



JOSÉ DE MELLO

ABOUT US

OUR PURPOSE

Alfredo da Silva's heritage, nurtured by his successors, is alive today. Excellence, entrepreneurship and talent set us apart and sustain our integrity, resilience and ambition as we face the future, always doing "more and better".

WE NURTURE OUR LEGACY OF EXCELLENCE, ENTREPRENEURSHIP AND TALENT TO CREATE PROSPERITY AND SUSTAINABLE DEVELOPMENT IN AND BEYOND PORTUGAL.

We actively look after and build on our heritage for future generations.

While we are committed to Portugal, where we have our roots, we aspire to achieve global impact.

We will promote more prosperous and developed communities to contribute to social well-being and ensure respect for the environment.

ABOUT US

VISION

To be the Portuguese economic Group with the highest growth and value creation track record in the businesses where we operate.

VALUES

Human Development

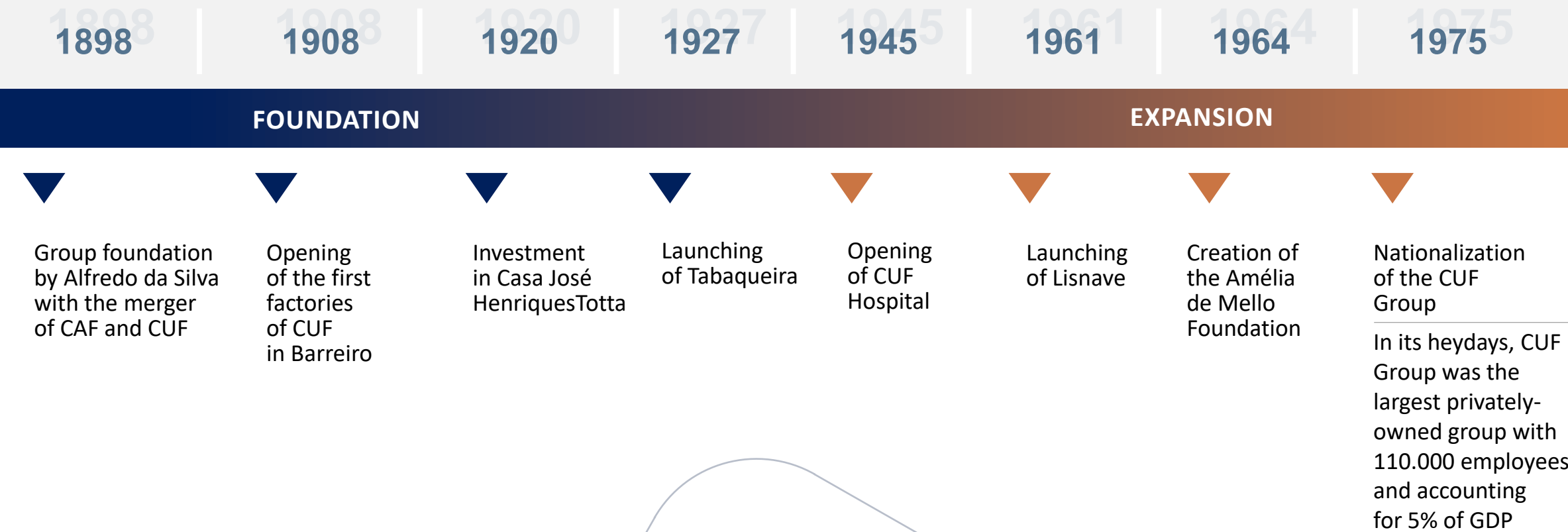
Innovation

Competence

Integrity

Transversal to all employees and companies.
The key requirements that we impose on our conduct and that drive our success, both in existing businesses and in future projects.

OUR HISTORY



OUR HISTORY

1979-1998 | 2000 | 2009-2011 | 2013 | 2017-2019 | 2020-2022

RECONSTRUCTION

Beginning of the Group's reconstruction through the acquisition of Uniteca (1980)

Creation of José de Mello holding company (1988)

Launching of Banco Mello (1991)

Acquisitions of Império (1992), Soponata (1993), Quimigal (1997)

Creation of José de Mello Saúde (1998)

Sale of Lisnave
Acquisition of stakes in Brisa and Efacec

Merging of Banco Mello and Império Insurance in BCP, the largest private Portuguese bank

RESILIENCE AND RECOVER

Beginning of Braga and Vila Franca de Xira hospitals management

Expansion of the Chemical Complex of Estarreja

Takeover offer for Brisa

Launching of Grow, program that connects startups to the Group companies

Expansion of the CUF's hospitals and clinics Network

Chemical business launches the new brand Bondalti and a new factory in Spain

AMBITION AND GROWTH

CUF is adopted as the sole brand in the healthcare division

José de Mello Group sells 40% of Brisa

Change in the Group's executive leadership, definition of the Group's Purpose and development of the growth strategy

JOSÉ DE MELLO GROUP'S



business strategy is based on dimension and on the creation of value, and it is the leader of crucial areas of the Portuguese economy.



Growing and leading in uncertain times



Salvador de Mello
CEO of José de Mello Group

The recovery of our businesses' activity has led to positive results and this is due to the combination of two variables: the robustness, resilience and adaptability of our companies, on one hand, and the commitment, proactivity and professionalism of our teams, on the other.

After an ambitious process of analysis and discussion, we found the formula to define our Purpose, which also helps those who see us from outside and inside to better understand our way of thinking and acting:

**We nurture our legacy of excellence, entrepreneurship and talent
to create prosperity and sustainable development
in and beyond Portugal.**

For the coming years, in our Strategic Vision, we have defined a growth ambition for our current businesses and investment in new areas, both within and outside Portugal, based in five strategic goals: i) Ensure an excellent performance of our businesses, reinforcing our positioning in all the sectors in which we operate; ii) Identify new investment opportunities, broadening the geographical and sectoral base; iii) Promote the development of our People and strengthen the talent of our teams; iv) Boost the commitment to responsible action on an environmental, social and economic level; v) Implement an innovation agenda in order to transform our companies and develop new opportunities with value.

Based on our Purpose, our ambition and our strategic goals, we will successfully overcome the obstacles we are facing in these uncertain times.

I trust in the enthusiasm of our People and our teams to generate prosperity and to continue to build the future together.

Salvador de Mello



CONSOLIDATED FINANCIAL INDICATORS 2021

TURNOVER	1 047
EBITDA	138
NET INCOME	58
TOTAL ASSETS UNDER MANAGEMENT	2 425
EQUITY CAPITAL	876
INVESTMENT	50
EMPLOYEES	7 200

values in M€ except number of employees

100%

CHEMICALS AND WATER
TREATMENT



66%

HEALTHCARE



17%

INFRASTRUCTURE
AND MOBILITY



70%

RESIDENTIAL SOLUTIONS
AND SERVICES FOR SENIORS



100%

WINES



14%

ENGINEERING AND
SYSTEMS





Reference producer of industrial chemicals (Iberian leader in the production of chlor-alkali and one of the world's largest non-integrated aniline producers)

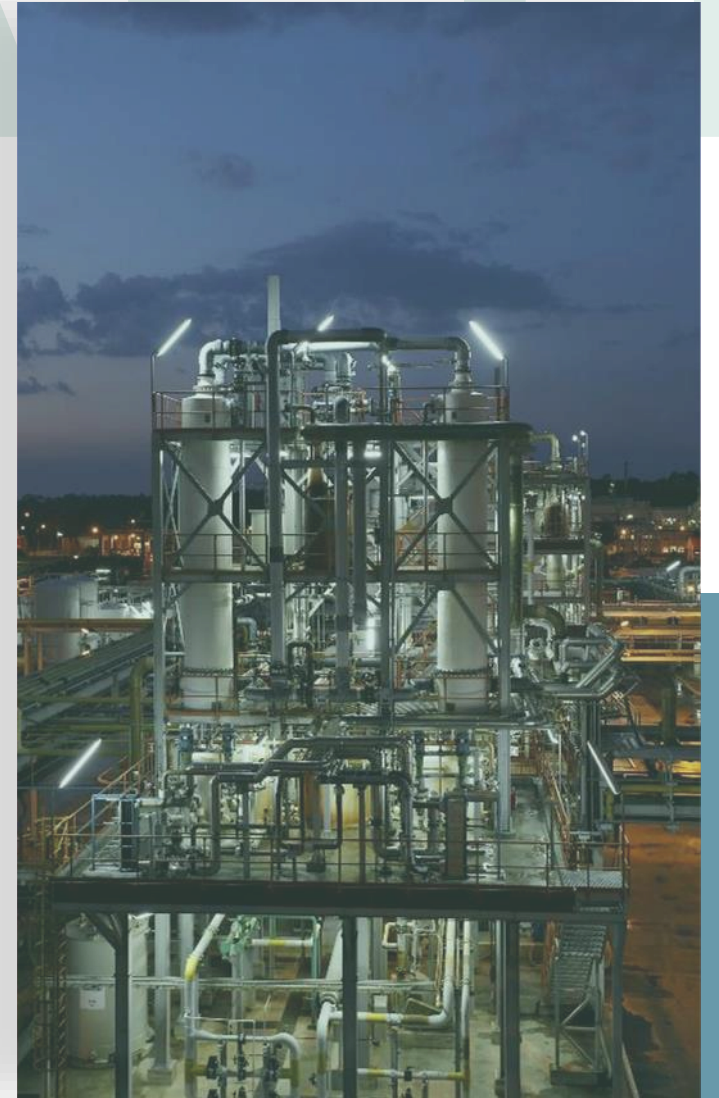
Industrial chemical production units in Portugal and Spain

Iberian reference in water management and treatment

Keyplayer in the climate transition program and in the national hydrogen value chain

Commitment to innovation and technology

Turnover of 443,9 million euros in 2021



76 years of history in healthcare

Largest private health care provider in Portugal operating a network of 19 hospitals and clinics

The reference in clinical excellence and respect for the dignity and well-being of the client

Provision of differentiated and integrated health care along the continuum of patient needs

Commitment to quality, research and digitization

Turnover of 584,2 million euros in 2021





**Largest operator in management and exploration
of highways in Portugal**

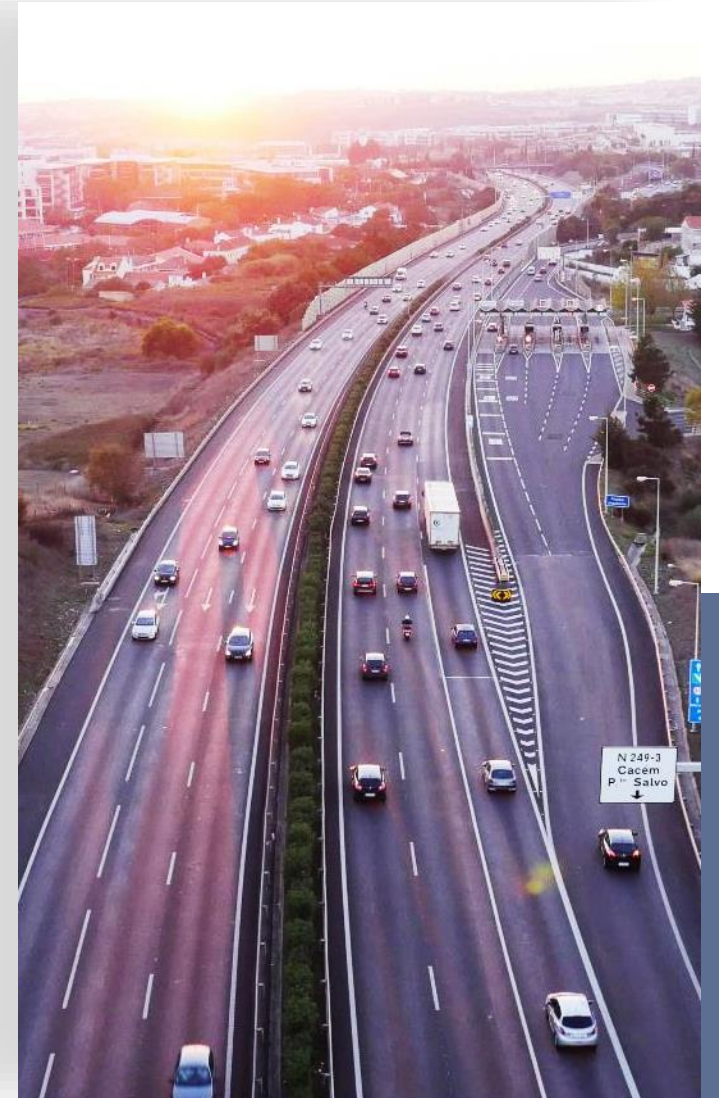
Strong positioning in the area of mobility

**Example of good economic performance, financial
strength and customer focus**

**Integrated and coherent performance based on the ESG
agenda (Environmental, Social, Governance)**

Commitment to innovation and technology

Turnover of 720,9 million euros in 2021





**Reference operator of residential solutions
and services for seniors**

Turnover of 6,9 million euros in 2021



**Wine reference producer
for Portuguese and export markets**

Turnover of 18,4 million euros in 2021





WE ARE COMMITTED



to contribute to the development of Portugal, investing in businesses growth, reinforcing the culture of innovation and pursuing sustainable business operations.

COMMITMENT TOWARDS A CULTURE OF INNOVATION



IDEA CHALLENGE



>2415
ideas
submitted



OPEN INNOVATION



>40
pilots



INTELLECTUAL PROPERTY

10
patent
families



TRENDS



TOTAL RDI INVESTMENT

5,4M€¹



COLLABORATIVE PROJECTS

2

participations
in co-labs

17

partnerships with
research
centers and
universities

12

European
projects



ENGAGEMENT WITH THE ECOSYSTEM

European
Innovation
Council

Grow
Advisory
Board

Scientific and
Technological
System

Venture
Capital
Investors

Incubator and
Accelerator
Network



SYNERGIES

Innovation
Committee

Awards

Mentorship

Talks

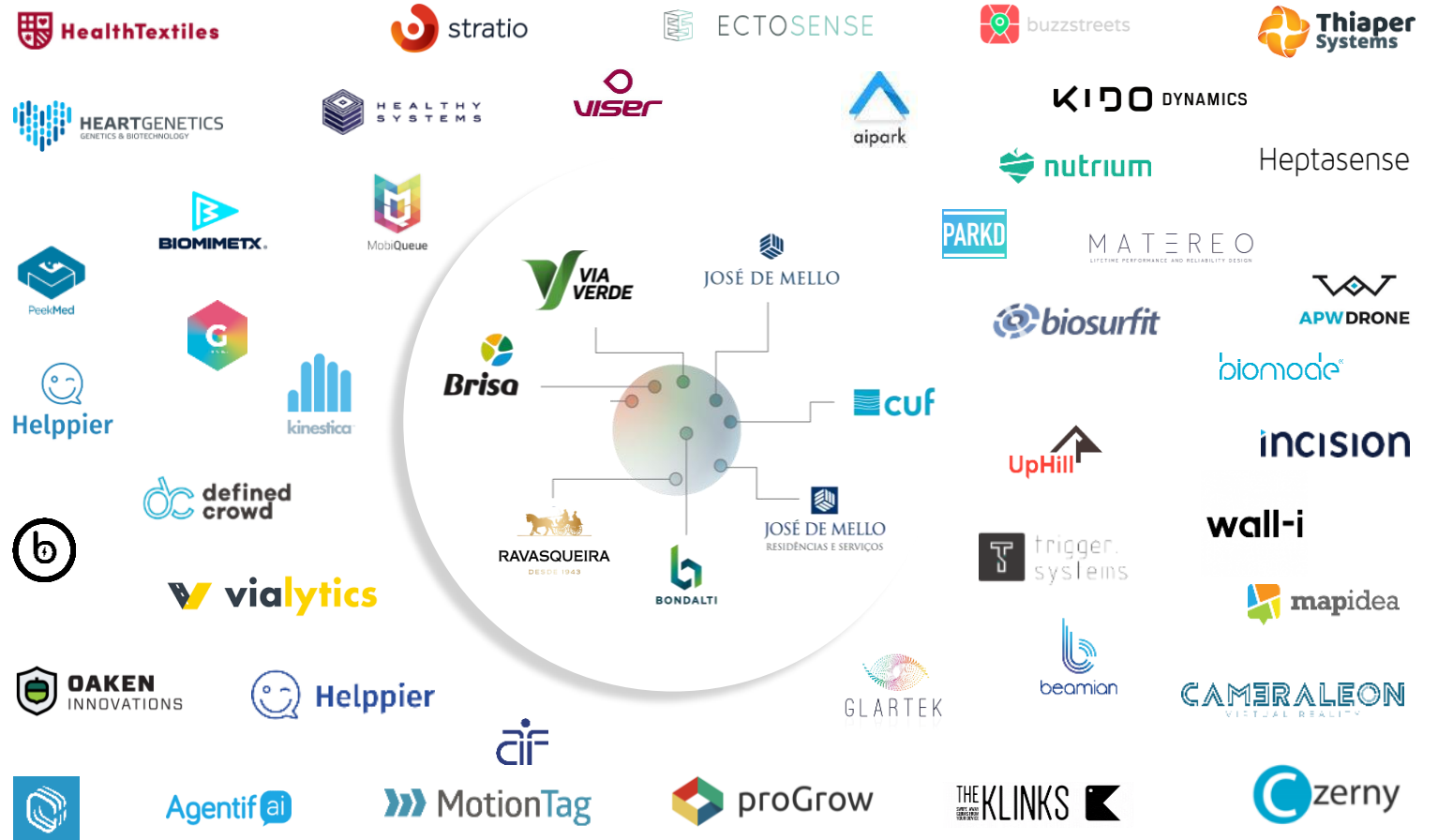
Newsletters

JOSÉ DE MELLO

GROW

connect & accelerate

**GROW IS OUR
OPEN
INNOVATION
TOOL**



Grow connects José de Mello Group companies with the Innovation Ecosystem so that new and innovative solutions can be **tested in real life environment**. Since 2017, we had contact with more than **1.500 startups** and implemented more than **40 pilot projects**.

OUR COMMITMENT TO THE PEOPLE AND TO THE COMMUNITIES



16 partner entities



Over 470 volunteers



Employees



Retirees



Members of the
José de Mello family



Certificação
Entidade
Familiarmente
Responsável



Brisa since 2019

Bondalti since 2020

José de Mello
CUF since 2021



**Ser
Solidário**



**Over 800 thousand euros
donated**

(by employees and companies) to
dozens of institutions between
2007 and 2021



**44 Scholarships awarded to
employees' children (2021/2022)**

D. Manuel de Mello Scholarship

ODS

1 ERRADICAÇÃO DA POBREZA

2 FOME ZERO E AGRICULTURA SUSTENTÁVEL

3 SAÚDE E BEM-ESTAR

4 EDUCAÇÃO DE QUALIDADE

5 IGUALDADE DE GÊNERO

6 ÁGUA POTÁVEL E SANEAMENTO



7 ENERGIA LIMPA E ACESSÍVEL

8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO

9 INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURA

10 REDUÇÃO DAS DESIGUALDADES

11 CIDADES E COMUNIDADES SUSTENTÁVEIS

12 CONSUMO E PRODUÇÃO RESPONSÁVEIS



13 AÇÃO CONTRA A MUDANÇA GLOBAL DO CLIMA

14 VIDA NA ÁGUA

15 VIDA TERRESTRE

16 PAZ, JUSTIÇA E INSTITUIÇÕES EFICAZES

17 PARCERIAS E MEIOS DE IMPLEMENTAÇÃO



09



12



09

OUR PURPOSE



We nurture our legacy of excellence, entrepreneurship and talent to create prosperity and sustainable development in and beyond Portugal.

Read more





JOSÉ DE MELLO

josedemello.pt