

JUSTIFICATION REPORT DRAFTED BY THE BOARD OF DIRECTORS OF  
TÉCNICAS REUNIDAS, S.A. REGARDING THE PROPOSED RE-ELECTION  
AND APPOINTMENT OF Mr ADRIÁN LAJOUS VARGAS AS AN EXTERNAL  
INDEPENDENT DIRECTOR

I. Background

1. Mr Adrián Lajous Vargas was appointed external independent director of Técnicas Reunidas, S.A. (the “Company”) by resolution of the Annual General Meeting of Shareholders on 29 June 2016, for a period of 4 years, in accordance with the provisions of legislation and the Articles of Association.
2. Under Article 20.1 of the Regulations of the Board of Directors and given the imminent expiry of the term for which Mr Adrián Lajous Vargas was appointed as Company director, the Appointments and Remuneration Committee has assessed the possibility of re-electing Mr Adrián Lajous Vargas as an external independent director.
3. In this regard, the Committee has taken into account, among other aspects, the fact that the efficiency of the Board of Directors in terms of fulfilling its functions is duly enhanced with the presence of independent directors. Moreover, the latter generally have extensive experience given that they have usually already participated in or been members of other boards of directors, thus enriching the vision that they may have about a particular matter, not to mention the fact that they are professionals with recognised prestige in their area of education and experience. Furthermore, the Code of Good Governance for Listed Companies published by the National Securities Market Commission in February 2015 (the “Code of Good Governance”) recommends that the number of directors be established somewhere between 5 and 15, that the proprietary and independent directors constitute a clear majority over executive directors and that the independent directors make up at least one third of the total board members.
4. Upon completing the assessment process, the Appointments and Remuneration Committee of the Company considered that Mr Adrián Lajous Vargas has the ideal profile to be an external independent director of the Company.
5. Accordingly, the Appointments and Remuneration Committee unanimously agreed to propose the re-election of Mr Adrián Lajous Vargas to the Board of Directors as an external independent director, so that it may in turn, submit the appointment for approval to the Company Annual General Meeting of Shareholders, which is to be held foreseeably on 25 June 2020.

6. Moreover, based on the proposal of the Appointments and Remuneration Committee, attached hereto as Annex I, the Board of Directors of the Company has approved this justification report, that is issued to assess the proficiency, experience and merits of Mr Adrián Lajous Vargas.

## II. Legal aspects

### Director category

7. Under Article 529.duodecies.4 of the Spanish Companies Act (“LSC”), the category of independent directors shall be granted to those appointed who, on account of their personal and professional condition, can undertake their functions without being conditioned by relations with the company or its group, its significant shareholders or its executives. Any person that finds himself/herself in the situation provided for in the aforementioned provision cannot be considered an independent director.
8. In this regard, Mr Adrián Lajous Vargas is a person who is unrelated to the Company and who is not in any of the other situations provided for under the aforementioned Article 529.duodecies.4 of the Spanish Companies Act, thereby ensuring that he can undertake his functions without being conditioned by any relations with the Company or its group, significant shareholders or its executives.

### Re-election procedure

9. In accordance with that which is provided for under Articles 529.decies.4 and 529.quindecies.3.c) of the Spanish Companies Act and Article 17 of the Regulations of the Board of Directors, the re-election of Mr Adrián Lajous Vargas as an external independent director must be proposed by the Appointments and Remuneration Committee to the Board of Directors and approved by the General Meeting of Shareholders of the Company.

Furthermore, the re-election proposal must be accompanied by a justification report drawn up by the Board of Directors in which the proficiency, experience and merits of the candidate is assessed, as provided for by Article 529.decies.5 of the Spanish Companies Act.

10. In turn, Article 19 of the Regulations of the Board of Directors establishes that the Board of Directors, prior to proposing the re-election of directors to the Annual General Meeting, must assess the quality of the work and the dedication to the post of those directors proposed during the preceding mandate. The proposed individual shall abstain in this procedure.

- III. Justification of re-election. Proficiency, experience and merits of the director
11. Mr Adrián Lajous Vargas is duly proficient and has the experience and merits required to undertake the position of director, as can be clearly deduced from his *curriculum vitae*, which is attached hereto as Annex II. In this regard, the director is endorsed by an excellent academic background and extensive professional experience in the public, business and energy sectors.
  12. Specifically, as regards his academic achievements, Mr Adrián Lajous Vargas holds a degree in Economics from the National Autonomous University of Mexico and a master's degree in Economics from King's College, University of Cambridge.
  13. As far as his professional background is concerned, Mr Adrián Lajous Vargas has extensive professional experience in the public, business and energy sectors. Mr Adrián Lajous Vargas was Director of Industrial Investments, Mexico (1977-1980), Managing Director of Energy and Secretary of the Energies Commission of Mexico (1980-1982), Executive Coordinator of International Trade (1982-1988), Deputy Director of Planning and Production (1988-1994) and Managing Director (1994-1999) of Petróleos de México (PEMEX), special adviser to the President of Mexico on oil matters from January to November 2000 and consultant at McKinsey & Company (2001-2011).
  14. Furthermore, as provided for under Recommendation 25 of the Code of Good Governance, Mr Adrián Lajous Vargas has confirmed that he currently has the time available to properly undertake his functions as an independent member of the Board of Directors of the Company.
  15. In accordance with the foregoing, the Board of Directors considers that the profile and experience of Mr Adrián Lajous Vargas, in addition to his knowledge of how the Company operates and of its business, and the positive assessment of the performance of his functions during his previous mandate, make him the ideal candidate to be re-elected as an external independent director of the Company.
  16. Likewise, the Board of Directors considers that by re-electing Mr Adrián Lajous Vargas, it will continue to avail of the skills, knowledge, experience and other diverse abilities required to better perform the functions entrusted to him, taking into account all relevant legal criteria and good governance recommendations and avoiding discrimination for whatever reason.

### III. Conclusion

17. In fine, the excellent abilities and qualifications of Mr Adrián Lajous Vargas, allied to his knowledge of economics, management and international markets, which has been repeatedly accredited throughout his professional career to date, make him the ideal person to be re-elected as an external independent director of the Company.

Annex I

APPOINTMENTS AND REMUNERATION COMMITTEE PROPOSAL  
CONCERNING THE RE-ELECTION AND APPOINTMENT OF Mr ADRIÁN  
LAJOUS VARGAS AS AN EXTERNAL INDEPENDENT DIRECTOR OF THE  
COMPANY

1. Introduction

In accordance with that which is provided for under Article 529.decies.4 of the Spanish Companies Act and Article 17 of the Regulations of the Board of Directors of Técnicas Reunidas, S.A. (“*Técnicas Reunidas*” or the “*Company*”), the Appointments and Remuneration Committee is responsible for proposing the appointment or re-election of the independent director members of the Board of Directors.

To this end, the Appointments and Remuneration Committee of the Company has taken into account the current make-up of the Board of Directors and considers that it has, as a whole, the knowledge, proficiencies, experience and other diverse characteristics required to effectively manage Técnicas Reunidas and its Group activities, and is assured of the full capacity of the Board of Directors to adopt decisions autonomously and independently in the interest of the Company and, therefore, that of all its Shareholders.

Accordingly, and given the imminent expiry of his current mandate as director, the Appointments and Remuneration Committee of the Company has drawn up the following proposal regarding the re-election of Mr Adrián Lajous Vargas as a member of the Board of Directors of Técnicas Reunidas as an external independent director.

2. Educational background and professional experience

Mr Adrián Lajous Vargas holds a degree in Economics from the National Autonomous University of Mexico and a master’s degree in Economics from King’s College, University of Cambridge.

As far as his professional background is concerned, Mr Adrián Lajous Vargas has extensive professional experience in the public, business and energy sectors. Mr Adrián Lajous Vargas was Director of Industrial Investments, Mexico (1977-1980), Managing Director of Energy and Secretary of the Energies Commission of Mexico (1980-1982), Executive Coordinator of International Trade (1982-1988), Deputy Director of Planning and Production (1988-1994) and Managing Director (1994-1999) of Petróleos de México (PEMEX), special adviser to the President of Mexico on oil matters from January to November 2000 and consultant at McKinsey & Company (2001-2011).

### 3. Membership of other Boards of Directors

Mr Adrián Lajous Vargas is a member of the Board of Directors of Trinity Industries, Petrométrica and Ternium.

### 4. Director category

Mr Adrián Lajous Vargas is a member of the Board of Directors of Técnicas Reunidas in the category of external independent director under Article 529 duodecies.4 of the Spanish Companies Act.

In this regard, Mr Adrián Lajous Vargas is a person who is unrelated to the Company and who is not in any of the other situations provided for under the aforementioned Article 529 duodecies.4 of the Spanish Companies Act, thereby the Committee considers that he can continue to undertake his functions without being conditioned by any relations with the Company or its group, its significant shareholders or executives.

### 5. Company shares or share options held

None.

### 6. Suitability appraisal

The Board of Directors has assessed the suitability of Mr Adrián Lajous Vargas taking into account his knowledge and experience, not to mention his contribution to the diversity of the Board of Directors as a whole, in addition to his willingness and availability to dedicate time to the exercise of the position.

In this regard, the Appointments and Remuneration Committee especially values the educational background of Mr Adrián Lajous Vargas, his knowledge of economics and finance acquired in the course of his professional career to date, as well as his experience in sectors related to the Company's activity and that of its Group, which in this case involve, among others, the public, business and energy sectors. Moreover, the Committee particularly looks favourably on his knowledge of the Company and its business pursuits, while also positively assessing the performance of his functions during his last mandate.

In turn, under Recommendation 25 of the Code of Good Governance, the Board of Directors has studied his other professional pursuits and considers that Mr Adrián Lajous Vargas has sufficient time available to properly undertake his functions as director of the Company.

In the light of the foregoing, the Appointments and Remuneration Committee considers that Mr Adrián Lajous Vargas fulfils the necessary requirements to undertake the position of member of the Board of Directors, taking into account all applicable legal requisites, all within the framework of the selection procedures and criteria established in the Regulations of the Board of Directors, and likewise considering good governance recommendations in these matters.

## 7. Proposal

Accordingly, and to meet the current needs of the Board of Directors of Técnicas Reunidas, the Appointments and Remuneration Committee agrees to submit the following re-election and appointment proposal to the Annual General Meeting of Shareholders of the Company to be held foreseeably on 25 June 2020 for approval:

*“To re-elect and appoint Mr Adrián Lajous Vargas as external independent director of the Company for the statutory term of four years, at the proposal of the Appointments and Remuneration Committee and following the report from the Company Board Directors”.*

Madrid, 18 May 2020.

Annex II

A) Professional background and biography.

Degree in Economics from the National Autonomous University of Mexico.

Master's degree in Economics from King's College, University of Cambridge.

Director of Industrial Investments, Mexico (1977-1980).

Managing Director of Energy and Secretary of the Energies Commission of Mexico (1980-1982).

Executive Coordinator of International Trade (1982-1988), Deputy Director of Planning and Production (1988-1994) and Managing Director (1994-1999) of Petróleos de México (PEMEX).

Special adviser to the President of Mexico on oil matters from January to November 2000.

Consultant at McKinsey & Company (2001-2011).

Senior consultant for the Energy Sector at Morgan Stanley.

B) Membership of other boards.

Trinity Industries.

Petrométrica.

Ternium.

C) Indication of the director category to which he belongs, as applicable, indicating in the case of proprietary directors, the shareholder he represents or with whom he is related.

External independent director.

D) Date of first, and subsequent, appointments as Company director.

First and latest appointment: 29/06/2016.

E) Company shares or share options held.

None