

TECNICAS REUNIDAS, S.A. BOARD OF DIRECTORS' REPORT IN RELATION TO THE PROPOSAL OF THE APPOINTMENTS AND REMUNERATION COMMISSION REGARDING THE RE-ELECTION OF MS. SILVIA IRANZO GUTIÉRREZ AS AN INDEPENDENT DIRECTOR

I. Background

1. Ms. Silvia Iranzo Gutiérrez was appointed as an independent director of Técnicas Reunidas, S.A. (the “Company”) by resolution of the Company’s Ordinary General Meeting of Shareholders held 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 end of the term for which Ms. Silvia Iranzo Gutiérrez 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 Ms. Silvia Iranzo Gutiérrez 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. Having completed the evaluation process, the Company's Appointments and Remuneration Commission determined that Ms. Silvia Iranzo Gutiérrez has the ideal profile for her re-election as an independent director of the Company.
5. Consequently, the Company's Appointments and Remuneration Commission unanimously agreed to propose to the Board of Directors the re-election of Ms. Silvia Iranzo Gutiérrez as an independent director, so

that the Board, in turn, may submit it for approval by the Company's Ordinary General Meeting of Shareholders, which is expected to take place on June 25, 2026, at the first call.

6. Furthermore, the Board of Directors of the Company, based on the proposal of the Appointments and Remuneration Commission attached as Annex I, has approved this supporting report, which is issued for the purpose of assessing the competence, experience, and merits of Ms. Silvia Iranzo Gutiérrez.

II. Legal particulars

Category of director

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 senior 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, Ms. Silvia Iranzo Gutiérrez is an external person 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 she will be able to perform her functions without being conditioned by relationships with the Company or its group, its significant shareholders or senior management.

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 Ms. Silvia Iranzo Gutiérrez as an independent director must be proposed by the Appointments and Remuneration Commission, and must be accompanied by a supporting report of the Board of Directors assessing the competence, experience and merits of the director, 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. Likewise, article 20 of the Board Regulations provides that the Board of Directors, before proposing the re-election of directors to the General Meeting of Shareholders, shall 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 of office.

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

11. Ms. Silvia Iranzo Gutiérrez has all the professional skills and merits to perform the duties of an independent director, as demonstrated in the *curriculum vitae* attached as Annex II to this Report. In this respect, the candidate demonstrates an excellent education and impressive professional experience in the financial and investment sectors.
12. Specifically, regarding her academic background, Ms. Silvia Iranzo Gutiérrez holds a degree in Economics and Business Administration, is a State Commercial Technician and Economist, has a PhD in Economics and Business, a Master's degree in Financial and Accounting Management (Pompeu Fabra University), is a graduate of the IESE Business School Management Program for executives of the Bank of Spain, has a diploma in Higher Studies of National Defense from CESEDEN (Ministry of Defense), a diploma from the Institute of Directors and Administrators (IC-A) in Good Corporate Governance, a diploma from the Royal Complutense College at Harvard in International Economics (Ramón Areces Foundation and Rafael del Pino Foundation), and has completed the Leadership Program for International Visitors of the Embassy of the United States in Spain.
13. As for her professional career, Ms. Silvia Iranzo Gutiérrez has extensive professional experience in supporting both public and private sectors. In this regard, Ms. Silvia Iranzo Gutiérrez has been Ambassador of Spain to the Kingdom of Belgium and Secretary of State for Trade, Chair of the Board of Directors of ICEX and Invest in Spain, Chair of the JIMDDU and the Foreign Investment Board, member of the Management Group of the Bank of Spain and Head of Country Risk at the Bank of Spain, independent director of the Official Credit Institute (ICO), director of CESCE, Telefónica Internacional, Naviera Transmediterránea and Banco Exterior UK, independent director of the listed company Indra Sistemas, Chair of its Sustainability Commission and member of its Appointments, Remuneration and Good Corporate Governance Commission, independent director of the listed company TecnoCom and member of its Appointments, Remuneration and Good Corporate Governance Commission, member of the Governing Board of the Institute of Directors and Administrators (IC-A). She is currently an independent director of the listed company Técnicas Reunidas and a member of its Appointments and Remuneration Commission, an independent director of the listed company Artificial Intelligence Structures, a member of its Audit and Sustainability Commission, and of its Appointments and Remuneration Commission, a member of the Plenary of the Spanish Court of Arbitration, president of the

Working Group on Economy and European Union of the Círculo de Empresarios, vice president of the Institute of International Affairs and Foreign Policy (INCIPE) and member of the Reflection Commission of the Exporters Club, president of the Sustainability Expert Commission of 65yMAS, professor at CUNEF University of Global Governance and International Institutions and professor at the **Instituto** de Empresa (IE) of Deglobalisation and European Union. She chairs the 65ymas Sustainability Commission. She holds the Grand Cross of the Order of Civil Merit, the Grand Cross of the Order of the Sun (Peru), the Grand Cross of the Order of the Liberator San Martín (Argentina), and the Gold Medal of the Association of State Economists and Trade Experts. Ambassador of Defense Culture (Ministry of Defense). Honorary Academic of the Academy of Diplomacy.

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 her duties as an independent member of the Company's Board of Directors.
15. In accordance with the above, the Board of Directors considers that Ms. Silvia Iranzo Gutiérrez's profile and experience, together with her knowledge of the Company's operations and business and the positive evaluation of her performance during her last term, make her suitable to be re-elected as an independent director of the Company.
16. The Board of Directors also considers that the re-election of Mrs. Silvia Iranzo Gutiérrez, as proposed by the Appointments and Remuneration Commission, will ensure that the Board can continue to count upon the capacity, knowledge, experience and other characteristics needed for the best performance of her duties, taking into consideration the corresponding legal criteria and Good Governance recommendations and particularly to increase the gender diversity of the Board of Directors.

IV. Conclusion

17. In conclusion, Ms. Silvia Iranzo Gutiérrez's excellent skills and qualifications, as well as her knowledge of economics, commerce, administration, sustainability, finance, governance and international markets and relations, repeatedly demonstrated throughout her professional career, and her contribution to the diversity of the Board of Directors, make her an ideal candidate for re-election as an independent director of the Company.

Madrid, May 21, 2026.

PROPOSAL OF THE APPOINTMENTS AND REMUNERATION COMMISSION IN RELATION TO THE RE-ELECTION OF MS. SILVIA IRANZO GUTIÉRREZ AS AN 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”) and Articles 18 a) of the Board of Directors’ Regulations and 3.1 (iii) g) of the Appointments and Remunerations 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 correspond to the Appointments and Remuneration Commission.

For such purposes, the Company’s Appointments and Remuneration 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 her current term as a board member, the Appointments and Remuneration Commission of the Company prepares the following proposal regarding the re-election of Ms. Silvia Iranzo Gutiérrez as a member of the Board of Directors of Técnicas Reunidas as an independent director.

2. Education and professional experience

Ms. Silvia Iranzo Gutiérrez holds a degree in Economics and Business Administration, is a State Commercial Technician and Economist, has a PhD in Economics and Business, a Master's Degree in Financial and Accounting Management (Pompeu Fabra University), is a graduate of the IESE Business School Management Program for executives of the Bank of Spain, has a diploma in Higher Studies of National Defense from CESEDEN (Ministry of Defense), a diploma from the Institute of Directors and Administrators (ICA) in Good Corporate Governance, a diploma from the Royal Complutense College at Harvard in International Economics (Ramón Areces Foundation and Rafael del Pino Foundation), and has completed the Leadership Program for International Visitors of the Embassy of the United States in Spain.

As for her professional career, Ms. Silvia Iranzo Gutiérrez has extensive professional experience in supporting both public and private sectors. In this regard, Ms. Silvia Iranzo Gutiérrez has been Ambassador of Spain to the Kingdom of Belgium and Secretary of State for Trade, Chair of the Board of Directors of ICEX and Invest in Spain, Chair of the JIMDDU and the Foreign

Investment Board, member of the Management Group of the Bank of Spain and Head of Country Risk at the Bank of Spain, independent director of the Official Credit Institute (ICO), director of CESCE, Telefónica Internacional, Naviera Transmediterránea and Banco Exterior UK, independent director of the listed company Indra Sistemas, Chair of its Sustainability Commission and member of its Appointments, Remuneration and Good Corporate Governance Commission, independent director of the listed company TecnoCom and member of its Appointments, Remuneration and Good Corporate Governance Commission, member of the Governing Board of the Institute of Directors and Administrators (IC-A). She is currently an independent director of the listed company Técnicas Reunidas and a member of its Appointments and Remuneration Commission, an independent director of the listed company Artificial Intelligence Structures, a member of its Audit and Sustainability Commission, and of its Appointments and Remuneration Commission, a member of the Plenary of the Spanish Court of Arbitration, president of the Working Group on Economy and European Union of the Círculo de Empresarios, vice president of the Institute of International Issues and Foreign Policy (INCIPE) and member of the Reflection Commission of the Exporters Club, president of the Sustainability Expert Commission of 65yMAS, professor at CUNEF University of Global Governance and International Institutions and professor at the Instituto de Empresa (IE) of Deglobalization and European Union. She chairs the 65ymas Sustainability Commission. She holds the Grand Cross of the Order of Civil Merit, the Grand Cross of the Order of the Sun (Peru), the Grand Cross of the Order of the Liberator San Martín (Argentina) and the Gold Medal of the Association of State Economists and Trade Experts. Ambassador of Defense Culture (Ministry of Defense). Honorary Academic of the Academy of Diplomacy.

3. Membership in other Boards of Directors

Ms. Silvia Iranzo Gutiérrez is an independent director, member of the Audit and Sustainability Commission, and of the Appointments and Remuneration Commission of the listed company Artificial Intelligence Structures.

4. Category of director

Ms. Silvia Iranzo Gutiérrez performs her 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, Ms. Silvia Iranzo Gutiérrez 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, so the Commission considers that she may continue to perform her functions without being conditioned by relationships with the Company or its group, its significant shareholders or directors.

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

None.

6. Assessment of suitability

The Appointments and Remuneration Commission has assessed the suitability of Ms. Silvia Iranzo Gutiérrez, taking into account her knowledge and experience with the consequent contribution to the diversity of the Board of Directors, as well as her willingness and ability to dedicate herself to the position. In this regard, the Appointments and Remuneration Commission has especially valued Ms. Silvia Iranzo Gutiérrez's training, her knowledge of economics, commerce, administration, sustainability, finance, governance and international markets and relations, acquired throughout her professional career, and her experience in relevant sectors related to the activity of the Company and its Group.

Furthermore, and pursuant to Recommendation 25 of the Code of Good Governance, the Appointments and Remuneration Commission has analyzed the candidate's other occupations, considering that Ms. Silvia Iranzo Gutiérrez has sufficient availability and willingness to properly perform her duties as a director of the Company.

The Appointments and Remuneration Commission therefore considers that Ms. Silvia Iranzo Gutiérrez meets the necessary suitability conditions to perform the duties of a 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 the statutory term of four years, following the proposal of the Appointments and Remuneration Commission and in view of the Board of Directors favourable report, Ms. Silvia Iranzo Gutiérrez as Director of the Company, with the category of independent director.”

Madrid, May 7, 2026.

Annex II

SILVIA IRANZO GUTIÉRREZ

A) Biography and professional career.

Ms. Silvia Iranzo Gutiérrez holds a Bachelor of Science in Economics and Business, a PhD in Economics and Business and is a State Trade and Economy official. With a master's degree in Financial Management and Accounting (University Pompeu Fabra), she graduated from the IESE Business Management Program for Bank of Spain executives. Diploma in Higher National Defense Studies from CESEDEN (Ministry of Defense). Diploma from the Spanish directors' association Instituto de Consejeros y Administradores (IC-A) in Good Corporate Governance. Diploma from Real Colegio Complutense at Harvard in International Economics (Ramón Areces Foundation and Rafael del Pino Foundation). Leadership Program for International Visitors of the United States Embassy in Spain.

She has been the Spanish Ambassador to Belgium and Secretary of State for Trade, President of the Board of Directors of ICEX and Invest in Spain, President of JIMDDU, and the Foreign Investment Board. She is also a member of the Steering Group of the Bank of Spain and Head of Country Risk at the Bank of Spain. She is an independent Director of the Spanish Official Credit Institute (ICO), Director of CESCE, Telefónica Internacional, Naviera Transmediterránea, and the UK Foreign Bank. She is also an independent Director of the listed company Indra Sistemas, presiding over its Appointments, Remuneration and Good Corporate Governance Commission, as well as an independent Director of the listed company TecnoCom and a member of its Appointments, Remuneration and Good Corporate Governance Commission in addition to being a member of the Governing Board of the Institute of Corporate Directors and Administrators (IC-A).

She is currently an independent director of the listed company Técnicas Reunidas and a member of its Appointments and Remuneration Commission; she is an independent director of the listed company Artificial Intelligence Structures, a member of its Audit and Sustainability Commission, and of its Appointments and Remuneration Commission; she is a member of the Plenary of the Spanish Court of Arbitration. She is also the president of the Working Group on Economy and European Union of the Círculo de Empresarios. She is Vice-President of the Institute of International Affairs and Foreign Policy (INCIPE) and a member of the Reflection Commission of the Exporters Club. She is a professor of Global Governance and International Institutions at CUNEF University, and a professor of Deglobalization and European Union at Instituto de Empresa (IE). She chairs the 65ymas Sustainability Commission.

She holds the Grand Cross of the Order of Civil Merit, the Grand Cross of the Order of the Sun (Peru), the Grand Cross of the Order of the Liberator San Martín (Argentina) and the Gold Medal of the Association of State Economists

and Trade Experts. Ambassador of Defense Culture (Ministry of Defense).
Honorary Academic of the Academy of Diplomacy.

B) Membership in other Boards of Directors.

Artificial Intelligence Structures, S.A. – Director

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

Independent director.

D) Date of her first appointment as an independent director of the Company, as well as subsequent appointments.

First and sole appointment: 28-06-2022.

E) Company's shares or options on them, of which he/she is the holder.

None.