

CASAIS

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WHEN THE IMPACT GOES
BEYOND THE PROJECT** p.30

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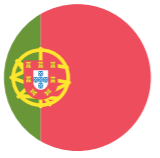

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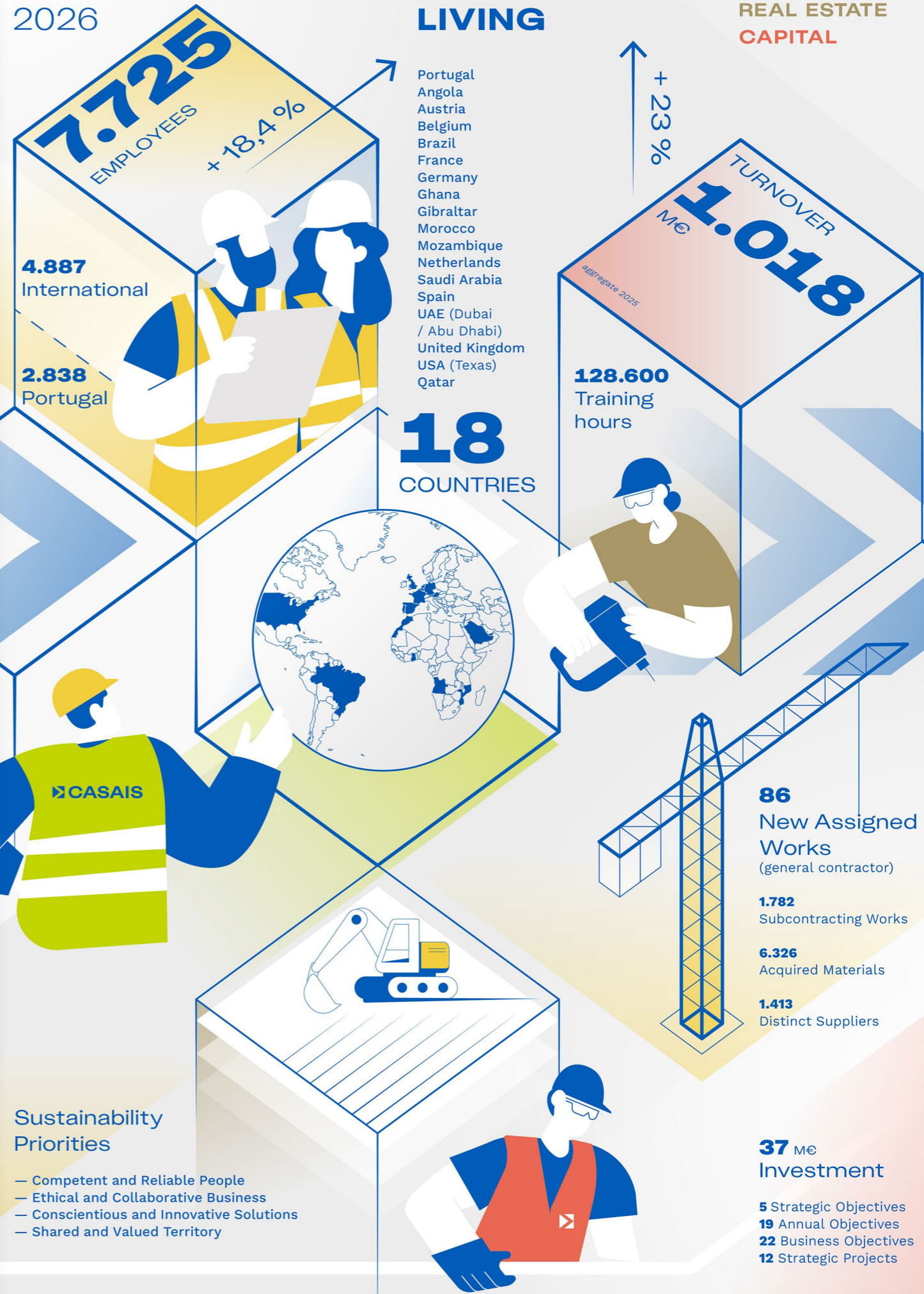




CASAIS

2026

WELL BUILT FOR WELL LIVING

CONSTRUCTION
 INDUSTRIES
 REAL ESTATE
 CAPITAL



Sustainability Priorities

- Competent and Reliable People
- Ethical and Collaborative Business
- Conscientious and Innovative Solutions
- Shared and Valued Territory



SUSTAINABILITY AT CASAIS

PEOPLE



COMPETENT AND SAFE PEOPLE

PARTNERSHIPS




ETHICAL AND COLLABORATIVE BUSINESS

INNOVATIVE AND CONSCIENTIOUS SOLUTIONS



INNOVATION

SHARED AND VALUED TERRITORY



NATURE



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Chairman of the Executive Committee – CEO



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Sustainability remains a priority, and we would like to count on you to take a small step in joining this collective commitment. Our Casais News magazine is available online, with all past editions available on our website.

If you would like to receive Casais News and other communications by email and opt out of receiving the printed version, simply send your request to mic@casais.pt and subscribe to the online version.

Commitment to sustainability involves action from everyone.



casais.pt
f @ in y d



EDITORIAL

António Carlos Fernandes Rodrigues // Chairman of the Executive Committee – CEO

In this edition of Casais News, we celebrate another set of achievements that reflect the Casais Group's ongoing commitment to sustainability, innovation and, above all, to its people.

We begin by mentioning that Casais received recognition as a Great Place to Work. In a sector that faces constant challenges, we are extremely proud that 93% of our employees say they are proud of what we have achieved together. It is this sense of belonging and their commitment that enables us to maintain the stable, capable and secure teams so essential to delivering quality, continuity and excellence in every project.

Most noteworthy on the business side is our acquisition of the Terratest production unit in Spain, a strategic operation that strengthens our technical capacity in geotechnics and raises us to new levels of expertise while at the same time consolidating our international presence. Being recognised as Construction Company of the Year for the seventh consecutive year is also a clear sign of the consistency, discipline and vision that guide our performance in the market.

As regards sustainable innovation, receiving the Community Hero award at the CREE Awards and the advances we have made with the CREE Buildings timber hybrid system confirm Casais as

a global leader in industrialised construction. Projects such as the new cable car in Gibraltar and the University Residence in Beja are concrete examples of our ability to turn vision into reality.

We also strengthened our connection to the territory with social initiatives such as the delivery of school kits in Angola, and events that bring generations together, such as Apple Picking, promoting a culture of closeness, responsibility and sharing.

In closing, I am particularly proud to highlight how we have been promoting the Casais brand worldwide – by engaging in new projects such as the first Casais Entirez building in Saudi Arabia, and by garnering public recognition of the excellence of our people, the award given to our director Hélder Araújo by the President of the Republic of Angola being one such example.

We are forging ahead with ambition, aware of our responsibility to build a fairer, more sustainable and more innovative future.

Happy reading.

EVENTS AS LEVERS OF CULTURE AND BRAND

Joana Vasconcelos
Communication Specialist



We often talk about corporate culture as if it were something intangible, something that encompasses the values, principles and attitudes that guide employees and set the organisation apart. Culture only becomes truly tangible, however, when it is lived, and this is where events play their part.

Whatever the format of the event—whether a launch, Christmas party, or external conference—it exposes and validates the purpose and values the company upholds, making them tangible. The way the purpose and values are communicated, the stories they tell, and the behaviours they inspire reflect what it means to be Casais.

Well-designed events help to consolidate a strong, cohesive and well-aligned culture. They reinforce values such as knowledge, cooperation and discipline, which are fundamental in a group with strong growth, geographical diversity and multifunctional teams.

Involvement that creates a sense of belonging

The Competent and Safe People strategic priority is not restricted to guidelines on technical training and compliance with standards. It also has to do with creating a space for each person to feel part of something bigger, integrated into a collective vision and valued for their contribution. Events are an effective mechanism for promoting this sense of belonging and motivation.

Moments of recognition—of people, projects, and behaviours—can have a powerful emotional impact. Recognition demonstrates that our people are seen, heard, and valued, and that the organisation is aware of the real contribution they are capable of and actually make. Let us look at some examples:

- ▶ At Christmas parties, employees are invited onto the stage for the Commitment Awards – an initiative that recognises and congratulates the dedication of employees, who have worked for the Casais Group for 10, 25, 35 and 45 years. This is a moment when award recipients feel their effort and dedication are valued.

- ▶ The Get Together, with 12 editions already completed, arose from the desire to create a space where ideas meet, challenge each other and take shape. The event gives employees and teams a voice, highlights the talent and vision that drive them, and is where ideas that could take the organisation to the next level are rewarded.
- ▶ During the Casais Group anniversary celebrations, an in-house social event, time is set aside for ElogjArte – an internal initiative that allows employees to praise and recognise their colleagues in various categories, ranging from Integrity, Dedication and Humanism to Innovation. At this event, the person who has received the most praise recorded in each category is given a prize.

From another perspective, the feeling of belonging comes not only from active participation, but also from social get-togethers. By bringing together people from different geographical areas, business areas and projects, events promote encounters that are unlikely to happen in daily working life.

These get-togethers encourage collaboration, team spirit and mutual understanding – essential factors for an organisation that wants to be cohesive and aligned in its purpose, regardless of the diversity of its operations.





- ▶ TBM – The Big Meeting is the name given to the annual management meeting, which brings together 800 people in person and 450 online, with simultaneous interpretation into English and Spanish. These two days of collective alignment mark the start of the year and reinforce the purpose, strategy and execution expectations of the Group.
- ▶ Arraial Casais, the Casais Festival, is a day to set aside job titles and hierarchies. Families and partners come together to enjoy a day of true conviviality and relaxation. The festival takes place during the São João de Braga celebrations, bringing people from all over to experience the local culture and traditions.

Events that build a brand – inside and outside the company

The Casais brand does not come alive solely based on the projects it delivers. More than anything else, it comes alive in the way people feel about and experience the company in their daily lives.

That is what makes in-house events a powerful expression of brand positioning. When a company invests in consistent, distinctive events that are faithful to its narrative, it is building solid internal branding – the foundation for its external reputation. Committed and engaged employees are the best brand ambassadors. They contribute to attracting talent, customer relations and credibility in the ecosystem in which the company operates.

In-house brand building complements external events, which project the Casais Group image to partners, third-party companies, suppliers and local communities.

Connect to Build was designed to strengthen institutional reputation and elevate the brand by demonstrating consistency between discourse and practice. This series of Connect to Build conferences has been specifically designed as a platform for inspiration and dialogue open to the public, with the aim of actively contributing to the development of the construction sector through a diversity of perspectives, experiences, and ideas.

The Casais Partners Meeting does this in a more intimate way, by bringing together strategic partners, suppliers, customers, and other entities from the construction and engineering ecosystem. Aside from its communicative function, the meeting provides a place for co-creating value, for strengthening strategic relationships, promoting collaboration and joint innovation, as well as a place to present opportunities for further partnership and project development opportunities.

This idea is also reflected in the promotion of visits to our construction sites during the assembly of our industrialised buildings, something which we categorise as events because of all the planning, monitoring and coordination they entail. Such events allow us to offer visitors a unique opportunity to witness the transformation of construction and engineering up close.

By opening our doors to students, partners, customers and the community, our intention is to share knowledge, stimulate critical thinking and reinforce the role of industrialised construction as a response to current challenges – instead of simply telling the story, we want you to experience it.

In a subtle but effective way, events help position Casais as a modern, collaborative, pioneering and people-centred organisation.

Events that mobilise teams and shape the future

Today, events are much more than just special dates on the calendar. They are strategic resources for developing skills, improving safety, uniting teams and bringing to life the culture that sets the organisation apart.

In a global context, where attracting and retaining talent is imperative, events are fundamental levers for sustainable growth.

Events build culture, mobilise people and enhance the brand. This is why we use events to strengthen our commitment even further to training Competent and Safe People who are well-prepared to build the future of the Casais Group.





December
2025
—
Braga,
Portugal

2025 CHRISTMAS GET TOGETHERS

During December, Casais Group employees gathered in various regions and markets for traditional Christmas celebrations where sharing and a festive spirit were the order of the day. Get-togethers were held in all Casais Group markets, bringing together different teams and areas of the Group in a social setting that reinforces a sense of belonging and community.



Among the initiatives in Portugal, the Children's Christmas Party, held on 20 December in Porto and in Lisbon stood out, with shows inspired by The Little Mermaid and The Nutcracker respectively to entertain employees and their families.

On 23 December, the Group's Corporate Christmas Lunch, held at Forum Braga, brought together employees from various business areas, featured messages from Management and the CEO, and included a tribute to employees with 10, 25 and 45 years of service, as part of the Organisational Recognition and Merit Programme, ElogiArte.



GREAT PLACE TO WORK

2025
—
Braga,
Portugal

The Casais Group has once again been recognised as a Great Place to Work, a distinction based on direct employee evaluation. This recognition reflects a critical factor: the stability of its teams.

In a sector marked by a shortage of qualified resources and high deadline pressure, maintaining experienced teams throughout

the entire duration of projects is crucial to ensuring continuity, safety and quality of execution.

✓ 89% of eligible employees feel proud that they belong to the organisation and proud of their contribution to the community.

✓ 93% are proud to see what the organisation has already achieved.



SOMOS UM
**GREAT PLACE
TO WORK**

HEALTH AWARENESS

2025
—
Angola

During October, Casais Construction in Angola marked Pink October with several awareness-raising activities for breast cancer prevention. The initiatives included employees wearing pink items as a symbol of their solidarity with breast cancer awareness, as well as information sessions being integrated into the Weekly Communication Plan.

In November, Blue November was celebrated with two actions dedicated to raising awareness about men's health and prostate cancer prevention. Similar to the October initiatives, employees wore blue clothing and participated in sharing moments, information sessions and group discussions.



APPLE PICKING AT QUINTA DE TIBÃES

2025
—
Braga,
Portugal

Around 150 participants, including Group employees, family members, partners and customers, gathered at Quinta de Tibães in Braga for the traditional apple harvest. Organised by Porta da Loja, the initiative revives a historic agricultural practice in the Minho region and encourages interaction between generations in an informal and friendly atmosphere.





9TH EDITION CASAIS OPEN WEEK

2025
—
Portugal

The 9th edition of Casais Open Week—an initiative that opens the doors of the Casais Group to university students and pupils from primary and secondary schools—welcomed more than 300 young people, who visited the headquarters and various construction sites, where they gained first-hand knowledge of the reality of the construction sector.

One of the highlights of the week was a visit by students from CICCOPN and the University of Trás-os-Montes and Alto Douro (UTAD) to the Staycity hotel construction site in Porto.



TRAINING COURSES IN THE SPOTLIGHT

The Casais Academy kept up a brisk pace of training throughout 2025, conducting 452 training modules covering technical, behavioural and business support topics, all of which were in line with the Group's strategic priorities.

The **Mais Líder Programme** continued to stand out as a central priority for the development of operational leadership, with more than 80 training modules reinforcing the critical skills Team Leaders and Supervisors need, and which have a direct impact

on safety, productivity and quality at work.

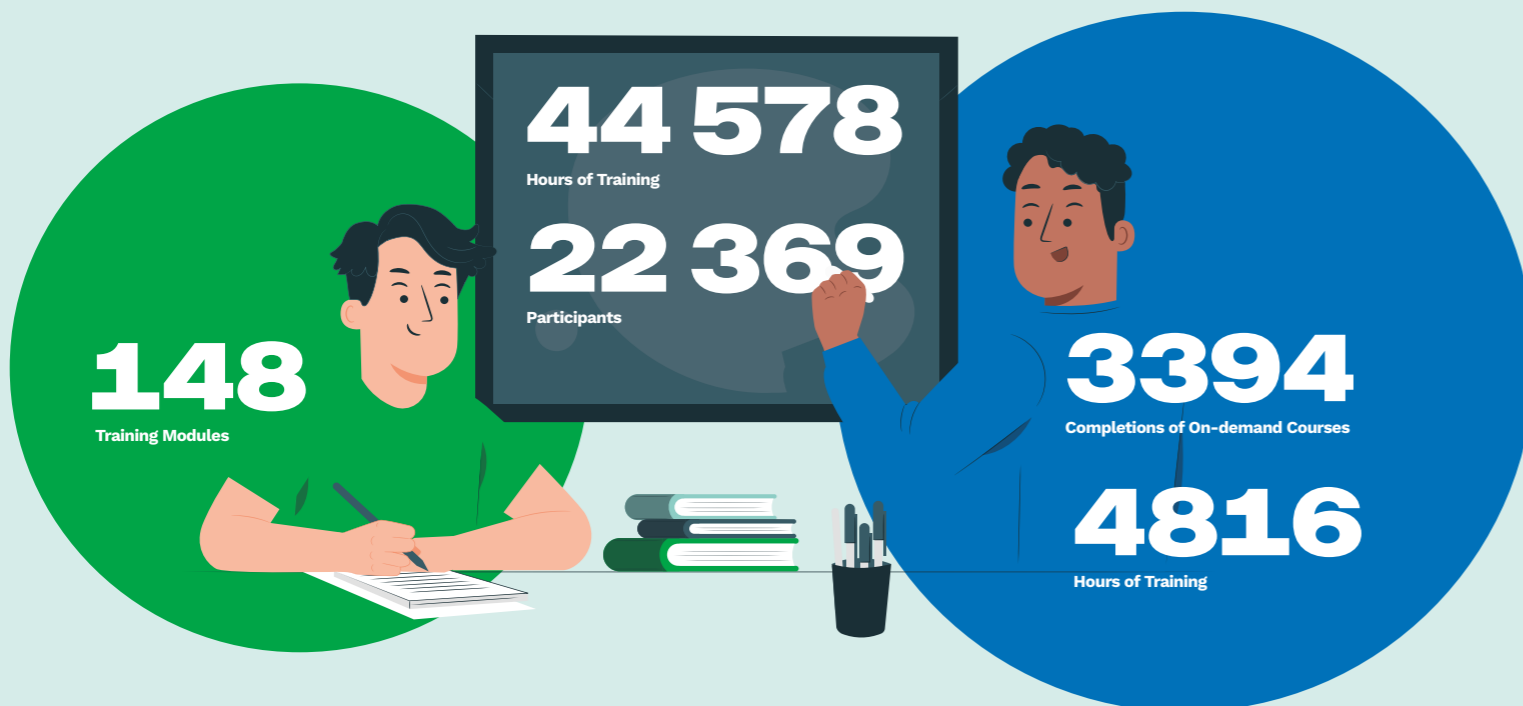
With more than 20 training modules conducted, the **Criar Mais (Create +) Training Courses** continued to be prominent, with a strong focus on technical construction training for bricklayers and machine operators.

Of note is the pilot project underway in Angola for the **Escola na Obra —School on the Job—programme**, a literacy initiative integrated into Casais Angola's strategy that promotes inclusion

and professional development by teaching reading and writing in Portuguese, basic mathematics and citizenship.

These training projects and others in areas such as Personal Development, Operating Systems, Safety, IT, Leadership, Languages and Organisational Culture reinforce the Casais Group commitment to the continuous training of our people, supporting industrialisation, internationalisation and a culture of continuous improvement.

TRAINING OCTOBER — DECEMBER



KEY PARTNERSHIPS DURING 2025

With regard to executive training, in March 2025 we became **Non-Academic Associates of Porto Business School** and in October 2025 we became **Non-Academic Founding Associates of Umi-ngo Exec**, two partnerships that represent a significant step towards consolidating the Group's commitment to valuing human capital, innovation and the building of a more sustainable and competitive future.

With regard to vocational and advanced vocational training, in September and October we launched two editions of the **Site Management** course as part of

the **PROMOV** project. This is a course run in partnership with other construction companies and provided by **CICCOPIN**, with one course offered in Lisbon and another in Maia. We have also become the **Triformis** official partner in respect of Site Management courses, and began the technological specialisation course in Site Management in November. September saw the start of the second year of the **Advanced Construction Technologies** technological specialisation course in partnership with **IPCA**, a partnership structured to train professionals before they join the Casais Group. We have strengthened

our connection with **IPCA** by becoming partners in the **Energy, Telecommunications and Home Automation** technological specialisation course, reinforcing our role in bringing the academic world closer and promoting technical qualifications for the market.

These partnerships reflect a consistent strategy of engagement with academic and training institutions, strengthening the Casais Group's ability to attract, develop and train talent in line with the current and future challenges of the sector.

KREAR IS THE NEW CONSTRUCTION GENERATION



Daniel Granjo
General Manager,
KREAR

The transformation of the construction sector is no longer a vision of the future, but a reality currently in progress. In a world where deadlines, sustainability, labour shortages and cost pressures coexist as ongoing challenges, new production models are emerging that are capable of redefining the way we design, build and deliver buildings. It is within this framework that KREAR has been making its mark, through the execution and implementation of industrialised construction solutions that demonstrate, in practice, how innovation can generate efficiency, collaboration and shared value along the entire supply chain.

One Mission: Industrialise Construction

For decades, the sector was based on what amounted to an artisanal paradigm, dependent on sequential processes and strongly conditioned by external variables such as weather conditions, availability of quality teams and material logistics. Industrialisation turns this model around by

transferring the complexity of on-site works to a controlled factory environment, where structural and architectural components are produced with precision, tracked and subjected to rigorous quality control.

The major advantages of this approach are:

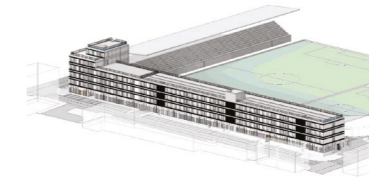
- ▶ Reduction of between 30% and 50% in execution times, because several processes are tackled at the same time, specifically, factory production and on-site preparation;
- ▶ Greater safety, by reducing critical activities on the construction site;
- ▶ Assured quality, thanks to standardised and monitored processes;
- ▶ Fewer wasted resources, because of rigorous planning and optimisation of materials;
- ▶ Cost forecasting, with a more controlled and predictable budget due to the standardisation of processes and reduction of unforeseen events on site.

This is a technological evolution that has brought about a mindset change. Industrialisation requires advance planning, interdisciplinary coordination and close collaboration between draftspeople, architects, manufacturers, contractors and project developers.

Faced with the complex set of circumstances of resource scarcity and growing housing needs, industrialisation cannot be seen as a fad or a choice; it is, in fact, a necessity.

ISCTE Student Residence

First building manufactured and assembled by KREAR



The building, which will be a student residence with capacity for 197 beds, is the result of a partnership between ISCTE, Sintra Municipal Council and Sport União Sintrense.

The building consists of a block of approximately 4,200 m², spread over four floors, all of which are above ground level. Krear's involvement in this Casais Construction contract began with the CREE system above the first floor – on the second, third and fourth floors, to be precise.

The CREE system in this project consists of a central (prefabricated) reinforced concrete beam, hybrid façades (concrete + timber composite pillars) and hybrid floor slabs (concrete + wooden beams).

The ISCTE student residences project is a practical example of the application of industrialised solutions in a real-world context. The project required speed of execution, precision measurement and cost control, all critical factors in student accommodation projects, where the date of completion is non-negotiable.

The project included 234 hybrid floor slabs, 24 T-beams, each measuring 12 metres in length, and 144 prefabricated façades, including window frames and blinds, which were manufactured in a factory and assembled on site following

meticulously planned processes. The result was a significant reduction in overall construction time, while maintaining high standards of thermal, acoustic and structural performance.



The challenges of industrialised construction on site

This new construction process brings with it fresh challenges, particularly in terms of logistics. A detailed study of the lifting equipment required for assembly was necessary, particularly as regards the weight of the components, as well as the measurements and different positions of the mobile crane in a very limited construction site space, where other operations were simultaneously taking place.

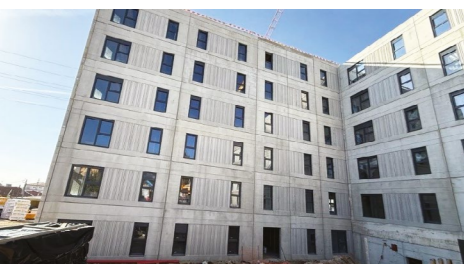
All the components specified in the daily assembly plan were carefully identified in the Krear factory warehouse in Estarreja. They were then loaded onto appropriate lorries which, following the route, made a strategic stop a few kilometres from the construction site, which acted as a buffer. In such cases, the precision of loading and unloading times and communication between teams is essential for perfect coordination.



Perhaps the most important aspect was precisely how the method promoted the integration of different teams. Industrialisation requires decisions—that would traditionally be made on site—to be defined at an early stage, many of them during the design phase. This requires early and ongoing technical dialogue between all parties concerned, a dynamic that engenders greater transparency, trust and predictability.

HCC Mafamude: Deadline as a critical factor

This is a three-building housing development comprising a total of 90 units (one-, two- and three-bedroom apartments) intended for affordable rental in the parish of Mafamude in Vila Nova de Gaia. The new construction is part of the Local Housing Strategy, part of the 1st Right Programme (Programa 1.º Direito), a support programme for access to housing.



During the design phase, Krear contributed to the development of a solution that varies slightly from the established CREE hybrid system. The solution replaced the wooden pillars typical of the CREE system with panels that have both a structural and architectural function.



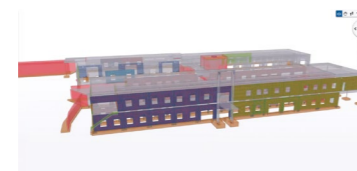
At the HCC in Mafamude, industrialisation demonstrated another of its key attributes: the ability to respond to demanding schedules and flexibility in producing suitable structural solutions.

The solution adopted was based on Krear's completely off-site production of structural elements such as hybrid slabs (8,700 m²) supported by structural panels (8,000 m²), components such as stairs and parapets, thereby reducing uncertainties associated with traditional construction methods. Greater control over each phase enabled us to optimise resources, reduce rework and ensure a high degree of precision.

The industrialised method also contributed to a more organised and safer work environment, with less exposure to risky activities. These aspects result not only in operational gains, but also in social and environmental benefits, in line with ESG practices.



Expansion of the Hospital de S. Sebastião: From structural design to assembly



The third project developed by Krear was for the Páinhas Group. Here, the challenge was to develop a new structural design at Krear using BIM modelling, and prepare for production and assembly.

In healthcare-related infrastructure, where meeting deadlines has a direct impact on community service, construction predictability becomes a strategic factor. This was why the client chose Krear's industrialised solution over the traditional method of construction.



In this context, the prior production of components made it possible to significantly reduce the time spent on site and minimise disruption to normal hospital activities. The quick and precise assembly of the elements helped to limit noise, waste and logistical interference, all of which are essential factors in sensitive environments.

Here, construction innovation directly translated into added value for the end users: healthcare professionals and hospital patients. The works—a technical process—now incorporated a dimension of social and operational responsibility.



The real challenges of industrialisation

Despite the obvious benefits, the industrialisation of construction is not an instant fix, nor is the process free of obstacles. The transition to industrialised construction requires structural and cultural barriers to be overcome. It needs:

- ▶ A change in mindset within the sector, which is accustomed to traditional methods;
- ▶ Initial capital investment in technology and equipment;
- ▶ Digital integration of design, production and assembly processes;
- ▶ Standards and the standardisation of solutions;
- ▶ Training and specialisation of assembly teams (which do not exist in the market);
- ▶ Expertise in complex logistics.

Our experience shows that the biggest challenge is not technological, but organisational. Industrialisation means rethinking decision flows, redefining responsibilities and anticipating stages. It requires planning discipline and collaborative maturity among all stakeholders.

However, it is precisely this requirement that generates value. By promoting early coordination and procedural transparency, industrialisation reduces conflicts, reduces waste and creates a more predictable and efficient working environment.

Value throughout the chain

One of the most transformative aspects of this model is the redistribution of value throughout

the production chain. Instead of concentrating risks and uncertainties in the final stage of construction, industrialisation distributes responsibilities from the outset, allowing each stakeholder to contribute with greater specialisation.

This results in concrete gains:

- ▶ Draftspeople work with greater precision and produce fewer late revisions;
- ▶ Manufacturers operate with optimised production runs;
- ▶ Assembly teams execute simplified processes;
- ▶ Project developers benefit from shorter deadlines and more predictable costs.

It is, therefore, a system that encourages cooperation rather than fragmentation. Construction is no longer a sequence of cycles but functions as an integrated ecosystem.

It is a change that goes beyond the sector

The industrialisation of construction is not just a technical development, it is a movement with economic, environmental and social impacts. By reducing material waste, transport-related emissions and energy consumption on site, it contributes to sustainability goals. By creating safer and more skilled working environments, it places value on people. And by delivering projects faster and with greater predictability, it builds confidence in the market.

In this sense, Krear's experience demonstrates that innovation and responsibility are not opposing concepts, but

complementary ones. Technology becomes a means to achieve broader goals, such as efficiency, transparency, and the creation of collective value.

Conclusion: Building the future through collaboration

The examples of the ISCTE residence, the HCC residence in Mafamude and the expansion of the Hospital de S. Sebastião highlight a fundamental principle: when construction is industrialised, the sector is by definition collaborative. The need for integrated planning requires knowledge sharing, anticipation of decisions and trust between partners.

It is this logic that positions industrialisation as one of the main levers for transformation in the sector. Not only does it speed up construction projects, it redefines the way projects are conceived, executed and delivered to society.

At a time when global challenges demand efficient and sustainable solutions, industrialised construction emerges not only as a valid alternative, but as an inevitability. And it is through concrete projects, implemented in a real-world context, that this vision moves from the realm of possibility to reality.

Building better, faster and with greater shared value is indeed possible – it is already happening.



TERRATEST ACQUISITION

2025
—
Madrid,
Spain

Casais Group acquired the production unit of Terratest in Spain. The newly acquired company, founded 66 years ago, is a leading operator specialising in special foundations and ground improvement. Aside from ensuring the continuation of more than 300 jobs, this integration strengthens the Group's technical expertise in geotechnics, and includes taking over teams, industrial assets, equipment and two factories at sites located in Madrid, Cartagena and Seville.

Terratest joins the Casais Group's Iberian Geotechnical Centre, maintaining its own identity and contributing to strengthening engineering and execution capacity in the Iberian Peninsula and in the international markets where the Group already operates. The operation consolidates critical skills for highly complex technical projects, strengthening the company's presence in the strategic areas of infrastructure and special foundations.



GIBRALTAR'S FIRST CABLE CAR

2025
—
Gibraltar

Casais Construction in Gibraltar will be responsible for the design and construction of the new cable car, one of the most iconic and complex engineering projects in the territory. With a total value of EUR 45 million and set to be completed within 25 months, the project marks the beginning of a new 60-year life cycle for the current infrastructure by putting in place a modern system that will transform the tourist experience at The Rock.

The new cable car will connect Alameda Gardens to the top of The Rock, at an elevation of 412 metres, with cabins for 80 passengers and a journey time of just three minutes. The project includes the complete demolition of existing structures, the construction of two new stations and the installation of new towers and cable systems. The project will be carried out in partnership with Garaventa, a world leader in the sector that recognises Casais' technical capacity to respond to highly demanding construction and environmental challenges.



THE CLASS CONFERENCE

2025
—
Lisbon,
Portugal

António Carlos Rodrigues, CEO of the Casais Group, attended **The Class Conference**, an initiative promoted by **The Class Foundation**, where he presented a clear vision of the role of construction in the future of housing.

In his speech, he highlighted the need for the sector to stop being seen as traditional and slow, and instead take on the role of **driving innovative housing solutions** capable of responding to current social, economic and urban challenges.

5-6 NOV
LISBON

The Glass Conference '25
REINFORCING EUROPE

António Carlos Rodrigues
CEO
Grupo Casais





BUILDER OF THE YEAR

2025
—
Lisbon,
Portugal

The Casais Group was named Builder of the Year in Portugal for the seventh time at the 2025 Jornal Construir Awards in recognition of its excellence, consistency and good practices in the construction sector. This distinction serves to underline the Group's ability to maintain high standards of execution, innovation and reliability in the face of increasing demands from a technical and market perspective.



At the same ceremony, the Valença University Residence was named Best Private Project, developed with using the CREE Buildings timber hybrid (timber and concrete) system. With 24 double rooms and eight single rooms, and covering approximately 1,200 m², the project highlights a more sustainable, safer and more efficient approach to construction in line with the group's industrialisation and innovation strategy.

CASAIS

Prémios Construir 2025

MELHOR CONSTRUTORA EM PORTUGAL

CASAIS MELHOR CONSTRUTORA PORTUGAL PRÉMIOS CONSTRUIR 2025



FIRST CASAIS ENTIREZ PROJECT

Casais Entirez has begun its first project in Saudi Arabia, with the construction of the B.I.T. International School in Riyadh for the client Dur Al Kuttab. This project marks an important step in the group's international expansion into the Middle East, strengthening its presence in markets with high-level technical and operational requirements. The building will have a gross construction area of 13,000 m², divided between a basement, ground floor and three upper storeys. The scope includes structure, architecture and all technical installation specialities, including MEP, and a completion deadline of 10 months.

2025
—
Riyadh,
Saudi
Arabia



WHEN INNOVATION BECOMES THE NORM

Pedro Lopes
Head of
Industrialisation,
Casais Group



For decades, innovation in construction has been mostly incremental: a new material, new software, a new methodology. I grew professionally in an industry where innovation used to mean improving details. Such continuous improvement is still essential, yet it is not enough to transform the industry's production model.

Change becomes structural when innovation ceases to be the exception and becomes part of the ecosystem. When it no longer depends on isolated initiatives but becomes integrated into the technical, industrial and organisational architecture.

The Casais Group is currently transitioning towards integrating the CREE system with industrialised components developed by Blufab, Blumep and Quadrina for the interior of the building.

The CREE system is the basis of a construction model designed as a platform. The hybrid structure is designed to accommodate industrialised components, with a logic of repetition, integration and predictability. This is where Blufab plays a decisive role. By industrialising interior walls, sanitary facilities, kitchens and MEP components, we are distinguishing between what is durable infrastructure and what are replaceable products.

For decades, the base of operations in the construction sector has been fragmented, a structure fraught with multiple subcontractors, late decisions made on site, low predictability, and high waste. The figures show this clearly: low productivity, high waste of materials and a significant environmental impact.

Innovation as a system has arisen precisely in response to this structural problem. It is not about introducing a robot or new software. It is about integrating digital design, manufacturing-oriented engineering, industrial manufacturing, structured logistics and predictable on-site assembly. All this in a single coherent flow.

At Blufab, this vision will materialise in the development of an automated, modular factory that can be integrated with digital systems (MES, BIM2FAB, configurators) that are capable of growing in a structured way.

But let us be clear: this will not happen overnight. The industrialisation of construction is a demanding process of evolution that requires a committed network, alignment of partners and technical maturity. That is why I talk of innovation as a system. A system means repetition with quality, customisation with control, scale with predictability and sustainability that can be measured.





The CREE system allows the creation of buildings with a smaller carbon footprint and greater future adaptability. Blufab manufactures the interior of these buildings with industrial logic, thereby reducing dependence on scarce labour and ensuring less waste.

Together, they create something greater than the sum of their parts: a replicable model of industrialised construction, ready to respond to the housing crisis, ESG requirements and the sector's need for productivity.

In 2025, the Casais Group was honoured with the **Community Hero** award at the CREE Awards, an international recognition given to partners who have contributed most to the development and consistent application of the CREE system. The award was not for a specific building, but a recognition of the Group's ability to transform a construction concept into actual practice, applied on site and developed through experience.



The Casais Group, in conjunction with its industrial solutions, namely the CREE system and interior components developed by Blufab, acts as a living laboratory by not only applying the model, but adapting it, improving interfaces, and integrating industrialised components.

In other words, the award can be seen as an endorsement of the operating model as a whole. It endorses an organisation capable of generating value not only for its own business, but also for a sector that, for decades, has operated mainly along the lines of traditional logic.

When innovation becomes systemic, it no longer depends on individual heroes. It relies instead on organisational architecture, clear processes and product platforms.

We are not merely introducing innovation into construction. We are contributing to redesigning the sector's production model. And redesigning is only possible when innovation ceases to be a project and becomes a system.





December
2025
—
Braga,
Portugal

IN-HOUSE IDEAS TO BUILD THE FUTURE

The **12th edition of Get Together – Out of the Box** brought together Casais Group employees to share ideas and reflect on the future of the sector.

The event featured **10 projects**, highlighting the ambition, creativity and internal capacity to develop solutions with impact. The proposals presented addressed topics such as innovation, industrialisation, sustainability, digitalisation, rehabilitation and talent management



CUESMES PROJECT

2025
—
Mons,
Belgium

The **Cuesmes Project**, in the **Mons region of Belgium**, is **renovating 57 social housing apartments** for **IMAC**, a housing asset management association. The intervention is based on an **integrated solution of prefabricated façades**, with built-in insulation and window frames, as part of the Casais Group's strategy of **industrialised construction and its expansion in the European market**.

The work is being carried out while the buildings are occupied, requiring rigorous planning of execution and logistics, and will significantly improve the existing façades.



COMMUNITY HERO

During CREE Partners Day, the Casais Group and Blufab were honoured with the **Community Hero** award at the **CREE Awards**, given in recognition to organisations that contribute most to the development of innovative and sustainable solutions and the strengthening of collaboration within the CREE network. Casais is now a veritable living laboratory for this technology, with several buildings already constructed using this timber hybrid model that combines timber and

concrete to manufacture industrialised solutions.

The experience gained in various projects has enabled the Group to test, improve and scale this construction system as well as share knowledge and best practices with the international CREE network. This recognition reflects the Casais Group's ability to transform innovation into real project execution, contributing to more industrialised, efficient and sustainable construction.

2025
—
Stuttgart,
Germany



PROJECT OF THE YEAR

2025
—
Belgium

The Beja University Residence received the **Project of the Year** prize at **Eightyseven's End of The Year Trophies** ceremony, held in Belgium. This distinction recognises the technical quality and execution capacity of a project that combines industrialisation, sustainability and construction efficiency. The award reinforces the Group's international reputation and endorses the application of innovative solutions in student housing projects, against a background of demanding deadlines, and high standards of quality and environmental performance.



BUILDING TRUST: WHEN THE IMPACT GOES BEYOND THE PROJECT

Hélder Araújo
Board Member,
Grupo Casais

As part of the celebrations held at the end of 2025 to mark the 50th anniversary of Angola's independence, I was honoured by the President of the Republic of Angola with an award in the Peace and Development category. I accepted this distinction with humility, but also with a deep sense of responsibility. **Rather than a mark of personal recognition, I see it as symbolic of a collective achievement** associated with the path that Casais has been building in Angola over the course of decades in cooperation with local teams, public institutions, private partners and communities, and a recognition of the tangible contribution this work has made to the country's development.

In construction, the impact rarely ends when budgets and deadlines are met and buildings are handed over. Impact is also measured in time, in the steadily built trust, in the quality of the relationships established and in the ability to generate lasting value for the territories and the people who inhabit them.



Building invariably means intervening. Intervening in the territory, the urban landscape, communities, ecosystems, and people's daily lives. Every project leaves traces that remain long after its physical completion. **Construction must therefore be understood as an act of intergenerational responsibility.** What we do today shapes tomorrow's opportunities, forcing us to view each project not only as a technical or financial challenge, but as a strategic decision with long-term social, economic and environmental impacts.

In Angola, this responsibility takes on a particular dimension. It is a young country with intense urban dynamics, sizable infrastructural needs and enormous human potential. Building with these factors in mind requires vision, cultural sensitivity, respect for institutions and a commitment to local development.

Have spanned more than 25 years, Casais's presence in Angola has allowed the Group to participate in a number of economic, social and institutional cycles. This continuity has consolidated **an approach based on resilience, adaptation and a long-term vision.** Throughout this journey, we have been part of structural projects in the areas of housing, institutional buildings, social infrastructure, education, health, energy, water, and roads, each posing its own challenges and providing in-depth lessons about the territory, the regulatory environment, and the importance of working closely with local authorities.

Over and above the completion of many projects, we have built relationships of trust with public and private clients, based on consistency, fulfilment of commitments and the ability to tackle complex situations with seriousness and transparency. The Group's ongoing commitment has enabled sustained investment in local training, which has created **stable structures, qualified Angolan technical teams and an organisational culture aligned with high standards of safety, ethics and quality.**





One of the greatest sources of pride in this journey has been the systematic investment in training local staff. Over the years, thousands of Angolan professionals have passed through our teams, acquiring technical, management and leadership skills. Today, **many of our operations are led by Angolan professionals**, and supporting these journeys of growth is one of the most meaningful legacies of our work in this country.

Valuing territory by valuing people. Long after a project is completed, qualified professionals stay on, multiply knowledge, create new opportunities and contribute to the country's development. Our commitment to employees is also reflected in our ongoing focus on workplace safety, ethical relationships and the creation of professional environments that promote dignity, stability and personal growth.

The notion of shared territory is at the heart of our vision of development. A territory is not just the place where a project is carried out. It is a living ecosystem, made up of people, communities, institutions, infrastructure and natural resources. When a project is designed in an integrated manner, the value generated goes far beyond the physical asset, and leads to local employment, stimulating economic growth, knowledge transfer, improved living conditions and greater social cohesion.



In Angola, we have always sought to work closely with public entities, ministries, local authorities and private partners, aware that **real impact only happens when value is shared and taken on board locally**. This approach requires time, dialogue and proximity to people. It requires mutual trust, which is crucial for the sustainability of projects.

Valuing the territory also implies paying more attention to the environmental impacts of construction. In a global context marked by climate change and resource scarcity, the construction sector needs to assume greater responsibility in this regard. In Angola, the challenge is to strike a balance between development and sustainability by promoting more efficient and resilient solutions that are adapted to local conditions. Ultimately, building better means **building with greater awareness**.

In a rapidly changing world, construction plays a decisive role in urban planning in cities and the provision of public utilities. Executing projects also involves being called upon to think about the territory and contribute to solutions that improve urban resilience, social inclusion and the quality of life of populations. In Angola, **every school, hospital or water supply system represents a concrete opportunity to have a positive impact** on people's daily lives.

Viewed against the background of Angola's 50 years of independence, receiving the award was, for me, a moment of great significance. But it belongs to many. The award belongs to the teams who were on the ground, to the Angolan professionals who grew with us, to all Casais Group employees who work in an integrated manner, to the partners and institutions that have placed their trust in Casais over the years, and to the communities that welcomed us.

Above all, it is a clear reminder that building trust is an ongoing process, based on consistency, respect, ethics and commitment to the common good. We will continue to work with the same ambition as always, doing good, doing things differently and leaving a positive and lasting mark on the territories we share. Because the true legacy of construction lies not only in the buildings that remain, but in the trust that is built with people.



2025
—
Leiria,
Portugal

DISTINCTIONS IN REAL ESTATE AWARDS

At the 7th edition of the Real Estate Awards, organised by Expresso and SIC Notícias, the Casais Group was honoured for two projects that reflect its ability to intervene and provide technically demanding solutions in different urban environments. Fábrica 390 won in the Rehabilitation and Construction – Housing category, while Arena Liga received the award in the New Construction Development – Offices category.

The Ala Siza Vieira project at the Serralves Museum, in which the Group was involved, was distinguished in the New Construction Development – Tourism category. These distinctions recognise the ability to execute rehabilitation, housing, office and cultural facilities projects that have a positive territorial impact, and have a high degree of construction quality and architectural integration.



PRESIDENT OF THE REPUBLIC OF ANGOLA VISITS MUXIMA

2025
—
Angola

The President of the Republic of Angola, João Lourenço, paid a follow-up visit to the urban regeneration works in Vila da Muxima, a project that has had a considerable impact on the development of the territory. The visit allowed him to observe how the works have progressed and to underscore the importance of the intervention to the improvement of urban and social conditions in the region.

As part of the celebrations marking 50 years of Angolan independence, President João Lourenço of the Republic of Angola conferred a Peace and Development award on Hélder Araújo, a Casais Group Board Member. The honour is given to individuals who have made a significant contribution to the country's progress.



COMMUNITY SUPPORT

2025
—
Portugal

As part of its corporate social responsibility actions, the Casais Group promoted two charitable initiatives in Portugal during the Christmas season, mobilising hundreds of employees around the common goal of supporting those most in need.

Through a sponsorship programme developed in partnership with AMI and the Red Cross, it was possible to give several children a happier Christmas, thanks to

the involvement of our employees and teams who joined this initiative with a sense of commitment and solidarity.

The Group also joined forces to support the Vida Norte association, which cares for vulnerable babies in the Braga region. This initiative enabled the collection of several hundred essential items, including hygiene products, nappies, toys and clothing, which helped to meet the spe-

cific needs of dozens of children and families.

During this period, it was also possible to support the activities of 20 other organisations involved in areas such as cancer prevention and treatment, hospital and humanitarian support, emergency protection and response, social inclusion, child and youth protection, and combating poverty and food insecurity.



2025
—
Massangano,
Angola

On 14 October, Carpin Angola delivered 100 school supply kits and 100 food baskets to Aldeia Bairro Novo, in the municipality of Massangano. The initiative helped vulnerable children and families, strengthening the company's connection with the local community.



PORTA DA LOJA LAUNCHES ONLINE SHOP



Porta da Loja, a Casais Group company, has launched an online store, enabling customers in Portugal and Spain to receive fresh fruit, and branded products and hampers directly from the company. The new platform expands its reach and facilitates access to locally sourced products.

Online shop here!



ANCORPOR IS NOW ON INSTAGRAM

Ancorpor is now on Instagram, enhancing its digital presence and contact with customers, partners, and potential employees. The new platform allows users to track the progress of construction work, and is where the company will publish news about projects and communicate more directly with its different audiences.

Follow us here!



November 2025
—
Braga, Portugal

360° SUSTAINABLE CONSTRUCTION

On 5 and 6 November, the Mestre Casais Foundation promoted the first edition of the “360° Sustainable Construction” Executive Programme, bringing together sector professionals and decision-makers for a strategic reflection on the future of construction. The aims of the initiative were to create a space for informed debate on environmental challenges and the responses needed to transform the sector.

Led by José Dinis Silvestre and Marco Frazão Pedroso, the programme was structured around the three main decarbonisation priorities: Product, Construction Sites, and Company. Over the two days, participants combined their technical knowledge and strategic and decision-making skills to analyse the paths towards ecological transition and carbon neutrality.



FMC TALKS FOCUS ON INDUSTRIAL COMPETITIVENESS

October 2025
—
Braga, Portugal

The latest edition of FMC Talks 2025 took place on 28 October at the Hotel Meliá Braga. Isabel Furtado, CEO of TMG Automotive, was the guest speaker. The initiative brought together professionals and decision-makers to discuss the challenges of industrial competitiveness in a changing global context.

During the lunchtime debate, topics such as technological innovation, sustainability and leadership were addressed, highlighting their role in building more agile, responsible and future-oriented organisations.



Alvaro Leite // CASP
Fogão da Breogás



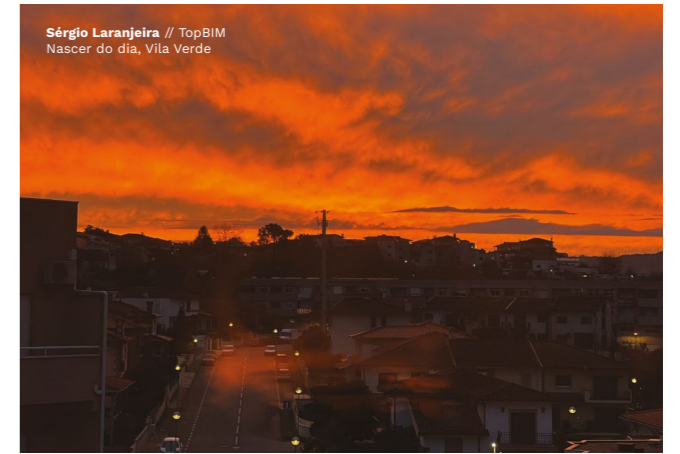
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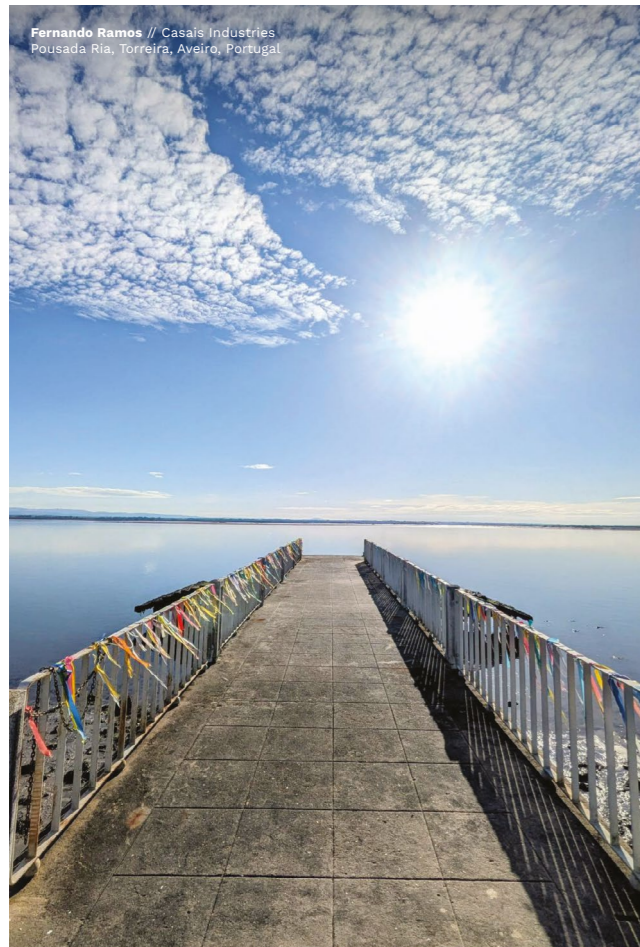
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