

TECNICAS REUNIDAS, S.A. BOARD OF DIRECTORS' REPORT IN RELATION TO THE PROPOSAL OF THE APPOINTMENTS AND REMUNERATION COMMISSION FOR THE RE-ELECTION OF MR. ALFREDO BONET BAIGET AS INDEPENDENT DIRECTOR

I. Background

1. Mr. Alfredo Bonet Baiget was appointed as an independent director of Técnicas Reunidas, SA (the "Company") by agreement of the Ordinary General Meeting of Shareholders of the Company held on June 27, 2018 and re-elected on June 28, 2022, for the statutory term of four (4) years, in accordance with the provisions of the regulations and the Company Bylaws.
2. Based on the provisions of article 21.1 of the Regulations of the Board of Directors of the Company, and given the imminent expiration of the term for which Mr. Alfredo Bonet Baiget was appointed as a director of the Company, the Appointments and Remuneration Commission, in accordance with article 3.1.a) of the Regulations of the Appointments and Remuneration Commission, has assessed the opportunity to re-elect Mr. Alfredo Bonet Baiget with the category of independent director.
3. In this respect, the Commission has taken into account, among other aspects, that the efficiency of the Board of Directors in the fulfillment of its functions increases with the presence of independent directors, who generally have extensive experience since they usually participate or they have been members of other boards of directors, which enriches the vision they may have on a certain matter and, in addition, they are professionals of a recognized prestige in their field of education and experience. Likewise, the Good Governance Code of Listed Companies of the National Securities Market Commission, revised in June 2020 (the "Good Governance Code") recommends that proprietary and independent directors constitute a large majority of the Board of Directors and that the number of executive directors is the minimum necessary, taking into account the complexity of the corporate group and the percentage of participation of the executive directors in the capital of the Company, and that the number of independent directors represents at least one third of the total number of directors, when the Company is not highly capitalized.
4. Once the valuation process was concluded, the Company's Appointments and Remuneration Commission considered that Mr. Alfredo Bonet Baiget has the ideal profile for his re-election as an independent director of the Company.
5. Consequently, the Appointments and Remuneration Commission unanimously agreed to propose to the Board of Directors the re-election of Mr. Alfredo Bonet Baiget as an independent director so that the Board of Directors, in turn, submits it to the approval of the Ordinary General

Shareholders' Meeting of the Company, which is expected to take place on June 25, 2026 at its first convening.

6. Likewise, the Company's Board of Directors approved this Report issued for the purposes of assessing Mr. Alfredo Bonet Baiget's competence, experience and merits based on the Appointments and Remunerations Commission proposal attached as Annex I.

II. Legal particulars

Director category

7. As set forth in article 529 duodecies. 4 of the recast text of Spanish Corporate Enterprises Act, approved by Spanish Royal Legislative Decree 1/2010, dated July 2 (hereinafter, "LSC"), independent directors shall be those who, appointed based on their personal and professional qualities, can perform their duties without being influenced by relationships with the Company or its group, its significant shareholders or its management, and who, among other circumstances, have not served as directors of the Company for a continuous period exceeding 12 years.
8. In this regard, Mr. Alfredo Bonet Baiget is a person external to the Company, who is not involved in any of the situations foreseen in the aforementioned article 529.duodecies.4 of the LSC, as of the date of issuance of this Report, which guarantees that he will be able to perform his functions without being conditioned by relationships with the Company or its group, its significant shareholders or directors.

Re-election procedure

9. In accordance with the provisions of articles 529.decies.4 and 529.quindecies.3.c) of the LSC, 18 a) of the Regulations of the Board of Directors and 3.1 (iii) g) of the Regulations of the Appointments and Remuneration Commission of the Company, the re-election of Mr. Alfredo Bonet Baiget as an independent director must be proposed by the Appointments and Remuneration Commission, and must be accompanied by a supporting report from the Board of Directors assessing the director's competence, experience and merits, as provided for in articles 529.decies.5 of the LSC and 18 of the Regulations of the Board of Directors of the Company.
10. In turn, article 20 of the Board Regulations establishes that the Board of Directors, before proposing the re-election of the directors to the General Meeting of Shareholders, will evaluate, with the abstention of the affected parties, the quality of the work and dedication to the position of the proposed directors during the previous term.



III. Substantiation of the re-election. Competence, experience and merits of the director

11. Mr. Alfredo Bonet Baiget has the competence, experience, and merits necessary to perform the office of director as clearly reflected by his *curriculum vitae*, which is attached as Annex II to this Report. In this regard, the director has proven his excellent education and immense professional experience in the financial and banking sectors.
12. To this end, concerning the academic aspect, Mr. Alfredo Bonet Baiget holds a degree in Economics and Business Administration from the Complutense University of Madrid and is a Commercial Attaché and State Economist.
13. As for his professional career, Mr. Alfredo Bonet Baiget has extensive professional experience in both the public and private sectors. In the field of public economics and trade, he has been Deputy Director General of European Union Trade Policy and GATT Relations (1991-1993), Economic and Commercial Counselor of Spain in Miami (1987-1991) and Milan (1993-1997), General Director of Promotion of the Spanish Institute for Foreign Trade (ICEX) (2001-2004), Secretary General of Foreign Trade and a member of the Boards of Directors of Instituto de Crédito Oficial (ICO) and Navantia (2004-2010), Secretary of State for Foreign Trade and President of ICEX and Invest in Spain (2010-2012) and Chief Economic and Commercial Counselor at the Permanent Spanish Delegation to the OECD in Paris (2012-2015). In the private sector, he has been General Manager of Altair Asesores (1997-2001), International Director of the Spanish Chamber of Commerce (2015-2018) and Secretary General of the Círculo de Empresarios (2018-2022). He is currently an independent Director and professional, and holds the offices of independent Director of Técnicas Reunidas, Director of Munoz-Elite Flowers Ltd., Vice-President of Anthelex International in addition to being a member and the secretary of the Advisory Board of AMFRESH Group, patron of the foundations CRE100DO and INCIPE, and Vice-President of Madrid Open City.
14. At the same time and as concerns the provisions of Recommendation 25 of the Good Governance Code, the Appointments and Remuneration Commission has confirmed that the director currently has the necessary time available for proper performance of his duties as an independent member of the Company's Board of Directors.
15. In accordance with the foregoing, the Board of Directors considers that the profile and experience of Mr. Alfredo Bonet Baiget, along with his knowledge of how the Company works and its business, not to mention the positive assessment of the exercise of his duties throughout his last term, make him suitable to be re-elected as independent director of the Company.

16. Furthermore, the Board of Directors considers that, with the re-election of Mr. Alfredo Bonet Baiget, proposed by the Appointments and Remuneration Commission, the Board will continue to rely on the capabilities, knowledge, experience and other aspects of diversity necessary for the best performance of the functions entrusted to it, taking into account the legal criteria and recommendations of good governance in this regard and avoiding discrimination for any reason.

IV. Conclusion

17. In short, the excellent aptitudes and qualifications of Mr. Alfredo Bonet Baiget, as well as his economic and financial knowledge, his management skills and knowledge of international markets, repeatedly demonstrated throughout his professional career, and his contribution to the diversity of the Board of Directors, make him an ideal person to run for re-election as an independent director of the Company.

Madrid, May 21, 2026.

Annex I

PROPOSAL OF THE APPOINTMENTS AND REMUNERATION COMMISSION
RELATING TO THE RE-ELECTION OF MR. ALFREDO BONET BAIGET AS
INDEPENDENT DIRECTOR OF THE COMPANY

1. Introduction

In accordance with article 529 decies. 4 of the recast text of the Spanish Corporate Enterprises Act approved by Spanish Royal Legislative Decree 1/2010, dated July 2 (hereinafter, “LSC”), article 18 a) of the Board of Directors’ Regulations and article 3.1 (iii) g) of the Appointments and Remuneration Commission Regulations of Técnicas Reunidas, S.A. (hereinafter, “*Técnicas Reunidas*” or the “*Company*”), the proposals for the appointment or re-election of members of the Board of Directors who are independent directors corresponds to the Appointments and Remuneration Commission.

For such purposes, the Company’s Appointments and Remunerations Commission has taken the current composition of the Board of Directors into account, considering that overall it has the adequate knowledge, competence, experience and other various characteristics to effectively deal with Técnicas Reunidas activities and thus, ensuring the Board of Directors’ full capacity to make autonomous and independent decisions in the interest of the Company and, thus, of all of its shareholders.

In this regard, and given the imminent end of his current term as a board member, the Appointments and Remuneration Commission of the Company prepares the following proposal regarding the re-election of Mr. Alfredo Bonet Baiget as a member of the Board of Directors of Técnicas Reunidas as an independent director.

2. Education and professional experience

Mr. Mr. Alfredo Bonet Baiget holds a degree in Economics and Business Administration from the Complutense University of Madrid and is a Commercial Attaché and State Economist.

As for his professional career, Mr. Alfredo Bonet Baiget has extensive professional experience in both the public and private sectors. In the field of public economics and trade, he has been Deputy Director General of European Union Trade Policy and GATT Relations (1991-1993), Economic and Commercial Counselor of Spain in Miami (1987-1991) and Milan (1993-1997), General Director of Promotion of the Spanish Institute for Foreign Trade (ICEX) (2001-2004), Secretary General of Foreign Trade and a member of the Boards of Directors of Instituto de Crédito Oficial (ICO) and Navantia (2004-2010), Secretary of State for Foreign Trade and President of ICEX and Invest in Spain (2010-2012) and Chief Economic and Commercial Counselor at the Permanent Spanish Delegation to the OECD in Paris (2012-2015). In the private sector, he has been General Manager of Altair Asesores (1997-2001), International Director of the Spanish Chamber of Commerce (2015-2018) and Secretary General of the Círculo de Empresarios (2018-2022). Currently, he is a director and independent professional and holds the positions of

independent director of Técnicas Reunidas, director of Munoz-Elite Flowers Ltd., and vice president of Anthelex International.

3. Membership in other Boards of Directors

Mr. Alfredo Bonet Baiget holds the positions of independent director of Técnicas Reunidas, director of Munoz-Elite Flowers Ltd., and vice president of Anthelex International.

4. Category of Director

Mr. Alfredo Bonet Baiget performs his duties as a member of the Board of Directors of Técnicas Reunidas with the category of independent director, in accordance with the provisions of article 529 duodecies.4 of the LSC.

In this regard, Mr. Alfredo Bonet Baiget is a person not affiliated with the Company who is not in any of the situations established in the aforementioned article 529.duodecies.4 LSC, meaning the Commission believes he may continue performing his duties without being conditioned by his relationship with the Company or its group, significant shareholders or senior management.

5. Company's shares and any options on these shares owned

1.885.

6. Assessment of suitability

The Appointments and Remuneration Commission has assessed the suitability of Mr. Alfredo Bonet Baiget, taking into account his knowledge and experience, as well as his willingness and ability to dedicate himself to the position. In this regard, the Appointments and Remuneration Commission has particularly valued the education of Mr. Alfredo Bonet Baiget, his economic knowledge acquired throughout his professional career, and his experience in relevant sectors related to the activity of the Company and its Group, this being the case, among others, of the business and public sector. Moreover, the Commission very positively assessed his knowledge of the Company and its business and the positive assessment of the exercise of his duties throughout his last term.

In turn, and by virtue of the provisions of Recommendation 25 of the Code of Good Governance, the Appointments and Remuneration Commission has analyzed the rest of the candidate's occupations, considering that Mr. Alfredo Bonet Baiget has sufficient availability and willingness to properly perform his duties as a non-executive director of the Company.

In view of all of the above, the Appointments and Remuneration Commission believes that Mr. Alfredo Bonet Baiget meets the necessary suitability conditions for the position of member of the Board of Directors, taking into account the legal requirements in this regard, all within the framework of the selection criteria and procedures established in the Regulations of the Board of Directors and also taking into consideration the recommendations of good governance in this matter.



7. Contribution of the proposed candidate to the diversity of the Board of Directors.

In preparing this proposal, the Appointments and Remuneration Commission of Técnicas Reunidas has assessed both the individual suitability of each of the directors whose appointment or re-election is proposed to the General Meeting (either at the proposal of the Board of Directors or of the Commission itself) and the appropriate diversity of the Board of Directors, so that the re-elections and appointments proposed, assessed as a whole, contribute to the plurality of backgrounds, knowledge, professional experience, gender and abilities that best serve the full exercise of their duties by the Board of Directors of the Company, all within the framework of the selection criteria and procedures established in the Regulations of the Board of Directors and in the Policy for the Selection of Directors and on the Diversity of Directors, taking into account the complexity of the Group and on the markets in which it operates.

In this regard, in the re-election and appointment of directors, the Appointments and Remuneration Commission seeks to coordinate the principles of representativeness with those of diversity and independence, taking into account the recommendations of good governance. In this sense, it ensures the appropriate stability of the composition of the Board of Directors and its Commissions, preserving the experience and knowledge of those who have held the position of director, in order to maintain the necessary suitability of the Board as a whole.

Currently, the percentage of independent directors is 80 %, thus representing a large majority on the Board of Directors. Furthermore, with the proportion of women directors being 40%, if the proposed re-election is approved by the Ordinary General Meeting of Shareholders, the percentage of women directors would remain at 40%, thus complying with the recommendations of good governance and with the requirements of article 529 bis LSC introduced by Organic Law 2/2024, of August 1, on equal representation and balanced presence of women and men, and this notwithstanding that its provisions will not apply to the Company until June 30, 2027.

8. Proposal

As a result of all the above, and taking into account the current needs of the Board of Directors of Técnicas Reunidas, the Appointments and Remuneration Commission agrees to submit the following re-election proposal to the General Shareholders' Meeting, which is expected to take place on June 25, 2026, at the first call :

To re-elect for a statutory period of four years, following the proposal of the Appointments and Remuneration Commission and in view of the Board of Directors favourable report, Mr. Alfredo Bonet Baiget as director of the Company, with the category of independent Director.

Madrid, May 7, 2026.

Annex II

ALFREDO BONET BAIGET

A) Biography and professional career.

- Graduate in Economics and Business Administration from the Complutense University of Madrid and Commercial Technician and State Economist.
- Deputy General Director of Trade Policy for the EU and Relations with the GATT (1991-1993).
- Economic and Commercial Counselor of Spain in Miami (1987-1991) and Milan (1993-1997).
- General Manager of Promotion of the Spanish Institute for Foreign Trade (ICEX) (2001-2004).
- Secretary General of Foreign Trade and member of the Boards of Directors of Instituto de Crédito Oficial (ICO) and Navantia (2004-2010).
- Secretary of State for Foreign Trade and President of the Spanish Institute for Foreign Trade (ICEX) and Invest in Spain (2010-2012).
- Chief Economic and Commercial Advisor at the Permanent Delegation of Spain to the OECD in Paris (2012-2015).
- Managing Director of Altair Asesores (1997-2001).
- International Director of the Spanish Chamber of Commerce (2015-2018).
- Secretary General Circulo de Empresarios (Spanish Business Leaders Circle) (2018-2022).
- Member and secretary of the AMFRESH Group Advisory Board (2022-present).
- Director of Munoz-Elite Flowers Ltd. (2025-present).
- Vice President of Anthelex International (2025-present).
- Patron of the CRE100DO Foundation (2018-present).
- Patron of the INCIPE Foundation (2025-present).
- Vice President of Madrid Open City (2022-present).

B) Membership in other Boards of Directors.

- Director of Munoz-Elite Flowers Ltd. (2025-present).
- Vice President of Anthelex International (2025-present).

C) Specify the category of director to which he belongs and, in the case of proprietary directors, the shareholder they represent or with whom they are associated.

Independent director.

D) Date of first and subsequent appointments as Director of the Company.

First appointment: June 27, 2018. Last appointment: June 28, 2022

E) Company's shares and any options on these shares owned.

1.885.