POLICY, PURPOSE, AND STRATEGY FOR INNOVATION AND R&D&I

PURPOSE

MATINSA considers innovation to be an essential element in achieving its goal of being a leading company in the infrastructure conservation, maintenance, and operation sectors, as well as in the provision of construction projects and environmental services.

Innovation, research, technological development, and continuous improvement are fundamental tools for generating high-value-added solutions that contribute to economic, social, and environmental progress, while addressing the needs of our clients, society, and stakeholders.

INNOVATION AND R&D&I POLICY

MATINSA's management establishes and commits to fostering a strong and sustainable culture of innovation, integrating it into all levels of the organization and all its activities.

To this end, **MATINSA** commits to:

- Ensuring compliance with legal, regulatory, and other applicable requirements.
- Foster technological, organizational, and process innovation.
- Continuously improve the effectiveness of management systems.
- Efficiently utilize resources and the most advanced technologies.
- Promote the generation of knowledge and its practical application.
- Create economic, social, and environmental value.
- Promote an innovative culture aligned with corporate values.
- Encourage the active participation of employees in innovation.

INNOVATION AND R&D&I STRATEGY

MATINSA's innovation strategy is based on active participation in innovation, research, and development initiatives and projects.

3.1. Sustainability and Environmental Efficiency

Develop innovative solutions that optimize resources and minimize environmental impacts.

3.2. Operational Safety and Infrastructure Resilience

Promote technologies and methodologies that improve safety and reliability.

3.3. Digital Transformation and New Technologies

Promote digitization, smart asset management, and emerging technologies.

3.4. Innovation in Environmental Services

Foster advanced solutions for wildfires and the protection of the natural environment.

3.5. Knowledge Management and Technology Watch

Maintain a technology watch and facilitate knowledge transfer.

COMMITMENT FROM THE ENTIRE ORGANIZATION

Innovation is a shared responsibility. All levels of **MATINSA** must understand, embrace, and apply the principles set forth in this Policy, Purpose, and Strategy.

Management expresses its commitment to the continuous improvement of the Innovation and **R&D&I Management System**, as well as to providing the necessary resources to achieve the established objectives.

Miguel Cañada Echániz
General Manager of MATINSA

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