



Report on Income Tax Information (EU Public CbCR) – Spain-only filing

Alvarez & Marsal Spain S.L.

Financial year ended 31 October 2025

This report is in accordance with the Eleventh Additional Provision of Spain’s Auditing Law (Law 22/2015), as amended by Law 28/2022, which implements Directive (EU) 2021/2101 (EU Public CbCR Directive). Spain requires that this report for Alvarez & Marsal Spain S.L. must be published on the company’s website within six months following year-end and remain publicly accessible for at least five years and be deposited separately with the Spanish Commercial Registry within the same six-month period.

Alvarez & Marsal Spain S.L. is an indirect subsidiary of Alvarez & Marsal, Inc. that is the ultimate parent undertaking of the group for purposes of the public country-by-country reporting rules (the ultimate parent entity, or “UPE”). Alvarez & Marsal, Inc. is not governed by the law of an EU Member State. The net consolidated annual turnover of the group exceeded a total of EUR 750,000,000 in each of the last two fiscal years according to its consolidated financial statements.

To comply with this obligation, Alvarez & Marsal Spain S.L. requested from Alvarez & Marsal, Inc. all information necessary to prepare the report on income tax information for the financial year ended 31 October 2025 in accordance with the Eleventh Additional Provision of Law 22/2015. As of the date of approval of this report, Alvarez & Marsal, Inc. did not make all necessary information available because the group information related to fiscal year 2025 is not yet available. Accordingly, Alvarez & Marsal Spain S.L. has prepared this report considering only the information of Alvarez & Marsal Spain S.L. that was available as of the date of the report approval.¹

¹ The data presented in this CbCR may differ from the data published in the audited financial statements for the Spanish constituent entity due to currency, accounting methodology, and timing differences resulting from the difference in fiscal year ends for the Spanish constituent entity versus the ultimate parent entity.

Section 1 – General information

Name of the ultimate parent of the group / of the standalone undertaking	Alvarez & Marsal, Inc.
Country of registered office of the UPE	United States
Name of reporting undertaking	Alvarez & Marsal Spain S.L.
Registered office of a single subsidiary undertaking	Paseo de la Castellana, 89 - 1 Pta 28046 Madrid Spain
Financial year – start date	01 November 2024
Financial year – end date	31 October 2025
Reporting currency	EUR ²
Is the information in the report based on reporting instructions used for tax purposes, pursuant to Section III, Parts B and C, of Annex III to Directive 2011/16/EU (yes/no)?	Yes

Section 2 – Overview of information on a country-by-country basis

Tax jurisdiction (country code)	Revenues	Profit (loss) before income tax	Income tax paid – on cash basis	Income tax accrued – current year	Accumulated earnings	Number of employees
Spain (ES)	62,353,219	15,599,718	2,867,609	4,990,464	22,325,634	191

Section 3 – List of subsidiaries and activities in Spain

Member State or tax jurisdiction	Country code	Name of each subsidiary undertaking in the Member State or tax jurisdiction	Brief description of the nature of activities
Spain	ES	Alvarez & Marsal Spain S.L.	Provision of services to unrelated parties

² For financial information that was converted from US Dollar (USD) to Euro (EUR), an exchange rate of 1 USD = 0.86713 EUR, that was the spot rate on 31 October 2025, was used.

Section 4

Information omitted (if any) for this financial year:

Only information for the constituent entity in Spain has been included.

Information omitted in previous financial years, which is disclosed in this financial year (if any):

Not applicable