering Committee(s)] in the above-mentioned meetings included the following:

*[DETAIL MATTERS DEALT WITH]*

**3. Evaluation [YEAR]**

The result of the self-evaluation process of the composition and performance of the Board [and its Steering Committee(s)] in [YEAR] has been [positive negative].

Highlights of the main aspects of this assessment [positive/negative] include:

*[DETAIL POSITIVE/NEGATIVE ASPECTS]*

#### 4. **Suggestions for [NEXT YEAR]**<sup>1</sup>

In the course of the evaluation process, different suggestions for improvement have been made for [NEXT YEAR], to which special attention will be given, which include the following:

*[DETAIL ASPECTS FOR IMPROVEMENT]*

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For all these reasons, the Board of Directors has unanimously agreed to rate its composition and performance [and that of the Steering Committee(s)] as [very suitable/unsuitable] during [YEAR].

Madrid, [DATE]  
The Secretary of the Board of Directors

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<sup>1</sup> **Note:** if there are no suggestions, this section does not need to be included in the report.