

TÉCNICAS REUNIDAS, S.A. ("**TR**" or the "**Company**") in accordance with the provisions of the securities market legislation, announces the following:

INSIDER INFORMATION

TR is holding a **Capital Markets Day** in Abu Dhabi (United Arab Emirates) today and tomorrow, May 23rd and 24th. The Executive Chairman, Juan Lladó, and the Chief Executive Officer, Eduardo San Miguel, together with the rest of the management team, will share information about TR's future growth strategy, framed within its "**SALTA**" **program**, as well as the path to achieve the new medium and long term financial objectives.

With the start-up of SALTA, Técnicas Reunidas will establish a new internal organization model based on the creation of 5 Business Units: 1) Engineering and Services, 2) Power, 3) North America, 4) Europe & Rest of the World and 5) Middle East & APAC.

These five business units will allow for greater proximity and relationship with clients, stricter risk segregation and control, and better talent retention. The Company expects to complete the implementation of this new organizational model during the second half of 2024, so it will be fully operational in 2025.

The **strategic program, SALTA**, is based on 7 main pillars:

1. **Intensify Services contracts.** Creation of a specific business unit to boost the engineering and project management services business.
2. **North America.** Expand our presence in that region by capturing the potential of the local market with a strong focus on decarbonization, leveraging on our Houston office and on the relationships we already have with important clients.
3. **Decarbonization.** Focus on low carbon technologies, especially hydrogen and its derivatives, carbon capture and storage, sustainable fuels, methane emissions management and decarbonization in other industries such as cement and steel.
4. **Digitalization.** Increased efficiency and productivity through innovation in digital tools and Artificial Intelligence.
5. **Sinopec alliance and other alliances.** Strengthened bidding and project execution through the alliance with Sinopec and future alliances.
6. **Talent retention.** Internal programs that reinforce the retention of the most qualified personnel and plan their growth in a more personalized way.
7. **Reorganization of the management model:** Intensify TR's local presence in each of the defined geographic execution units.

TR will also present its **financial projections** for the coming years:

- 1) The balance sheet forecasts with which it expects to **close the year 2025** include:
 - Consolidated shareholders' equity of around 500 million euros, excluding SEPI's PPL (Participating Loan), which is expected to be repaid during 2026.
 - Gross debt in the region of 550 million euros.

2) The forecasts for the income statement and shareholder remuneration for the **year 2026** are as follows:

€M	2023	2026E
Sales	4,135	~ 5,000
EBIT	157	> 250
Financial result	-53	-20
Taxes	-44	-70
Net income	60	> 160

- Tax rate of around 30%.
- Return to a shareholder remuneration policy, starting with a 30% *payout* in 2026.

3) TR's ambitions for **fiscal year 2028** are as follows:

- Consolidate the new services unit above 500 million euros in sales, delivering 30% of the result generated by operations.
- Total sales in excess of 5 billion euros.
- EBIT margin increased to around 8%.

In Madrid, May 23, 2024.