



SUSTAINABILITY AT CASAIS GROUP 2025

WELL BUILT FOR WELL LIVING

This document on sustainability reporting within the Casais Group covers 76 companies, which account for approximately 99.8% of the Group's turnover, and complements the information disclosed in the Group's Integrated Report, which was drawn up in advance to comply with the Corporate Sustainability Reporting Directive (CSRD). As well as reflecting the material topics identified in the Sustainability Statement, this publication explores in greater

depth and in illustrative detail the initiatives and activities carried out throughout 2025, highlighting how our sustainability commitments are put into practice. It also includes information on topics which, whilst not considered material for reporting purposes, are relevant to the Group and its stakeholders, and contribute towards a more comprehensive view of our journey and our ambition in the area of sustainability.

TABLE OF CONTENTS



1 MESSAGE FROM THE BOARD OF DIRECTORS	04
2 THE CASAIS GROUP	09
2.1 Organisational Profile	10
2.1.1 Casais Enterprise Architecture	11
2.1.2 The Operating System	12
2.1.3 The Casais Group Around the World	14
2.2 Governance Structure	15
3 VALUE CREATION APPROACH	18
3.1 The Business	19
3.2 Engagement with Stakeholders	24
3.3 Double Materiality	33
3.4 Strategy to Integrate ESG into Business	35

4 STRATEGIC PRIORITIES	39
4.1 Competent and Safe People	41
4.1.1 Employee Management and Development	43
4.1.2 Safety, Health and Well-being	60
4.1.3 Inclusion and Diversity	72
4.2 Ethical and Collaborative Business	75
4.2.1 Ethics and Compliance	77
4.2.2 Human Rights	82
4.2.3 Value Chain Management	84
4.3 Conscious and Innovative Solutions	94
4.3.1 Innovation and Sustainable Design	96
4.3.2 Circularity and Resource Management	106
4.4 Shared and Valued Territory	114
4.4.1 Climate Change	116
4.4.2 Community Relations	123

MESSAGE FROM THE BOARD OF DIRECTORS



António Carlos Fernandes Rodrigues
Casais Group CEO

MESSAGE FROM THE BOARD OF DIRECTORS

Dear Clients, Partners and Employees,

Continuing along the path we have been forging, we present this document as an essential part of our overall communications on sustainability issues. Against a backdrop of stricter regulatory requirements and new European Union directives, we acknowledge the importance of structuring information systematically in a precise, transparent, and comparable manner, while strengthening the integration between financial performance, sustainability, innovation, and our impact on the local community. We believe, however, that sustainability needs to be understood beyond the confines of a technical reporting requirement. As in the previous year, we have opted for an additional format that complements the Integrated Report, enabling us to delve deeper to arrive at clearer, more accessible insights into how we put our strategy and commitments into practice. The construction sector has never been easy, but the times we are living in present their own particular challenges. The shortage of skilled labour, price volatility, climate change, the accelerating pace of technological evolution, economic instability, social challenges, and the growing complexity of projects all pose new challenges to our ability to respond. At the same time, we have a greater responsibility to contribute to

more efficient, sustainable, and long-lasting solutions that meet society's needs.

The sector itself is undergoing a structural transformation too. Construction is no longer just about execution: it is about looking and planning ahead, integrating, and responding intelligently to future challenges. This new paradigm calls for an approach that is more collaborative, more technology-driven, and more focused on creating long-term value.

We recognise that the creation of sustainable value cannot be achieved in isolation. Therefore we continue to strengthen our approach based on strategic partnerships, and foster relationships built on trust and collaboration with clients, suppliers, institutions, and stakeholders. This modus operandi allows us to enhance our knowledge, share risk, and accelerate the implementation of more efficient and innovative solutions, allowing us to strengthen our role as an active agent in transforming the sector and addressing collective challenges.

At the Casais Group, we have been consciously developing our position in this regard, aware that our future competitiveness will depend on our ability to evolve today.

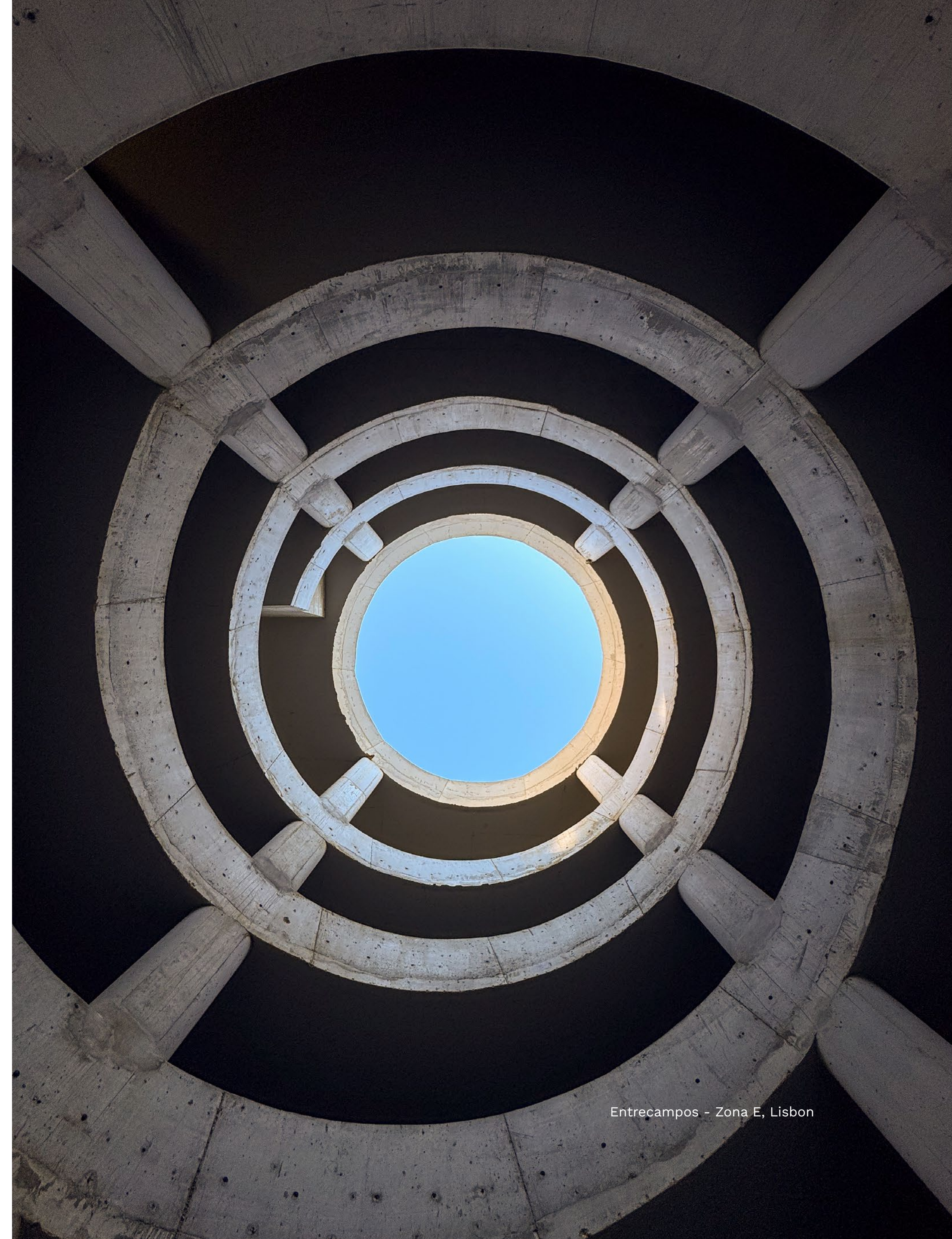


Industrialisation is our most important strategic focus.

This conscious choice of ours is also a response to the challenges of productivity, quality, and the scarcity of resources that the sector faces, and to the challenges related to housing (both in terms of competitiveness and as a way to promote social cohesion), student accommodation and the gap between available capital and implementation capacity. Industrialisation is now a means of scaling up the response, whilst enhancing quality and sustainability. Taking this route allows us to reduce waste and lead times, increase predictability and improve the environmental performance of our projects. We believe that industrialised construction begins with the product – more specifically, how we design, structure, and prepare it for execution with precision and consistency.

The sector's development will inevitably involve greater integration between design, manufacturing and assembly, in line with the concept of configurable products, and should be viewed as a legitimate industry, incorporating, as it does, technology, standardisation, repeatability, digitalisation and structured career paths.

2025 also saw developments in our own organisational structure. We strengthened our management model, clarified responsibilities, enhanced coordination among teams, and increased our execution capacity. Strategy only gains meaning when it is implemented with discipline, precision and consistency, and it is this ability to deliver that continues to set our Group apart.



Entrecampos - Zona E, Lisbon



Our operations remain structured around four strategic priorities:



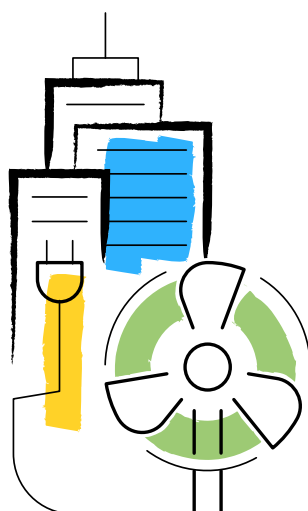
COMPETENT
AND SAFE PEOPLE

We place people at the heart of our organisation. We invest in their training, development and well-being, fostering safe, inclusive and motivating working environments, in the knowledge that it is our people who secure our ability to adapt, innovate and grow.



ETHICAL AND
COLLABORATIVE
BUSINESS

We conduct our business based on the principles of integrity, transparency and accountability. We value long-term relationships based on trust and collaboration, recognising that the complexities of today’s challenges require a collective and coordinated response from the entire value chain.



CONSCIOUS
AND INNOVATIVE
SOLUTIONS

We see innovation as a key driver of transformation. We integrate industrialisation and digitalisation into the development of our projects. We seek to develop more efficient, sustainable and resilient solutions in line with environmental and social requirements.



SHARED
AND VALUED
TERRITORY

We acknowledge the impact of our activities on communities and the territories where we operate. We act responsibly, and contribute to the balanced development of the regions in which we are involved as well as to the creation of a more sustainable environment. We promote job creation and local development by building essential infrastructure, such as schools, hospitals and drinking water systems. And, by using industrialised products, we create affordable solutions that strengthen social inclusion and community cohesion.

MESSAGE FROM THE BOARD OF DIRECTORS

Throughout our journey, the Group's growth has been sustained by a well-structured strategy, market diversification and the ability to adapt to different contexts. Every new challenge represents a fresh opportunity for learning and growth as an organisation.

In a sector undergoing transformation, we know that those who fail to adapt will struggle to find their footing in the future. That is why we continue to evolve with conviction, reinforcing our strategic focus on sustainability, innovation and industrialisation as being fundamental to our competitiveness, so that we can have a positive impact on people, communities and the region.

**Together, we will
continue to build
a better tomorrow.
We are counting on
everyone to help
make it happen.**



Hotel Chelton, Brussels

1|**2**|3|4

THE CASAIS
GROUP

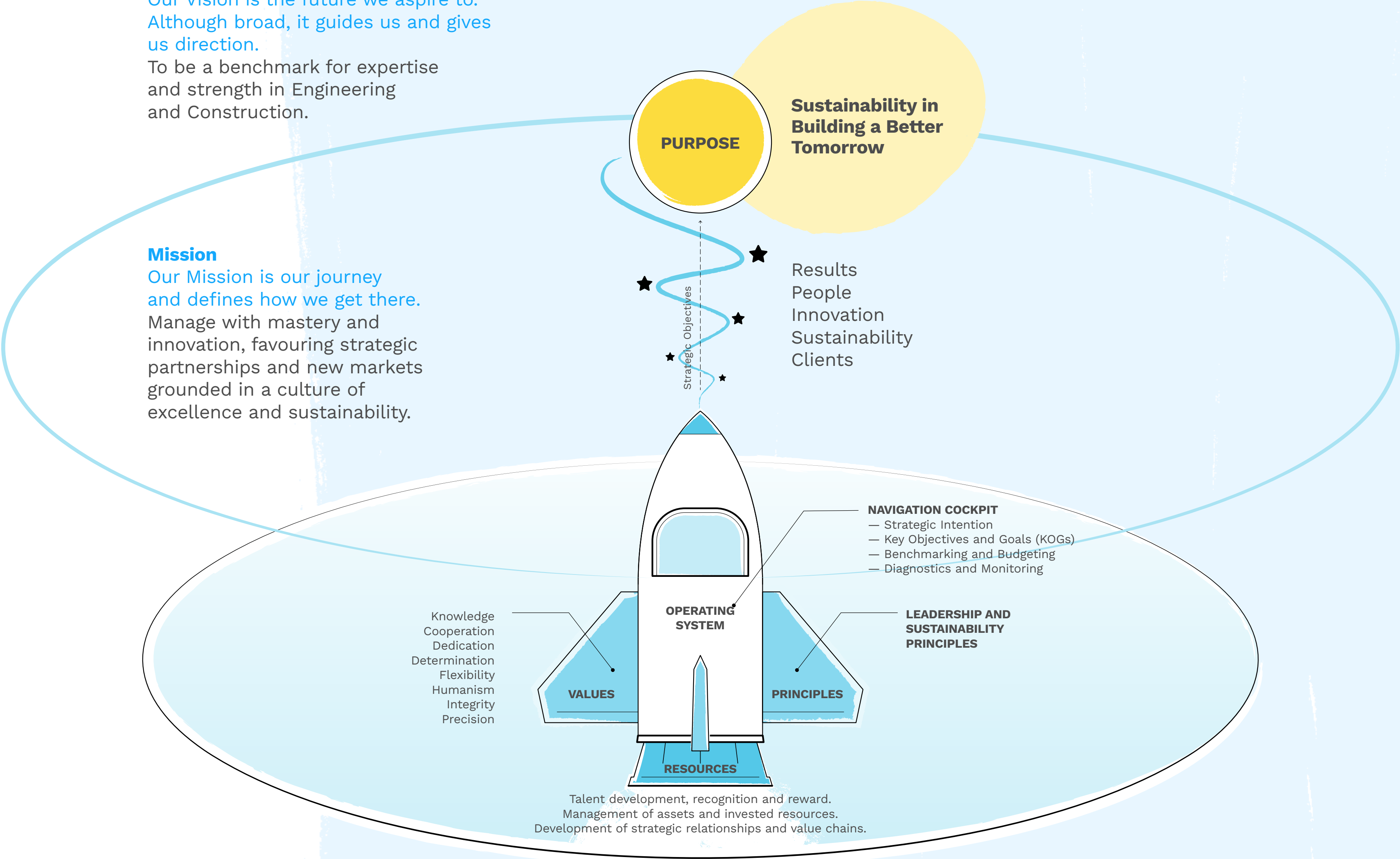
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2.1
ORGANISATIONAL
PROFILE

Our **Vision, Mission** and **Values**, defined in 2008, are rooted in the Group’s heritage and tradition. Ours is an organisation guided by values and principles, which shape and nourish our culture. **Sustainability in the construction of a better tomorrow!** That is our way of saying we want to make a positive impact on society.

Vision
Our Vision is the future we aspire to. Although broad, it guides us and gives us direction.
To be a benchmark for expertise and strength in Engineering and Construction.

Mission
Our Mission is our journey and defines how we get there. Manage with mastery and innovation, favouring strategic partnerships and new markets grounded in a culture of excellence and sustainability.





2.1.1

CASAIS ENTERPRISE ARCHITECTURE

Arquitetura Empresarial Casais (AEC), or Casais Enterprise Architecture, is the organisational, ethical and cultural foundation that guides the actions of all members of our organisation. A true business science, AEC is supported by three fundamental pillars that allow us to move forward with clarity and purpose: Culture, Processes and Resources.

This framework provides guidance and sets standards for every action within Casais. It is our most valuable intangible asset, born of our heritage and traditions, honed by daily practice and designed to serve our clients and the society for which we exist.

AEC symbolises the perfect integration of culture, processes and resources, guaranteeing the sustainability, continuous innovation and success of our organisation. It is this harmonious balance that allows us to build a solid future, in which the Casais legacy is passed from one generation to the next, always with an eye on tomorrow.

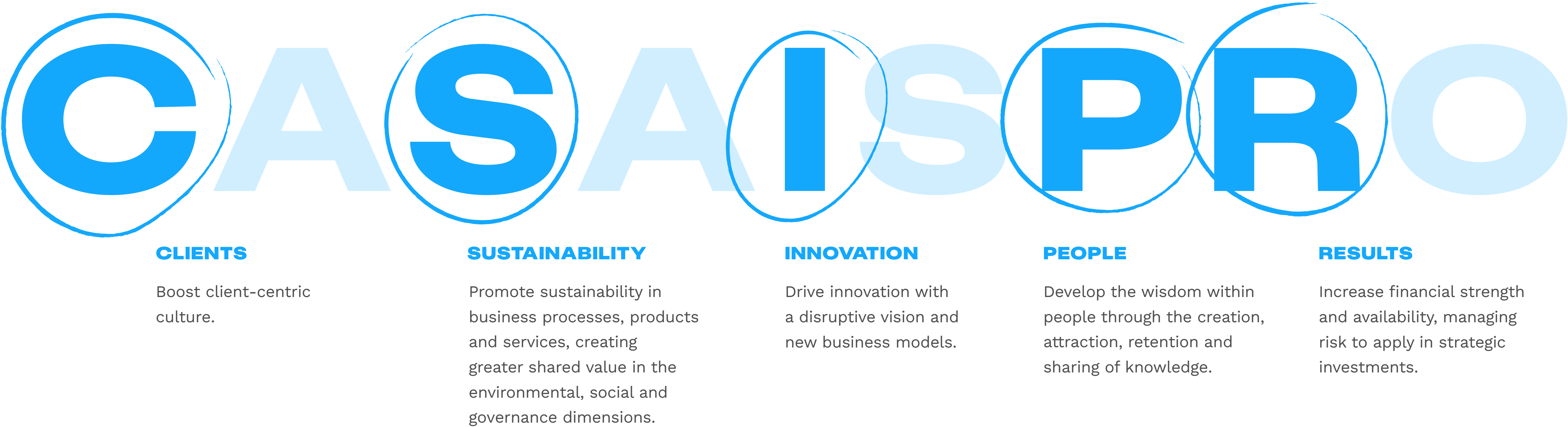




2.1.2
THE OPERATING
SYSTEM

The Operating System is the process that guides us, setting a clear direction that enables us to align our efforts towards our purpose.

We have defined five strategic objectives, which reflect our culture centred on **Clients** and the development of our **People**. At the same time, we promote **Sustainability** and are committed to **Innovation**, enabling us to strengthen our financial stability, which translates into better **Results**. We have summarised this idea in the following graphic:





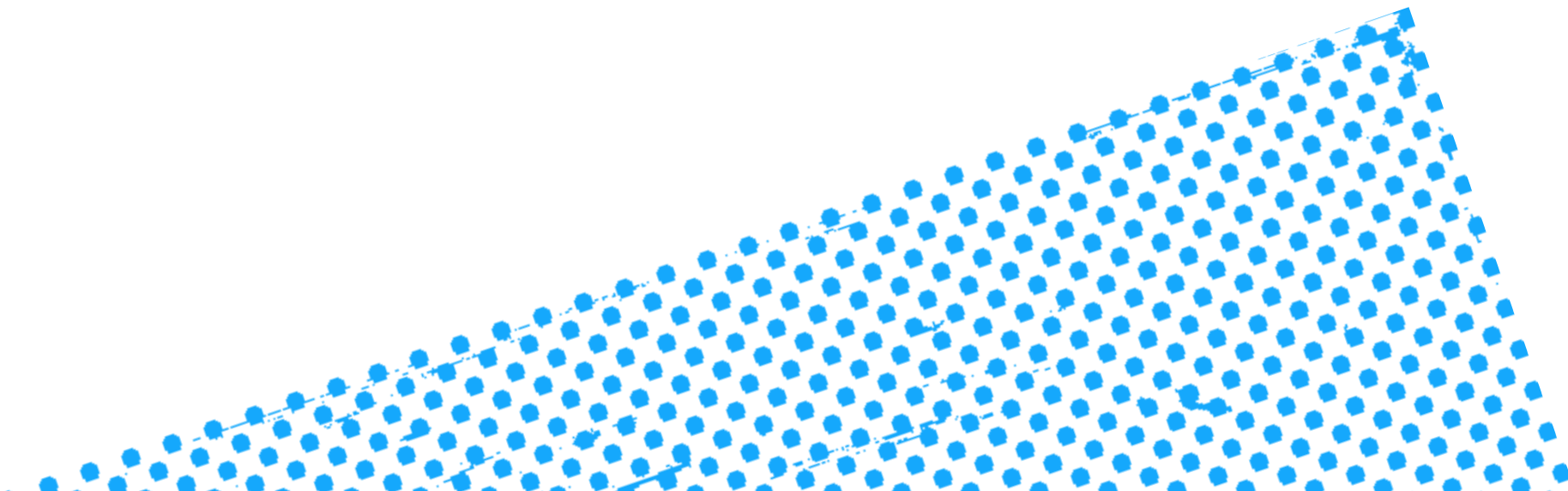
To achieve our defined purpose of “**Sustainability in building a better tomorrow**” we rely on three fundamentals: Principles, Systems and Resources.

Under **Principles** we include **Leadership Principles**, which are reflected in the behaviour of our teams and apply to everyone (regardless of company, position or role), and **Sustainability Priorities**, which stem from the key value-creation drivers associated with the various ESG (Environmental, Social and Governance) aspects and are grouped into four strategic priorities: Competent and Safe People, Conscious and Innovative Solutions, Ethical and Collaborative Business, and Shared and Valued Territory.

For our **Systems**, we have our Navigation Cockpit and an Organisational Structure adapted to our business needs. The Navigation Cockpit defines the strategic intent – the destination we aim to reach, and ensures the strategy is implemented through objectives (Key Objectives and Goals

– KOGs) and controls. Based on the KOGs, the Group’s Strategic Objectives (OEG) are established, and these underpin the Group Annual Objectives (OAG). The **Organisational Structure** enables teams and skills to be aligned, ensuring that everyone understands how to carry out their duties and is clear about their responsibilities and level of autonomy, so as to respond effectively to what is required.

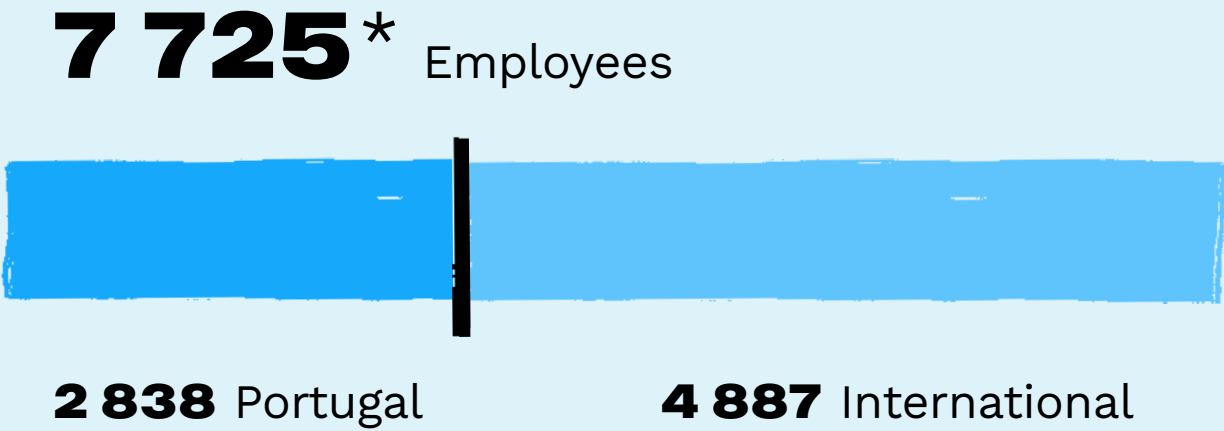
Resources are key to ensuring that our efforts and priorities are aligned, reinforcing that we are on the right track towards our goals. Under Resources, we include talent development, recognition and reward, asset management, invested resources, and the development of strategic relationships and value chains.



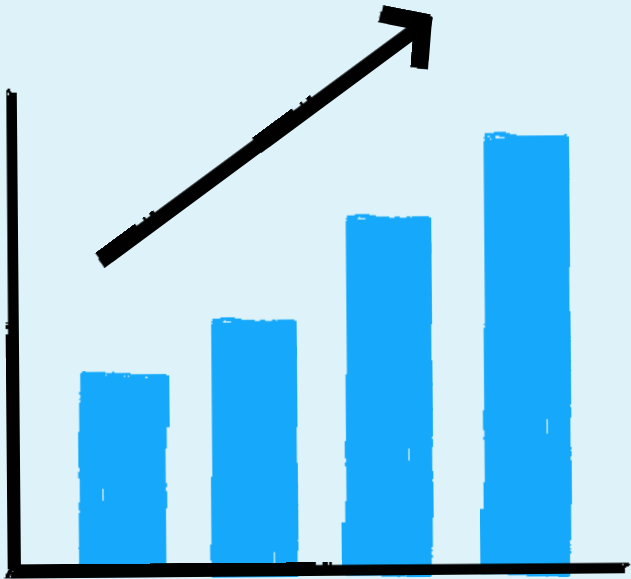


2.1.3
THE CASAIS
GROUP AROUND
THE WORLD

- Sustainability
Priorities
- Competent and Safe People
 - Ethical and Collaborative Business
 - Conscious and Innovative Solutions
 - Shared and Valued Territory

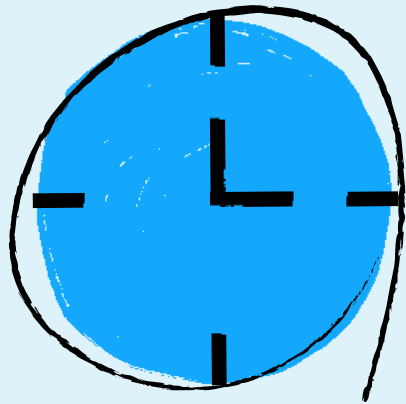


* This report presents data on 7 276 employees from 76 companies.



18
COUNTRIES

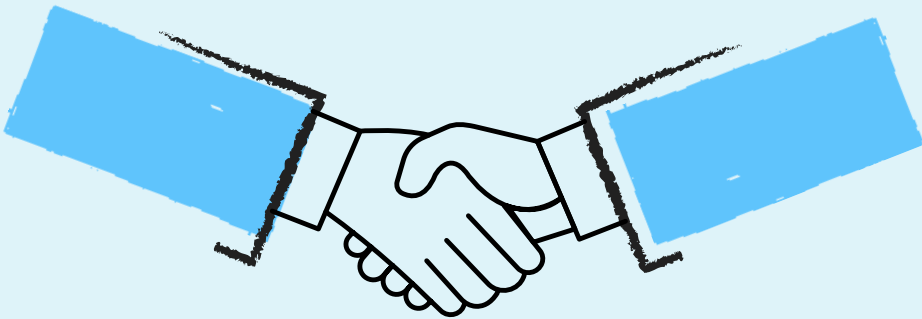
- | | |
|---------------------------|----------------|
| Portugal | USA (Texas) |
| Angola | France |
| Germany | Ghana |
| Saudi Arabia | Gibraltar |
| Austria | Morocco |
| Belgium | Mozambique |
| Brazil | Netherlands |
| UAE (Dubai and Abu Dhabi) | Qatar |
| Spain | United Kingdom |



150 901
Training Hours

37 M€ Investment

5 Strategic Objectives / 14 Annual Objectives
12 Business Objectives / 10 Strategic Projects



86 New Assigned Works

(general contractor)
1 782 Subcontracting Works
6 326 Acquired Materials
1 413 Distinct Suppliers

2.2 GOVERNANCE STRUCTURE

1958

Casais was founded with the designation **António Fernandes da Silva & Irmãos, Lda**

1991

Name changed to **Empreiteiros Casais de António Fernandes da Silva SA**

2008

Company renamed **Casais Engenharia e Construção SA**

Casais Engenharia and 146 other companies currently form part of the Casais Group (Casaisinvest, SGPS, SA, incorporated in 2001), which is managed by the second and third generations of the founder’s family. The governing body is the Board of Directors (BD). The management

body is the Executive Committee (ExCom). The supervisory body is the Strategic Orientation Council (SOC). Sustainability is part of the remit of ExCom, which assumes a cross-functional role across the Group.





**CHAIR OF THE
BOARD OF DIRECTORS**

José da Silva Fernandes
7TH TERM OF OFFICE



VICE-CHAIR

Deolinda da Silva
Fernandes Rodrigues
7TH TERM OF OFFICE



BOARD MEMBER

Teresa da Silva
Fernandes Peixoto
7TH TERM OF OFFICE



BOARD MEMBER

Manuel da Silva
Fernandes
6TH TERM OF OFFICE



BOARD MEMBER

Alexandra Manuela
Fernandes
1ST TERM OF OFFICE



CHIEF EXECUTIVE OFFICER

António Carlos
Fernandes Rodrigues
2ND TERM OF OFFICE



BOARD MEMBER EXCOM

José Mário da
Cunha Fernandes
2ND TERM OF OFFICE



BOARD MEMBER EXCOM

José Carlos da
Rocha Fernandes
2ND TERM OF OFFICE



BOARD MEMBER EXCOM

Hélder Bruno
Simões de Araújo
2ND TERM OF OFFICE



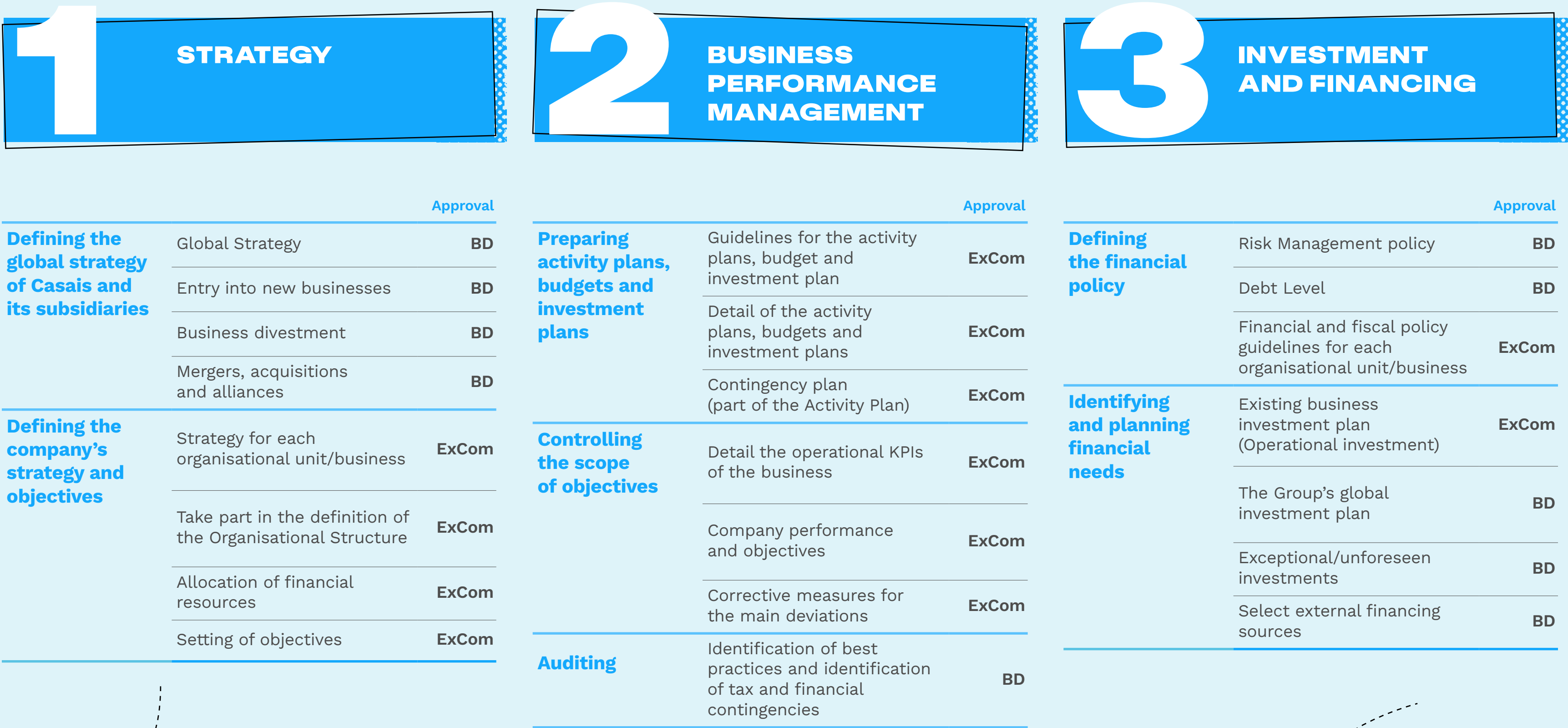
BOARD MEMBER EXCOM

André Miguel Cachada
Pinto da Rocha
1ST TERM OF OFFICE

The Company is managed by a Board of Directors (BD), which has an Executive Committee (ExCom) responsible for the day-to-day running of the Company. In accordance with its Articles of Association, the Board of Directors may set up committees (such as the Ethics Committee). Except in matters falling within the remit of the General Meeting, the Board of Directors is the Company’s highest decision-making body. The Strategic Orientation Council (SOC) is a statutory oversight and supervisory body whose role is to monitor and oversee the actions of the Board of Directors and issues related to corporate governance, sustainability, ethics and conduct and the resolution of conflicts of interest.

The Group's Board of Directors, following an annual agenda, meets to coordinate guidelines and policies that promote transparency, fairness and corporate responsibility. In this context, it is committed to ensuring long-term sustainability and enhancing the Group's value, while always taking into account the various legitimate interests involved in the conduct of its business activities.

The responsibilities of the BD and ExCom are structured as follows:



1|2|**3**|4

VALUE CREATION APPROACH

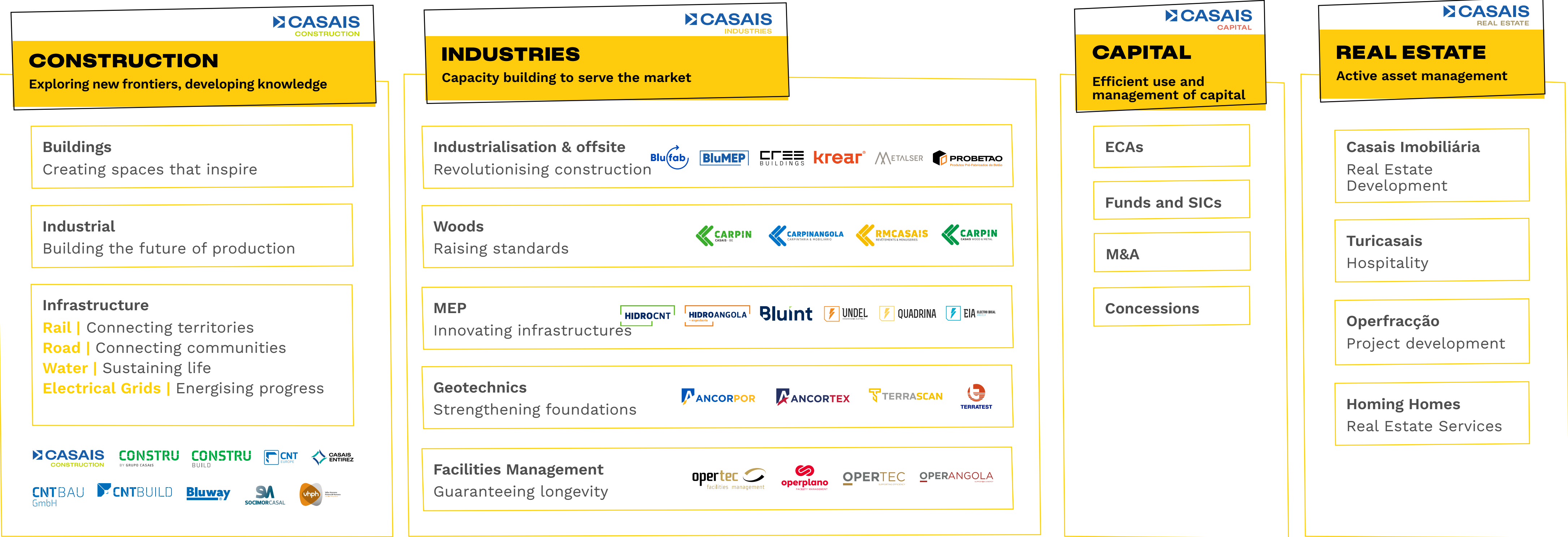
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3.1 THE BUSINESS

Casais Group was founded in the Engineering and Construction sector, but has been expanding its area of operation and now enjoys a presence in Trades and Industries as well as Real Estate Development and Asset Management sectors.

In 2025, it expanded its scope of operations with the integration of Casais Capital, bringing the total to four holding companies, each with its own CEO and Executive Committee. We are present throughout the value chain, working in constant synchronisation with the goal of creating **more value** for the client, building on their vision, and building a better tomorrow. We deliver the works as a whole, but we also execute all the parts.

SKILL PLATFORMS These business units are incubators for innovation and talent development.



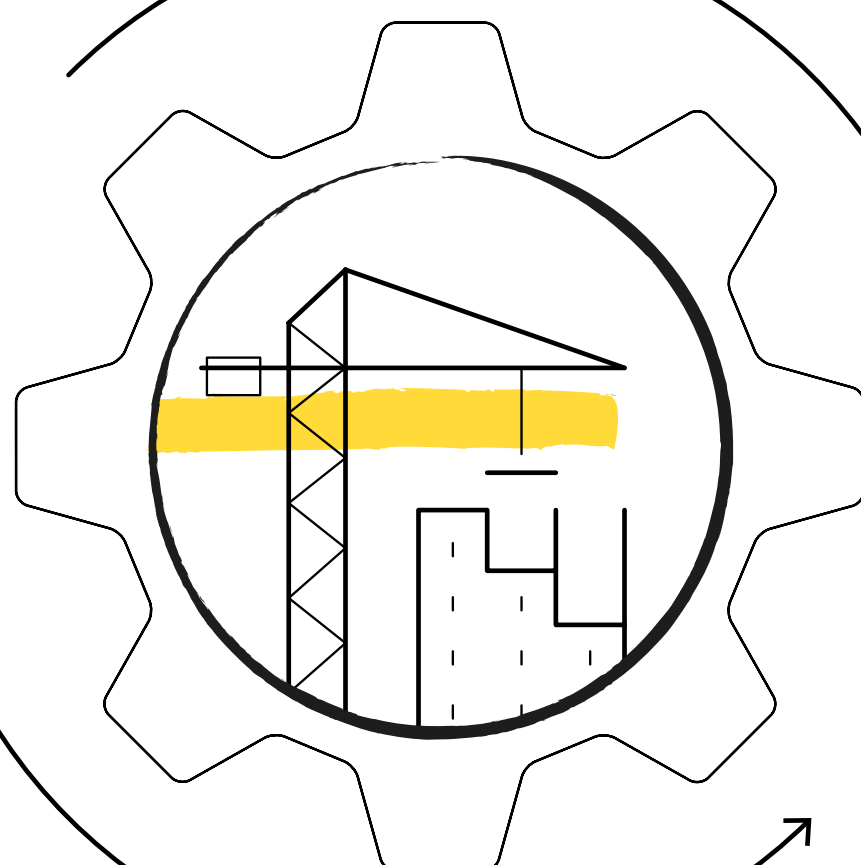
**WE SERVE SOCIETY
AND ITS DEVELOPMENT
TO CREATE A BETTER
WORLD**



**Public and Private
Investment**

- + People**
- + Resources**
(material and equipment)
- + Partners**

**How
Objectives**



Casais' internationalisation process began in 1994 and has been a cornerstone of its organic growth strategy, underpinned by local alliances and partnerships. We currently operate in 18 markets. In a global context characterised by economic, social and environmental change, we play an active role in developing and building solutions that strike a balance between development, well-being and long-term responsibility.

Our work acts as a link between the territory, local communities and the economy, helping to create lasting value. Rather than simply carrying out projects, we seek to make a positive impact in the communities where we operate, encouraging inclusive growth dynamics and resilience, and building the capacity to respond to a constantly changing world.

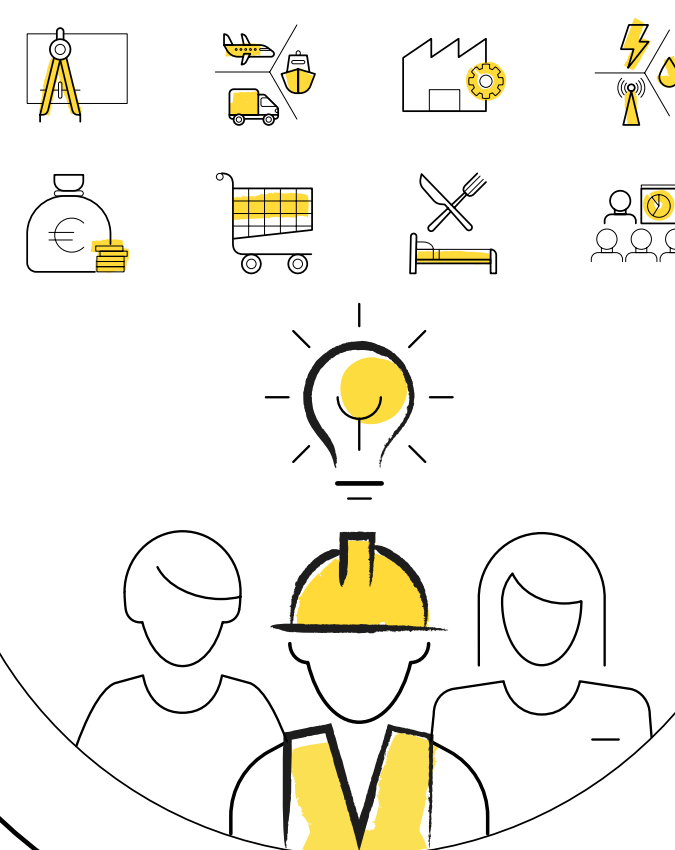
Through an integrated approach, we bring together different countries, people and skills, creating relationships based on trust and long-term partnerships.

This business model has enabled us to strengthen our ability to adapt to different market contexts, whilst maintaining a consistent track record of growth and resilience.

Transform into value



Activate the economy



**People + Capable
Society + Resilient
Companies + Competitive
Habitat + Sustainable**

PRODUCTIVITY

Economy → **Add value**

PEOPLE

Society → **Create more jobs**

PLANET

Environment → **Build a better world**



The Group has made a considerable investment in sustainable construction, having developed several industrialised construction projects. In projects carried out using traditional construction methods, we seek to incorporate more technology and innovation, making them more efficient both in their execution and in their subsequent use. With a focus on innovation, sustainability, development, technology and the impact we have on communities, the Group has adopted the brand positioning of “**Well Built for Well Living**”.



WELL BUILT reflects our performance, commitment to innovation and dedication to resilience, quality, efficiency and sustainability, recognising the importance of structures designed to stand the test of time and withstand adversity.

The words **FOR WELL LIVING** encapsulate our commitment to the Human well-being, comfort and quality of life that the spaces we create should provide, whether it is the intimate space of a home or the expansiveness of a large urban environment.

Over more than six decades of operation, the Casais Group has established itself as a model of stability, competence and excellence in the engineering and construction sector. As a family-run business, we keep alive our heritage of craftsmanship and precision, and our commitment to quality in all the markets where we operate, whilst evolving towards an increasingly professional, innovative and forward-looking model. Our reputation for resilience, adaptability and strategic vision has been widely recognised.

Awards and Recognition in 2025

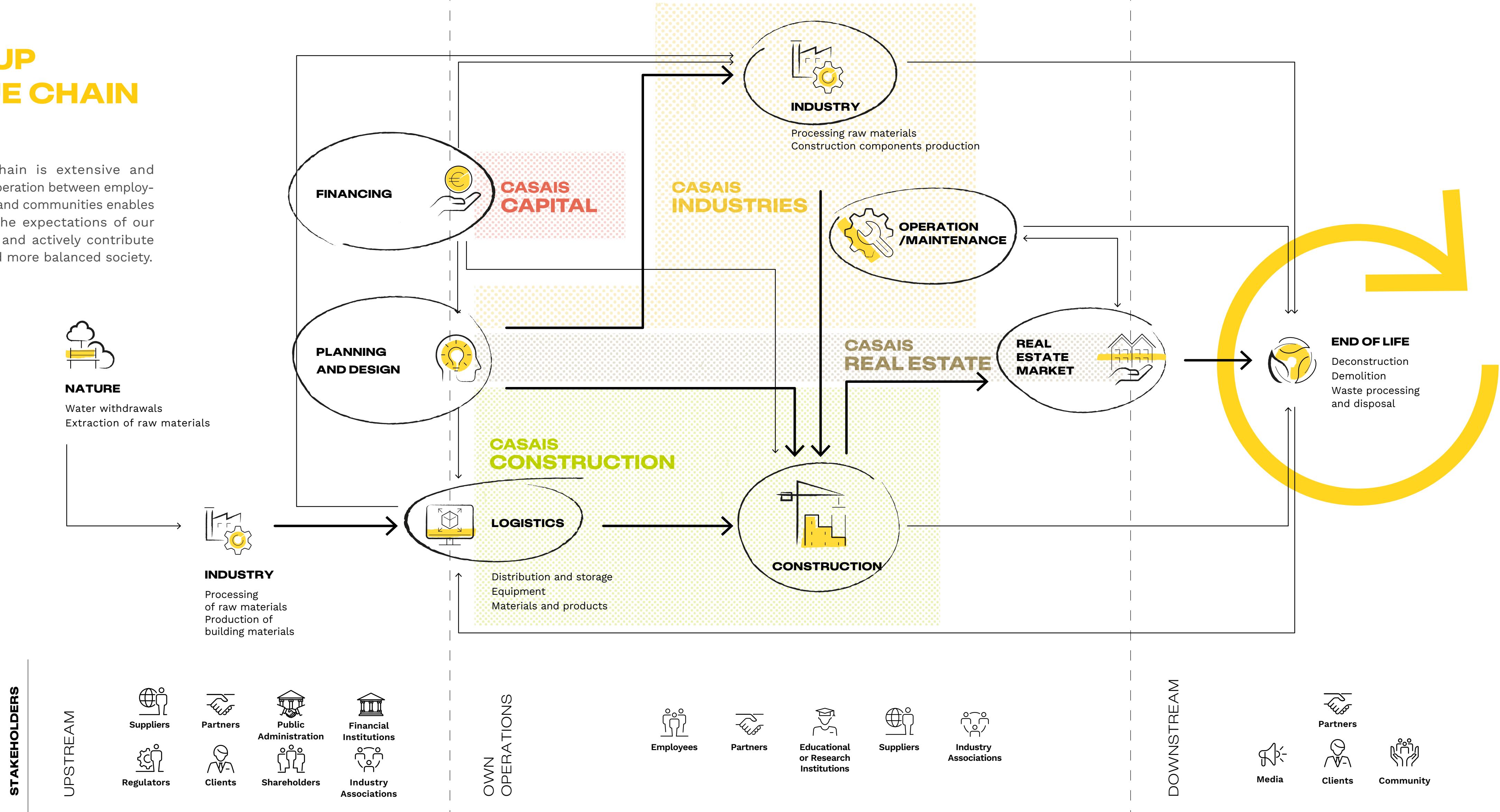
AWARDS AVAILABLE HERE

Group certifications

	ISO 9001	ISO 14001	ISO 45001	NP4492	FSC and PEFC
Casais Construction Portugal	✓	✓	✓		
Blufab	✓	✓			
Carpincasais	✓				✓
Casais Construction Gibraltar	✓				
Socimorcasal	✓				✓
Opertec	✓	✓	✓	✓	
Casais Construction Angola	✓				
CarpinAngola	✓	✓	✓		
Metalser	✓	✓	✓		
Casais Contracting	✓	✓	✓		
Operplano	✓				

GROUP
VALUE CHAIN

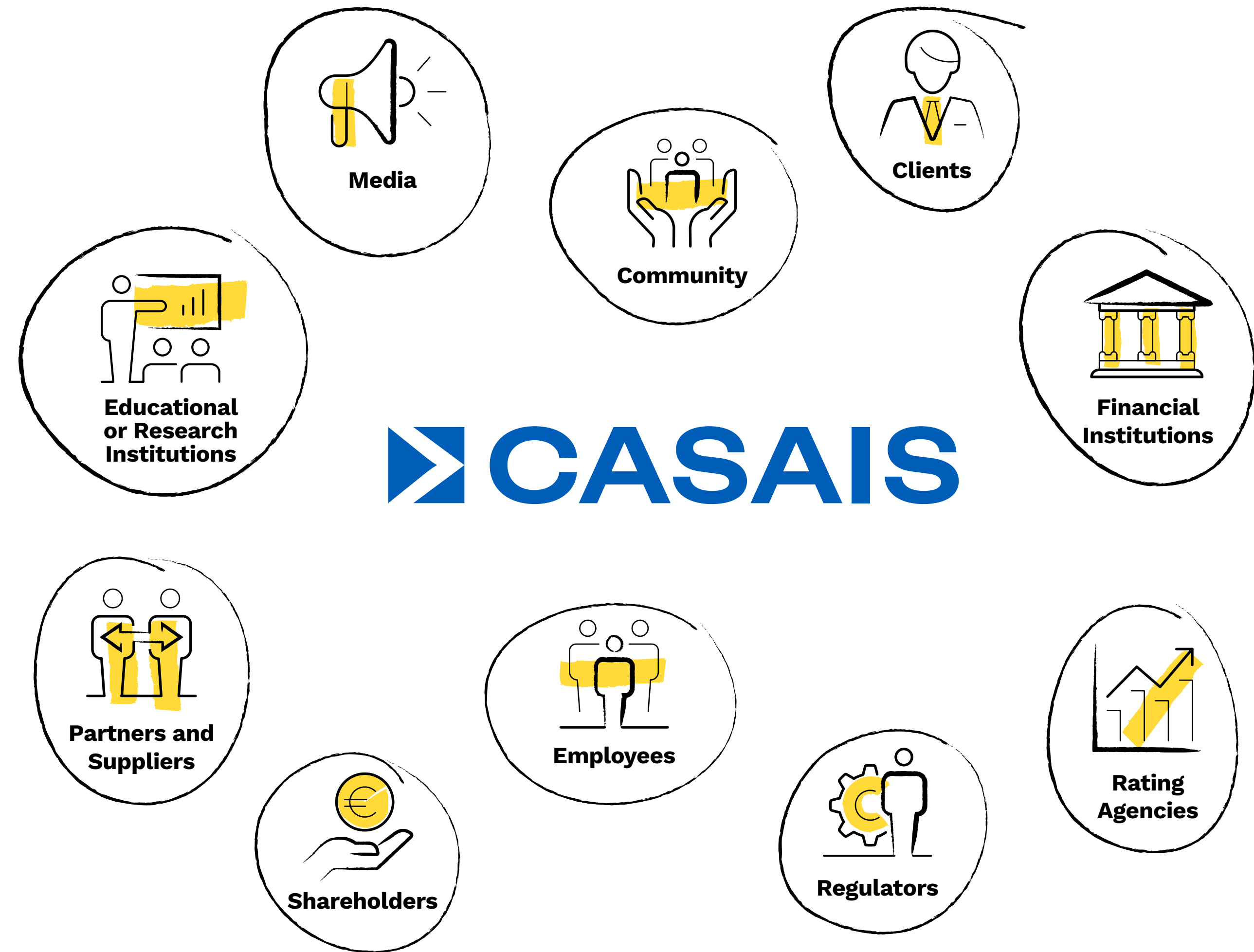
Our value chain is extensive and complex. Cooperation between employees, partners and communities enables us to meet the expectations of our stakeholders and actively contribute to a fairer and more balanced society.



3.2 ENGAGEMENT WITH STAKEHOLDERS

As a construction company, we serve societies and constantly invest in the markets and communities where we operate.

This approach enables us to adapt to the trends, needs and requirements of our stakeholders and incorporate them into our projects, which helps to build more inclusive and resilient communities.



We promote the transfer of wealth and skills by sharing knowledge and fostering collaboration between different stakeholders, such as educational and research institutions and other companies, or by participating in or organising events.

As part of the double materiality assessment, an in-house workshop was held on stakeholder mapping. Group employees took part in this workshop, which gave them an overview of Group companies, their main business areas and the countries where they operate.

In addition, online and face-to-face questionnaires were conducted with stakeholders, and interviews held with internal and external strategic experts who have in-depth and specialist knowledge in the field of sustainability and/or the sector. During these interviews, we gathered information and participants' views as to which

are the areas where the Group has the greatest impact, on the Group's track record and vision for the future in terms of sustainability, and on potential areas for improving the Group's performance. In addition to these ad hoc interactions, we have other channels and ways of communicating with the main stakeholder groups, as shown in the tables that follow. This ongoing engagement improves the quality of our relationships and promotes a culture of innovation and shared knowledge.





STAKEHOLDER GROUP	HOW WE ENGAGE/COMMUNICATION CHANNELS	MAIN CONCERNS/OBJECTIVES AND HOW WE CREATE VALUE
 SHAREHOLDERS	▶ Integrated Report (annual) ▶ Corporate website ▶ Reporting channel for health and safety risks and incidents ▶ General Shareholders' Meeting	▶ Financial sustainability ▶ Awards and distinctions ▶ Environmental impacts and reporting
 PUBLIC ADMINISTRATION	▶ Corporate website ▶ Public surveys ▶ Meetings and visits	▶ Ethics and compliance, i.e., Anti-corruption and bribery policies, codes of conduct and conflicts of interest ▶ Environmental impacts and reporting ▶ Innovation and Sustainable Design ▶ New construction processes ▶ Financial sustainability of communities ▶ Collaboration to implement public policies
 SECTOR ASSOCIATIONS	▶ Corporate website ▶ Events/conferences ▶ Joint initiatives/construction clusters	▶ Ethics and compliance, more specifically, industry standards/directives ▶ Innovation and Sustainable Design ▶ Industry trends ▶ Sharing knowledge and experiences



STAKEHOLDER GROUP

HOW WE ENGAGE/COMMUNICATION CHANNELS

MAIN CONCERNS/OBJECTIVES AND HOW WE CREATE VALUE

 CLIENTS	The Casais Group maintains a regular communication routine with its clients, making weekly contact with clients who have projects in progress. In addition to these routines, Casais has other communication and consultation channels: ▶ The “Casais News” newsletter (quarterly) ▶ Emails with information and news from the Group (monthly) ▶ Whistleblowing channel ▶ Reporting channel for health and safety risks and incidents ▶ Customer help desk Satisfaction surveys are also provided to Casais clients, at two points while the project is in development	▶ Ethics and compliance, i.e., Anti-corruption and anti-bribery policies, codes of conduct and conflicts of interest ▶ Health and safety ▶ Employee management and development ▶ New projects and products ▶ ESG and sustainability certifications ▶ Value chain management ▶ Client/market trends
 COMMUNITY	▶ Corporate website with contact form ▶ Social media (daily) ▶ The “Casais News” newsletter (quarterly) ▶ Whistleblowing channel ▶ Reporting channel for health and safety risks and incidents ▶ Career website ▶ Social responsibility initiatives ▶ Seminars and workshops ▶ Communication of legal environmental requirements	▶ Ethics and compliance, more specifically, with local regulations ▶ Human Rights ▶ Health and safety ▶ Training ▶ Client engagement and satisfaction ▶ Corporate social responsibility initiatives ▶ Environmental, prevention, safety and social compliance and reporting ▶ Local recruitment/employability ▶ Community well-being



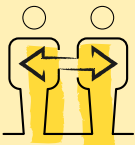
STAKEHOLDER GROUP

HOW WE ENGAGE/COMMUNICATION CHANNELS

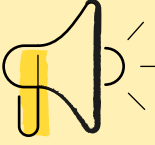
MAIN CONCERNS/OBJECTIVES AND HOW WE CREATE VALUE

 EMPLOYEES	The Casais Group maintains a regular routine of internal communication through: ▶ Communities on Viva Engage (daily) ▶ Weekly Live (weekly) ▶ Internal “Segue-me” newsletter (every two weeks) ▶ Internal technical newsletter, “O Engenho” (monthly) ▶ Intranet (Sharepoint) ▶ Reporting channel for health and safety risks and incidents ▶ Whistleblowing channel ▶ Casais Angola EQP Newsletter ▶ Internal Podcast "Ask the CEO"	▶ Casais ethics and values ▶ Human Rights ▶ Anti-Corruption and anti-bribery practices, conflicts of interest ▶ Safety, health and well-being ▶ Remuneration and recognition policies ▶ Free support service for employees (Human Resources/life plan; financial; legal) ▶ Career management, flexibility and mobility ▶ Employee training and development ▶ Social responsibility initiatives ▶ Group financial sustainability ▶ Data protection
	Additionally, we receive feedback from regular satisfaction surveys on various topics: ▶ Organisational climate study (annual) ▶ Employee satisfaction surveys and consultations (annual) ▶ Employee health and safety surveys and consultations (annual) ▶ Employee follow-up and exit interviews ▶ Team and other events ▶ Management meetings and knowledge sharing	



STAKEHOLDER GROUP	HOW WE ENGAGE/COMMUNICATION CHANNELS	MAIN CONCERNS/OBJECTIVES AND HOW WE CREATE VALUE
 SUPPLIERS	▶ Corporate website with contact form ▶ Whistleblowing channel ▶ Training sessions ▶ Satisfaction surveys ▶ Supplier qualification mechanisms and prerequisites ▶ Partnership model with subcontractors ▶ Collaborative digital interaction platforms ▶ Information webinars for subcontractors, suppliers and third parties ▶ Subscription to the Casais Suppliers' Code of Ethics and Conduct ▶ The “Casais News” newsletter (quarterly) ▶ Reporting channel for health and safety risks and incidents ▶ Casais Partners’ Meeting ▶ Meetings and visits to facilities and construction sites	▶ Ethics and compliance, i.e., Anti-corruption and anti-bribery policies, codes of conduct and conflicts of interest ▶ Health and safety ▶ Human Rights ▶ New projects and products ▶ ESG Certifications ▶ New procedures and best practices ▶ Knowledge sharing ▶ Inclusion and Diversity ▶ Affected communities and social responsibility practices ▶ Attracting and retaining talent ▶ In the case of subcontracted suppliers, Casais collaborates in the administrative process to legalise its foreign employees ▶ In the case of partners, collaboration on progressively more sustainable projects
 PARTNERS		
 EDUCATIONAL OR RESEARCH INSTITUTIONS	▶ Corporate website with contact form ▶ Reporting channel for health and safety risks and incidents ▶ Whistleblowing channel ▶ Career website ▶ Job fairs and university fairs ▶ Partnerships with local universities, particularly as part of the internship programme	▶ Recruitment and integration of students into the job market ▶ Inclusion and Diversity ▶ Collaboration on research, studies and theses ▶ Knowledge and experience sharing ▶ Merit awards and scholarships ▶ Promotion of Innovation and Sustainable Design



STAKEHOLDER GROUP	HOW WE ENGAGE/COMMUNICATION CHANNELS	MAIN CONCERNS/OBJECTIVES AND HOW WE CREATE VALUE
 FINANCIAL INSTITUTIONS	▶ Corporate website ▶ Financial and sustainability reporting	▶ Ethics and compliance, namely, anti-corruption and anti-bribery policies ▶ Sustainable investments ▶ ESG Certifications and reporting
 MEDIA	▶ Corporate website ▶ Advertising agency	▶ Awards and distinctions ▶ Knowledge sharing/Innovation ▶ Affected communities and social responsibility practices
 REGULATORS	▶ Corporate website ▶ Responses/involvement in public consultations on proposals for new or amended standards	▶ Ethics and compliance, in particular, with sector-specific standards and local regulations ▶ Fair competition

Strategic partnerships play a central role in the way we conduct our business, enabling us to strengthen our capabilities, share knowledge and maximise innovation. These relationships, based on trust and a long-term vision, are key to our ability to adapt and grow in different markets.

Strong partnerships lead to more innovative and sustainable solutions with a lasting impact.



BCSD Portugal - the Business Council for Sustainable Development Portugal—is a not-for-profit organisation that brings together and represents leading companies in Portugal that are committed to the transition to sustainability. As members of this association, we signed its "Towards an agreement for nature at COP15" and "Towards COP27" manifestos.

We have signed the Pacto de Mobilidade Empresarial de Braga —the Braga Business Mobility Pact—(PMEB), and so have committed to thirteen initiatives in our business mobility plan. We also took part in two taskforces (TF): i) TF Climate Risks, with the aim of creating a Business Guide to Climate Risks and Opportunities (published in February 2024), and ii) TF Value Chain and Circular Economy, focused on sharing and promoting sustainable procurement practices and circularity in the value chain and business model.



BUILTCoLAB - We are on the Board of Directors of BUILT CoLAB—the Collaborative Laboratory for the Built Environment of the Future—which is engaged in research, innovation and knowledge dissemination activities in the AEC (Architecture, Engineering and Construction) sector.



GRACE - Empresas Sustentáveis - We are members of this association whose role is to collaborate with organisations that are committed to sustainable development and to incorporating, innovating and inspiring social responsibility practices. We seek to share knowledge and have taken part in various webinars and training courses on the themes of Sustainable Development and ESG and in the SDG 13 Climate Action Cluster, which aims to provide knowledge on the concept, causes and effects of climate change, and publicise good practices.



Smart Waste Portugal - We are members of Smart Waste Portugal, where we actively participate in debates and share knowledge, ensuring that our practices are aligned.



AICCOPN – We are members of the Board of Directors of the Portuguese Association of Civil Construction and Public Works Industries (AICCOPN), an association that gives voice to the concerns and interests of businesspeople in the sector.



Ordem dos Engenheiros – Região Norte – We are members of the Assembly of Representatives of the Ordem dos Engenheiros, which represents Bachelor and Master degree engineering graduates, ensures access to and exercise of the profession, and promotes ethics and the development of engineering in Portugal.



CVR - We sit on the Board of Directors of CVR – Centro Valorização de Resíduos, a waste recovery centre, whose mission is: "To support industry and municipalities in devising innovative waste management options, respecting the stages of the process in a cost-effective and environmentally correct manner appropriate to each particular situation."



Pacto Climático de Guimarães – We are signatories to the Guimarães Climate Pact, an initiative of the Municipality of Guimarães that aims to unite citizens, companies, institutions and the municipality in joint efforts to decarbonise and achieve climate neutrality by 2030.



LNEC: We have signed a memorandum of understanding with the National Civil Engineering Laboratory (LNEC), reinforcing our commitment to the development of technical expertise, scientific collaboration and innovation in the construction sector. This partnership will enable us to further develop joint projects with a strong focus on research and technological development.



Fundação da Construção – We are co-founders of the Fundação da Construção, alongside 13 other leading companies in the construction and project sector in Portugal, the Ordem dos Engenheiros, the Ordem dos Arquitetos and the Ordem dos Economistas. The aim of this foundation is to help identify the country's actual needs in terms of infrastructure and buildings, and to draw up a strategy for the sector.



3.3

DOUBLE MATERIALITY

0

STEP 0

Identification of tasks and responsibilities

Definition of the various tasks required, responsibilities and deadlines. Selection of the type of documents/outputs for the various tasks and identification of the role and involvement of the highest governing body in the process.

1

STEP 1

Context analysis

This stage included benchmarking against four companies in the sector to identify Impacts, Risks and Opportunities (IROs) and material topics; an internal workshop to map stakeholders; online and face-to-face questionnaires for stakeholders; interviews with 11 internal and external experts in various fields of knowledge or practice, such as sustainability, sustainable investment, construction materials and solutions, client and partner perspectives, sectoral perspectives, and strategic and operational perspectives; and an analysis of the new (CSRD and ESRS) reporting directives/standards. This analysis took into account dependencies throughout the value chain, in particular those relating to natural and other resources, to specific stakeholders, and to political or regulatory factors.

2

STEP 2

Creation of the list of IROs

Identification of pre-existing IROs across the Group’s various areas and of others identified in the previous step (Context analysis). These IROs were subsequently linked to issues/topics suggested by the ESRS and derived from the benchmarks carried out.

3

STEP 3

Assessment of the IROs

A total of 27 in-house experts were identified by subject area and from the three largest companies (accounting for 78% of turnover) to carry out the assessment of the IROs identified. The assessments were carried out in accordance with the criteria set out in the directives.

4

STEP 4

Creating the double materiality matrix

The threshold above which materiality is deemed to apply to the Group was identified.

The placement of each topic in the double materiality matrix against axes of “Impact materiality” and “Financial materiality” was based on the highest scores for the IROs associated with each topic. Once the topic had been categorised in the matrix according to the scores awarded, those topics that exceeded the threshold on each of the axes were considered as material (exceeding the threshold on just one of the axes is sufficient for the topic to be considered material).

This step concluded with the approval by ExCom of the material topics.

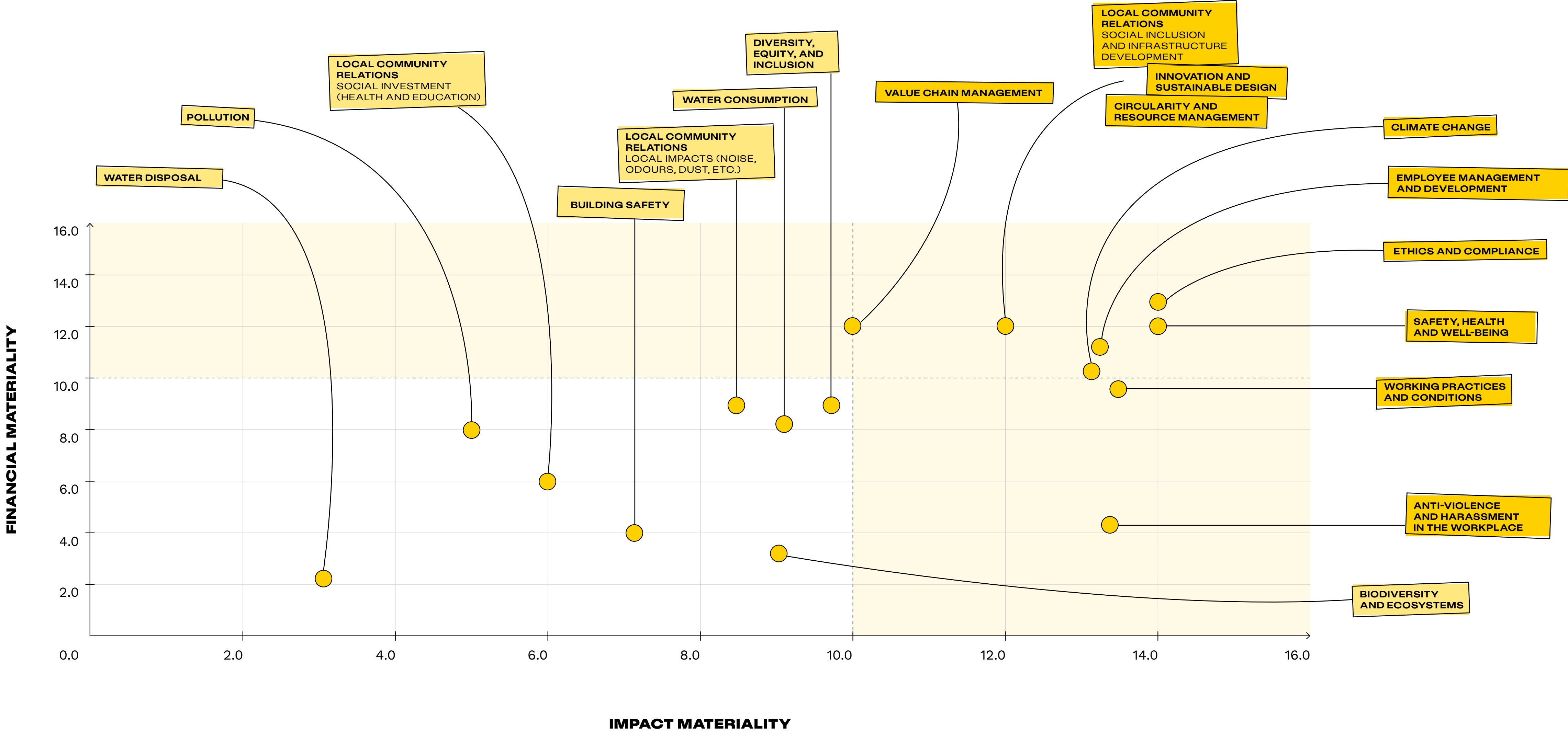
As mentioned earlier, we are preparing for the mandatory reporting requirements under the Corporate Sustainability Reporting Directive (CSRD) and, therefore, applying the European Sustainability Reporting Standards (ESRS) in advance. The ESRS provide a framework for disclosing information on risks and opportunities

arising from social and environmental issues within companies (outside-in) and on the impact of companies’ activities on people and the environment (inside-out) – Double materiality.

We took the following steps to identify the material topics for the Group:



The result was the double materiality matrix below:



1

2

3

Value Creation Approach

4

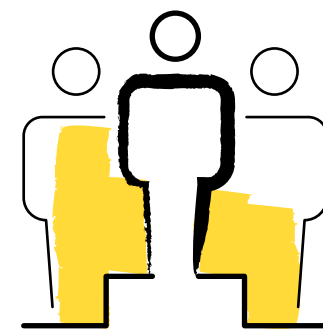
3.4 STRATEGY TO INTEGRATE ESG INTO BUSINESS

The integration of ESG principles into the Casais Group's business reflects an increasingly structured vision focused on creating long-term value.

This constitutes not only a commitment, but it is also an intrinsic part of how we plan, make decisions and implement them, ensuring that the Group's growth is accompanied by a positive impact on communities.



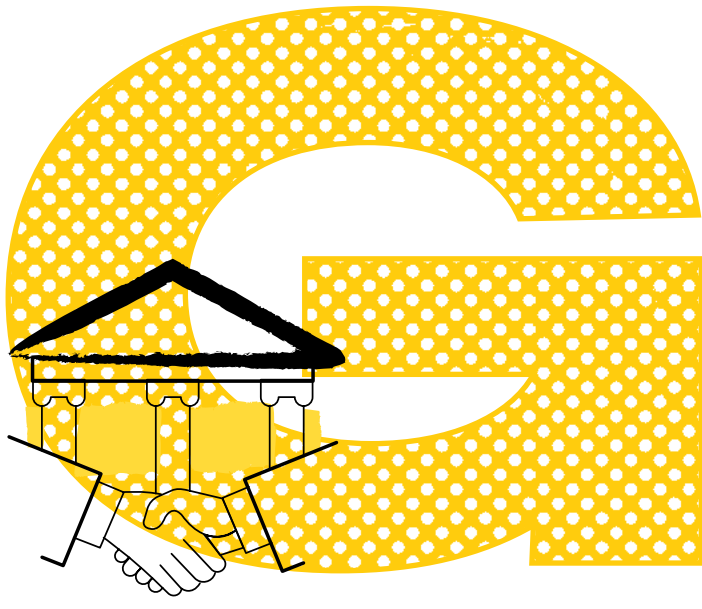
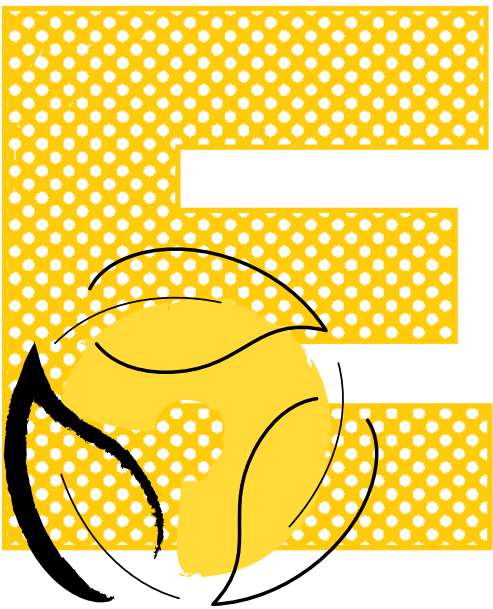
ENVIRONMENT



SOCIAL



GOVERNANCE



We seek to integrate and prioritise environmental, social and governance criteria in the projects in which we participate, contributing to more responsible solutions that are aligned with today’s challenges.

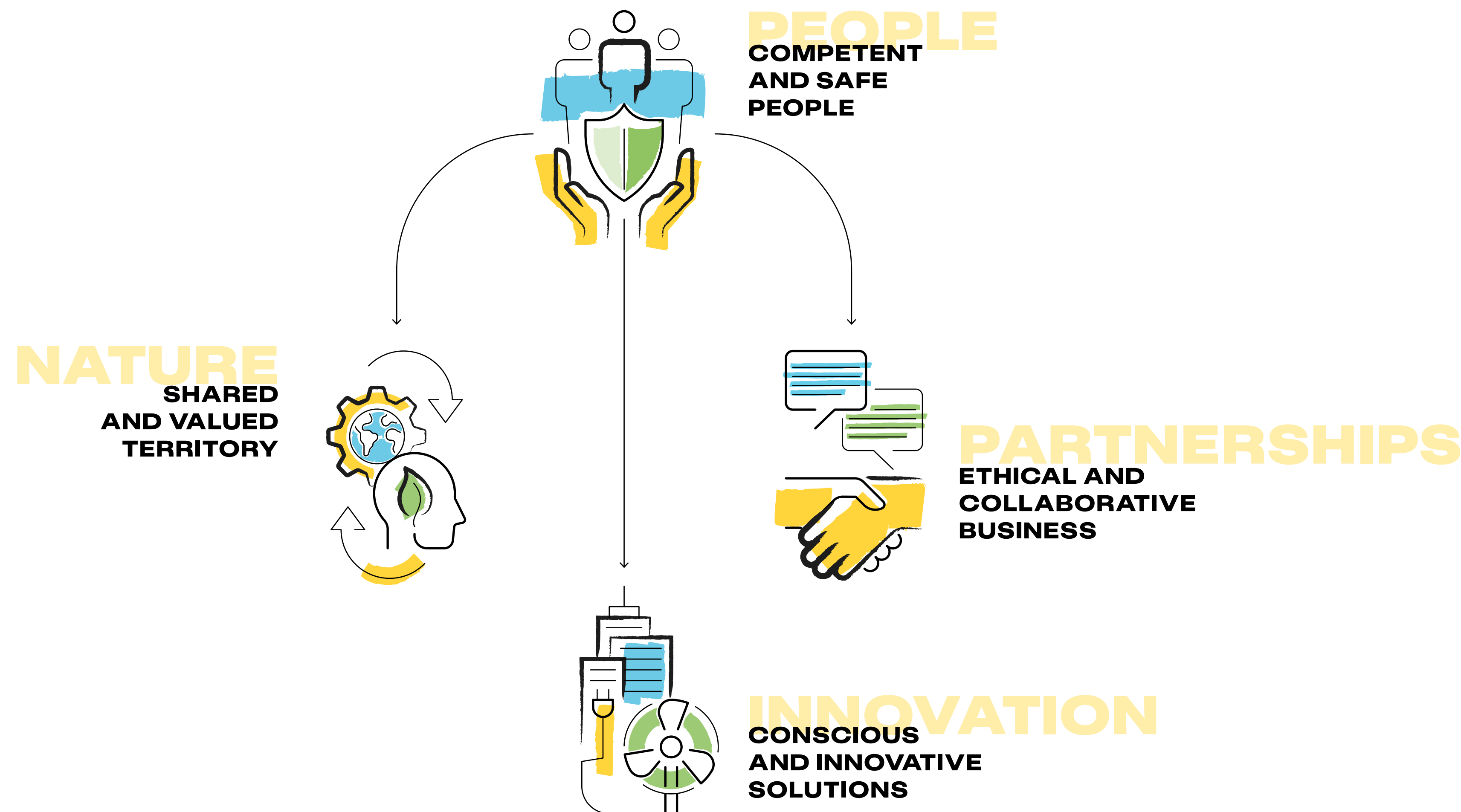
We see each new project as an opportunity to reaffirm our commitment to a more sustainable world. We are committed to transformative construction methods that address social and environmental needs, and to infrastructures that help build more inclusive, equitable and resilient communities.

In the **Environmental** sphere, we direct our efforts towards incorporating sustainable and innovative solutions into our projects. We are focused on developing buildings and infrastructure using construction practices that minimise environmental impact. We regard industrialisation, digitalisation and solutions such as the CREE system (a modular, timber-hybrid method using a timber and concrete composite) as drivers of transformation in the construction sector. These approaches are based on combining materials and construction systems that promote durability, adaptability and the future reuse of components, waste reduction and resource optimisation.

As regards the **Social** aspect, we place people at the heart of our operations. We are stepping up investment in the development and upskilling of our staff, and we promote safe, inclusive and motivating working environments. Our work also extends to the communities where we operate, seeking to make a positive impact through projects that improve quality of life, promote social cohesion and address the specific needs of local areas. We value close relationships with our stakeholders based on respect, trust and the creation of shared value.

In the area of **Governance**, we foster an organisational culture grounded in responsibility, precision and consistency, ensuring relationships of trust with our stakeholders. Our presence in different regions underscores the importance of operating consistently and with respect for local contexts, whilst maintaining high standards of conduct and contributing to sound management, in line with a vision of long-term stability and sustainability.

Our strategic priorities are defined on the basis of a comprehensive analysis of the impacts of our activities, as well as the factors that influence the Group's performance and sustainability: This approach enables us to structure the integration of ESG principles consistently, in line with the challenges facing the sector and our stakeholders' expectations. It is against this background that we have organised our activities around our four strategic priorities:





Each of the strategic priorities is clarified in terms of its scope and value creation. The ambitions and respective commitments for each of the three facets of ESG were also defined.



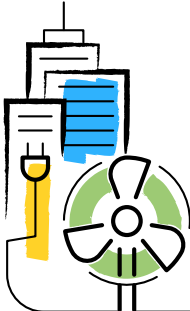
COMPETENT AND SAFE PEOPLE

Valuing and protecting people to promote a solid and long-lasting business.



ETHICAL AND COLLABORATIVE BUSINESS

To conduct business ethically with our partners for a fairer society.



CONSCIOUS AND INNOVATIVE SOLUTIONS

To be a benchmark in the democratisation of innovative solutions that meet environmental, social and climate challenges.



SHARED AND VALUED TERRITORY

To transform the territory with awareness of the long-term impacts on heritage, communities, and ecosystems.



Material topics

- Employee Management and Development
- Safety, Health and Well-being



Additional topics

- Inclusion and Diversity



Ambitions

- Work with employees to enhance the social role played by Casais
- Increase the attraction and retention of talent
- Zero accidents



Material topics

- Ethics and Compliance
- Anti-Violence and Harassment
- Value Chain Management



Additional topics

- Human Rights



Ambitions

- All suppliers aligned and involved with Casais' ESG ambition
- Incorporate ESG criteria in all significant investments
- Zero tolerance for corruption in all geographical regions



Material topics

- Innovation and Sustainable Design
- Circularity and Resource Management



Ambitions

- Significantly increase the integration of sustainable building processes
- Circularity and Resource Management in new projects
- Target innovation resources towards low-carbon/sustainable solutions
- Reduce waste and enhance its reuse



Material topics

- Climate Change
- Community Relations



Ambitions

- Increase the number of people impacted by social action projects
- Net zero by 2045



1|2|3|4

STRATEGIC PRIORITIES

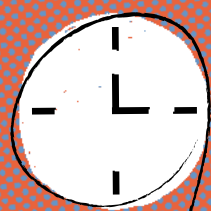
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ZERO

**CASES OF CORRUPTION
WERE IDENTIFIED IN 2025**

ZERO

**CASES OF CHILD LABOUR, FORCED
LABOUR OR COMPULSORY LABOUR
WERE IDENTIFIED IN 2025**



MORE THAN 150 000 HOURS OF TRAINING



**48 000 TONNES OF WASTE GENERATED, 99% OF WHICH
WAS NON-HAZARDOUS WASTE**



**GENERATION OF AROUND 28 000 TCO_{2EQ} OF SCOPE 1 EMISSIONS,
2 000 TCO_{2EQ} OF SCOPE 2 EMISSIONS AND 362 000 TCO_{2EQ} OF SCOPE 3
EMISSIONS.**

4.1 COMPETENT AND SAFE PEOPLE

4.1 COMPETENT AND SAFE PEOPLE

We believe that the development of our people is fundamental to the organisation's sustainability and competitiveness. We continue to invest consistently in the ongoing and structured development of talent, promoting the acquisition of skills, the sharing of knowledge and the strengthening of individual and collective capabilities.

We value a working environment that encourages learning, growth and adaptation to a sector undergoing constant transformation. Through training, capacity building and development initiatives, we seek to ensure that every individual is equipped to meet current and future challenges, actively contributing to our shared success. Looking after our people is key to securing the organisation's future.

We are also committed to providing safe, healthy and inclusive working conditions, where well-being, respect and equal opportunities are fundamental principles. We work to ensure that all our people feel valued, protected and included, thereby empowering their full and sustainable development.

**By empowering
our people, not only
do we strengthen
the organisation
but we also enhance
the positive impact
on the communities
in which we operate.**



1

2

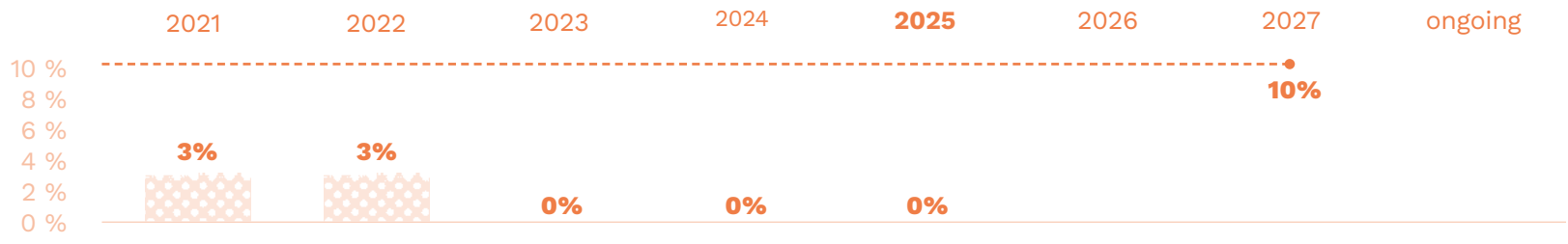
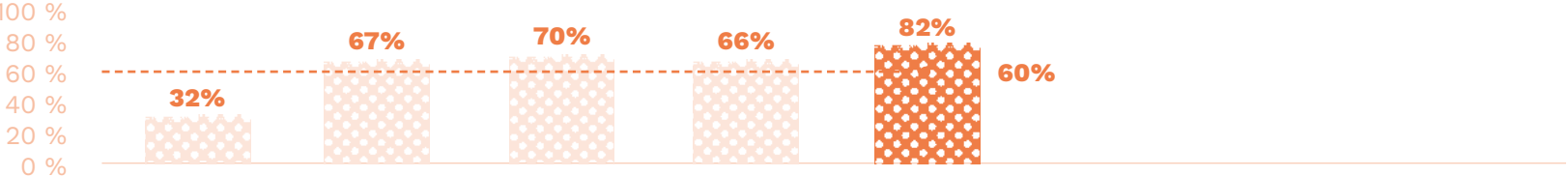
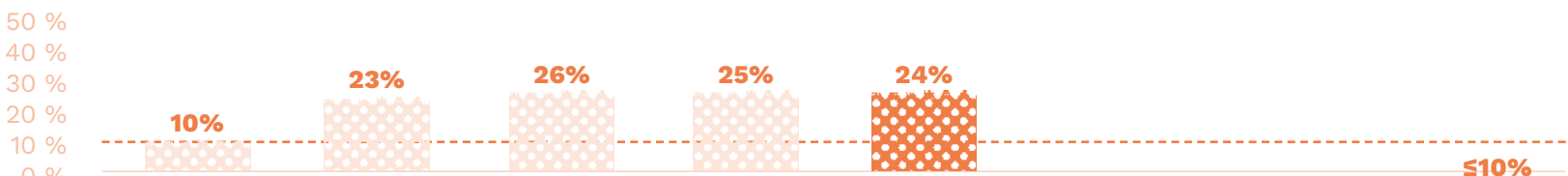
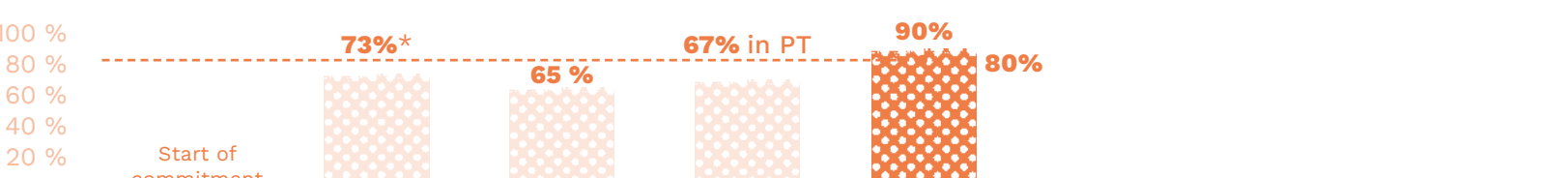
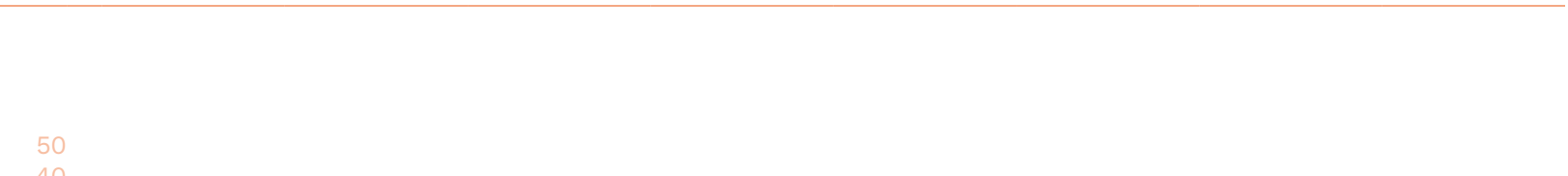
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Strategic Priorities



We have six commitments under this strategic priority:

Ambition	Commitment	Metric	Commitment Progress					Objective		
			2021	2022	2023	2024	2025	2026	2027	ongoing
Enhance the social role of Casais among employees	Ensure that the lowest paid within the organisation is paid at a level 10% above the minimum wage of the country concerned by 2027 (applicable to full-time employees, for the construction sector).	Ratio of lowest pay to minimum wage for each location (analysed by company and location and minimum value shown)							10%	
	Ensure access to training modules for a minimum of 60% of employees annually by 2025.	No. of employees with access to training modules / No. total active employees (as at 31 December + N° exits)						60%		
Increase recruitment and retention of talent	Maintain an employee turnover of 10% or below.	((No. of new hires + No. of dismissals)/2) / Total No. of active employees x 100								≤10%
	Achieve a tender acceptance rate of 80% by 2025.	No. of final proposals accepted / No. of final proposals						80%		
	Ensure a general satisfaction rating greater than 80% for the organisational climate survey indicator from 2025 onwards.	Results of the organisational climate survey conducted every two years*								80%
Zero accidents	Maintain Labour Accident Rate levels within the parameters of excellence as defined by the International Labour Organization (ILO).	Frequency index = (No. Accidents x 1 000 000) / Total No. Hours Worked Goal: < 20 – ILO’s “Very Good” rate (consolidated by weighted average number of hours worked)								≤20
		Severity rate = (No. Days lost x 1 000 000) / Total No. Hours Worked Goal: < 500 – ILO’s “Very Good” rate (consolidated by weighted average number of hours worked)								≤500

* Based on the results of the statement regarding “an excellent place to work” and adjusted for the previous period.

Note: The report has grown in scope each year: it covered 2 companies in 2022, 51 in 2023, 70 in 2024, and 76 in 2025.

4.1.1 EMPLOYEE MANAGEMENT AND DEVELOPMENT

We believe that people development is one of the factors essential to the Group’s sustainable growth. We seek to foster a working environment where talent is recognised, valued and continuously developed, and where learning, knowledge-sharing and professional development is actively encouraged. Through the Casais Academy and other internal initiatives, we strengthen our teams’ skills, preparing them for the challenges of a sector undergoing constant transformation. We also value well-being, a close-knit working environment and a healthy work-life balance, promoting opportunities for growth and career progression that enable our people to build solid career paths in line with their ambitions.

Beyond developing skills, we strive to create opportunities for every employee to grow individually and professionally so that they can make a positive contribution to the organisation, to society and to their own future.

To support our staff and encourage their development, we use the **Integrated Human Resources Management System (SIGRH)**, which serves as the framework for human resource management within the Casais Group and sets out the corporate principles and practices aligned with the Group’s business development. The system covers different stages of an employee’s career within the Group and helps to clarify roles, responsibilities and career development paths. As such, it comprises four key components: the framework that supports business growth, the

Career Management Model, the Remuneration Policy and the Benefits Policy. The Group’s human resources management model is based on a structure organised into different functional areas, including departments dedicated to organisational strategy, employee career management and central support services. It ensures a structured approach to the management, development and mobility of the company’s own workforce. SIGRH is based on the **Job Family Model**, which organises roles into families based on the

similarity of the activities and the type of work carried out. This methodology makes it possible to distinguish between levels of complexity and seniority within each role, promotes fairness, provides greater clarity and transparency in career progression, and enhances the efficiency of employee development. In international markets with local HR teams, the career management process is implemented locally in line with the Corporate HR department.





HR PROGRAMMES FOR INTERNS AND TRAINEES

We seek to identify talent based on candidates’ skills and potential, taking into account the Group’s needs, strategy and vision. We collaborate with educational and research institutions, which foster links with the academic world and enable us to monitor and contribute to students’ training.



Blumind – Internship Programme

Blumind is an integral part of the talent attraction strategy, aimed at promoting the Casais Community among academic partners and at developing the skills of future professionals. This initiative promotes youth employability and the development of technical and soft skills in a real-world context, covering different levels of education and areas of training relevant to the business, and helping to attract future recruits who are well-suited to the Group’s needs. Some initiatives carried out in this area:

➔ In 2025, a total of 114 work placements were organised, including 46 as part of their school curriculum, 18 under the PEJENE programme, 46 summer internships and 4 international internships (United States of America, Ghana, France and Poland). Of these, 16 developed into employment contracts.

➔ The PIIP programme – the Programme for Introduction to Professional Practice – provided eight civil engineering students with their first structured exposure to the business environment.

➔ We participated in 21 Career Days, which enabled us to publicise our areas of activity and the internship and job opportunities available.

➔ We organised 13 technical visits, involving institutions such as the Wentworth Institute of Technology (Boston), CICCOPN (Vocational Training Centre for the Construction and Public Works Industry), the University of Minho, FEUP (Faculty of Engineering, University of Porto), the IST (Instituto Superior Técnico), ISCTE (Instituto Superior de Ciências do Trabalho e da Empresa) and the Inspiring Career Camp, with visits to our premises and to various construction sites.

➔ Eight events were also organised at polytechnics and universities, with Group staff taking part to share the Group’s vision, discuss the transformative role of industrialisation in the construction sector, demonstrate how a digital approach enhances efficiency, and highlight the importance of innovation.

➔ The **Casais Ambassadors** programme, aimed at high-potential university students, continued, with the aim of strengthening the Group’s presence at leading higher education institutions. In 2025, we recruited two new students, from the University of Minho and the University of the Algarve, bringing the total number of Casais ambassadors to five across five institutions (UMinho, FEUP, IST, NOVA FCT and UAlg).

➔ The **9th edition of Casais Open Week**, which took place between 13 and 17 October in the North, Greater Lisbon and Algarve regions, included visits to facilities and construction sites, as well as opportunities to interact with professionals from various fields. The programme included a range of activities, such as talks and workshops, led by several of our specialist professionals, to introduce the Casais Group and some of the projects it has carried out to 413 participants.





+Futuro Programme

The +Futuro Programme is an initiative designed to attract, welcome and support young people at the start of their careers in Portugal. The programme combines academic training with practical work experience within the Casais Group and exposure to different areas of the organisation.

The two-year programme was initially developed in partnership with the Polytechnic Institute of Cávado and Ave (IPCA), through the launch of the Higher Vocational Course in Advanced Construction Technologies. It incorporates mentoring mechanisms, and provides guidance and support throughout the trainee's journey. Throughout the academic training programme, participants develop specific technical skills in the field of construction, which enable them to carry out roles such as Pre-Construction Technician, Estimating Technician, Site Management Technician, Product Development Technician and Quantity Surveyor.

In the first intake, of the 13 trainees who completed their work placement with the Group's companies, 10 were offered contracts. In 2025, the second edition took place, in partnership

with IPCA, with 18 trainees, from the fields of Civil Engineering and Architecture. The projects developed by the participants covered topics such as artificial intelligence applied to project management, 3D printing, digital twins, and 5D and 6D BIM models.





"Mestria & Inovação" Programme

The “Mestria & Inovação” Programme is a professional placement scheme in Angola, aimed at final-year students (or those preparing to defend their final-year project) and recent graduates in Civil Engineering. It lasts for 10 months and forms part of a Memorandum of Understanding originally established with the Methodist University, which now includes a further strategic partner, ISPTEC (Higher Polytechnic Institute of Technology and

Science). The programme combines an initial phase of familiarisation with support departments and an on-site induction phase, enabling the development of technical and behavioural skills, and acts as a skills accelerator for young talents who are starting their careers in the labour market. Two editions took place in 2025. The 8th edition ended in August, resulting in six of the eight trainees joining the Group. The 9th edition began in November, with six trainees selected from

several dozen applications received. As part of the 9th edition, training on environmental matters was also provided, covering key topics for environmental management in the construction sector, such as legislation, environmental impact assessments, licensing and on-site waste management, with participants accompanying the technical staff on site and being able to ask questions directly of those responsible for each area and task.





“Arte & Engenho” Trainee Programme

The Arte & Engenho Programme is a programme for the integration and development of young talent in Portugal, designed to help participants acquire technical and soft skills in a real-world working environment. The programme is based on a model of progressive learning across different areas, with a system of ongoing support that includes mentoring, operational guidance and the assignment of tasks aligned with organisational outcomes. This approach provides a cross-functional view of the business, strengthens alignment with the Group’s culture and values, and supports participants’

individual development, thereby contributing to their integration and progression within the organisation. In 2025, the 17th and 18th editions of the programme began, with 14 new trainees joining the scheme across various business areas. Following the completion of the programme, 11 trainees were taken on by the Group, representing a retention rate of 79%. The programme lasts for 9 or 12 months. It includes an initial phase at national level, during which trainees have the opportunity to work in different areas of the organisation, in accordance with a personalised development plan. During the last three months of the programme,

the trainees gain international experience in one of the markets where the Group operates. In the 2025 edition, the countries selected were Angola, Belgium, Gibraltar and Spain, United Arab Emirates and United States of America. Also worth noting is the continued intake of trainees through international recruitment, with two trainees from Latin America, specifically from Argentina and Brazil. As part of the programme, the “Coffee with the Future” event takes place – a welcome initiative which included a session with the Group’s CEO, aimed at fostering closer ties with senior management and alignment with the organisation’s culture and strategic vision.





PRO_MOV Construction Laboratory

PRO_MOV is an initiative aimed at retraining people for highly sought-after technical roles, such as site manager or site supervisor. It lasts for eight months and combines specialist technical training with practical learning in a real-world setting. We are partners in this programme, working within the Construction Laboratory to help identify needs, design training programmes, publicise the training courses developed, engage with students by holding sessions at CICCOPN, organise construction site visits and integrate participants into practical, work-based training. In 2025, we ran two intakes of the Works Management course, with a total of 33 participants. This training programme runs until 2026 and includes on-the-job training, during which trainees will be assigned to the various construction companies involved in the project.



CAREER
DEVELOPMENT
SUPPORT
PROGRAMMES

We believe training
transforms vision into
real skills.

Only with well-trained and inspired people can we continue to raise the bar and lead sectoral transformation. The Casais Academy plays a key role in staff training and development, ensuring that training programmes are designed and delivered in line with career path requirements and the Group’s vision. The Academy is building the skills today that the construction industry will need tomorrow.



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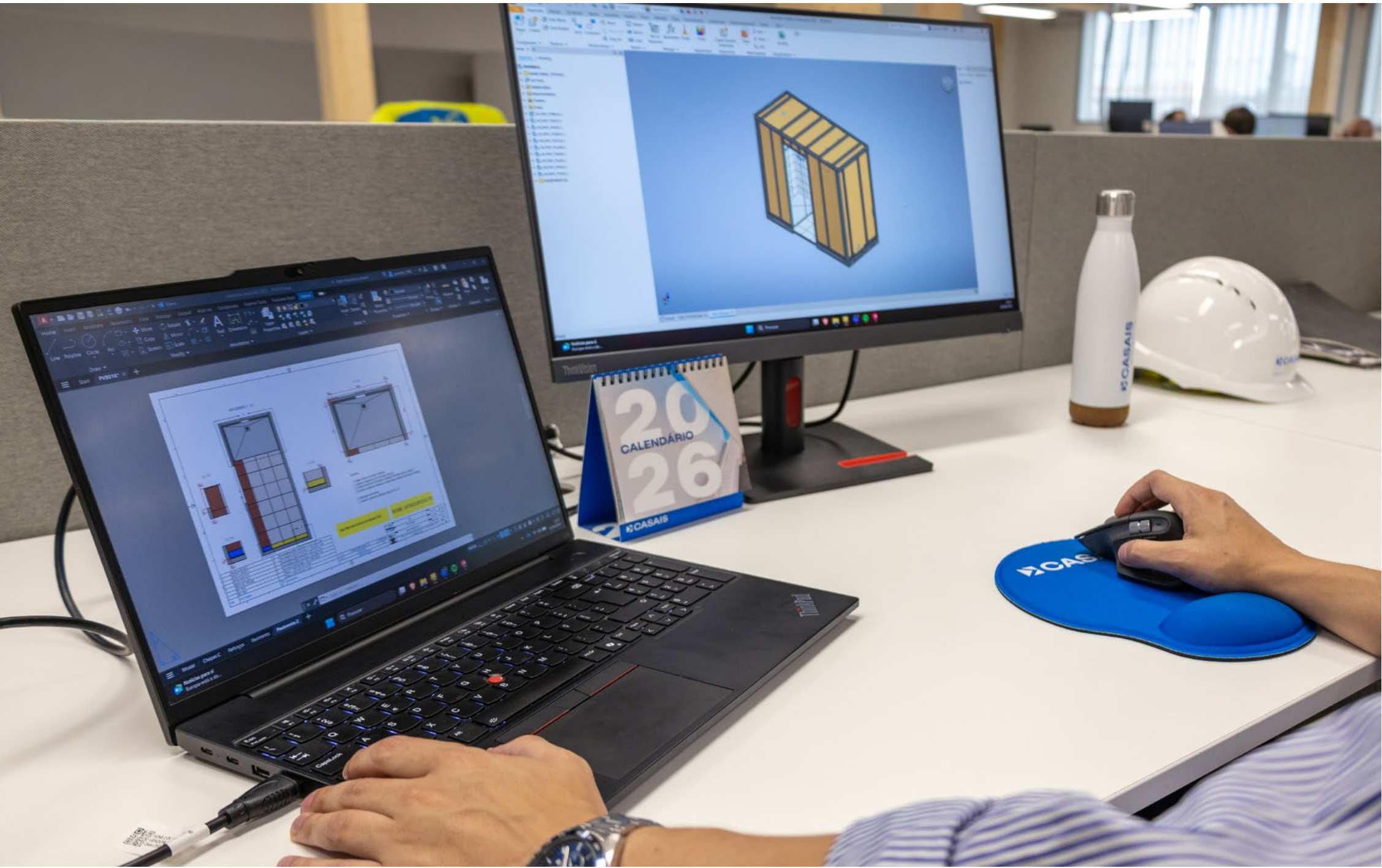
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Strategic Priorities

In 2025, we organised 150 901 hours of training attended by 5 811 FTE (Full Time Equivalents).



Through its Learning Management System (LMS) platform, accessible to all employees, the Academy made 192 on-demand courses available in 2025. These courses drew on the expertise of 300 internal and external trainers who contributed to the creation and development of the training content.

We run a range of structured training programmes, with the aim of fostering skills development and supporting the career progression of its employees, thereby contributing to their ongoing professional development within the organisation:

Criar+ training programmes, designed to equip professionals with technical skills for a range of operational roles – Five training modules were completed in Portugal, attended by 55 participants;

The +Líder Programme, designed for operational leadership roles and to foster the autonomy and development of professionals within the organisation. Nine editions have been held, comprising 85 modules across four countries, involving 101 participants;

The Level Up Initiative, for advanced, executive, and higher education training courses subsidised by the company – 37 applications were approved;

Leadership Development Training Course, designed to address the leadership principles defined for the Group, providing training tailored to each level of leadership;

The Languages Initiative, designed to support staff in acquiring and developing language skills – 27 staff members enrolled in the English course;

Production Support Training Course, designed to support the career progression of staff working within the Production Administration sub-family – A total of 785 hours of training was delivered;

Operations Management Training Programme, to support and encourage the growth of employees with technical skills and roles related to production management and design and industrialisation. – A total of 5 282 hours of training were conducted;

The Pre-Construction Training Course, designed to support the development of staff who share the same technical skills across different areas within the Design and Industrialisation job family (Preparation, Pre-Construction and Industrialisation) – A total of 489 hours of training was delivered.



The Casais Academy provides a space dedicated to classroom training: the Blubox, which is located at the Lisbon Base de Vida (temporary accommodation centre for employees recruited from outside of Portugal). The Blubox is a training room with capacity for 18 trainees. In 2025, 31 training modules were held in this room, attended by 322 trainees, amounting to 1 285 hours of training.

Literacy Programme – School on the Job

On 29 March, we launched the pilot project in Angola for the “School on the Job” literacy programme, which forms part of the “Together in Development – Training for the Future” programme. The initiative aims to ensure equal opportunities in access to basic education through modules in Portuguese, mathematics and citizenship, tailored to the participants’ cultural and professional backgrounds.

This project lasted six months and involved 21 staff members, 17 of whom were in operational roles and 4 in technical roles. It comprised a total of 3 885 hours of training, including face-to-face sessions, ongoing support and a final assessment. This programme contributes to inclusion, the development of staff and the creation of conditions for career progression within the organisation.





Strategic Training Programme for Operational Careers

The Strategic Training Programme for Operational Careers programme, in Angola, aims to equip employees with the key skills they need to perform their duties more effectively. Through the Skills Development Programme, training is tailored to the operational career path and covers different levels of proficiency. The training programme is dynamic and covers a wide range of topics, with the aim of broadening employees’ behavioural and technical skills. During the 2024/2025 training cycle, we trained 208 staff members, across the roles of Site Officer and Site Supervisor, totalling 4 757 hours of training. Compared with the previous cycle,

there was an increase of approximately 14% in the number of trainees, with a particular focus on training for supervisors. This programme also includes a collaboration agreement with CENFOC, the Vocational Training Centre for the Civil Construction Industry, with a view to training technical staff, primarily electricians and plumbers. An annual training programme was launched, comprising two courses: one for electricians and the other for plumbers, each with around 10 participants. The training course combined theoretical and practical elements, helping to strengthen technical skills and enhance the teams’ qualifications in this area.

Leadership Programme, Individual Coaching and Emotional Intelligence

We ran the Leadership, Individual Coaching and Emotional Intelligence Programme, which was attended by six participants, including three site assistants, one after-sales service technician and one contract management technician, totalling 114 hours of training. This training programme demonstrates the expansion of the training programme to include technical support and operational management roles, helping to develop employees with the potential to take on new responsibilities.

Training in Communication, Conflict Management and Teamwork in Angola

In March 2025, two workshops were held in Angola, one on “Communication, Conflict Management and Teamwork”, and the other on Time Management, delivered as an immersive Escape Room activity organised by STEP Angola. The initiative comprised a total of 172 training hours and involved 43 employees from different companies within the Group and at different levels within the organisation. It provided an opportunity to develop skills such as effective communication, constructive conflict resolution and fostering a spirit of collaboration in a practical setting.

Regarding employee retention, we believe that employee satisfaction, motivation and recognition are key to our success.

Organisational Recognition and Merit Programme (PRMO)

Under the motto “Doing is important, and so is recognition”, the Casais Group runs the Organisational Recognition and Merit Programme (PRMO), which is open to all employees, regardless of location or role, with the aim of recognising and rewarding performance, behaviour and contributions, while also encouraging the creation of value.

The awards are presented annually and comprise three complementary initiatives: ElogiArte, +Valor and Mestre Casais.

ElogiArte is a form of recognition, achieved through the awarding of commendations within the organisation, or by external bodies such as project owners, clients or suppliers. The awards are divided into one of 16 categories. At the end of each annual cycle, following an assessment by the Corporate Human Resources Department and a Technical Committee in the categories of “Safety” and “Profitability of Results Achieved”, awards are presented to the employees who have received the highest number of commendations. For the 2024/2025 cycle, 3 344 compliments were given to our employees and 121 prizes were distributed.

The **+Valor** initiative aims to recognise value creation within the Group, enabling managers to highlight employees based on their performance, behaviour, attitudes and contribution to the organisation’s results. Applications are accompanied by evidence of the employee’s behaviour, categorised under one of 17 available categories, and are subject to validation by the management. In 2025, 10 nominations were submitted and awards were presented to the four winning staff members, following an assessment of their impact on the organisation.

Of the 17 categories available, the “Challenges + Value” category stands out; this comprises challenges set by management in specific strategic areas, with the aim of encouraging the implementation of projects, initiatives, processes or procedures that contribute to value creation. In 2025, the challenge associated with the digitalisation and optimisation of processes using Office 365 tools was highlighted, resulting in the awarding of 10 prizes.

The **Mestre Casais** Award recognises teams that develop projects or initiatives with a significant impact on the organisation, particularly in the categories of Engineering (Construction Processes), Management Processes, and Innovation, Research and Development. Applications are assessed

by the Board of Directors and an external jury, who take into account criteria such as impact, innovation, alignment with the Group’s values and contribution to sustainability. In 2025, 16 entries were submitted from three markets (Portugal, Angola and Belgium); 10 projects were awarded honourable mentions and 6 prizes were presented.





Performance appraisal

As regards staff performance and development, we have implemented a **Performance Appraisal** process designed to assess staff performance, promote their development and align individual objectives with the organisation’s priorities. This process takes place annually across all Group companies in all markets. Performance Appraisal is based on a continuous model, structured around three main stages throughout the year: two optional interim appraisals (every four months), which enable progress towards objectives and performance to be monitored, and one compulsory annual appraisal. At this time of year, performance is assessed, needs for the development of technical and behavioural skills are identified, and objectives for the next cycle, as well as a career plan and professional progression, are set. The process includes a self-assessment by the employee, an assessment by their line manager, an optional 360-degree feedback process that allows input from other colleagues, feedback from the line manager, and concludes with a feedback meeting. The discussion at this meeting is a structured opportunity for an employee and their line manager to share views, focusing

on past performance, development needs and expectations for career progression. As part of this process, which aims to promote employee development and career progression, career and development initiatives can be established to address critical skills, both for their current role and for future roles, ensuring a seamless link between appraisal, development and career management. Of the employees eligible for performance appraisal (those in technical, management or operational roles with at least six months’ service), we achieved a performance appraisal submission rate of 97% – corresponding to 3 299 employees appraised out of 3 403 employees eligible for appraisal in the 2025 Performance Appraisal cycle.

#JÁSOUCASAIS

The #JáSouCasais (“#IamCasaisNow”) is the Group’s induction and integration programme, which forms part of the employee career management function and marks the start of new employees’ career paths at the Casais Group. The programme supports new employees throughout their first six months with the organisation. This programme has been designed to ensure that new staff members receive, in a structured and timely manner, the essential information they need to carry out their duties independently, with confidence and in line with the organisational culture. At the same time, it seeks to foster closer ties between employees, encourage the sharing of knowledge and build relationships that facilitate integration into teams and strengthen the spirit of collaboration within the Group. The programme includes a range of initiatives open to all employees and is designed to raise awareness of the Group, its culture and way of working, while also fostering relationships and encouraging people to share ideas. At the same time, the programme also incorporates specific initiatives, tailored to the needs of particular

roles or areas, ensuring an induction experience that is aligned with the challenges and responsibilities of each employee. In 2025, some 292 employees in Portugal took part in this initiative, and 95% of them said that #JáSouCasais was essential or very useful for their onboarding process.





Employee Support Service

The Casais Group has been increasing the integration of practices aimed at promoting staff well-being in recognition of the importance of a healthy work-life balance as a key factor in the quality of life and performance at work. In this context, we provide an **Employee Support Service**, which ensures access to a specialist technical team to assess and monitor relevant personal matters. The service is provided free of charge and is completely confidential, ensuring the privacy and protection of employees' information.

The Employee Support Service is available in three main areas, as follows:



➔ **Human Resources**, which aims to provide help with personal matters, guaranteeing suitable support for employees' individual needs. HR matters are getting more and more help from the Plano Vida (Life Plan)—see the section on “Well-being in the workplace”—which provides support for physical, mental and family health.



➔ **Financial**, by providing assistance with matters such as tax obligations, insurance, and banking, in order to help employees and address any questions that may arise.



➔ **Legal services**, providing expert advice on a variety of legal matters, including lease agreements, preliminary purchase and sale agreements, asset management issues, authorisations for minors to travel abroad, and other legal matters.

Payment for a monthly travel pass

As part of the Braga Business Mobility Pact (PMEB), in collaboration with Braga Urban Transport (TUB), with the aim of facilitating employees' daily commute to the workplace through the use of public transport, an existing route has been adapted to include a stop at the Casais Group's headquarters, and timetables have been adjusted at the start of the morning and at the end of the day to ensure greater compatibility with working hours. In 2025, TUB's



Line 50 was also extended to include the Padim da Graça complex on its route, improving service coverage and making it easier for employees based at this location to commute. Casais Group has also continued to cover the cost of topping up monthly travel passes or travel cards for staff who choose to use this service. In 2025, 468 staff members were provided with a monthly travel pass.

At CNT Europe Germany, all staff travel exclusively by public transport, and the company covers the cost of the monthly travel pass. The Deutschlandticket (D-Ticket) is a monthly subscription pass that allows unlimited travel on local and regional public transport throughout Germany and is available as a digital ticket (on a mobile phone) or a physical card (chip card).



Health insurance

In 2025, free access to health insurance was made available to all permanent staff and to certain employees on fixed-term contracts in Portugal. This model strikes a balance between quality and simplicity, making healthcare significantly more affordable for employees.



We believe it is essential that every employee feels included, heard, and part of a Group that values them.

We aim to gauge the level of satisfaction and check whether our practices are in line with their needs and expectations.



Organisational Climate Study
– Great Place To Work (GPTW)

The Casais Group takes part in the Great Place to Work survey, which assesses the organisational climate and work culture, providing a structured analysis of employees’ experiences and people management practices, and evaluating the degree of alignment between the two. This study is based on two main pillars: employees’ perceptions of aspects such as trust, credibility, respect, pride and team spirit, and an analysis of existing organisational practices. Based on this assessment, which is carried out every two years, it is possible to identify strategic priorities and areas for improvement, define specific measures and align the annual organisational development plan. In 2025, the survey involved around 1 500 employees, representing a 16% increase compared with 2023, and achieved a score of 84% for the statement “Excellent Place to Work”, the same as in the previous survey.

Ask the CEO

In 2025, we started another channel of communication to facilitate open, direct and transparent communication between employees and the CEO of the Casais Group. It is a space where everyone can ask questions, seek clarification and share concerns on any topic. The CEO’s responses are presented in the form of a monthly podcast on the first Tuesday of each month, reinforcing the Group’s commitment to openness and connection at all levels of the organisation.



4.1.1 EMPLOYEE MANAGEMENT AND DEVELOPMENT

We want our employees to feel included, as though they are part of one big family, and for that sense of togetherness to extend beyond the working relationship. With this aim in mind, we organise a range of Group activities:

The Group Cultural and Recreational Activities Programme

At Group level, a range of initiatives are promoted with the aim of fostering a positive and collaborative working environment, thereby contributing to staff motivation and integration and strengthening a shared organisational culture. The following activities took place in 2025:

➔ Futsal, football, golf and padel tournaments, as well as other physical activities such as workplace exercise sessions, runs and walks;



➔ Celebration of the Group companies’ anniversaries;

➔ Get-togethers on festive dates: Arraial, Magusto, Children’s Christmas Party, Christmas get-togethers and end-of-year gatherings;

➔ Celebration of significant days: Father’s Day, International Workers’ Day, Freedom Day, World Children’s Day, Family Day, World Food Day, World Health Day, World Heart Day, World Day for Safety and Health at Work, Cultural Diversity Day, World Engineering Day and International Day of Peace.



Casais Group Employees Association

The Casais Group Employees’ Association (ACGC) is a not-for-profit organisation that promotes humanism, cohesion and team spirit amongst employees by encouraging participation in sport, organising social events and running group activities in the great outdoors, thereby contributing to the well-being and integration of people within the Group.

In 2025, a number of activities were organised: in January, a morning run with 28 participants

over a 9 km route; in July, a mountain bike ride between the Monastery of Tibães and São Bento da Porta Aberta, with 14 colleagues taking part on a 40 km trail; also in July, the 10th edition of Sunset Ofir, which brought together 65 staff members and included a 10 km run, a 7 km walk, and, for the first time, six colleagues cycling on X4US e-bikes; in September, the Annual São Bento Porta Aberta Walk, covering 37 km along rural and mountain trails from Braga to Gerês, with 15 participants; the “Pedala & Desliga” Cycle Ride, with 12 cyclists on a 15 km mixed route,

organised in strategic partnership with CEiiA as part of European Mobility Week; the Peace Walk, organised to mark the International Day of Peace, which took place in various locations, notably Lisbon, the Algarve, Braga and Comporta; in December, the Christmas Mountain Bike Ride, Vale do Cávado & Mire de Tibães, covering 25 km, which attracted 20 participants.





Let’s Team Up

Let’s Team Up is an in-house initiative aimed at employees across the Group, with the aim of encouraging annual social gatherings and informal team activities in order to foster cooperation, motivation and the Casais Group’s culture outside the normal working routine. This is an annual initiative, and the company provides a fixed amount per person to cover the costs of the activities chosen by the teams each year for this initiative. In 2025, a range of activities took place, in various formats, including walks and nature experiences, cultural visits, team-building exercises and adventure activities. Activities included treasure hunts, a boat ride on the canal in Aveiro in a traditional Moliceiro boat, a guided tour and social gathering in Évora, escape rooms, go-karting, paintball, buggy and quad bike rides, and activities at venues such as Badoka Safari Park, the Peneda-Gerês National Park and Mussulo Island.





4.1.2 SAFETY, HEALTH AND WELL-BEING

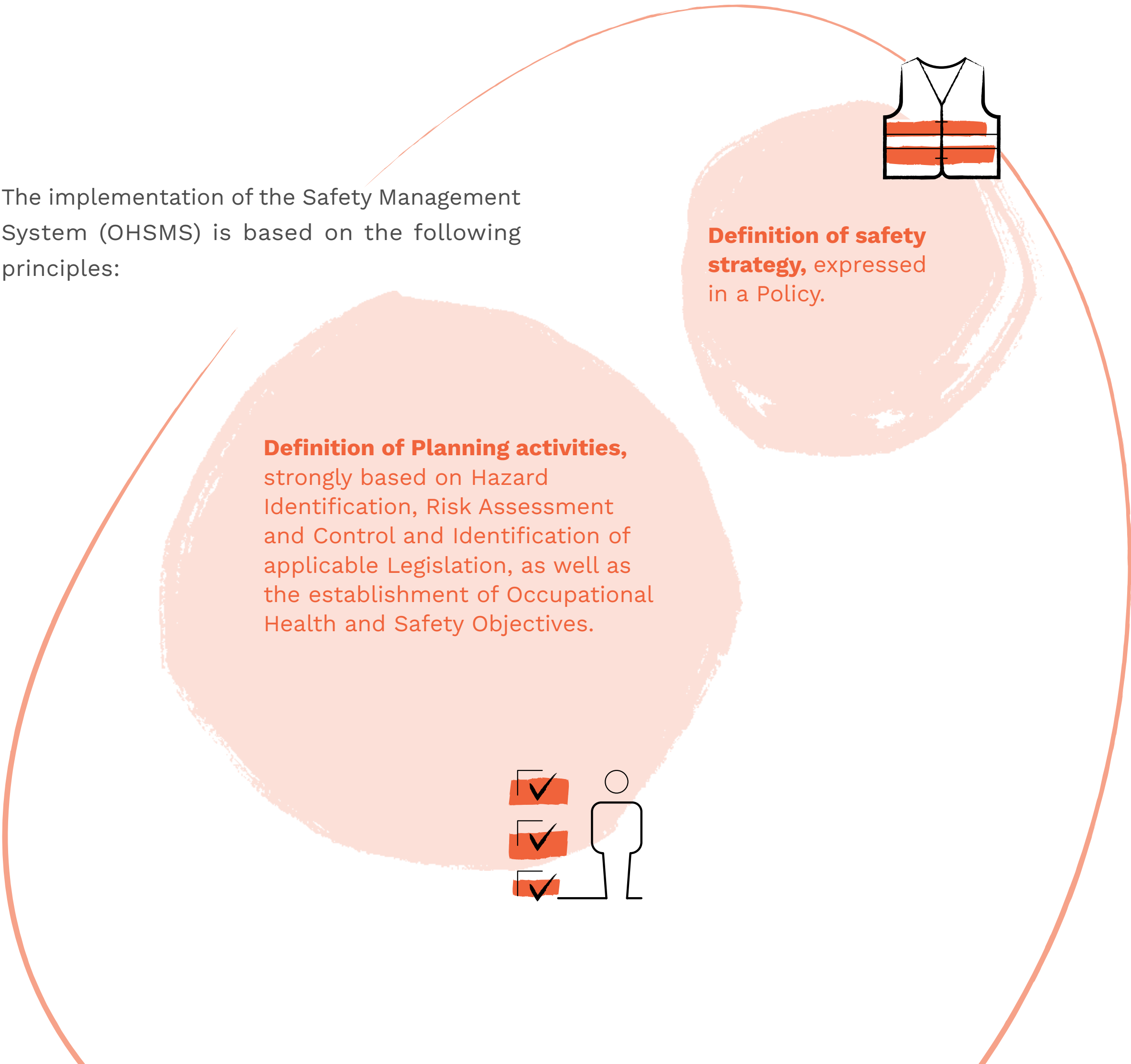


At Casais, Health and Safety is a priority that spans all our activities. We promote a culture of prevention based on individual and collective responsibility, continuous training, planning and the adoption of safe practices in all work environments. We believe that creating safer working environments depends on everyone’s involvement, by reinforcing awareness, preparedness and collaboration between teams on a daily basis.

Rather than simply meeting requirements, we seek to foster a culture in which prevention, protection and people’s well-being are at the forefront of everything we do.

Planning for Occupational Health and Safety (OHS) is carried out by the Prevention and Safety Directorate (DPS), an autonomous corporate body that acts as an advisory body across the various business areas and to all companies within the Group. The DPS collaborates with countries and companies that have a Prevention and Safety structure and, in markets or business contexts where the structure is non-existent, it provides technical assistance as required by the client or market. Its activities aim to promote a distinctive safety culture, ensuring safe and healthy working conditions for all employees and third parties, as well as the involvement, consultation and participation of employees in matters relating to occupational health and safety. An Occupational Health and Safety Management System (OHSMS) has been implemented in Portugal, Angola and Gibraltar.

The implementation of the Safety Management System (OHSMS) is based on the following principles:



OCCUPATIONAL
HEALTH AND SAFETY

We operate in a dynamic, challenging and ever-changing sector and are present in 18 different markets. As such, we advocate and encourage a culture of prevention and safety, with the aim of continually exceeding expectations when it comes to creating safe and healthy workplaces.

4.1.2 SAFETY, HEALTH AND WELL-BEING

Occupational Health and Safety (OHS) is ensured by a set of formal monitoring and decision-making structures, approved by the Board of Directors. The General Safety Committee (CGS), established in 2018, is the strategic body responsible for defining guidelines and directives in relation to OHS, and meets at least once every quarter. In Portugal, directly linked to the General Safety Committee are the Safety Committees for each Project, made up of the Project Leader, the Prevention and Safety Department, and representatives of the workers, subcontractors and partner companies. These committees meet monthly to define and support project strategies and planning, ensuring that the CGS’s guidelines are implemented on a day-to-day basis. Casais Gibraltar has a General Safety Committee comprising the managers of the Market, Production, Prevention and Safety, Logistics, Commercial, and Human Resources departments and the General Manager. This committee meets every six months to assess the level of implementation of OHS practices and to set out future courses of action. The Group also has a Global Safety Committee which brings together safety managers and safety officers from various countries each year, with the aim of promoting the sharing of best

practices and the gradual harmonisation of the Group’s level of maturity matters related to occupational safety.





The Prevention and Safety departments in the various markets monitor activities, carry out technical visits to construction sites and conduct audits where they supervise and monitor health and safety conditions, and identify potential opportunities for improvement. Whenever necessary, the presence of in-house or external health and safety officers is ensured at all construction sites, with the aim of safeguarding the safety and well-being of employees.

The companies within the Casais Group ensure compliance with the applicable legal, regulatory and technical requirements in accordance with the legal framework of each market in which they operate. In this context, the preparation of a Health and Safety Plan (HSP) for each project, or equivalent documentation, is guaranteed. The development and implementation of these instruments are carried out in-house or outsourced to specialist external organisations, depending on the local circumstances. HSPs aim to identify potential hazards on site, assess the risks and define preventive measures and procedures to be followed in emergency situations.

The purpose of Occupational Health is to prevent occupational risks and to protect and promote the health of employees. Our approach is based on promoting health and preventing illness, controlling occupational risks by eliminating or mitigating them, preventing occupational diseases and work-related ill-health and accidents at work, ensuring healthy and safe working conditions in terms of health and safety at work at the level of workstations and work processes, as well as the continuous development of an organisational culture focused on illness prevention and health promotion.

We had no fatal accidents; our frequency rate was 22 and our severity rate was 399, both of which fall within the ‘Very Good’ category as defined by the International Labour Organisation.



Workplace accidents are subject to systematic analysis and investigation, in accordance with an internal procedure designed to identify responsibilities, underlying causes and the measures to be implemented following the incident, with a view to eliminating or mitigating the root cause of the incident.

Across various markets, and within the scope of occupational health surveillance, we provide internal and/or external organisational solutions, duly accredited by the relevant official bodies, which enable the regular monitoring of employees' health, thereby helping to prevent risks and any occupational diseases.

Given the Casais Group's presence in different regions, health insurance plans are tailored to the specific characteristics and needs of each market.

In Angola, a health insurance scheme was introduced for all workers in 2025. In this market, communication and awareness-raising initiatives are also carried out. These initiatives include preventative programmes, widely publicised on safety noticeboards, in the fields of public

health (such as HIV), the prevention of tropical diseases (such as malaria) and risks associated with local biodiversity, in particular exposure to potentially dangerous creatures such as snakes and spiders.

Within the field of occupational medicine, occupational medical fitness assessments are carried out in accordance with the relevant legislation in each market, including pre-employment, periodic, ad hoc and, where applicable, pre-termination assessments.

In Portugal, the head office has a medical centre which provides nursing, general practice and occupational health services, delivered both in person and via video consultation.

In Angola, workers' health surveillance is provided through contracts with external service providers specialising in occupational medicine (health surveillance), in accordance with the currently applicable legal requirements. Given the specific nature of the healthcare services available on the Angolan market, the company promotes the establishment of permanent or temporary nursing posts. Nursing services include administering

medication, wound care, monitoring vital signs, and providing health advice and education.

In Brazil, an agreement is in place with an external clinic, giving staff free access to consultations and any necessary medical tests. In Gibraltar, there is an agreement with an external organisation to provide occupational health services, covering all workers in this sector.





We believe that continuous training is essential to strengthen prevention, promote safe practices and foster an increasingly aware, participatory and proactive safety culture.

The methodology for training and informing workers on site aims to ensure that the training needs associated with all roles, activities to be carried out and positions held are met. Continuing training in occupational health and safety is a key element in strengthening the

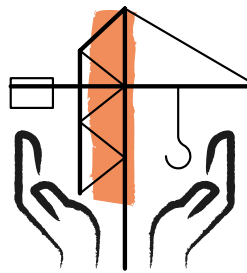
Group’s culture of prevention and is organised around two complementary aspects: On the one hand, it forms part of the Corporate Training Plan, which is geared towards the development and technical specialisation of professionals with responsibilities in the field of Occupational Health and Safety. On the other hand, it ensures compliance with the regulatory and technical requirements applicable to safety in construction, and is incorporated into the Safety and Health Plans drawn up for each construction project, with the aim of ensuring that workers are familiar with the applicable work procedures and the preventive measures necessary to mitigate occupational risks. Under this policy, the following main types of training are provided:



General onboarding training, including prevention and safety topics, for new employees in the various functional areas;



Site-specific training according to the employee's position and function, in which the associated hazards and risks are identified;



Specific accreditation training in certain areas related to the operational safety of the job and workplace risks, namely ATEX (Explosive Atmospheres), Confined Spaces, Working at Height, Fire Brigades, amongst others.

Under the aegis of Occupational Health and Safety (OHS), we organise a range of activities and initiatives to complement the promotion of culture, such as training sessions, sessions for sharing best practice, recognition schemes and awareness-raising initiatives highlighting the importance of everyday behaviour. Some examples include:

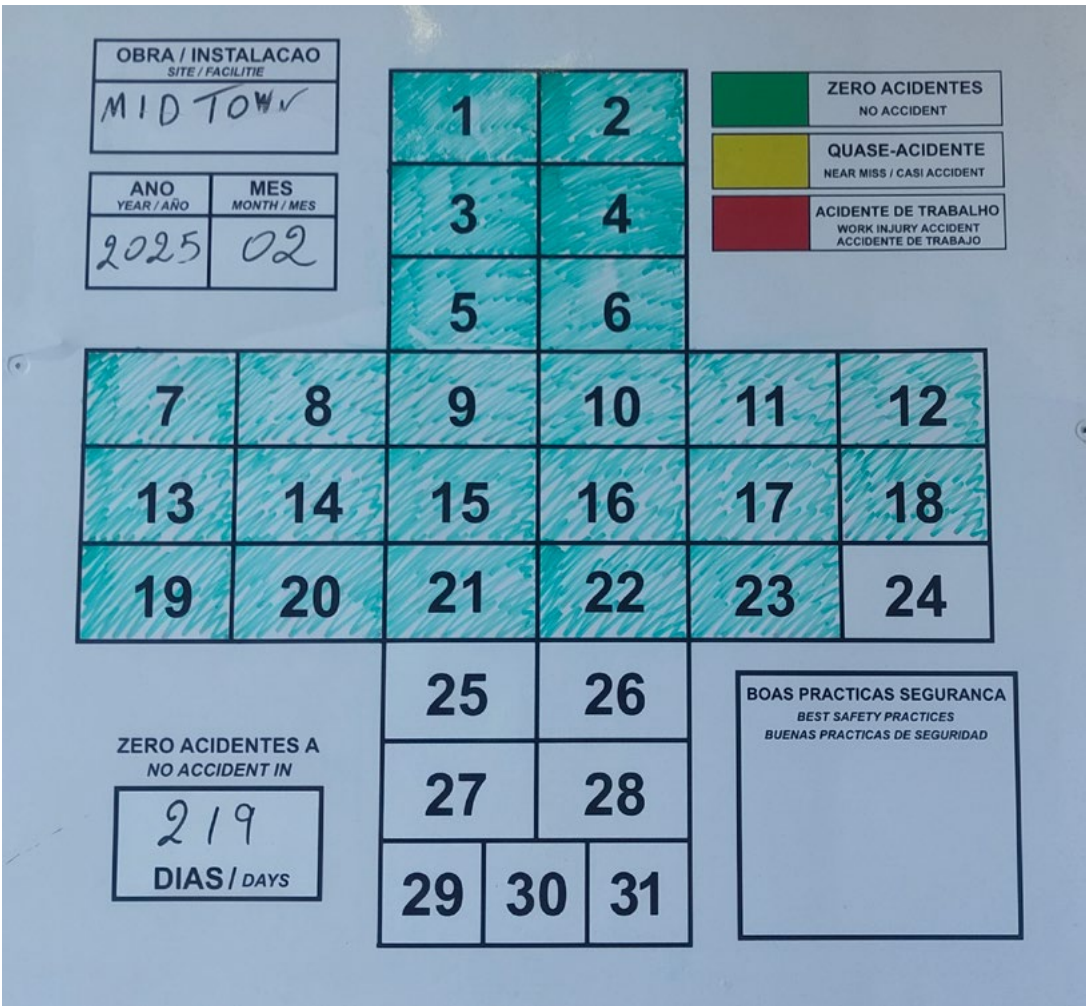
Safety Best Practices

As in previous years, the “Safety Best Practice” programme in Gibraltar aims to recognise and honour workers who have demonstrated best practice or the best preventative behaviour during the year for each of the ongoing projects. In this way, we promote practices that strengthen our Culture of Prevention and Safety. At the 7th edition of the event, 14 employees were honoured and each was presented with a personalised polo shirt or jacket and a voucher.



Safety Cross

The "Safety Cross" was implemented at Carpincasais in Gibraltar as a way of sharing information related to accident indicators. This practice consists in marking off days on the calendar (using different colours) with zero incidents, near misses, and good practices as well as the number of consecutive days with zero incidents. The aim of this information is to promote our zero-accidents ambition and raise awareness of it amongst our staff.



EQP Newsletter – Road Safety and the Safe Use of Equipment

In September 2025, the EQP Newsletter was launched in the Angolan market; this in-house communication tool is designed to raise staff awareness on the safe and responsible use of vehicles, machinery and equipment. The EQP Newsletter is complemented by other visual communication materials (flyers, hanging signs and stickers), reinforcing key safety messages in day-to-day operations. This initiative aims to strengthen road safety culture and the prevention of accidents associated with the use of equipment, particularly in contexts of high mobility and geographical dispersion of labour, through regular dissemination of good driving practices, preventive maintenance care, internal procedures and relevant technical information.

Stop Work Authority

In 2025, Casais Contracting introduced the Stop Work Authority (SWA) principle, which gives all workers the authority to stop any activity whenever they identify an unsafe situation or a potential risk. This mechanism is based on a preventive and participatory approach, promoting the early identification of hazards, immediate reporting and the implementation of corrective measures. Its implementation helps to minimise incidents and to strengthen individual and collective accountability in the field of occupational health and safety. Over the course of the year, 15 instances of this mechanism being triggered were recorded, reflecting its integration into operational practices and employee involvement in active safety management.

4.1.2 SAFETY, HEALTH AND WELL-BEING

Fall Protection System for Work at Height

With a view to ensuring worker safety and preventing accidents at height, Casais Gibraltar has developed a fall protection system, which is currently being tested by an external body to a load capacity of 150 kg. The system involves installing safety nets anchored to the building’s façade at specific fixing points, creating an effective barrier to minimise the risk of workers falling.



Technical sessions on Occupational Health and Safety

The technical sessions on Occupational Health and Safety are held both in person and online, with the aim of strengthening the safety culture and raising employee awareness of the prevention of workplace risks. In 2025, a session held in December in Faro stood out; it took place in both face-to-face and online formats, under the theme “New Challenges, the Same Commitment, Zero Accidents”, with 51 in-person attendees and 43 online participants.





Safety Meetings

Throughout the year, safety meetings were held with the aim of analysing results, sharing best practice and reflecting on emerging risks. Of note are the following:

- ➔ The 2025 Annual Meeting of the General Commission for Global Safety, held in January in a hybrid format and dedicated to the theme “The ageing of technical and operational workers: risks and preventive measures”, which brought together 38 representatives from 13 countries and facilitated the sharing of preventive solutions;
- ➔ The 13th Safety Meeting, held in March in Belgium, which brought together around 45 participants to discuss practical strategies, and at which accident statistics were presented, highlighting the reduction in accidents at CNTEurope – Belgium Branch, and the fact that Carpincasais – Belgium Branch had recorded zero accidents for the second consecutive year;
- ➔ Casais Construction Gibraltar’s participation in November in the conference “Building a Resilient Future: Towards Sustainable Safety in a Rapidly



Changing World” with a presentation on the topic, “Health and Safety at Casais: Why and How”, which highlighted Casais Construction’s commitment to safety, accident prevention and well-being as it relates to its employees, while also reinforcing its collaboration with

the Government of Gibraltar’s Department of Employment.



Safety Ambassadors

Framed within the Corporate Safety Department, the Safety Ambassadors project consists of an internal initiative involving 39 Casais employees (PT, GB, BE, AO and DE), and its main aim is to promote a culture of safety throughout the organisation, taking action whenever necessary to minimise and eliminate risks and potential accidents.

The mission of the Safety Ambassador is primarily to:

- ➔ Disseminate and promote the QASS (Quality, Environment, Safety and Sustainability) policy of the Group;
- ➔ Promote safety conditions in their area of intervention;
- ➔ Collaborate in the identification of risks and implementation of preventive measures;
- ➔ Encourage new employees and partners to comply with prevention and safety standards;
- ➔ Know the safety regulations of their activity and area of intervention;
- ➔ Report unsafe situations.



5 Minutes of Safety

The “5 Minutes of Safety” initiative, promoted by the Prevention and Safety Department, is a mandatory daily operational practice, implemented at all the Group’s construction sites and integrated into the planning of activities. This routine ensures that teams are on the same page regarding health and safety, raises awareness of the risks associated with planned tasks, promotes the adoption of preventive behaviours, and encourages the sharing of best practice and the implementation of improvements. The initiative involves internal and external workers, including operational teams, supervisory bodies, subcontractors and other stakeholders on site, and encourages open dialogue and the sharing of concerns on these issues.



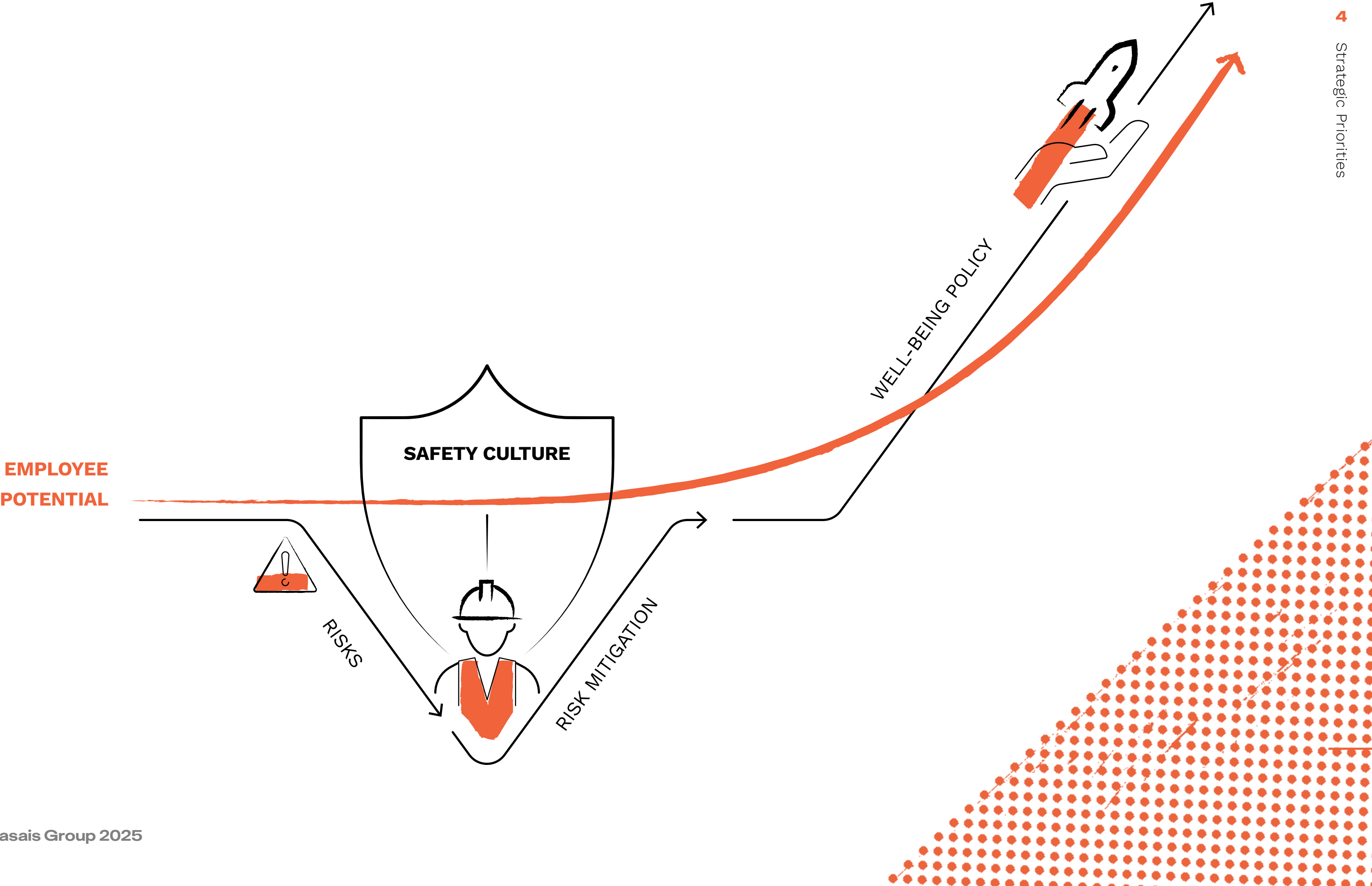
Global Labour Consultation

With the objective of strengthening employees’ involvement and participation in occupational health and safety matters, the Casais Group carries out a group-wide Employee Consultation each year in the form of a survey to gather feedback on occupational risks, working conditions and opportunities for improvement, in line with applicable legislation and the requirements of ISO 45001. The results of the consultation are analysed and used to set priorities and draw up OSH action plans.



WELL-BEING
IN THE WORKPLACE

The Group’s approach to health and safety at work also encompasses the promotion of employees’ physical and mental well-being, recognising that well-being has a direct impact on the organisation’s safety and performance. Well-being at work is understood as a multidimensional concept that goes beyond the mere absence of illness. It encompasses the promotion of workers’ physical, mental and social health, with a direct impact on their quality of life, safety and professional development. Promoting well-being means creating the conditions for each person to feel safe, balanced and valued in their daily lives.



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4	Strategic Priorities

Through initiatives focused on work-life balance, personal fulfilment, motivation and quality of life, we seek to create an environment in which each person can fully realise their professional and individual potential in a sustainable and positive way. Some examples include:

4.1.2 SAFETY, HEALTH AND WELL-BEING

Raising Awareness about Cancer Prevention

In Angola, awareness-raising activities were held on the prevention and early diagnosis of breast cancer (around 50 participants) and prostate cancer (around 100 participants across two talks), as part of the Pink October and Blue November campaigns, respectively.





Plano Vida – Life Plan

Plano Vida (Life Plan) is a programme we established to encourage the maintenance of a work-life balance among employees. In this context, a range of initiatives aimed at contributing to the health, happiness and quality of life of employees are developed and promoted, both internally and with the help of external consultants specialising in this field. The programme is organised around four key areas—physical health, mental health, nutrition and family—and also incorporates benefits and agreements established with various organisations to foster more favourable conditions for employees in their professional, personal and family lives. As part of the Human Resources role, Plano Vida also ensures that the Employee Support Service is provided (see “Employee management and development”). Throughout 2025, a number of initiatives were carried out under each of the following areas:

➔ **Mental Health:** free and confidential psychological and emotional support was made available to all employees and their immediate family members via a special digital app providing access to a helpline and video consultations with psychologists; two ‘In Conversation with...’

sessions, dedicated to the topics of emotional intelligence and mental health in contexts of hyperconnectivity; the publication of three articles on the in-house Segue-me channel, addressing topics such as “Anxiety – Looking After Your Mental Health to Build with Confidence”, and “The Science of Habits and Problem Gambling – When Gambling Becomes an Addiction”.

➔ **Nutrition:** three free nutrition consultations for staff; an “In Conversation with...” session on gut microbiota; a live stream and an article on the Segue-me in-house communications channel focusing on processed foods, as a means to improve food literacy.

➔ **Family:** two themed workshops, “What is the IRS (income tax)?” and “Getting Started with Safe Investing”; an “In Conversation with...” session dedicated to the family in the digital age; The +Mérito Programme, comprising an initiative that rewards employees’ children who achieve the best academic results (36 awards granted in 2025) and a scheme awarding three scholarships to support employees’ children who are enrolled on courses of strategic interest to the company and who are studying away from their usual place of residence; the School

Kit and BabyBlu Kit; Casais Summer Camp for pupils; celebration of World Food Day.

➔ **Physical health:** A range of regular activities were organised, such as yoga classes, workplace exercise sessions, office massage, and sports games, as well as the organisation of and participation in futsal, football and padel tournaments, both in-house and at external events;

six boot camps; the publication of eight articles on the internal “Segue-me” channel, covering topics such as hearing, debunking myths about cancer, skeletal muscle, high blood pressure, heat stress, alcohol, diabetes and occupational diseases.



4.1.3 INCLUSION AND DIVERSITY

In a global context characterised by social, technological and demographic changes, we are reinforcing our commitment to creating a working environment where different perspectives, experiences and skills coexist and complement one another. Rather than merely reflecting the diversity of the regions in which we operate, we actively seek to integrate diversity into the way we think, make decisions and act. We believe that diverse teams are more innovative, more resilient and better able to respond to the complex challenges facing the construction sector and the needs of the communities we serve. Non-discrimination and respect for human dignity remain non-negotiable principles, which are reflected across the board in our practices and policies, notably in our Business Code of Ethics and Conduct and in our Human Rights and Labour Policy.

Formal communication and whistleblowing/ complaint channels continue to play a key role in the prevention and management of high-risk situations, ensuring that mechanisms are accessible, confidential and effective. All reported incidents are dealt with rigorously, ensuring compliance with the principles of transparency, impartiality and accountability.





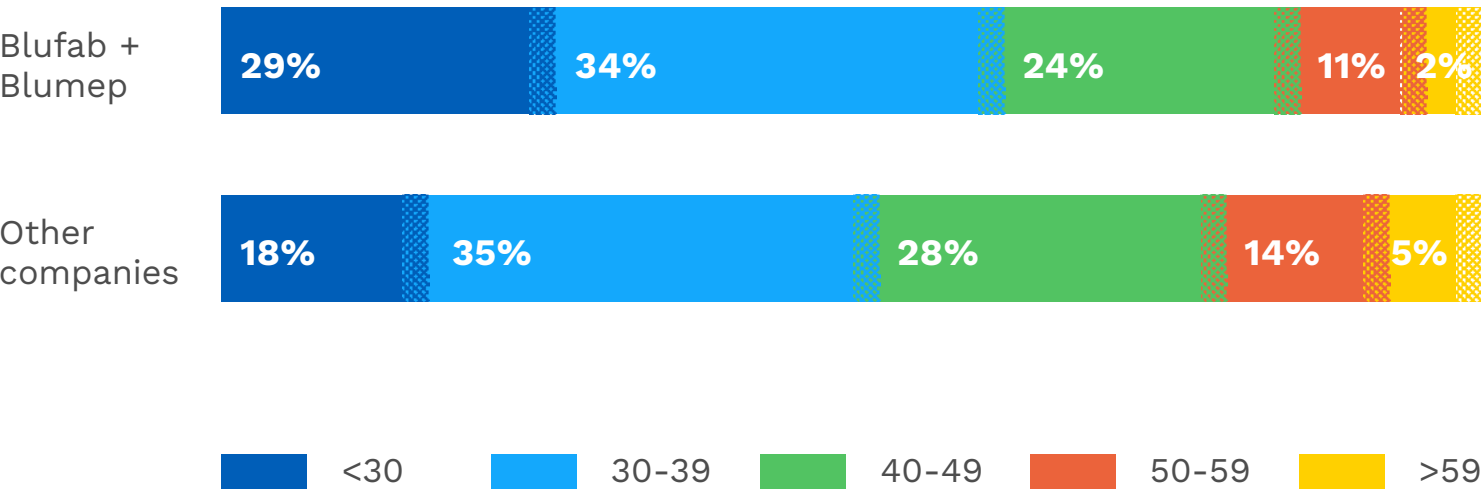
At the same time, we have been raising internal awareness of these issues, fostering a more conscious, open and participatory organisational culture.

In a sector historically challenged by its ability to attract employees, high staff turnover and a shortage of skilled labour, we remain committed to industrialisation, digitalisation and innovation as drivers of transformation. This approach has enabled us to create more favourable conditions for promoting gender balance, integrating different age groups and

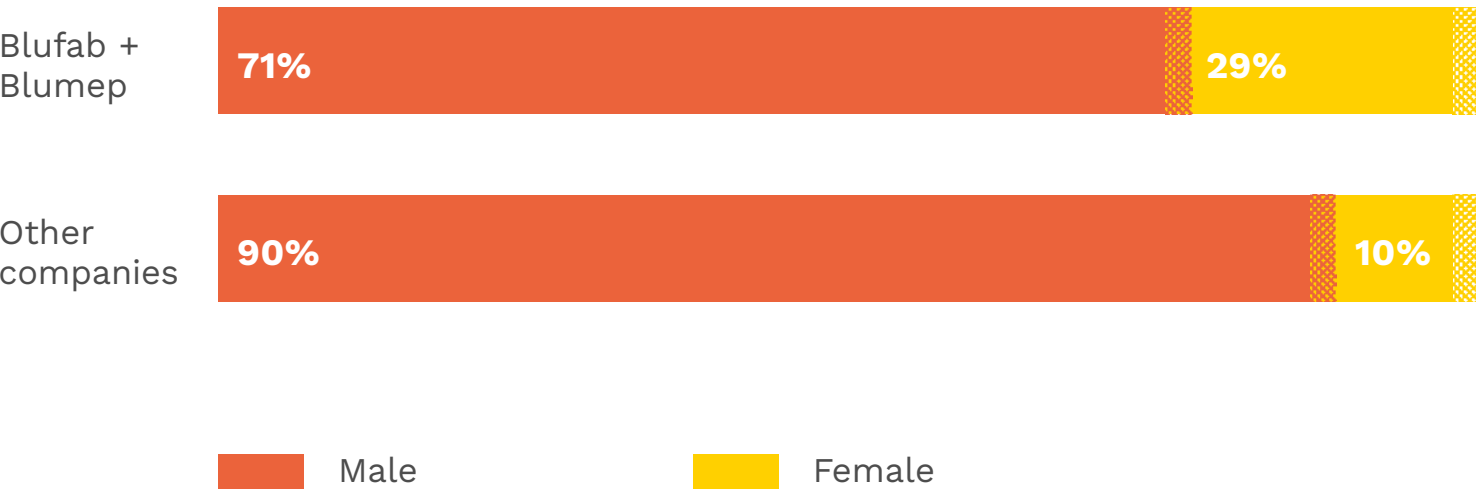
valuing diverse career paths. At the same time, it contributes to greater diversity of profiles and experiences within the Group, whilst reinforcing the perceived value of the profession and its evolution towards providing a more stable career. We therefore continue to invest in the upskilling of professionals, in welcoming migrant workers and in promoting the transition of talent from other sectors into construction. As an example, our offsite construction units, Blufab and Blumep, have a higher proportion of female staff than the Group average (29%

compared to 10%). In terms of age, they also have a higher proportion of employees under the age of 30 (29% compared to 18%). These indicators point to the inclusive potential of more controlled, stable and technologically advanced working environments.

EMPLOYEES BY AGE GROUP (%)



EMPLOYEES BY GENDER (%)



Celebration of Cultural Diversity Day

On 21 May, the company canteens in the markets where we operate served dishes and foods typical of various cultures, including those of Portugal, Brazil, Mexico, Cabo Verde, Mozambique, Angola and India. During this multicultural meal, flavours and traditions from the various regions were shared.

Support for Community Initiatives for Social Inclusion

We were involved in the organisation and the provision of logistical and financial support for a community wedding event, which comprised around 20 weddings, organised in partnership with the municipal administration of Caribo, in Angola. This initiative enabled 20 couples to formalise their unions legally, thereby contributing to social inclusion and citizenship.

International Recruitment

In order to overcome the challenges facing the construction sector, particularly the labour shortage, we have implemented a system for recruiting and managing international workers, either through our company VHPH or through another contractor specialising in technical staff. The recruitment process begins by identifying the requirements and profiles in the markets where we operate, and extending this search to other countries if we are unable to find suitable candidates to meet the Group’s requirements. When the recruited workers arrive in Portugal, they are welcomed and accommodated in temporary

accommodation centres and apartments (“bases de vida”) and their legalisation procedures are completed. Career paths and progression are monitored through regular appraisals carried out by the Group, in accordance with established career management policies and processes applicable to all employees. In 2025, 59 employees from seven different countries (Brazil, Colombia, Angola, Mozambique, Argentina, São Tomé and Venezuela) joined five of the Group’s companies in Portugal. The requirements for the recruitment process are updated quarterly and the duration of the process varies depending on the country.





4.2 ETHICAL AND COLLABORATIVE BUSINESS

We believe that how we do things is just as important as what we do. We conduct our business to high ethical and compliance standards, ensuring respect for human rights and encouraging responsible practices in all environments where we operate. We work closely with employees, partners, suppliers and communities, fostering relationships based on trust, mutual respect and shared values.

We value a hands-on and responsible approach in the regions where we operate, contributing to the development of local communities through job creation, the responsible use of resources and the establishment of partnerships with academic, institutional and social organisations.

We are committed to promoting ethical and collaborative practices along our entire value chain in the belief that it is through this alignment that we can achieve sustainable, resilient growth that generates shared value.





To this end, we have defined three ambitions, which are embodied in eight commitments:

Ambition	Commitment	Metric	Commitment Progress				
			2021	2022	2023	2024	2025
All suppliers aligned and engaged with the ESG ambition of the Casais Group	Achieve 100% of critical suppliers assessed against environmental and/or social criteria annually by 2025.	No. of critical suppliers screened using environmental and/or social criteria / Total No of critical suppliers	Start of commitment	0%	0%	Review dependent on the implementation of the platform planned for 2025, including 250 suppliers considered critical	92% 100%
	Raise awareness of ESG topics with all suppliers at least annually from 2023 onwards.	No. of ESG-aware suppliers /Total number of suppliers	Start of commitment	Sustainable Procurement Plan was shared in an unstructured manner	email sent to 4 682 suppliers in early 2024	1 st edition of the Casais Partners Meeting and Sharing the Procurement Plan and Suppliers' Code of Ethics and Conduct documents by email to all registered suppliers	Supplier meeting (Casais Partners Meeting) and sending documents by email to all suppliers with recent work.
	Recommend improvement measures for a minimum of 10 suppliers for which improvement potentials were identified, starting in 2025.	No. of suppliers to whom improvement measures have been recommended	Start of commitment	Not started	Not yet started	Improvement action plan for 1 supplier to whom opportunities for improvement have been identified	0 10
Incorporate ESG criteria into all significant investments	Incorporate ESG criteria in all significant own investments (above EUR 5 million), starting in 2024.	No. of significant own investments (above EUR 5M) meeting ESG criteria ESG / Total No. of significant own investments (above EUR 5M)	Start of commitment	83%	100%	0%	100% 100%
	Incorporate ESG criteria in the evaluation for acceptance of large projects (above EUR 15 million), starting in 2025.	No. large projects (above EUR 15M) incorporating ESG criteria / Total No. of large projects (above EUR 15M)	Start of commitment	we have not had projects over €15M	39%	87%	68% 100%
	Ensure positive discrimination of suppliers and service providers based on proximity to the construction site from 2024 onwards.	Volume of purchases from local suppliers (in the same market as the Group company / Total volume of purchases	Start of commitment	83%	85%	89%	89% 100%
Zero tolerance for corruption in all Group locations	Implement periodic corruption risk assessments as approved under the ISO 37001 certification process.	Implementation of ISO 37001 certification at Casais EC and the adoption of and compliance with international best practice across the Group's other companies	Start of commitment	During the process of implementing the standard for 2023 and subsequent evaluation of the commitment	Process intended to implement the ISO 37001 standard at an advanced stage for pre-certification	ISO 37001 standard in the pre-certification stage. Plan for the Prevention of Corruption Risks and Related Offences implemented with six-monthly evaluation reports	Continued implementation of ISO 37001 requirements, with strengthened control and monitoring mechanisms. The process of aligning and consolidating internal practices is still underway, and pre-certification was not carried out during the period under review.
	Implement and maintain an anonymous reporting system for suspected corruption that is accessible to all employees, starting in 2022.	Implementation of the anonymous reporting system	App +Alerta	Whistleblowing Channel	Commitment accomplished	Commitment accomplished	Commitment accomplished

Note: The report has grown in scope each year: it covered 2 companies in 2022, 51 in 2023, 70 in 2024, and 76 in 2025.

4.2.1 ETHICS AND COMPLIANCE

Ethics, integrity and compliance continue to play a central role in the way we conduct business and engage with our various stakeholders. These principles reflect the Casais Group's commitment to operating in a responsible and transparent manner, in line with high standards of business conduct.

In a context characterised by market diversity, the complexity of value chains and the sector's growing challenges, we emphasise the importance of promoting consistent practices, based on precision, responsibility and compliance with applicable requirements. We strive to ensure that our day-to-day work reflects the Group's values, helping to build lasting relationships of trust with employees, clients, suppliers, partners and other stakeholders.

We believe that a strong organisational culture based on clear ethics and common principles is essential to ensuring the organisation's credibility, stability and long-term sustainability.

The Casais Group has a governance framework that ensures the integration of ethics, compliance and the prevention of corruption and bribery into its strategic decision-making, operational management and oversight processes. In 2025, this model of corporate governance was consolidated with the creation of the Audit Committee, appointed by the Board of Directors, and the Internal Audit and Risk Management Department as an independent corporate function, with responsibilities for overseeing the effectiveness of internal control systems, risk management and the internal and external audit functions.

There is a set of overarching policies that guide ethical behaviour and promote a culture of accountability across all areas of operation, including issues such as anti-corruption and anti-bribery. Among these, the Business Code of Ethics and Conduct, the regulatory framework of which was revised and updated in 2024, in accordance with the General Corruption Prevention Regime (RGPC), and which applies to all employees, directors and members of the governing bodies, regardless of their role or geographical location. This Code sets out the organisation's core values, our corporate mission and the ethical principles that guide our professional conduct, including clear rules governing our relationships with clients, suppliers and all those who are directly or indirectly involved in our business. At the same time, the Integrity Guide, intended for all staff members, were also implemented, with the aim of supporting decision-making in situations involving ethical dilemmas (Annex II).

The implementation and monitoring of these policies are overseen by the Ethics Committee and the Compliance department, which ensure that environmental, social and governance procedures are applied and monitored. The



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Strategic Priorities



Ethics Committee, comprising three – one internal and two external, independent – members, ensures an impartial and objective analysis of the cases submitted to it, issuing opinions and recommendations whenever ethical dilemmas, potential conflicts of interest or allegations of non-compliance arise. For its part, the Casais Group’s Compliance department’s mission is to ensure that the Group operates ethically, with integrity and in compliance with applicable legislation and internal and external standards, whilst promoting an organisational culture based on transparency, accountability and trust. Internally, it is responsible for facilitating cross-functional collaboration between the Group’s various departments, reducing potential conflicts and helping to identify, assess and mitigate legal, regulatory and ethical risks, thereby fostering a working environment characterised by integrity and respect. Externally, Compliance also helps to strengthen the Group’s reputation as a trusted partner by ensuring that its practices are in line with high ethical and legal standards, thereby acting as a strategic factor in fostering responsible relationships. In this context, and in accordance with the General Corruption Prevention Regime, the Group has a Plan for the Prevention of Corruption Risks and Related Offences (PPR), covering the

three-year period 2024–2026, supplemented by an Interim Assessment Report drawn up in October and annual assessment reports drawn up in April, which enable the effectiveness of the measures implemented to be monitored and the prevention mechanisms to be adjusted whenever necessary. At the same time, we have implemented the Training Plan on the Anti-Corruption Management System, designed for the three-year period 2025–2027. In 2025, the regulatory framework was strengthened with the approval and implementation of various Compliance documents, reinforcing the package that already included the Business Code of Ethics and Conduct, the Integrity Guide, the Code of Ethics for Business Managers and Financial Directors, and the Guide to the Essential Directives in the Business Code of Ethics and Conduct. We have also drawn up the Privacy and Data Protection Policy. In 2025, 816 employees and 12 partners completed the training and all employees who joined the Group signed the Business Code of Ethics and Conduct. Of particular note in this context is the adoption of the Anti-Corruption and Anti-Bribery Policy, which applies to all Group companies,

as well as to employees, members of governing bodies and third parties acting on behalf of the organisation. The Policy sets out a commitment to zero tolerance of corruption, bribery and facilitation payments, establishing clear rules on gifts and hospitality, donations and sponsorship, conflicts of interest, integrity due diligence procedures for employees and partners (including the identification of Politically Exposed Persons), the mandatory inclusion of anti-corruption clauses in contracts and rigorous maintenance of accounting records, with a ban on “under the table” transactions. Its implementation and monitoring are overseen by the Compliance department, with regular reports to the Board of Directors; formal whistleblowing mechanisms and safeguards against retaliation are also in place, as are awareness-raising initiatives and mandatory training. There are four formal channels available for reporting concerns and irregularities: email, post, direct contact with the Ethics Committee, and the Whistleblowing Channel. The Whistleblowing Channel allows complaints to be filed anonymously and confidentially, ensuring the protection of the complainant, in accordance with the requirements of Act No. 93/2021, which transposed Directive (EU) 2019/1937, and as required by Executive Act No. 109-E/2021, of December 9.

Zero cases of corruption were identified in 2025



With the aim of strengthening an organisational culture based on ethics, integrity and transparency, we have developed a number of initiatives throughout the year to raise awareness, provide training and promote best practices. Some examples include:

4.2.1 ETHICS AND COMPLIANCE

Establishment of the Audit Committee and the Internal Audit and Risk Management department

In September 2025, the Casais Group formalised the restructuring of its governance framework, notably with the creation of the Audit Committee and the establishment of the Internal Audit and Risk Management department as a corporate function, with a clear framework of mandates, responsibilities and reporting lines, thereby strengthening the transparency, integrity and soundness of its internal control and risk management systems.

The Audit Committee, appointed by the Board of Directors, comprises the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO), ensuring an integrated view of strategy and financial management. Its mission is to oversee the effectiveness of internal control mechanisms, the soundness of risk management and the independence of internal and external audit functions.

The Internal Audit and Risk Management department, headed by the Chief Audit Executive (CAE), reports functionally to the Audit Committee and administratively to the CEO, ensuring autonomy and objectivity, while working closely with senior management. The purpose of the Internal

Audit department is to systematically assess and improve the effectiveness of governance, risk management and internal control processes by providing independent and objective auditing and advisory services.

This development strengthens the structured coordination between Audit, Risk Management and the management and supervisory bodies, ensuring greater organisational stability and the creation of sustainable value for all the Group's stakeholders.

At an operational and regulatory level, the following are of note: the drafting of the Audit Committee's Mandate and its approval by the Board of Directors; the drafting of the Internal Audit Committee's Mandate and its approval by the Audit Committee, and the development and approval of the Group's Risk Management Policy by the Board of Directors. This policy serves as the key regulatory guideline for integrated and consistent risk management.





Training Plan on the Anti-Corruption Management System

In 2025, the Casais Group strengthened the training of its teams by implementing the Anti-Corruption Management System (SGA) Training Plan, which applies to all Group companies and their employees, including directors, board members, temporary employees, external service providers and partners acting on behalf of the organisation. This plan, covering the period 2025–2027, is an essential tool for consolidating an ethical culture and preventing the risks of corruption and related offences, in accordance with the General Corruption Prevention Regime (Decree-Law 109-E/2021) and the ISO 19600 (Compliance Management System) and ISO 37001 (Anti-Bribery Management System) standards.

The plan aims to strengthen knowledge, training and institutional practices in the areas of transparency and integrity, in order to ensure a full understanding of the SGA’s policies and procedures, contribute to mitigating the risks identified in the PPR, and underpin the Group’s commitment to zero tolerance of corruption in all regions where it operates.

Dissemination of information and raising awareness among employees on the topics of ethics, compliance, corruption and bribery

The dissemination of information and raising staff awareness on topics related to ethics, compliance, corruption and bribery are also ensured through the Group’s internal communication channels, namely the Segue-me newsletter and the technical bulletin "O Engenho", as well as through specific training initiatives. Several articles and posts were published on this topic in 2025:

➔ In May, the in-house newsletter “O Engenho” published an article entitled “The Complaint Channel as a protection tool”, with the aim of raising staff awareness of the existence and operation of the Casais Group’s Whistleblowing Channel. The publication highlighted the applicable legal framework, namely the General Corruption Prevention Regime and the General Framework for the Protection of Whistleblowers, as well as the principles of confidentiality, anonymity and protection against retaliation, highlighting the role of the reporting channel as an essential tool for preventing, detecting and

mitigating irregular practices and for promoting a culture of integrity and transparency.

➔ On the in-house “Segue-me” channel, 17 articles were published throughout the year on the topics of ethics, compliance, corruption and bribery, addressing, amongst other things, the ethical and responsible use of the Group’s resources; the ban on alcohol, drugs and gambling in the workplace; equal opportunities; participation in political and public life; guidelines for the use of social media and corporate communications; the acceptance and offering of gifts and hospitality; the Plan for the Prevention of Corruption Risks and Related Offences; and collaboration with the Ethics Committee and the Compliance Department.

Throughout 2025, seven specific awareness-raising initiatives aimed at employees were carried out, using various formats and internal communication channels, with a view to emphasising the importance of acting ethically and in accordance with regulations whilst carrying out their duties. These initiatives included an institutional presentation by the Compliance Department, the promotion of the Whistleblowing Channel



and other means of reporting irregularities, an awareness-raising session in an operational context, and the dissemination of information on combating corruption via corporate email and in-house communication platforms. In particular, as part of International Anti-Corruption Day, which is observed in December, a range of informative content was published on the Group's internal channels. In addition to the article on the Segue-me channel, the Compliance department published a notice on the subject on its channel within the Group's in-house platform, reinforcing the Group's zero-tolerance policy towards any form of corruption or misconduct. This initiative sought to raise staff awareness of the concept of corruption, examples of high-risk situations in the construction sector, the importance of acting ethically in day-to-day work, the duty to report irregularities, and knowledge of and compliance with the Group's key ethics and integrity documents, as well as publicise the available reporting channels.



4.2.2 HUMAN RIGHTS

Human rights represent a broad commitment shared across the entire Group, based on respect for the dignity, equality and worth of every individual with whom we interact, wherever we operate.

Human rights management is overseen by the Human Resources department, across all the regions in which the Group operates.

We have a Human Rights and Labour Policy, formalised in 2023, which establishes the guiding principles of action regarding respect for human rights and labour rights applicable to employees, suppliers, partners, clients and other stakeholders across all activities, business areas and geographies. Accordingly, the Group is committed to supporting, respecting and protecting human rights and labour rights, and ensures that it is not complicit in any form of abuse or violation of these rights. This policy is available in Portuguese and English on the company's website and on the intranet.

The policy is in line with international guidelines, such as the International Bill of Human Rights, the United Nations Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights as well as the Conventions of the International Labour Organisation (ILO), the United Nations Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

The principles by which the Group is governed and which are set out in the policy are:

- ➔ The elimination of all forms of forced or compulsory labour, the trafficking in human beings
- ➔ Effective abolition of child labour
- ➔ The elimination of discrimination in respect of employment and occupation
- ➔ Freedom of association and the recognition of the right to collective bargaining
- ➔ Occupational Health and Safety;
- ➔ Inclusion and non-discrimination¹

(1) Not to tolerate any kind of harassment, discrimination, bullying, defamation, violence or victimisation on the grounds of race, ethnicity, gender, gender identity, age, religion, disability, civil status, sexual orientation, political ideology, rank, or any other factor.



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Strategic Priorities



In a sector such as construction, which is characterised by its international scope, a wide range of activities, temporary employment and a diverse range of stakeholders, we are exposed to risks associated with labour practices such as child labour, informal employment and precarious working conditions. In order to mitigate the risk of incidents of this nature, we are implementing a set of control procedures, such as checking the documentation of new employees (all employees, including subcontractors and workers employed by sub-contractors) before they commence work, including checks to ensure that they meet the legal minimum age for employment and that they are registered with the relevant authorities and bodies required by law in the markets where they carry out their duties. For new employees, the employment contract now includes provisions addressing human rights concerns and the requirement to comply fully with labour law. In addition, the onboarding process and the contract itself are translated into a language that the employee understands.

Zero cases of child labour, or forced or compulsory labour in 2025.

During 2025, seven complaints were lodged regarding incidents of harassment, three of which included allegations of discrimination. The complaints were submitted via the channels that enable employees to raise their concerns, in particular the Whistleblowing Channel. To date, and following the investigation procedures carried out, it has not been possible to confirm the source of any of the incidents reported. There was also a complaint received of violation of the rights covered by International Labour Organization (ILO) Convention 190. At the end of the investigation, and given that the alleged facts were not corroborated by the evidence collected, the complaint was dismissed. No fines, sanctions or compensation were imposed in relation to discrimination (including harassment) or human rights issues.

In addition to our own commitment to respect human rights, we require our partners to adopt the same principle. To this end, as well as incorporating principles of respect for human rights into our Business Code of Ethics and Conduct, we have created the Suppliers' Code of Ethics and Conduct (see the section on “Value Chain Management”) to ensure that our business partners comply with our ethical and labour policies. To ensure that our employees and other stakeholders can report, freely and safely, any instance of harassment, discrimination or human rights violations, including discrimination on the grounds of gender, gender identity or expression, marital status, race, ethnicity or nationality, disability, religion, sexual orientation, age or social background, a specific and confidential channel is in place: the Whistleblowing Channel (see the section on “Ethics and Compliance”).



4.2.3 VALUE CHAIN MANAGEMENT



Value chain management assumes an essential role in the organisation and execution of our operations. The technical and multidisciplinary nature of the projects we undertake requires structured coordination with suppliers, subcontractors and partners, whose actions directly influence the Group’s operational continuity, safety, legal compliance and reputation. Our value chain is characterised by its breadth and diversity, reflecting the integrated nature of our operations. Upstream, we have integrated suppliers of construction materials, products and equipment, prefabricated components, machinery hire, skilled labour, logistics and transport services. As a general rule, contractual relationships are structured on a project-by-project basis and form part of longer-term commercial relationships. Downstream, our clients include public and private entities, depending on the sector and geographical location.

We believe that solid, responsible relationships with our partners are essential to creating a value chain that is more ethical, sustainable and in line with the principles we uphold.

Management of suppliers and sourcing is the responsibility of the Global Sourcing department, but procurement policies and procedures are implemented locally. Our approach is guided by the principles of responsible business conduct and preventive management, underpinned by various complementary internal tools, namely the Suppliers' Code of Ethics and Conduct, the Sustainable Procurement Plan and, since 2025, the Procurement Policy.

SUPPLIERS'
CODE OF ETHICS
AND CONDUCT

In 2025, we updated the standards applicable to the value chain, contained in the Suppliers' Code of Ethics and Conduct, which has been in effect since 2022. The Code sets out guidelines and commitments on business ethics and governance applicable to suppliers, subcontractors and service providers (including their representatives). Using this code, we will prioritise partnering with suppliers and subcontractors who share our vision, based on the three essential pillars for more sustainable

procurement: Environmental Commitment, Social Awareness, and Economic Responsibility. These aspects translate into specific requirements in the fields of Ethics, Integrity and Anti-Corruption; Human and Labour Rights; Health, Hygiene and Safety at Work; Environmental Protection; and Confidentiality, Data Protection and Information Security.

We strive to select suppliers and subcontractors who share our principles of integrity, humanism, precision, cooperation, honesty, transparency and environmental and social responsibility. Compliance with these requirements is ensured through formal adherence to the Code, its integration into contractual relationships, as well as the provision of mechanisms for reporting irregularities. In 2025, we recorded 1 076 subscriptions to this Code of Conduct.



SUSTAINABLE
PROCUREMENT
PLAN

4.2.3 VALUE CHAIN MANAGEMENT

The **Sustainable Procurement Plan** complements this framework by incorporating environmental, social and economic criteria into procurement processes, setting out expectations regarding environmental compliance, emissions reduction, the use of certified materials, resource efficiency, fair competition and the possibility of conducting audits of suppliers. This Plan reflects the Group’s commitment to promoting responsible procurement practices that are in line with its values, thereby strengthening the creation of sustainable value throughout the entire supply chain.

The Department of Procurement and Turnkey Subcontracting (DCSI) is responsible for the operational monitoring and assessment of the **Procurement Policy**, from the formalisation of the purchase requisition, through the due diligence process, market consultation, technical and financial analyses, the formalisation of contracts and purchase orders, to the confirmation of receipt of the goods and/or services procured. This procedure is carried out in conjunction with the Compliance department and in accordance with the Third-Party Onboarding and Due Diligence Manual. The Procurement Policy helps to ensure that the Group adheres to best practice in managing

compliance with the ISO 19600 – Compliance Management Systems and ISO 37001 – Anti-Bribery Management Systems standards.

There is a Suggestions, Enquiries and Complaints Form on our website, which is available to all partners and stakeholders who wish to raise issues or difficulties relating to their interactions with Casais Group companies. Also available are the Whistleblowing Channel, the Suppliers' Code of Ethics and Conduct in Portuguese, English, Spanish and French, and the Sustainable Procurement Plan in Portuguese and English. Every year, an email containing these documents is sent to all suppliers.



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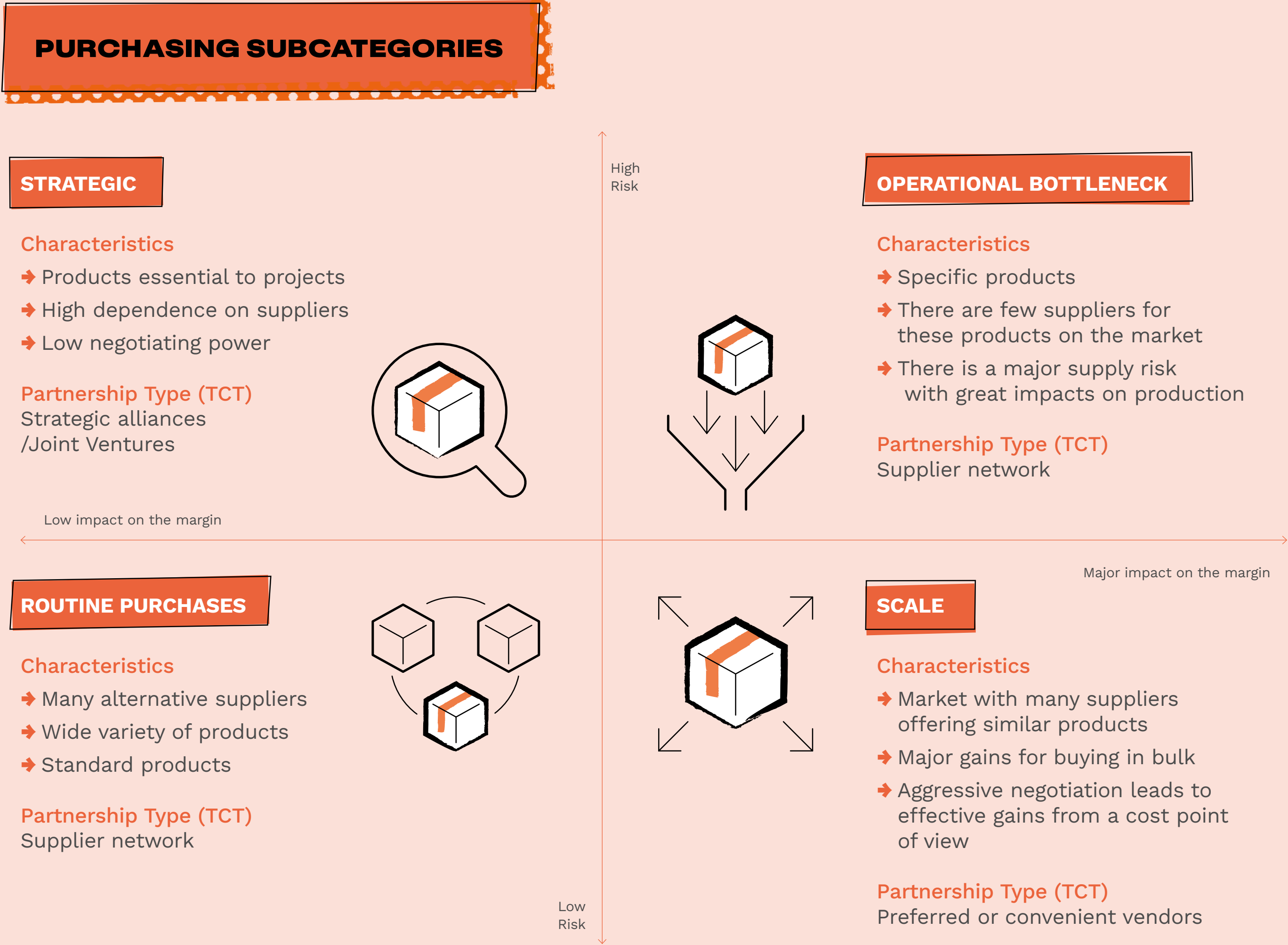
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Strategic Priorities

QUALIFICATION, ASSESSMENT AND DUE DILIGENCE PROCESS

The qualification and validation of suppliers and subcontractors begins prior to the procurement process, under the coordination of the Global Sourcing department, in collaboration with the technical, operational and financial business areas. This stage precedes any procurement contract and aims to ensure that the supplier portfolio is structured in a way that is consistent with the Group’s values and its operational and strategic needs.

The supplier portfolio is segmented on the basis of a two-dimensional analysis of supply risk and economic impact, following the logic of the Kraljic matrix. This methodology enables the definition of differentiated strategies for negotiating with, engaging in contracts with, and monitoring partners.



In addition to the preliminary assessment, suppliers are evaluated after the services have been carried out, taking into account various criteria relating to adherence to deadlines, quality and technical capability, price and financial capacity, relationship and commitment, and health and safety and the environment. This assessment groups suppliers according to associated action measures, such as the drawing up of improvement plans or the classification of a supplier as “Not Qualified”, leading to their exclusion and the termination of business relations.

Strengthening evaluation mechanisms

In 2025, as part of our efforts to strengthen risk management mechanisms across the value chain, we began integrating specialist external information to complement the internal procedures applicable to suppliers classified as critical (those with a business relationship exceeding EUR 400 000). This analysis is carried out using an external risk assessment platform, which aggregates indicators relating to financial risk, legal compliance and exposure to ESG risk factors. This component covers aspects relating to human rights, labour practices, corporate behaviour, the environmental and corporate governance policies. The integration of this tool, which is still at the trial stage, helps to improve

the early identification of reputational, legal or operational risks within the supply chain, complementing internal analysis and supporting decisions on whether to maintain existing controls as they are or strengthen them further. In 2025, 641 suppliers were classified as critical and were integrated into the platform.

Wherever possible, we give preference to local suppliers in the markets where we operate. This practice helps to mitigate logistical risks, reduce lead times, minimise the environmental impact associated with transport, generate value for local economies and enhance business efficiency. In 2025, this approach was maintained and continued to be implemented in line with the needs of each project and the availability of local supply. In the three largest markets, which account for 89% of turnover, the following percentages of the value of local purchasing volume apply: Portugal – 94%, Angola – 82% and Gibraltar – 67%.

Digitalisation is a key strategic element in optimising procurement processes. We have therefore been focusing on implementing solutions such as catalogue-based purchasing, the use of supplier evaluation platforms, process automation and electronic invoicing, as well as other initiatives.

Knowledge-sharing, cooperation and the joint development of solutions are essential for addressing the sector’s challenges, stimulating innovation and promoting increasingly sustainable and efficient practices.

In this context, throughout the year we have developed a number of initiatives designed to strengthen our ties with partners, suppliers, institutions and other stakeholders in the sector, promoting dialogue, knowledge-sharing, collaboration and the joint development of solutions that have a positive impact. Examples of such initiatives include:



Launch of the training platform for partner companies

The Academy and the DCSI department have joined forces on a pilot project to open up the Group’s training platform to partner companies. This project aims to strengthen partnerships, integrating shared growth and quality. In this first phase of the project, 55 companies were granted access to the platform. A total of 91 courses were successfully completed, amounting to 213 hours of training for our partners.





2nd Edition – Casais Partners Meeting 2025

On 22 May, the 2nd edition of the Casais Partners Meeting took place at the Fórum Braga, bringing together 284 participants, including suppliers, partners, clients and teams, to discuss the sector’s challenges and opportunities, with a focus on industrialisation, innovation and sustainability. Experts from the Group shared the stage with external partners. The event was complemented by a networking area where various companies within the Group showcased their solutions and innovations.

Building on the initiatives from 2024, we took sustainability concerns into account when organising the event. We chose a central venue with good transport links, and provided online information on public transport availability, reused lanyards, cups and badges, and donated surplus food to ReFood in Braga.





Meetings with suppliers and subcontractors

In 2025, in Portugal, our Procurement department carried out 15 visits to partners’ premises, held 93 meetings at head office and held 6 meetings via Teams. There were also 4 visits to construction sites.

The aim of these meetings was to establish closer ties and build trust, while aligning expectations and shared goals with a view to consolidating long-term partnerships. They also made it possible to identify commercial and strategic opportunities and to anticipate the Group’s current and future needs.





The Connect to Build conference cycle

Throughout the year, we organise the Connect to Build conference series, a joint initiative aimed at sharing knowledge and reflecting on the future of the construction sector, with a focus on innovation, sustainability and the role of strategic partnerships.

The series comprised two conferences: “Breaking into the Market through Successful Partnerships”, held on 22 May in Braga, attended by 189 participants as part of the city’s Economy Weeks, which focused on the importance of collaboration between businesses, academia and other stakeholders in the ecosystem for the creation of innovative and scalable solutions; “Affordable Housing and Industrialisation: Scaling Solutions with Purpose”, held on 24 September in Lisbon, was attended by 140 participants and was dedicated to discussing industrialised models as a response to housing challenges, with a focus on predictability, sustainability and social impact. These initiatives were attended by the Group’s CEO, employees and external guests, including representatives from companies, financial institutions, academia and strategic partners.





Partnership Agreement with the Ordem dos Engenheiros

We reaffirmed our commitment to promoting engineering and transforming the sector by signing an Institutional Partnership Agreement with the Ordem dos Engenheiros. The memorandum of understanding was signed on 11 September and aims to establish an ongoing relationship of dialogue and cooperation between the Ordem dos Engenheiros and Casais Group, fostering synergies in strategic and priority areas for the transformation and modernisation of the sector, with particular emphasis on sustainability, international recognition, and the retention and development of qualified talent in Portugal. It also aims to promote gender equality in engineering, as a contribution towards creating a more inclusive profession.



4.3 CONSCIOUS AND INNOVATIVE SOLUTIONS



4.3 CONSCIOUS AND INNOVATIVE SOLUTIONS

The transformation of the construction sector requires a conscious, integrated and forward-looking approach. We regard innovation as fundamental to addressing the challenges that shape our environment, recognising the sector’s significant impact on resource consumption and global emissions.



We invest in a strategy of creating sustainable value backed by innovation, intelligent design and the incorporation of solutions that promote efficiency, performance and environmental responsibility throughout the life cycle.

Industrialisation, digitalisation and the adoption of new technologies continue to play a central role on this trajectory, enabling us to streamline processes, reduce waste and foster more collaborative and integrated approaches. These solutions are designed to promote human well-being and to have a positive impact on people and the surrounding area.



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Strategic Priorities



To this end, two ambitions have been defined, embodied within the following commitments:

Ambition	Commitment	Metric	Commitment Progress					Objective						
Significantly increase the integration of sustainable construction processes in new projects	Implement sustainable construction processes or products* in at least 70% of new projects by 2030.	No. of projects finalised that implemented sustainable construction processes or products / Total No. of projects finalised in the year**	<table><tr><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th></tr><tr><td>35%</td><td>68%</td><td>79%</td><td>76%</td><td>85%</td></tr></table>	2021	2022	2023	2024	2025	35%	68%	79%	76%	85%	2030 70%
	2021	2022	2023	2024	2025									
35%	68%	79%	76%	85%										
Increase the incorporation in construction of wood as a structural material, ensuring its incorporation in a minimum of 30% of projects started from 2030.	No. of projects finalised incorporating wood as a building material*** / Total No. of projects finalised in the year	<table><tr><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th></tr><tr><td>Start of commitment</td><td>0%</td><td>3%</td><td>6%</td><td>2%</td></tr></table>	2021	2022	2023	2024	2025	Start of commitment	0%	3%	6%	2%	2030 30%	
	2021	2022	2023	2024	2025									
Start of commitment	0%	3%	6%	2%										
Target innovation resources towards low-carbon/sustainable solutions	Ensure that at least 90% of investment and innovation resources are allocated to research or development of new, green and clean solutions from 2024.	Total investment in developing green, clean solutions/Total investment and resources for product innovation	<table><tr><th>2022</th><th>2023</th><th>2024</th><th>2025</th></tr><tr><td>Start of commitment</td><td>73%</td><td>100%</td><td>92%</td><td>84%</td></tr></table>	2022	2023	2024	2025	Start of commitment	73%	100%	92%	84%	≥ 90%	
	2022	2023	2024	2025										
Start of commitment	73%	100%	92%	84%										

*Processes or products for sustainable construction are understood as processes or products, even if partial, that ensure the reduction of the carbon footprint, that reduce the specific consumption of critical non-renewable resources or that increase circularity through the reuse of materials. The changes when compared with 2024 are due to changes in the way information is collected and recorded.

**Small remodelling projects were not included.

*** Only CREE projects completed during the year were taken into account.

Note 1. The report has grown in scope each year: it covered 2 companies in 2022, 51 in 2023, 70 in 2024, and 76 in 2025.
Note 2. We intend to set out a clear commitment to our ambition to “reduce waste and maximise its reuse” that reflects our transition towards a more industrialised approach to construction; for this reason, the commitment relating to this ambition is currently under review.

4.3.1 INNOVATION AND SUSTAINABLE DESIGN

4.3.1 INNOVATION AND SUSTAINABLE DESIGN

Innovation is a strategic priority for the Group, underpinning the way in which we design, develop and deliver solutions.

We promote innovation as a means of creating value, strengthening competitiveness and addressing the challenges inherent to our sector.

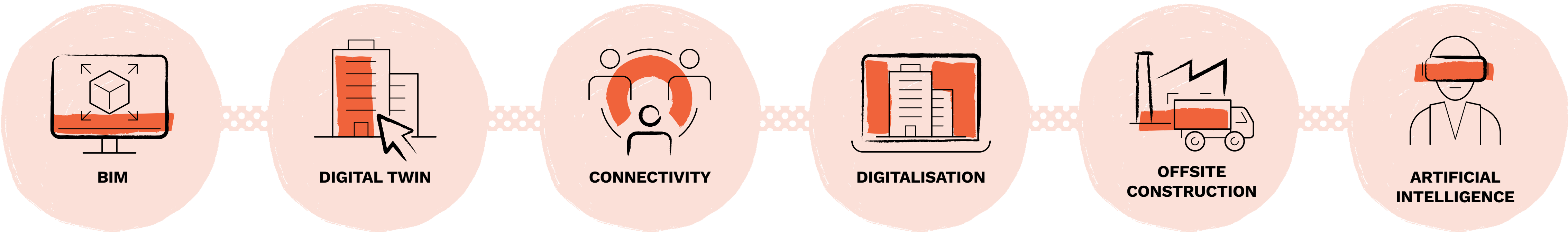
Innovation falls under the remit of the Innovation, Development and Technology department, which stimulates the generation of ideas, and defines how they are assessed, monitored and turned into results, with a focus on meeting the needs of internal and external customers and while also pursuing the Group's long-term development. In 2025, this area underwent a reorganisation, with the integration of new members and the appointment of new leadership. We are currently in the process of developing and consolidating

our innovation model, with a focus on formalising procedures and tools to support the management and monitoring of processes and products. The Innovation Forum serves as a forum for dialogue and decision-making, bringing together various areas of the Group to discuss topics with the potential to bring about change. The objective is to evaluate, prioritise and guide ideas that can generate value for the business and for people. On average, and depending on the complexity of the topics, an Innovation Forum is convened when at least six relevant topics have been identified. In 2025, three such events took place: two in person and one online.

The integration of new technologies has been helping to drive the transformation of our processes and working methods, enabling us to enhance the organisation's efficiency, quality and responsiveness. In conjunction with the ongoing updating of knowledge and skills, these tools support the optimisation of resources, the improvement of operational performance and the development of more effective and sustainable solutions.



Confiança - University Residence, Braga



We have invested in **BIM (Building Information Modelling)** technology, developing in-house teams capable of carrying out virtual pre-construction and integrating this model with operation and maintenance management tools.

We have improved the efficiency of construction and maintenance operations, thanks to a **digital twin** using BIM technology.

We have implemented a site documentation management tool that digitalises all management documentation: it integrates BIM designs and models, minutes of meetings, requests for clarification and responses from the client, photographs and other essential documentation, enabling all relevant construction information to be stored chronologically in digital format and better **connectivity** between those involved in the project.

We have **digitalised** the process of enquiry and procurement of materials and services, ensuring better integration with our supplier partners and setting in motion a tracking capability and aggregate savings that are reflected in improved customer relations.

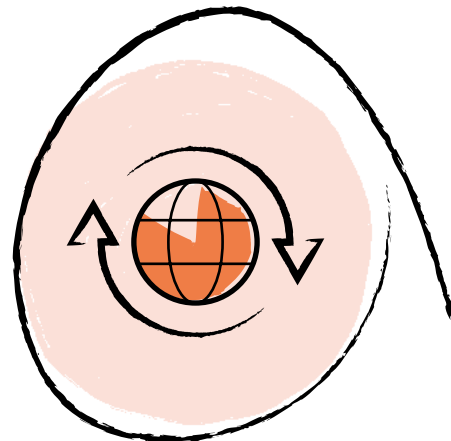
We use industrialised, **pre-construction technology**, which allows for the replicability of more efficient solutions - such as those produced by Blufab and CREE.

We have begun incorporating **Artificial Intelligence** to support decision-making, optimise processes, predict deviations, generate recommendations, and accelerate data analysis in areas such as planning, production control, and facilities management.



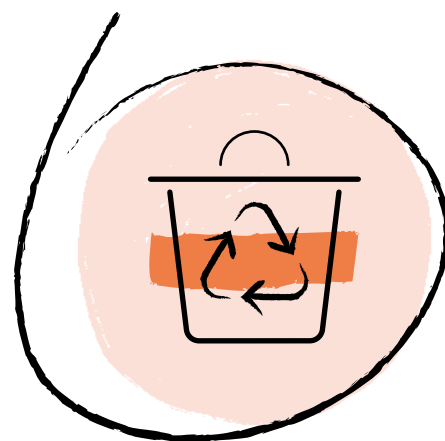
We invest in industrialised solutions and technological partnerships focused on new construction techniques, thereby strengthening our ability to translate innovation into technical and operational applications. Prefabricated and modular solutions produce components in a more controlled (factory) environment, with components subsequently assembled on site. This model allows for greater predictability in project delivery and more efficient resource management, offering a number of advantages:





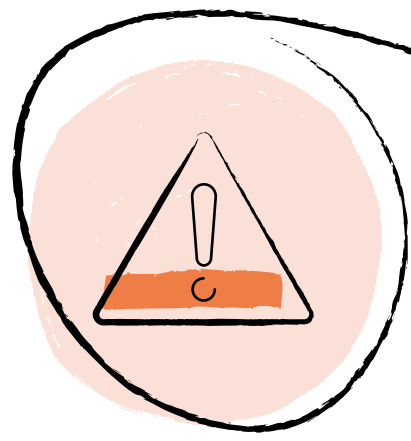
USE OF CIRCULAR ECONOMY PRINCIPLES

Increased circularity of materials - typically 20 to 30% of products can be reused at the end of their life cycle. Extension of the material's life cycle.



70% REDUCTION IN WASTE PRODUCTION

Production in a factory environment allows for greater use of waste.



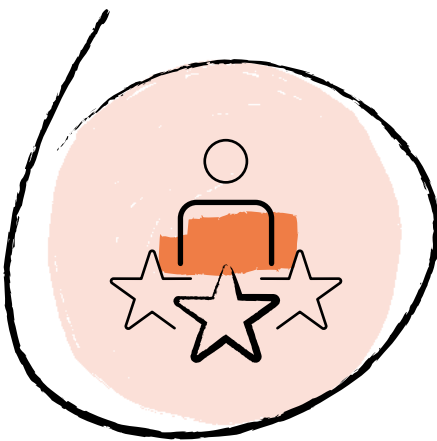
MITIGATION OF THE LIKELIHOOD OF INHERENT OCCUPATIONAL RISKS

Less frequent exposure to risks in a worksite environment.



REDUCTION OF ON-SITE NOISE POLLUTION BY MORE THAN 50%

Reduction in the amount of work on site with great noise impact, such as ceramic cutting and profiling.



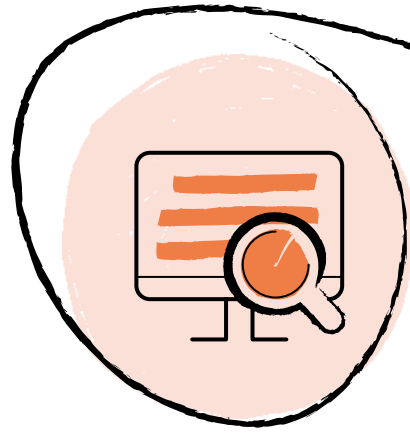
INCREASED PROFESSIONAL QUALIFICATION

Increase capacity for training at the factory and for re-skilling workers from other sectors.



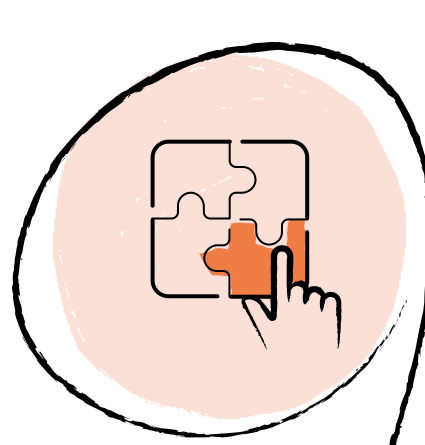
PRODUCTIVITY INCREASED BY MORE THAN 50%

Compared to traditional construction, construction using industrialised solutions is more productive as tasks are performed in an industrial environment and supported by more productive equipment, allowing the use of higher qualified labour.



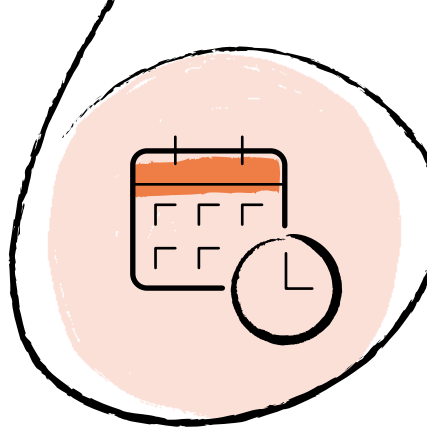
TRACEABILITY

As the materials and construction systems are developed using a digital model, everything that is incorporated corresponds to the designs, allowing for easier disassembly, repair and reuse in the future.



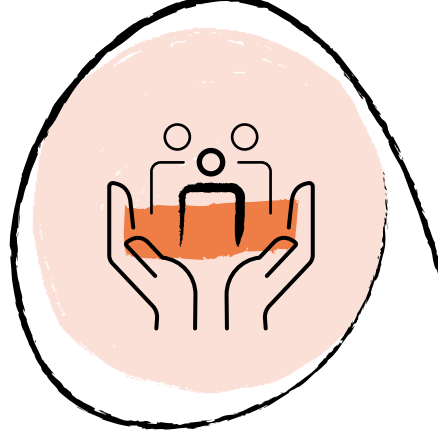
STANDARDISATION

The principle of industrialisation is standardisation, so the materials and systems that are incorporated are more standardised than they have been in the past, allowing for easier access to replacement parts at a lower cost.



MITIGATION OF THE RISK OF MISSING DEADLINES

Reduction of the lead times of the most complex tasks, allowing the risk of project delays caused by labour shortages or the breakdown of the supply logistics chain to be mitigated. If there are no delays due to external factors (such as logistics), the deadlines can be shortened by 10 to 50%.

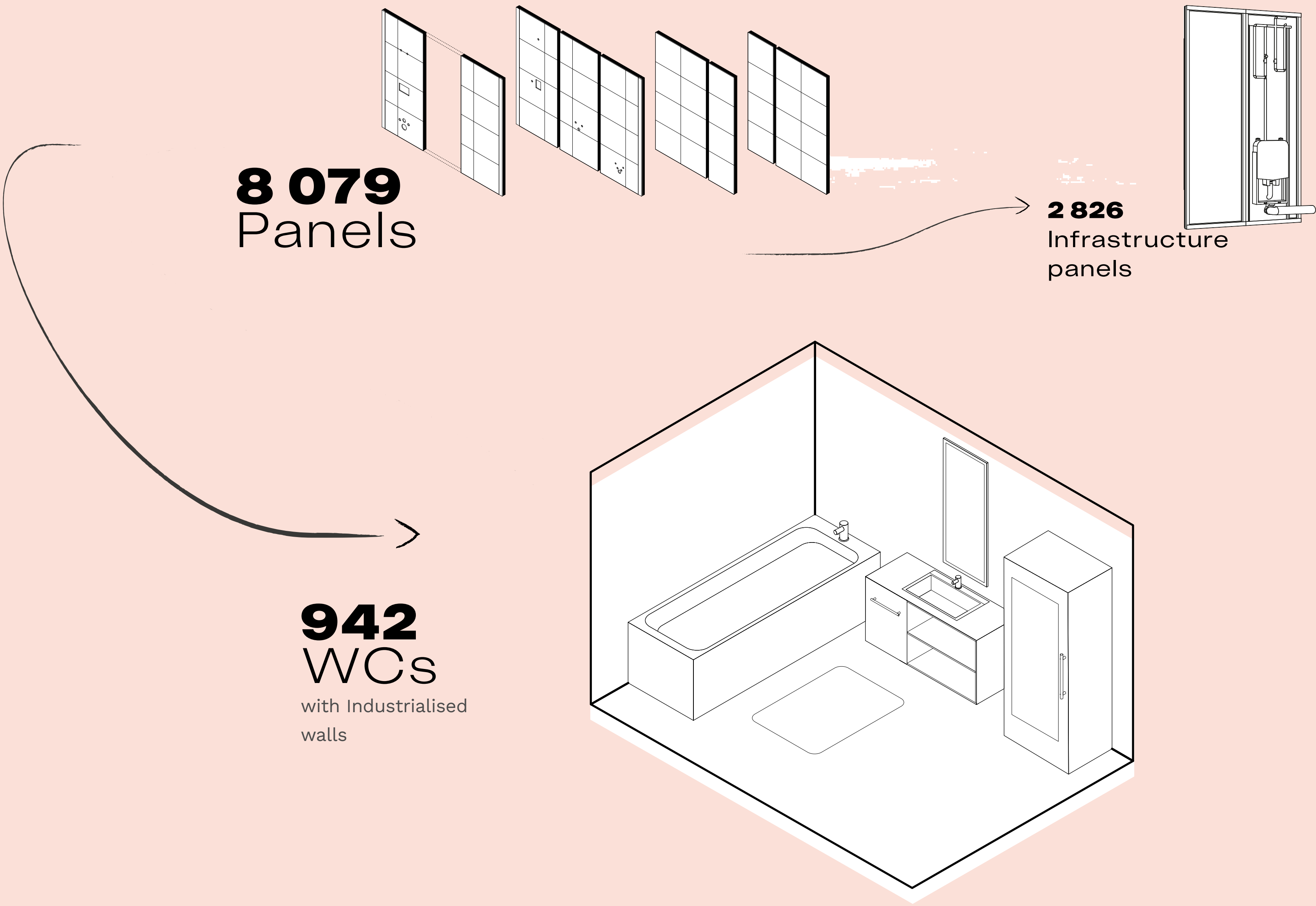


GREATER GENDER AND AGE INCLUSION

Reduction of barriers identified on site for greater integration of employees.



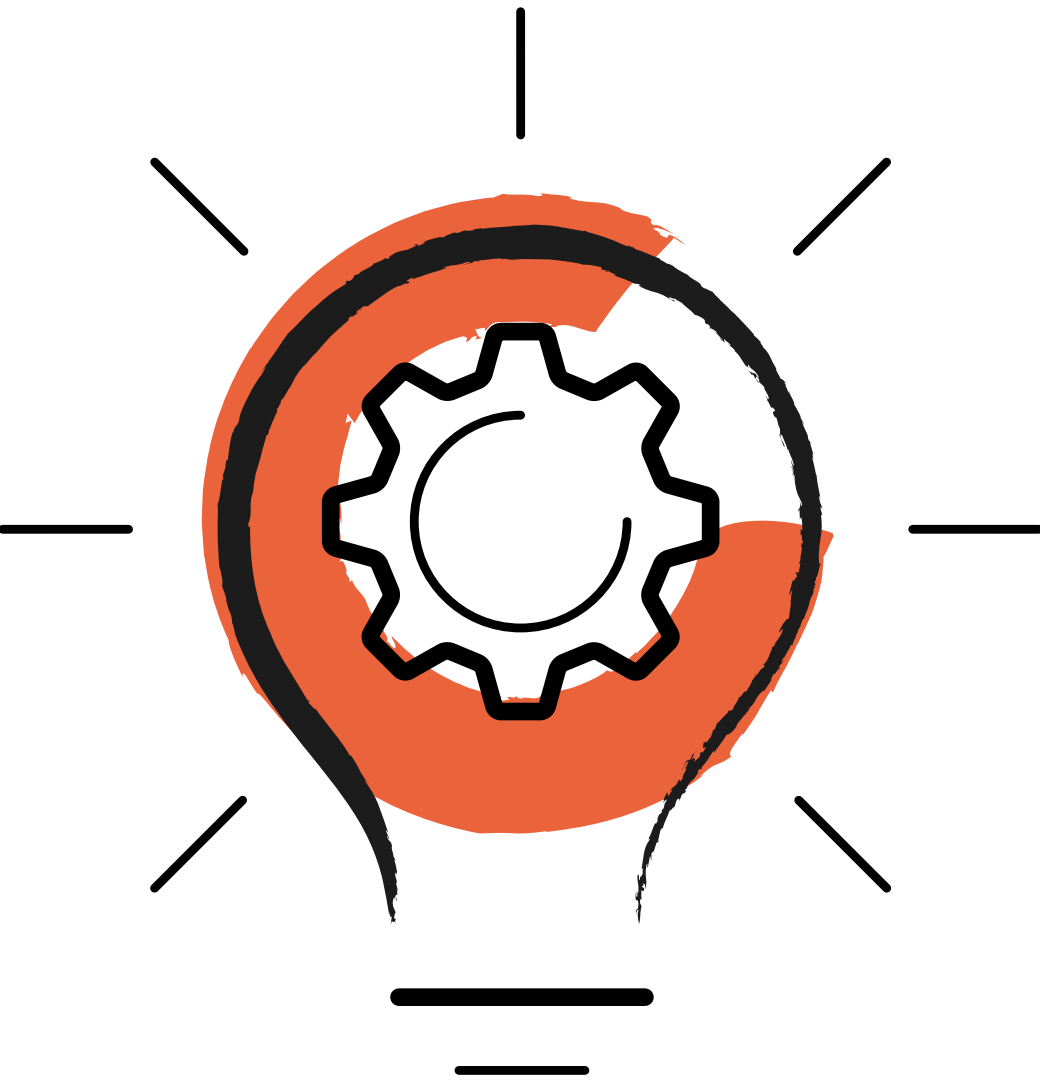
In 2025, Blufab, the Group’s offsite construction company, produced a total of 942 Sanitary Installations (SI), installed on site, corresponding to 8 079 panels, 2 826 of which were fitted with infrastructure, and used in eight different projects.





In 2025, 68 innovation projects were launched and/or continued across various Group business areas, including 49 within Blufab, 2 developed through coordination between Blufab and the Casais Group, 4 using CREE methodology, 11 arising from the Get Together initiative, and 1 in the Human Resources department. These projects covered a range of areas, including product development, process optimisation, robotics, mechanics, structural engineering and production processes.

Projects were monitored internally by the relevant departments and/or the Innovation Forum, ensuring that progress was tracked. We strive to improve the efficiency of our internal processes by using RPA (robotic process automation) and integrating AI into our most repetitive and administrative processes. We are also committed to implementing the Kaizen philosophy across several companies within the Group.





Get Together

The Get Together initiative aims to foster creativity, innovation and knowledge-sharing within the Group and encourages staff to put forward their ideas. At the end of each year, the ideas that have been brought to fruition by the Innovation Forum are presented (both in person and online). Before the presentation, speakers are given training in communication, comprising two sessions (theoretical and practical) with an external partner. As a result of this event, prizes are awarded to the three ideas that stand out in terms of impact and applicability (as voted for by the directors and management), and two prizes selected by the event’s audience, one for the most innovative idea and the other for the best-presented idea. In early 2025, an Innovation Forum event was held to analyse and develop an implementation strategy for the 11 ideas/projects presented by 16 speakers at the 11th edition of Get Together.



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Strategic Priorities



The Casais “Construction in the Digital Age” university department

In partnership with the University of Minho, the “Construction in the Digital Age” Department was launched in June at the university to focus on advancing applied research in the development of new construction solutions. It focuses on the integration of processes in construction, in the fields of digitalisation, robotics and additive manufacturing (3D concrete printing), on the development of modular, prefabricated and demountable structural components, and on the creation of standards for incorporating production data into BIM models. This initiative promotes progress towards more industrialised construction, the circularity of materials and the concept of viewing buildings as material banks.





Center Construction Robotics (CCR) Integration

In August, Casais Construction and Blufab became members of Center Construction Robotics, an international network that brings together leading companies, universities and institutions to drive digitalisation, automation and robotics in the construction sector. This involvement aims to keep pace with developments in emerging technologies, foster collaboration with some of Europe’s leading specialist organisations in the construction and technology sectors, and reinforce our commitment to digital and innovative solutions, against a backdrop of rapid technological transformation in the sector.





Dissemination of technical knowledge in innovation and sustainable design

Throughout 2025, we promoted the in-house dissemination of technical knowledge on topics such as energy efficiency and sustainable design by publishing specialist articles in the in-house technical newsletter “O Engenho”. The content covered topics such as the use of sustainable materials like timber and FSC (Forest Stewardship Council) certification, the requirements and implications of buildings in need of renovation becoming near-zero-energy buildings (nZEBs), and the challenges associated with the energy efficiency and environmental performance of buildings throughout their life cycle.

To share information, enhance knowledge and raise awareness amongst other stakeholders of the importance of innovation, industrialisation and digitalisation, the Group took part in forums, conferences and other national and international events, either as speakers or by participating in panel discussions.



4.3.2 CIRCULARITY AND RESOURCE MANAGEMENT

The Group adheres to the principles contained in *Circular Economy Principles for Buildings Design*, a document issued by the European Union (EU), predominantly on issues such as durability, adaptability, and waste reduction and management.

Within the framework of PQASS (Policy on Quality, Environment, Safety and Sustainability) with regard to resource use and the circular economy, we have made a commitment to the “Rational use of natural resources and pollution prevention”, the “Commitment to reducing waste and pollutant emissions”, and “Participation in initiatives that contribute to socio-economic and cultural development and the preservation of the environment”.

We have a Sustainable Procurement Plan which sets out the environmental principles and requirements applicable to the selection and management of suppliers. In this regard, the Group promotes the conservation of natural resources, the incorporation of recycled materials, the reuse and recycling of materials, and the reduction of waste, waste generation and the use of hazardous materials.

Casais has been stepping up its investment in innovative construction solutions, such as the CREE system, a modular method that uses a timber and concrete composite. This approach is based on a combination of materials and construction systems that promote durability, adaptability and the future reuse of components (around 70% of the solutions by mass can be reused whilst maintaining adequate levels of functionality and safety), waste reduction and resource optimisation. By prioritising solutions that allow components to be disassembled, maintained and replaced, Casais promotes buildings that are more efficient, resilient and adaptable to different uses over time.



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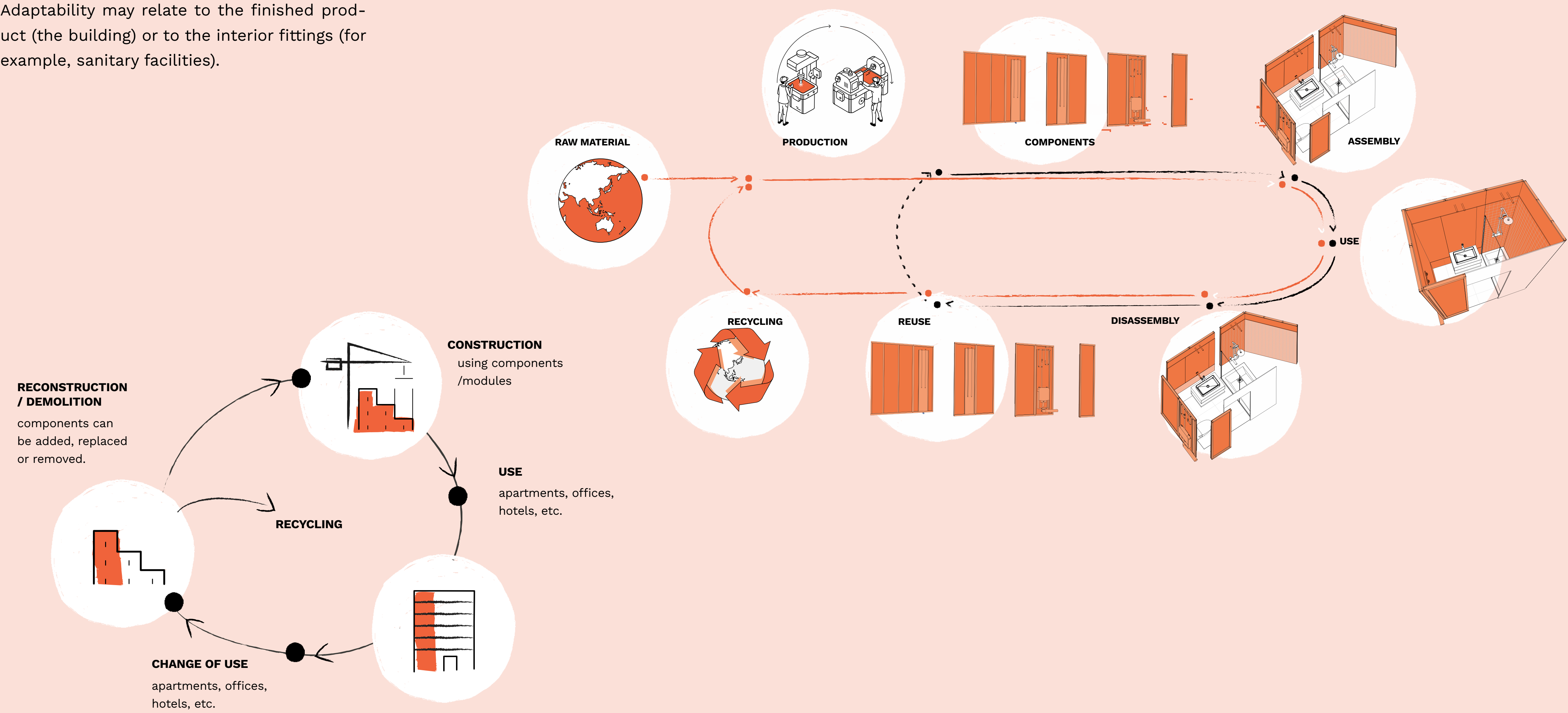
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Strategic Priorities



Adaptability may relate to the finished product (the building) or to the interior fittings (for example, sanitary facilities).





The Group promotes the CREE system, which has been designed in accordance with circularity principles, which include durability, reusability, reparability, disassembly, remanufacturing, recycling and optimisation of product use. This type of industrialised construction (in a factory) offers many advantages (see the section on “Innovation and Sustainable Design”). Furthermore, according to a study by INEGI (Institute of Science and Innovation in Mechanical and Industrial Engineering), the use of a timber-hybrid (wood and concrete) system, when compared with traditional construction, enables:

- ➔ a reduction in the use of concrete by around 33%, of steel by around 41%, the incorporation of approximately 20% (by mass) of recycled

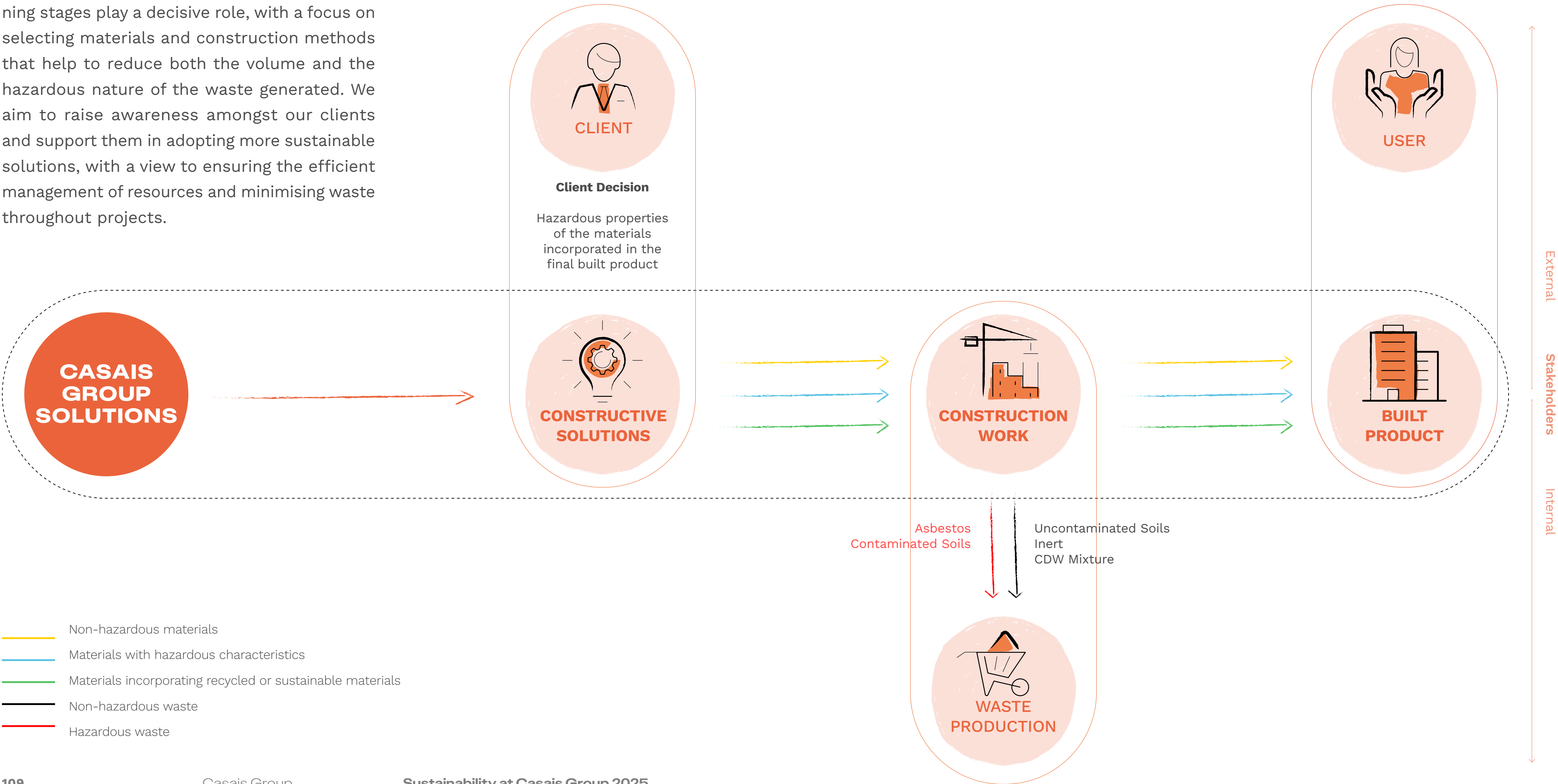
materials, and a reduced quantity of water-proofing material in the foundations;

- ➔ a 60% reduction in CDW (construction and demolition waste) on site;
- ➔ re-use of modular components. At the end of the building’s life, the CREE solution makes it possible to recover some of the structural components and incorporate them into other buildings. The environmental impact caused by these modules, per building constructed, will decrease with each reuse;
- ➔ adaptation to changes in client requirements over time (changes to the number of rooms or the nature of the activity), as the system is based on a modular design that allows spaces to be reconfigured easily.





Decisions taken during the design and planning stages play a decisive role, with a focus on selecting materials and construction methods that help to reduce both the volume and the hazardous nature of the waste generated. We aim to raise awareness amongst our clients and support them in adopting more sustainable solutions, with a view to ensuring the efficient management of resources and minimising waste throughout projects.



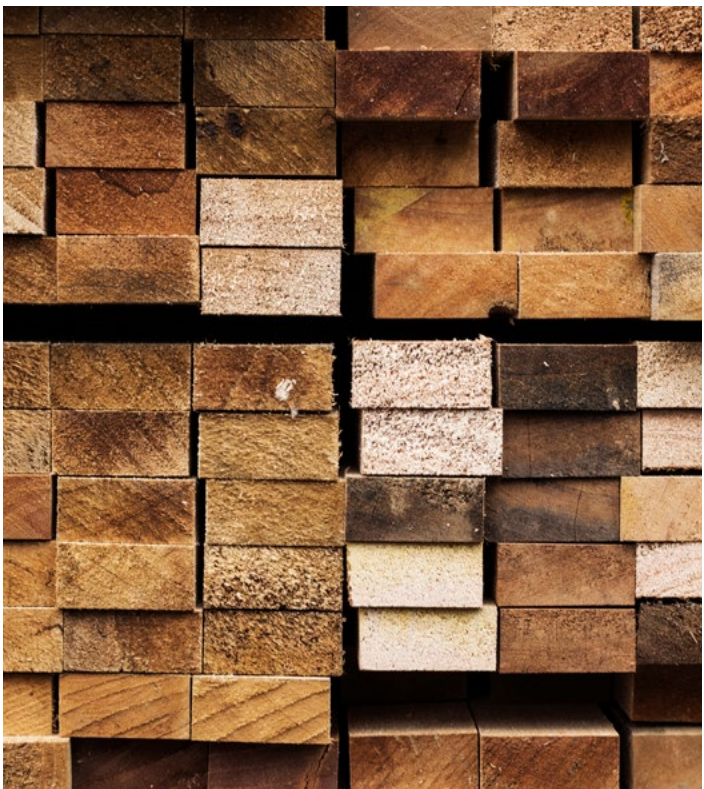
Alongside these solutions, the use of digital twins and advanced simulation tools also contributes to better materials management, greater efficiency in production processes and a significant reduction in waste. Likewise, Building Information Modelling (BIM) plays a central role in ensuring precise and continuous information management, from design through to operation and maintenance. As well as reducing errors and waste during the construction phase, BIM enables better planning for future work, making it easier to maintain, repair and, if necessary, refurbish buildings. The ability to record and track materials and systems helps to ensure more informed decisions and to promote practices that encourage reuse and efficiency in resource management.

The materials reported on are divided into four groups that play a major role in the Group’s operations: steel, concrete, timber, and bricks and masonry.

However, there are companies operating in different sectors that use other materials and products too, although in much smaller quantities. They include cladding materials, cables, tubes and pipes, batteries and solar panels. Main materials used in 2025 (in tonnes):



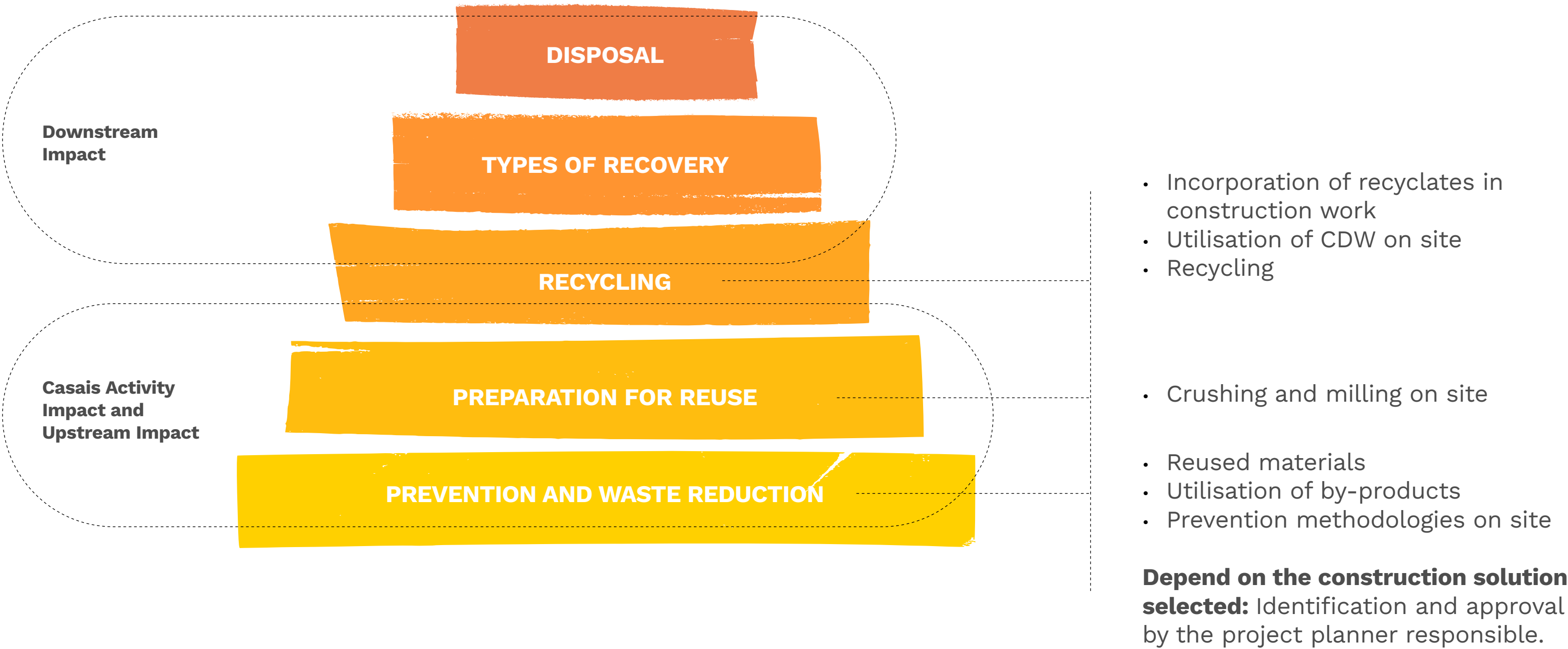
7 406.99 t
Bricks



11 091.78 t
Timber



Within the Group, we adhere to the principle of the waste management hierarchy, prioritising prevention, preparation for reuse, recycling and other forms of recovery over landfill solutions, which have a greater environmental impact. In this context, efforts are made to reduce waste generation through the adoption of good environmental management practices and the optimisation of construction processes.





Given the geographical diversity of the Group’s operations, waste management is tailored to the specific characteristics of each project and to the local systems available.

In companies where waste management is carried out by external organisations, the Group ensures that waste is sorted beforehand; it is then sent to licensed operators, who are responsible for its treatment and for providing the relevant information, which is subsequently recorded and archived internally.

The waste generated on building sites consists mainly of waste from traditional construction. The main materials found in our waste stream are: construction and demolition waste (CDW), such as concrete mix, bricks, tiles, timber, plasterboard, metal waste, paper/cardboard, plastic/PET, and contaminated waste (PPE, rags). There is also a small amount of municipal and similar waste generated by meals eaten on site. No Group company has produced radioactive waste. The quantities of waste produced are as follows:

WASTE GENERATED
IN 2025 (t)



47 965.14

TYPE OF
WASTE GENERATED



Non-hazardous Hazardous

FINAL DESTINATION
OF WASTE GENERATED



Recovery Disposal

European Week for Waste Reduction 2025

During European Week for Waste Reduction 2025, we encouraged creativity and staff engagement in the reuse of materials and in raising awareness of resource management by launching an art competition using waste materials. Six works of art created by employees from different departments and companies within the Group were recognised, raising awareness of the circular economy and promoting the sharing of best practice; at the end of the event, three prizes were awarded to the projects that received the most votes from Group employees.



Sustainability Week 2025

The Sustainability Week initiative took place in September and aimed to promote the sharing and recognition of best practices implemented across the Group’s various departments and projects. It took the form of a competition in which scores were awarded to the initiatives implemented, and the results of the three projects/initiatives with the highest scores, as well as those of other relevant individual measures, were shared.

There were initiatives covering various aspects of sustainability. Some examples of initiatives related to the circular economy include the optimisation of construction solutions to reduce material consumption (such as presenting a client with a proposal for an alternative solution that made it possible to reduce the thickness of the material whilst, at the same time, cutting associated emissions by around 25%), the reuse of equipment, materials and packaging on site (for example, creating planters and flower pots to give packaging a second life) and the implementation of water-efficient solutions (such as the use of the ANQIP A+ high-efficiency water-saving taps).



Impulso Digital Conference – Empowering for Growth

On 27 March, we attended the Impulso Digital Conference – Empowering for Growth, in Braga, under the theme “Sustainability and Innovation in the Construction Industry”. We discussed the importance of integrating sustainable practices into the sector, with particular emphasis on the contribution of the circular economy in building a more responsible and sustainable future.

Environmental awareness initiatives

In the field of environmental awareness and training, initiatives were organised at various Group operational units, both on site and in factories, aimed at employees and subcontractors. The training covered topics such as the correct sorting of waste, the implementation of the mitigation measures set out in the construction documentation and the applicable requirements, as well as the prevention of and response to environmental emergencies, particularly in the event of a spill. These initiatives included measures to welcome staff and ensure the activities were carried out in a safe environment, regular awareness-raising sessions on site, spill drills and the dissemination of operational procedures.

4.4 SHARED AND VALUED TERRITORY

4.4 SHARED AND VALUED TERRITORY

We believe that every project we undertake is, first and foremost, an opportunity to make a positive and lasting impact on the communities where we operate. Construction is about more than building infrastructures; it is about contributing to social, economic and human development, and building solid relationships based on trust and shared values.

We play an active role in promoting social inclusion and developing infrastructure that meets real needs, particularly in places where such infrastructure is scarce or non-existent. In doing so, we boost local development, stimulate job creation and build skills, thereby contributing to more resilient economies. At the same time, our commitment to industrialisation and innovation in the sector enables us to respond more effectively to the structural challenges facing the construction industry, and create solutions that benefit not only projects, but also local communities and people.

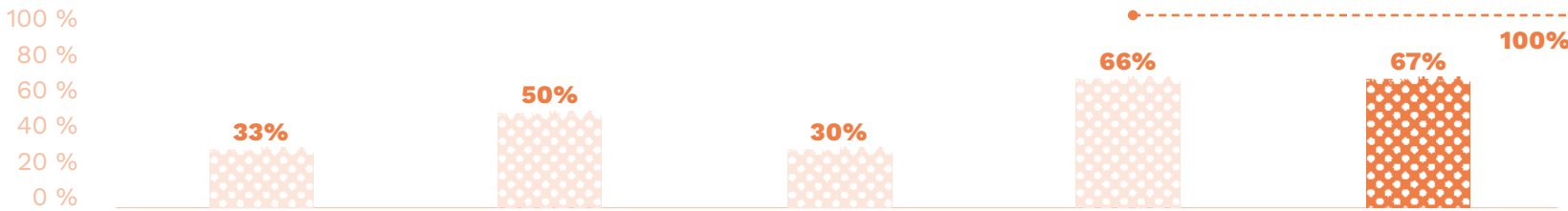
Beyond project interventions in any given territory, we want to be part of its development, and help to create communities that are more inclusive, better skilled and better prepared for the future.

This commitment reflects our vision of sustainability: to create value that extends beyond our construction projects by having a positive impact on people and communities while respecting the environment.





Two ambitions have been defined, materialised in two commitments:

Ambition	Commitment	Metric	Commitment Progress				
			2021	2022	2023	2024	2025
Increase the number of people impacted by social action projects	Assess the real impact on local communities in 100% of new social action projects from 2024 onwards (number of people impacted: e.g., number of jobs created, improved mobility services, number of services created).	Projects with assessed impact / Total social action projects					
Net Zero by 2045	Develop the corporate emissions inventory, including relevant Scope 3 categories, by 2030.	Development of the Scope 3 emissions inventory					

Note 1. The report has grown in scope each year: it covered 2 companies in 2022, 51 in 2023, 70 in 2024, and 76 in 2025.

Note 2. Our ambition is to minimise our impact in terms of greenhouse gas emissions. In 2025, we began calculating our Scope 3 emissions, comprising 22 Group companies, representing 87% of consolidated revenue. We intend to extend this inventory to the Group's other companies by 2030 and set an emissions reduction target in line with our Climate Transition Plan. We therefore consider this inventory to be essential for setting clear, transparent and achievable targets. These commitments, their descriptions and the relevant metrics will be set out in the Climate Transition Plan currently being drawn up, along with climate scenarios and decarbonisation drivers.

4.4.1 CLIMATE CHANGE

4.4.1 CLIMATE CHANGE

We recognise that the engineering and construction sector plays a significant role in addressing the challenges of climate change, both through its impact in terms of resource consumption and greenhouse gas emissions, and through its ability to influence more efficient and resilient development models. In this context, we remain focused on promoting a more responsible use of resources, improving process efficiency and contributing to construction solutions with a lower environmental impact throughout their life cycle.

Developments in the sector, regulatory requirements, growing concern for the protection of the planet and natural resources, and rising

market expectations all underscore the importance of integrating climate criteria into the way we design, develop and deliver projects. In this regard, we have been keeping pace with the main trends towards more sustainable construction, seeking to move towards a business model with a lower environmental impact while at the same time meeting our clients' evolving needs and expectations.

We highlight the following trends in the direction towards more sustainable construction:



A strategy for creating spaces and ways of living in line with the New European Bauhaus (NEB) concept, i.e., spaces that are simultaneously sustainable, inclusive and of high design quality.



Strategies for extending a building's lifespan by creating spaces and layouts that can be easily adapted to changing needs and functions.



New approaches to construction such as modular construction and projects designed to facilitate the use of disassembly and material recovery techniques.



Approaches to managing embodied carbon in building materials, which focus on estimating, and seeking to reduce, the greenhouse gas emissions associated with the production, transport, installation, maintenance and end-of-life of these materials.



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Strategic Priorities

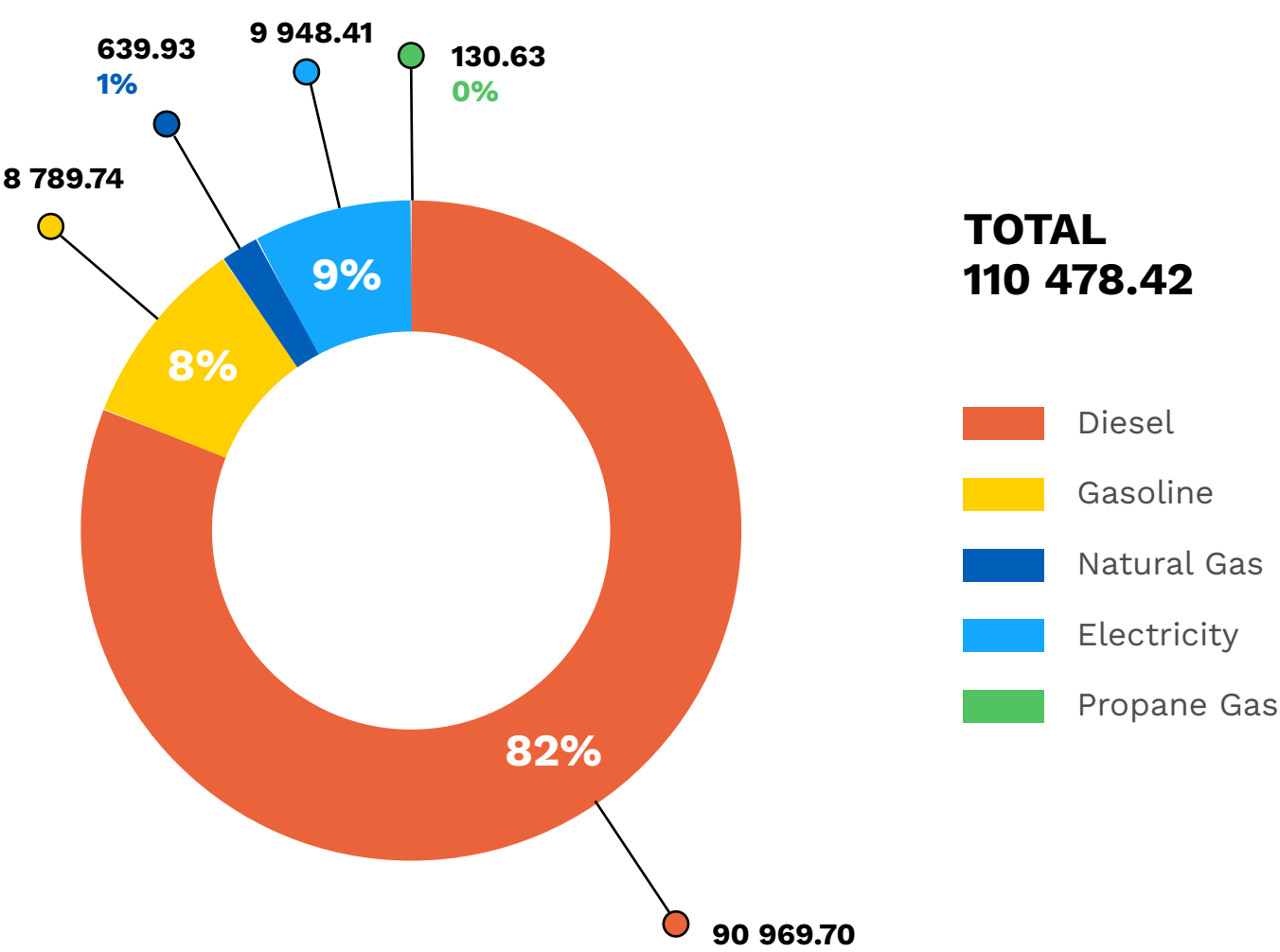
Our **Policy on Quality, Environment, Safety and Sustainability (PQASS)** sets out the principles and guidelines that govern the Group’s activities in the areas of quality, the environment, occupational health and safety, and sustainability. These guidelines apply across all the Group’s activities and countries of operation.

In the environmental field, and in particular in the context of climate change, the PQASS sets out commitments relating to the rational use of natural resources, the prevention of pollution, the reduction of waste and pollutant emissions, and the promotion of good environmental practices in all activities. Furthermore, the Group is committed to contributing to sustainable development, in particular by participating in initiatives that help to protect the environment and improve conditions for local communities, whilst promoting responsible action in the face of environmental and climate challenges. In order to help fulfil these commitments, we have invested in industrialisation and have companies specialising in the fields of energy and energy efficiency, including the construction of solar farms; the promotion of energy self-consumption; energy storage; electric mobility; the installation of HVAC systems; and automation and climate control systems.

Scope 1 covers consumption at our premises, construction projects and by our vehicle fleet. The figures for 2024 have been adjusted because we have now included in this category the fuel consumption of our short-term hire fleet, temporary site accommodation, and construction equipment, which are essential to our business.

Under Scope 2, where information on suppliers’ emission factors was not available, national factors were used; consequently, the total location-based and market-based emissions are similar.

ENERGY CONSUMPTION (MWh)



Scope 1 GHG emissions (tCO _{2eq})	2024	2025
Gross Scope 1 GHG emissions	26 768.59	28 105.75
Diesel	24 522.55	25 596.88
Gasoline	1 890.15	2 265.68
Natural gas	194.27	138.95
Propane gas	23.20	29.76
Fugitive emissions	138.41	74.48

Scope 2 GHG emissions (tCO _{2eq})	2024	2025
Electricity – location based	1 823.19	2 044.68
Electricity – market based	1 871.89	2 098.83





Under Scope 3, as mentioned earlier, the calculation was carried out for 22 companies, representing 87% of consolidated turnover. Category 1 is the category that carries the greatest weight in our business, with 57% calculated using the activity-based method and the remainder using the spend-based method. Biogenic carbon associated with the timber purchased was also calculated, yielding a figure of

-3 520 tCO_{2eq}. In view of our business and the Group’s products, categories 10 and 14 were considered immaterial. For categories 1, 2, 3, 4, 5, 9, 12 and 15, emission factors were taken from the DEFRA 2025, ÖKOBAUDAT 2024, BAFA 2025 and IEA Life Cycle 2023 – T&D databases. For categories 6 and 7, factors from the transport companies used by the Group and from DEFRA 2025 were used. For categories 11 and 13, the GHG Protocol,

ADEME and the IPCC were used for products, and the PCAF for buildings. This excludes rented premises where energy costs are included in the tenancy agreement, and building works where the client is responsible for the energy supply and we therefore do not have access to the energy consumption figures.

In addition to the advantages of industrialisation and the use of the CREE system outlined in the sections on “Innovation and Sustainable Design” and “Circularity and Resource Management” the factory production environment also allows for greater operational control, greater predictability and more efficient management of materials and operations, facilitating reuse practices across different projects and production lines, thereby contributing to a more efficient use of resources and a reduction in transport requirements.

At the same time, the investment in work preparation and planning, supported by digitalisation and the use of technological tools, helps to minimise errors and reduce rework and losses associated with construction processes. The use of these prefabricated models, which are manufactured in a factory for subsequent assembly on site, helps to reduce travel for on-site assembly and, consequently, also reduces

the associated emissions. Furthermore, projects that incorporate timber-hybrid solutions promote the use of materials from renewable and certified sources. Wood, as a biomaterial capable of storing carbon, helps to reduce the carbon footprint of construction solutions, whilst at the same time enabling a reduction in the use of materials that are traditionally more emission-intensive, such as concrete and steel. In the projects carried out in 2025 using this construction method, 3 282 m³ of timber was used for CREE projects, corresponding to 1 915 tCO_{2eq} stored.

Significant Scope 3 GHG emissions (tCO _{2eq})	2025
Gross indirect (Scope 3) GHG emissions	362 087.05
1 Purchased goods and services	225 951.67
2 Capital goods	11 303.57
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	6 447.37
4 Upstream transportation and distribution	9 495.99
5 Waste generated in operations	5 326.53
6 Business travel	2 404.57
7 Employee commuting	4 698.84
8 Upstream leased assets	506.70
9 Downstream transportation	31.66
10 Processing of sold products	-
11 Use of sold products	51 767.47
12 End-of-life treatment of sold products	43 295.84
13 Downstream leased assets	446.39
14 Franchises	-
15 Investments	410.45

The construction sector plays a significant role in terms of environmental impacts, particularly due to its high consumption of natural resources and its substantial contribution to greenhouse gas emissions. This is why we have been promoting initiatives designed to address the impacts, risks and opportunities associated with climate change, whether through mitigation or adaptation.

During 2025, and at the beginning of 2026 the first draft of the Group Climate Transition Plan was drawn up. This plan has been developed in accordance with the ESRS, the European Taxonomy and the recommendations of the TCFD (Task Force on Climate-related Financial

Disclosures), particularly with regard to the governance model, the integration of climate risk into strategy, and the definition of time horizons and scenarios in the assessment of climate risks and opportunities. The “Casais Green Campus” project continues to be a work-in-progress which involves the expansion of the head office industrial estate, which will incorporate green façades and roofs and use renewable energy sources, a sustainable drainage system and improve the existing watercourse, create an eco-path to promote soft mobility within the campus, and integrate landscaping while respecting the natural features of the site.

Minho Innovation & Technology Hub – MITH

The Group is continuing to develop the Minho Innovation & Technology Hub (MITH) in Guimarães, having unveiled the second phase of this project in 2025, which is aimed at creating an integrated urban ecosystem comprising housing, retail and services facilities and innovation. The first residential building is due to be completed in 2027, with the project as a whole expected to be completed in 2033. This new phase involves the development of infrastructure based on the principles of sustainability and urban connectivity, including cycle paths and various mobility solutions,

whilst promoting interaction between businesses, universities and research centres. The construction is being carried out using the CREE Buildings hybrid system, contributing to a more efficient build and to a reduction in the carbon footprint associated with the construction (see the section on “Circularity and Resource Management”). The project also includes infrastructure related to technological innovation, including the establishment of the National Centre for Advanced Computing’s Artificial Intelligence Factory, which provides remote access to the Deucalion supercomputer.





Minho Innovation & Technology Hub, Guimarães



LNEC Climate Readiness Index

We have continued our project with LNEC (the National Civil Engineering Laboratory) to develop a Climate Readiness Index, which will enable us to assess the resilience of buildings to climate change and extreme events. In 2025, the terms of the partnership were amended to provide for future development.

Centre for Sustainable Construction – Centre for Technology Development and Transfer

Recognising the challenges associated with the construction sector’s environmental footprint, we helped, as co-promoter, to set up the Centre for Sustainable Construction – Centre for Technology Development and Transfer (CVTT), an initiative developed in partnership with BUILT CoLAB, Teixeira Duarte and the University of Minho. The project aims to establish a centre dedicated to research, development and training in sustainable construction technologies, with a focus on innovation and competitiveness within the sector. It aims to serve as a collaborative platform between businesses and academic institutions, promoting the development and

implementation of innovative solutions for more sustainable and resilient construction practices. The Centre will promote the development and testing of construction solutions and materials with a lower environmental impact, including prototyping, testing in a controlled environment and the development of new materials with a low carbon footprint and greater energy efficiency. At the same time, there are plans to promote projects linked to the digitalisation of the construction sector, in particular through the use of BIM and Digital Twin methodologies. The initiative also includes technical capacity-building and specialist training in areas such as the circular economy, energy efficiency, environmental certifications and decarbonisation strategies across the construction value chain.

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Strategic Priorities

Launch of the X4US shared mobility platform in partnership with CEiiA

In the field of sustainable mobility, we have been implementing initiatives aimed at reducing the indirect emissions associated with employee travel. Of particular note is the roll-out of the X4US shared mobility platform, developed in partnership with CEiiA – Centre of Engineering and Product Development, which is available for use by all Group employees in Braga.

The solution is based on a shared mobility model using a mobile app, comprising a fleet of 10 electric bicycles and a 100% electric light passenger vehicle, promoting more efficient and lower-carbon travel options. The app allows users to track the distance travelled and the CO₂ emissions avoided as a result of its use, thereby helping to monitor the initiative’s performance. The implementation of this solution served as a proof of concept for the continued development of the platform by CEiiA, exploring shared mobility models that could be replicated in the future in residential and business contexts. This approach promotes more sustainable mobility solutions, helping to reduce the need for parking and to foster the environmental and social

benefits associated with reducing dependence on and use of private transport. Furthermore, as part of our efforts to promote shared mobility, we took part in the debate organised by Smart Cities magazine on the theme “Reinventing cities: sustainable mobility for a better future”. The event took place at CEiiA on 15 January and brought together different perspectives on transforming cities into more sustainable and efficient spaces, with a focus on urban mobility.



In-house awareness-raising on climate action policies and instruments

As part of our in-house awareness-raising and training initiatives, several articles were published in the internal newsletter “O Engenho”, covering the following topics: “European Taxonomy”, aimed at explaining, in a simple and practical way, what the European Taxonomy is and how it will affect the Casais Group; “Greenhouse gas emissions: understanding to take action”, explaining the three scopes of emissions and mitigation actions; “Specific Regulation on Climate Action and Sustainability”, in the context of Portugal 2030, with the aim of publicising the legal framework and existing support instruments for initiatives related to climate change mitigation and adaptation, energy efficiency, sustainable mobility and the circular economy.

4.4.2 COMMUNITY RELATIONS

SOCIAL INCLUSION AND INFRASTRUCTURE DEVELOPMENT

The Group has been implementing a series of measures aimed at promoting the socio-economic development of the regions in which it operates, improving access to essential infrastructure – particularly where such infrastructure does not yet exist – and improving access to housing.

We prioritise recruiting local staff and working with local suppliers, thereby helping to create jobs and boost regional economies. This approach enables us to maximise the positive impact of our activities in both the short and the long term. No serious human rights issues or incidents involving the affected communities have been reported.

We maintain regular contact with official bodies to ensure that projects are carried out in accordance with the applicable legal and regulatory requirements, as well as the specific local circumstances of the communities involved.

As part of our business activities, we seek to play an active role in projects of social significance, particularly public-sector initiatives and infrastructure projects that have a direct impact on communities.

Examples include the construction of university student residences and involvement in transport, water supply and electricity distribution infrastructure projects. We would like to highlight the “Quilonga Grande” project in Angola, which helps to strengthen the capacity to supply drinking water to the Greater Luanda region, meeting the critical needs of local communities. In the area of housing affordability, we have been stepping up our commitment to industrialised construction as a key strategy, in order to address both supply constraints and pressure on housing costs. This model, based on modular solutions, off-site construction and digitalisation processes, enables processes to

be optimised, completion times to be reduced and greater cost predictability to be ensured, thereby creating the conditions for the development of more affordable and replicable housing solutions (see “Innovation and Sustainable Design”). It enables a swifter response to market needs, helping to alleviate challenges associated with access to housing, while maintaining consistently high standards of quality. We have taken part in a number of events where we have been able to promote social inclusion and showcase our solutions for providing a rapid response to the housing crisis. Examples of such events include: Participation in the Porto Urban Regeneration Week event, on the panel “Industrialised construction – Accelerating the supply of housing”, where we contributed to the debate on the potential of industrialised solutions to strengthen the capacity to respond to current housing needs; and at the “12th Lisbon Urban Regeneration Week” event, on the panel “Industrialised Construction: A New Way of Building” and the round-table discussion “PRR: an opportunity for industrialised construction?”.

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Strategic Priorities



Casais Group and IKEA partnership: the “Well Live” Protocol

A partnership was established with IKEA Portugal in 2025 through the signing of the “Well Live” protocol, with the aim of developing affordable, cost-controlled modular housing solutions. These solutions combine offsite construction with the integration of functional furniture, enabling the development of new construction approaches that result in spaces that are ready to live in. The project is currently under development in Portugal.



Municipal Housing - Cerrado da Mira, Amadora

CORPORATE SOCIAL RESPONSIBILITY AND VALUE SHARED WITH THE COMMUNITY

4.4.2 COMMUNITY RELATIONS

We believe that the value of our work goes beyond physical construction; it is reflected in the creation of lasting connections, the development of skills, social inclusion and the strengthening of the communities in which we operate. We aspire to make a positive and lasting impact on society. To this end, the Mestre Casais Foundation was established on the initiative of Casaisinvest, with the aim of promoting both the human and environmental aspects of sustainability. The Foundation serves as a forum for reflection and action, promoting the dissemination of knowledge, open dialogue and the promotion of best practices, thereby helping to strengthen society’s capacity to respond to environmental, social, economic and climate challenges.

Mestre Casais Foundation

The Mestre Casais Foundation seeks to generate and share knowledge, foster open debate, promote best practice and contribute to greater capacity-building within society, so as to better respond to environmental, climate, social, human and economic challenges. As such, it has launched a number of initiatives to engage with our stakeholders:

➔ Five **FMC Talks**, in the form of lunch-time discussions, featuring a range of guests and covering a variety of topics. In March, with João Bento, CEO of CTT, to discuss innovation, sustainability and digital transformation in the logistics sector; In April, with Miguel Cruz, Chairman of Infraestruturas de Portugal, on the future of infrastructure and its impact on sustainable development; In May, with Jorge Batista and José Dionísio, founders of Primavera BSS and founders of the Primavera Foundation, sharing the journey of the strategic decisions that shaped the growth of the software company; In September, with Assunção Cristas, jurist, university lecturer and former Minister for Agriculture and Maritime Affairs, on

the challenges of sustainability, public policy and the importance of leadership in transforming societies; In October, with Isabel Furtado, CEO of TMG Automotive, on the challenges of industrial competitiveness in a global context undergoing transition, highlighting the role of technological innovation, sustainability and leadership in building more humane, agile and responsible organisations. The FMC talks brought together a total of 405 participants.



➔ Launch of an essay in August published in partnership with UMinho Editora entitled *The Critical Challenge of Sustainability: from the concept of sustainability to policy practices*, coordinated



4.4.2 COMMUNITY RELATIONS

by J. Cadima Ribeiro. The book examines the decarbonisation of cities, emphasising that this process requires not only technological innovation, but also cultural transformation, social justice and political commitment. During 2025, 762 copies of the book were downloaded, whilst the total number of copies downloaded across all titles in the Foundation’s Essay Collection during the year was 4 601. Since the Essay Collection began in 2022, some 16 759 downloads have occurred.

➔ **Study** conducted in partnership with AICCOPN entitled FMC Construction Industry Barometer 2025. The Barometer aims to capture and systematise, through the lens of an annual survey, the perceptions of senior managers in the sector regarding the economic climate, developments in the industrial and construction sectors, as well as innovation and sustainability practices. In 2025, the survey was conducted between June and November, with 40 CEOs taking part anonymously. It identified the shortage of labour, the ageing of the workforce, and the need for innovation in construction methods and materials as the sector’s main challenges, and flagged as emerging practices those of industrialisation, digitalisation, circularity and emissions reduction.

➔ In collaboration with the Laboratório da Paisagem and the Tibães Monastery (a National Monument), a **Study** on The Flora of the Grounds of the Tibães Monastery was conducted, the aim of which was to identify, record and publicise the plant diversity found at the Monastery of São Martinho de Tibães, in Braga. Through a detailed botanical survey, it was possible to highlight the value of local biodiversity, advance scientific knowledge and raise awareness within the community regarding the preservation of the natural heritage associated with the monastery.

➔ **Study** completed on The Built Environment and Air Quality, which brings together available knowledge for the characterisation of both outdoor air quality and indoor air quality in buildings. As well as describing the tools, it presents case studies and solutions aimed at improving climate control in buildings and at promoting better air quality in urban environments.

➔ **The Mestre Casais Foundation Sustainability** Scholarship, an Academia de Notícias initiative, aims to explore in greater depth the challenges and opportunities relating to environmental, climatic, social and human sustainability, thereby contributing to a more informed and

diverse public debate. The scholarship is aimed at students and recent graduates from partner higher education institutions and supports the creation of journalistic content in the field of sustainability.

➔ Two **Executive Programmes**

➔ “Urban Mobility in Transition 2025”: an 8-hour online programme in September that sought to identify the challenges and emerging solutions for decarbonising mobility based on international trends and from the perspective of opportunities for changes that cities need. A total of 27 trainees participated.

➔ “**Sustainable Construction 360°: product, construction and company**”: a two-day in-person programme that addressed strategies at product, construction and organisational levels, exploring circular and efficient practices that contribute to reducing carbon emissions and to the sector’s green transition. A total of 13 trainees participated.





Social Responsibility Initiatives

We develop social responsibility initiatives and support programmes, managed by the Comissão de Responsabilidade Social, which targets organisations that support disadvantaged children, socially vulnerable families and projects that assist people in need. In 2025, we supported a number of private social solidarity institutions (IPSS) through various types of intervention. Besides giving financial support, we run other initiatives such as:

Social Solidarity by the Group and its Employees

Christmas Initiatives

- ➔ Around 129 of the Group’s employees sponsored 163 children supported by AMI and the Red Cross by giving them Christmas presents. In addition, 13 staff members volunteered to help distribute the presents. The value of every present purchased was also donated to each of the selected welfare organisations (IPSS), which were: Associação Abrigo para a Vida, Associação Salvador, Banco Alimentar Contra a Fome, CERCI, Cruz Vermelha, Liga Portuguesa Contra o Cancro, Operação Nariz Vermelho, Liga Nacional Contra a Fome.
- ➔ We distributed the Christmas hampers that had not been claimed by staff to the social welfare organisations we support. These included Centro Novais e Sousa, Associação de Assistência de S. Vicente de Paulo, Colégio de São Caetano and Patronato de Nossa Senhora da Torre.





Support for Young People

- ➔ We provided financial support, as well as logistical and organisational assistance for the development of educational, sporting and cultural activities as part of the Águias do Futuro Project. This project aims to support the development of 45 vulnerable children and young people in the Irajá neighbourhood of Rio de Janeiro;
- ➔ We provided financial support and donated kit for a team taking part in the Under-16 International Youth Football Tournament;
- ➔ In October, we took part in yet another edition of the volunteer project supporting the Santa Rita de Cássia Orphanage in Brazil. The event featured amateur theatre performances, recreational activities and the provision of snacks and refreshments.

Cleanup Initiatives

- ➔ Participation in World Cleanup Day 2025, an initiative that took place in September and involved the mobilisation of local teams in the Benguela and Muxima regions carrying out clean-up operations and the collection and proper disposal of waste, with coordination between teams and partner organisations. This initiative helped to promote good waste management practices and raise awareness among

employees and local communities, resulting in the collection of approximately 126 tonnes of waste.

- ➔ We took part in the “Clean Beaches, Safe Ocean” project campaigns organised by the AJPL Cooperative in Mussulo, Angola, providing financial support and cleaning equipment to carry out the activities throughout the year.

Donations of food and hygiene products

- ➔ On World Food Day, we made a food donation to the Emmaus charity’s soup kitchen in Estepona;
- ➔ Refood is our official partner in the fight against food waste, and in 2025 we donated 60 kilograms of food;
- ➔ We donated 10 hygiene kits, nappies and other products to the Maternity and Children’s Hospital in Luanda.

Donations of equipment and furniture or refurbishment of premises

- ➔ In collaboration with local authorities and the care home’s management, Casais Angola carried out the refurbishment of the Girassol Care Home for Seniors as part of the emergency works plan for Benguela Province. The project involved infrastructure refurbishment

work, carried out using the organisation’s own resources, including the repair and replacement of the building’s roof, interior finishing work, the repair and painting of external areas, and the refurbishment of the paving in the courtyard and interior areas;

- ➔ We supported the Intensive Care Unit at Braga Hospital by donating furniture to set up a reception room for the families of patients admitted to the ICU;
- ➔ We delivered 100 school supply kits and essential food hampers to Aldeia Bairro Novo, in the municipality of Massangano, in Angola. The initiative gave support to vulnerable children and families, strengthening the company's connection with the local community.



Blood Donation Drive

We organised two blood donation drives, one on 7 May and the other on 22 October, at our headquarters in Braga, where 85 staff members gave blood. To mark World Blood Donor Day, another drive was held on 11 June in Gibraltar, with five blood donations, and on 17 October, a drive took place in Mozambique where 16 staff members donated blood to the blood bank at Pemba Provincial Hospital.



STRATEGIC PRIORITIES

The integration of ESG principles into the Casais Group's business reflects an increasingly structured vision focused on creating long-term value. In a constantly changing environment, we remain focused on developing solutions that balance growth, innovation, environmental responsibility and a positive impact on people and communities.

We believe that the challenges of the future require collaboration, adaptability and an integrated view of the role of organisations in society. It is with this commitment that we continue to evolve, making our practices more sustainable, fostering relationships built on trust and contributing to a construction sector that is more efficient, more resilient and better equipped to meet the needs of current and future generations.

We will continue to build with purpose, mindful of the responsibility we undertake in every project, every partnership and every decision.



WELL BUILT FOR WELL LIVING

2025



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