



JOSÉ DE MELLO



INTEGRATED REPORT

2022

Consultation Guide

Navigation Bar

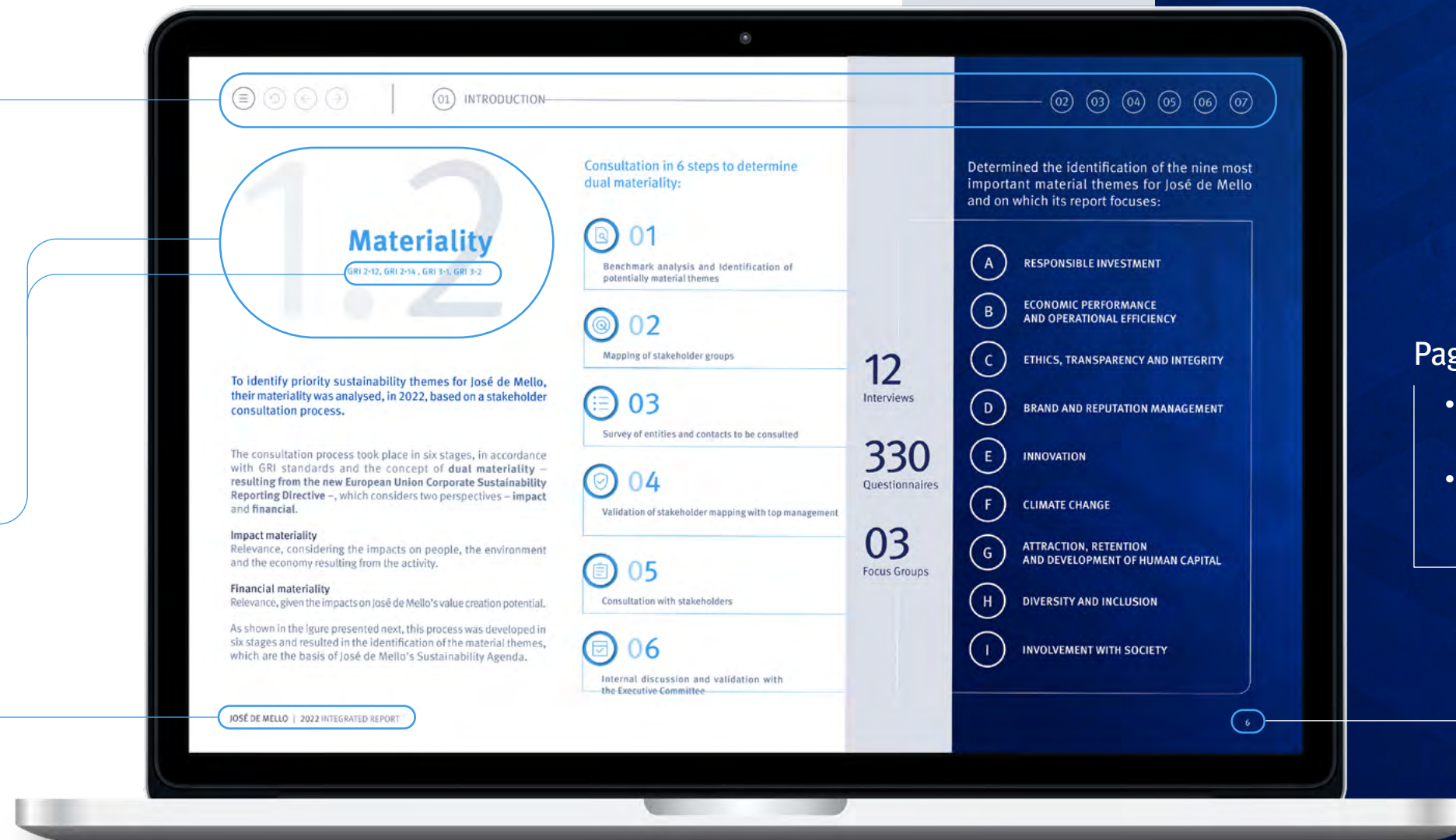
- The corresponding chapter to the text you are reading will always be marked in the navigation bar.
- To facilitate navigation between chapters, a link to each chapter is also available.
- Among other features, there is also a link to return to the document's index.

Subchapter and GRI Indicators

- Subchapter indication.
- The indicators from the Global Reporting Initiative (GRI) are located below the corresponding title of each subchapter, where the respective topics are addressed.

Document Identification

- Allows easy identification and differentiation from other documents.
- Provides information about its content or purpose.



Pagination

- Organization and identification of different pages within the document.
- Assigning numbers to each page to facilitate referencing and locating specific information.



| | | | | | |
|---|--|----|--|---|-----|
| 01 INTRODUCTION | About this report | 05 | 05 OUR PERFORMANCE | Financial and Operational performance | 69 |
| | Materiality | 06 | | Society | 76 |
| | 2022 in numbers | 08 | | Planet | 82 |
| | Highlights of the year | 09 | | | |
| 02 OUR LEADERSHIP COMMITMENT | Message from the Chairman | 13 | 06 OUR GOVERNANCE MODEL | Governance model | 88 |
| | Message from the Chief Executive Officer | 15 | | Ethics, transparency and integrity | 98 |
| | | | | | |
| 03 WHO WE ARE | José de Mello Group | 18 | 07 ANNEXES | Separate Financial Statements and Complementary Documents | 106 |
| | History | 19 | | Consolidated Financial Statements and Complementary Documents | 140 |
| | Purpose, Vision and Values | 22 | | Shareholder positions | 214 |
| | Portfolio | 24 | | GRI Table | 215 |
| | Where we operate | 26 | | | |
| | Talent | 27 | | | |
| 04 OUR STRATEGY | Value creation model | 37 | | | |
| | The business strategy | 38 | | | |
| | ESG approach | 43 | | | |
| | Innovation | 49 | | | |
| | Involvement with stakeholders | 54 | | | |
| | Risk management | 58 | | | |



JOSE DE MELLO

Introduction

| | | |
|-----|------------------------|----|
| 1.1 | About this report | 05 |
| 1.2 | Materiality | 06 |
| 1.3 | 2022 in numbers | 08 |
| 1.4 | Highlights of the year | 09 |



1.1

About this report

GRI 2-2, GRI 2-3, GRI 2-5, GRI 2-14

This is the first financial and sustainability information integrated reporting exercise carried out by José de Mello Capital, S.A., hereinafter referred to as “José de Mello”, “José de Mello Capital”, “JdM” or “parent company”. It consolidates information of an economic, environmental, social and governance nature, identified as the most relevant for José de Mello Group (hereinafter also referred to as Group) – José de Mello and its respective investees – and for its stakeholders, covering the period between 1 January and 31 December 2022.

The consolidation of the data contemplates, with the exception of duly identified exceptions, the following investees: CUF, S.A.; Bondalti Capital, S.A. and José de Mello - Residências e Serviços, SGPS S.A..

The report was prepared in accordance with the International Integrated Reporting Framework (IIRC) standards, of the Value Reporting Foundation, for the preparation of integrated reports and with the Global Reporting Initiative (GRI) standards, the international standard for sustainability reporting. In this

context, its structure considers the analysis of materially relevant themes, considering the impacts arising from the activity of José de Mello and those that affect its value creation potential, determined through consultation with its stakeholders, carried out in 2022 (more information under [Materiality](#)). In addition, it provides an overview of the Group's contribution to achieving the Sustainable Development Goals (SDGs).

The separate and consolidated financial statements were prepared in accordance with the provisions of the International Financial Reporting Standards (IFRS), adopted in the European Union.

The separate and consolidated financial statements for the financial year, the sustainability information and, in general, the remaining contents of the report, were approved by the Board of Directors, it being understood that they truly and appropriately reflect the financial position of the Group and the various companies that compose it and that they provide a realistic and reliable overview of its policies, procedures, management, practices and operating results, in accordance with the standards and reference guidelines adopted.

The attached financial statements were certified by the external entity RSM & Associados – SROC, Lda. according to each “Legal Certification of the Accounts”. Sustainability information has not been subject to external verification.

Any request for clarification may be sent via email to: info@josedemello.pt or dc@josedemello.pt



1.2 Materiality

GRI 2-12, GRI 2-14, GRI 3-1, GRI 3-2

To identify priority sustainability themes for José de Mello, their materiality was analysed, in 2022, based on a stakeholder consultation process.

The consultation process took place in six stages, in accordance with GRI standards and the concept of **dual materiality** – resulting from the new **European Union Corporate Sustainability Reporting Directive** –, which considers two perspectives – **impact** and **financial**.

Impact materiality

Relevance, considering the impacts on people, the environment and the economy resulting from the activity.

Financial materiality

Relevance, given the impacts on José de Mello's value creation potential.

As shown in the figure presented next, this process was developed in six stages and resulted in the identification of the material themes, which are the basis of José de Mello's Sustainability Agenda.

Consultation in six steps to determine dual materiality:

01
 Benchmark analysis and Identification of potentially material themes

02
 Mapping of stakeholder groups

03
 Survey of entities and contacts to be consulted

04
 Validation of stakeholder mapping with top management

05
 Consultation with stakeholders

06
 Internal discussion and validation with the Executive Committee

Determined the identification of the nine most important material themes for José de Mello and on which its report focuses:

12 Interviews

330 Questionnaires

03 Focus Groups

- A** RESPONSIBLE INVESTMENT
- B** ECONOMIC PERFORMANCE AND OPERATIONAL EFFICIENCY
- C** ETHICS, TRANSPARENCY AND INTEGRITY
- D** BRAND AND REPUTATION MANAGEMENT
- E** INNOVATION
- F** CLIMATE CHANGE
- G** ATTRACTION, RETENTION AND DEVELOPMENT OF HUMAN CAPITAL
- H** DIVERSITY AND INCLUSION
- I** INVOLVEMENT WITH SOCIETY

 **A RESPONSIBLE INVESTMENT**

José de Mello believes that integrating environmental, social and governance (ESG) strategies and practices into investment decisions and asset management will add value to the Group.

• [View Index 4.2 The business strategy](#)

 **D BRAND AND REPUTATION MANAGEMENT**

The Company's reputation vis-à-vis its stakeholders must be preserved; for this reason, corporate communication strategies and tools are implemented to assess José de Mello's brand perception.

• [View Index 4.5 Involvement with stakeholders](#)

 **G ATTRACTION, RETENTION AND DEVELOPMENT OF HUMAN CAPITAL**

The implementation of strategies and initiatives that consider the importance of people, as well as the definition of guidelines to improve skills and management performance will bring human value to José de Mello.

• [View Index 3.6 Talent](#)

 **B ECONOMIC PERFORMANCE AND OPERATIONAL EFFICIENCY**

José de Mello prioritises the promotion of strategies that enhance the efficiency of operations and the financial performance of the businesses.

• [View Index 5.1 Financial and operational performance](#)

 **E INNOVATION**

It is part of the Group's culture to develop innovation-powered initiatives, valuing risk and the exploration of new ideas and partnerships.

• [View Index 4.4 Innovation](#)

 **H DIVERSITY AND INCLUSION**

It is crucial to promote diversity and inclusion, understood as recognition, respect and appreciation of differences between people.

• [View Index 3.6 Talent](#)

 **C ETHICS, TRANSPARENCY AND INTEGRITY**

It is essential for the organisation to ensure ethical conduct based on good corporate management practices and the proper functioning of the supervisory and control bodies.

• [View Index 6.2 Ethics, transparency and integrity](#)

 **F CLIMATE CHANGE**

Because the preservation of natural capital is essential for the survival of the Group's business, the mitigation of climate change is promoted through the management of greenhouse gas emissions and energy consumption, as is the promotion of adaptation and resilience.

• [View Index 5.3 Planet](#)

 **I INVOLVEMENT WITH SOCIETY**

José de Mello has always been linked to entities that contribute to the development of Society and that implement actions, with a social impact, aimed at improving the quality of life of the population.

• [View Index 5.2 Society](#)

1.3

2022 in numbers



| | | |
|-------------------------------------|----------------------------|---|
| 1 255 M€ operating income | 92 M€ net profit | 0 non-compliance with laws and regulations |
| 192 M€ EBITDA | 77 M€ investment | 67 % purchases from national suppliers |

VALUE CREATION



| | | |
|---|----------------------------------|--|
| 129 ktCO ₂ e scope 1 and 2 emissions | 3 M GJ energy consumed | 3 M m ³ water catchment |
|---|----------------------------------|--|

PLANET



| | | |
|------------------------|--|---|
| 7 502 employees | + 7 256 service providers | 21 % of employees under 30 years of age |
| 76 % women | 130 k of training hours ¹ | 3 M€ donations and community support |

PEOPLE

¹Hours of training: Includes training hours of the Enkrott and AEMA Groups.

14 Highlights of the year



| January | February | March |
|---|--|---|
| <ul style="list-style-type: none"> CUF Porto Hospital obtains, for the second consecutive time, accreditation from the Joint Commission International (JCI) CUF establishes a partnership with Stand4Good to support university students in socioeconomic vulnerability situations Bondalti establishes a partnership for refining lithium with Reed Advance Materials, an important contribution in the field of environmental sustainability Bondalti awards a prize to the best students of the Porto Faculty of Engineering (FEUP), in collaboration with Amélia de Mello Foundation, in recognition of the contribution of universities to development | <ul style="list-style-type: none"> The Innovation Committee of José de Mello Group presents summary of activity for 2021 and plan of initiatives for 2022 Successful planned shutdown of the Bondalti plant, in Estarreja, to meet continuous improvement requirements | <ul style="list-style-type: none"> Completion of the 18th edition of the José de Mello Group Advanced Management Programme (“PAGE”), at Universidade Católica Portuguesa with the presentation of final works and hand out of diplomas to 25 participants Ser Solidário, a project from José de Mello Group, delivers aid to: Associação de Paralisia Cerebral de Viseu, Apoio à Vida and Cercidiana Bondalti is recognized for its Sustainability practices by EcoVadis, with the attribution of a Platinum medal, for the 2nd consecutive year |





Axes

- Value creation
- Planet
- People

Material Themes for José de Mello

- A. Responsible investment
- B. Economic performance and operational efficiency
- C. Ethics, transparency and integrity
- D. Brand and reputation management
- E. Innovation
- F. Climate change
- G. Attraction, retention and development of human capital
- H. Diversity and inclusion
- I. Involvement with society

Categorisation of the José de Mello and Group actions according to the three strategic axes – Value Creation, Planet, and People – and the nine material themes included in the Sustainability Agenda. Since the investees consider their own material themes, which differ from those of José de Mello, their actions are classified only according to the three strategic axes of action.

| | | | |
|--|--|---|---|
|  |  |  |  |
| <p>April</p> | <p>May</p> | <p>June</p> | <p>July</p> |
| <p>Promotion of training internships, in a partnership between José de Mello Residências e Serviços and universities and professional schools</p> | <ul style="list-style-type: none"> A José de Mello Group defines the first model for integrating ESG criteria in the evaluation of the new businesses/investments E “Inovar3 – Potenciar o Futuro com Talento” meeting to celebrate the culture of innovation in the various investees of José de Mello Group Bondalti receives the excellence award “Vasco da Gama”, which distinguishes Portuguese and Spanish companies that contribute to a high strategic and economic value for the Iberian market | <ul style="list-style-type: none"> Marketeer 2022 award distinguishes CUF as brand of the year in the Health category José de Mello Residências e Serviços launches a new website | <ul style="list-style-type: none"> CUF joins Global Green and Healthy Hospitals, an international network of hospitals aiming to reduce their environmental footprint |

|  |  |  |  |
|--|--|--|--|
| September | October | November | December |
| <ul style="list-style-type: none"> E Grow, the innovation program of the José de Mello Group, conducts a tour of visits to startup incubators in the North region CUF establishes a partnership with Vanguard Properties aimed at setting up a CUF clinic in Comporta Bondalti project to produce hydrogen in Estarreja obtains the status of “Important Project of Common European Interest”, attributed by the European Commission José de Mello Residências e Serviços distributes annual benefit “Bolsas Livros Escolares” – reimbursement of part of expenses incurred with school textbooks | <ul style="list-style-type: none"> G Revision of the José de Mello Group’s efr conciliation measures package, with the inclusion of three family conciliation measures G Beginning of the 19th edition of the José de Mello Group Advanced Management Programme (“PAGE”), with 25 Group participants I 11th edition of Volunteer’s Day, in partnership with Semear, counted on more than 100 volunteers from different investees of the José de Mello Group Opening of the CUF Trindade Hospital, in Porto CUF renews the commitment to the Inclusive Community Forum CUF signs protocol with the Hospital de Monsanto, in the Mental Healthcare area | <ul style="list-style-type: none"> D José de Mello Group joins GRACE – Association of Responsible Companies D Study of the José de Mello brand awareness and Employer Branding with the Centre for Applied Studies of the Universidade Católica Portuguesa E “Grow by the River”, event promoted by Grow, the innovation program of the José de Mello Group, during the week of the Web Summit, with the participation of Tim Draper CUF receives the 2022 Powerful Brand distinction. Brands with Value 2, in the category of Private Hospitals Bondalti signs the manifesto by BCSD Portugal - Business Council for Sustainable Development, on climate action, addressed to the 27th United Nations Conference on Climate Change (COP27) | <ul style="list-style-type: none"> I José de Mello becomes one of the founding partners of World Youth Day Lisbon 2023 I “Árvore do Apadrinhamento”, a cross-cutting initiative of the José de Mello Group, covers 1 424 children Opening of CUF Montijo Clinic José de Mello Residências e Serviços hands out diplomas to all trainees and trainers of the HERO Erasmus project |

Our leadership commitment

- 2.1 Message from the Chairman 13
- 2.2 Message from the Chief Executive Officer 15



2.1

Message from the Chairman

GRI 2-22

The macroeconomic context of recent years has been marked by a set of unexpected events that led to the current climate of great uncertainty.

The first major contribution to this climate occurred in 2020, when a large part of the world's population was forced into a confinement of unprecedented proportions, due to a pandemic that became global in a few months. The result was a profound brake on economic dynamism, with strong disruptions in the production and supply chains.

Forecasts became gloomy, anticipating high levels of unemployment, a cascade of defaults and a long period of economic recovery. This is not what happened.

Following an outstanding international effort to fight the pandemic, with political, economic, and social impacts, 2021 produced the highest economic growth in 50 years. Unemployment remained

at historically low levels, the economy showed a rapid turnaround and some macroeconomic indicators surpassed those of 2019.

Forecasts then became optimistic and confident in the continuity of economic recovery and in the injection of liquidity into the economy, fuelled on ambitious state support programmes. This is not what happened.

Following the military conflict in Ukraine and a major energy crisis, 2022 produced the greatest economic slowdown in 80 years. Strong inflationary pressure forced successive interventions by central banks, resulting in a continued rise in interest rates.

It was in this atypical, unpredictable and uncertain context that José de Mello Group achieved historically very positive results in the last financial year, reflecting the strong resilience and undeniable capacity for adaptation of our companies and teams.

Since the context has not changed, **uncertainty will continue to mark our lives**, whether in terms of monetary policy, of unemployment and inflation, or in terms of the duration of the energy crisis, or even at a geopolitical level.

From a European perspective, the situation at the beginning of 2023 is very demanding for people, companies and policy makers, due to the need for continued government support to the economy and the tense environment at central banks, determined to cool the economy and reduce liquidity.

To defend the population's well-being, a strategic alignment between the different protagonists and decision-makers, namely central banks, governments and companies, is of the utmost importance, especially considering the sharpening of the uncertainty at the end of the first quarter of 2023 due to the turbulence in the banking systems of the United States and Switzerland.

Nationally, the challenges are starkly evident. The effective implementation of the Recovery and Resilience Plan and the promotion of structural reforms are absolutely crucial to place Portugal on the path of European convergence.

“ We need to convert economic growth into a national goal and inject ambition into society.”

For José de Mello Group, as an economic group, we maintain our ambition to grow and our commitment to continue contributing to a fairer, more prosperous and more sustainable Country.

Our confidence in building our future in a context of uncertainty is based on our Purpose, our Vision, our Values and on the commitment, dedication and professionalism of all our People.

Vasco de Mello





2.2 Message from the Chief Executive Officer

GRI 2-22

For José de Mello Group, the year of 2022 was marked by an ability to anticipate responses to market challenges in a context of uncertainty, brought by the war in Ukraine and the successive increases in the prices of essential goods and interest rates in the main economies.

Despite the very challenging macroeconomic context, our companies achieved very positive results and we closed the year with a consolidated net income of 92 million euros and a book equity of 969 million euros, further strengthening our financial structure.

Before sharing our Group's most relevant achievements, I would like to highlight the publication, for the first time, of an Integrated Report.

Bondalti, Brisa and CUF with important achievements

Despite the environment of uncertainty, during the last year our main businesses achieved very important milestones for the future of José de Mello Group and for the success of our growth ambition.

Bondalti achieved very positive results through high operational efficiency and resilience, despite the pressure on raw material and energy costs, having also signed a new contract with its operational partners in Estarreja (Dow and Air Liquide), valid for additional 15 years.

Furthermore, it reinforced its benchmarking position in climate transition, through the assumed commitment to carbon neutrality, the international recognition of good practices in environmental sustainability and through active participation in green hydrogen projects.

CUF maintained its growth trajectory, with positive results and relevant job creation, and continued to grow its differentiated and proximity healthcare

offer, both through the expansion of its network of hospitals and clinics (Oporto, Leiria, Ponta Delgada and Montijo), and through innovative models, with an emphasis on digital solutions and home care.

The CUF brand was recognised, for the seventh consecutive year, as a trusted brand with the “Marca de Confiança” award.

Brisa’s highway traffic recovered 2019 levels, leading to a very positive year. It is also worth noting the growth of the mobility businesses, in which I would highlight the winning by Via Verde of an international electronic toll collection tender in the Netherlands, using a Portuguese technology developed by A-to-Be, which in turn has also been growing in the United States, operating in 14 states.

2022 was a special year for Brisa, with the celebration of its 50th anniversary, marked by some notable actions, but above all by being awarded, on the initiative of the President of the Republic, the Order of Business Merit.

Regarding José de Mello Residências e Serviços, the last financial year was marked by the recovery of its units’ occupancy levels and by the resilience shown in a context of inflationary pressure on the cost structure.

I also highlight that our main companies – CUF, Bondalti and Brisa – invested 157 million euros in 2022, reflecting José de Mello Group’s clear commitment to the development of Portugal. If we consider the period from 2018 to 2022, capital expenditure grossed around 850 million euros.

“ Despite the environment of uncertainty, during the last year our main businesses achieved very important milestones for the future of José de Mello Group and for the success of our growth ambition.”

Innovation, Sustainability and Citizenship

To reinforce the culture of Innovation, several initiatives were developed in 2022 aimed at creating synergies between the José de Mello Group's businesses and the entrepreneurial ecosystem, with particular emphasis on “Grow”, a programme transversal to all our investees, which continued to grow, having surpassed the barrier of 50 pilots since its launch.

In the context of our long-term commitment to developing sustainable business activities, we have defined a Sustainability Agenda, which places our People at the centre of our strategic decisions, encourages the creation of competitive advantages and reinforces our responsibility to contribute to the mitigation of climate change. It was in this context that we developed a Decarbonisation Roadmap, transversal to all our investees.

In the specific domain of corporate citizenship, I highlight three initiatives that, due to their importance and symbolism, translate clearly our approach to society: the participation in the Associação Business Roundtable Portugal, the signing by José de Mello, CUF, Brisa and Bondalti of the “Pacto para Mais e Melhores Empregos para os Jovens (Pact for More and Better Jobs for Young People)”, which brought together fifty business organisations of an important size, and the support given to World Youth Day, assuming the status of founding partner.

Strategy and Values

José de Mello Group's growth ambition is grounded on three fundamental pillars: Purpose, Vision and Values.

To these, we add five Strategic Objectives, which I consider relevant to recall as they have guided us in 2022 and will continue to do so in the coming years:

- I. To reinforce investment and to ensure the excellent performance within the José de Mello Group’s businesses
- II. To identify new investment opportunities, broadening its geographical and sectoral base
- III. To invest in the development of our People and to strengthen the talent of our teams
- IV. To intensify the commitment to a sustainable activity at the environmental, social and economic levels
- V. To implement an innovation agenda in order to transform, with value creation, our companies and develop new opportunities.

Likewise, due to their transversal importance, I consider it is important to recall our four Values: Human Development, Innovation, Competence and Integrity.

To close, I want to convey my satisfaction, pride and gratitude for all our People, in the way they have once again proven to be an example of effort, professionalism and dedication.

I am certain that the quality of our companies and the commitment of our People will enable José de Mello Group to continue to grow and create prosperity and sustainable development in and beyond Portugal.

Salvador de Mello



Who we are

| | | |
|-----|----------------------------|----|
| 3.1 | José de Mello Group | 18 |
| 3.2 | History | 19 |
| 3.3 | Purpose, Vision and Values | 22 |
| 3.4 | Portfolio | 24 |
| 3.5 | Where we operate | 26 |
| 3.6 | Talent | 27 |

3.1 José de Mello Group

José de Mello Group is a family-controlled Portuguese-based business group, with a stable shareholder structure and a history of more than 120 years of resilience and adaptability.

It is heir to a legacy based on stability, trust, entrepreneurship, and professional and experienced teams.

With a diversified intervention in the economy and leadership positions in the sectors in which it operates, it has a long-term strategic vision and an ambition for growth that includes investments in current businesses and in new areas with exposure to international markets.

It assumes the commitment to ensure the well-being of its People, to promote a responsible business activity and to contribute to the development of Portugal, with innovation, wealth creation and qualified employment.



Family Group with a stable shareholder base, with clear governance models and family succession prepared with consistent rules and protocols



Responsible investor with an approach that generates growth and value for partners and local communities



Qualified management team with extensive experience in different sectors of activity



Commitment to People, an important and strategic pillar of corporate action

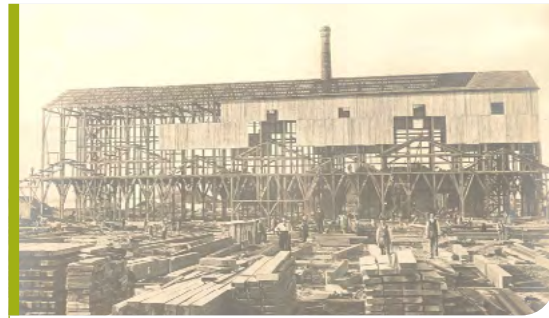


History of turning opportunities into leading companies



Long-term commitment in businesses and partnerships

3.2 History



1908 Inauguration of the first CUF factories in Barreiro



1927 Creation of Tabaqueira

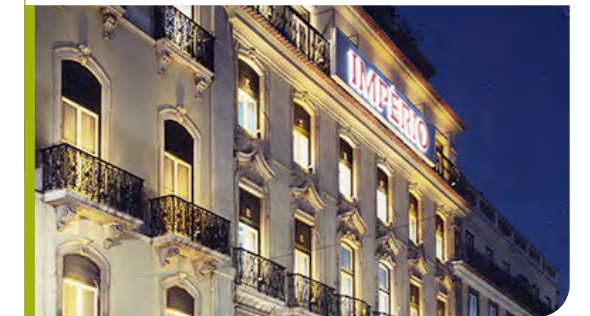
1898 Founded by Alfredo da Silva, upon assuming the status of shareholder and leader of CUF



1920 Entry into Casa José Henriques Totta



1942 Creation of Companhia de Seguros Império




— Foundation — Expansion — Reconstruction — Resilience and recovery — Ambition and growth


1961 Foundation of Lisnave



1975 Nationalisation of the CUF Group
At the height of its activity, the CUF Group was the largest private Portuguese group, with 110,000 employees and representing 5% of GDP




1945 Inauguration of CUF Hospital (Infante Santo)



1964 Creation of Amélia de Mello Foundation



1979 Beginning of the Group's reconstruction with the acquisition of Uniteca (1979); Incorporation of the holding José de Mello (1988); Creation of Banco Mello (1991).
1998 Acquisitions: Império (1992), Soponata (1993), Quimigal (1997). Incorporation of José de Mello Saúde (1998)



— Foundation — Expansion — Reconstruction — Resilience and recovery — Ambition and growth

2000
2001



Sale of Lisnave. Entry into Brisa and Efacec. Merger of Banco Mello and the insurer Império with BCP, the largest private Portuguese bank. Inauguration of CUF Descobertas Hospital

2013



POA of Brisa

2020
2022



CUF becomes a single brand in healthcare. José de Mello Group sells 40% of Brisa. Change in the Group's executive leadership, definition of the Purpose and of a growth strategy Bondalti invests in the water treatment business area

2009
2011

Start of management of the hospitals of Braga and Vila Franca de Xira. Expansion of the Estarreja Chemical Complex



2017
2019

Creation of the Grow programme Industrial chemicals business with new Bondalti brand and new plant in Spain. Expansion of the CUF network of hospitals and clinics



— Foundation — Expansion — Reconstruction — Resilience and recovery — Ambition and growth

3 Purpose, Vision and Values

Purpose

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

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

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



José de Mello Group
Our Purpose
[Watch the video >](#)

Vision

To be an international reference in value creation and sustainable growth through a diversified business portfolio.

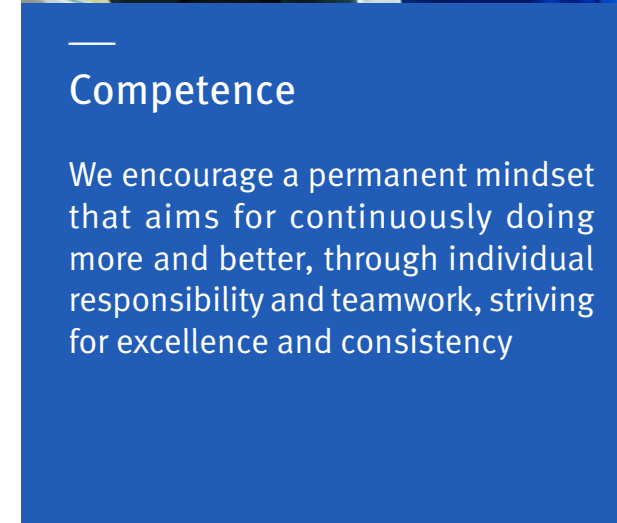
Values

Competence, Innovation, Human Development and Integrity are the values that form the basis of our conduct and the key to our success, both in existing businesses and in future projects.



Innovation

We foster an entrepreneurial culture and an open and curious mindset, in the constant search for new solutions and opportunities that create value



Competence

We encourage a permanent mindset that aims for continuously doing more and better, through individual responsibility and teamwork, striving for excellence and consistency



Human Development

We place people's dignity at the centre of our decisions and contribute to the development of their skills, promoting autonomy and continuous learning



Integrity

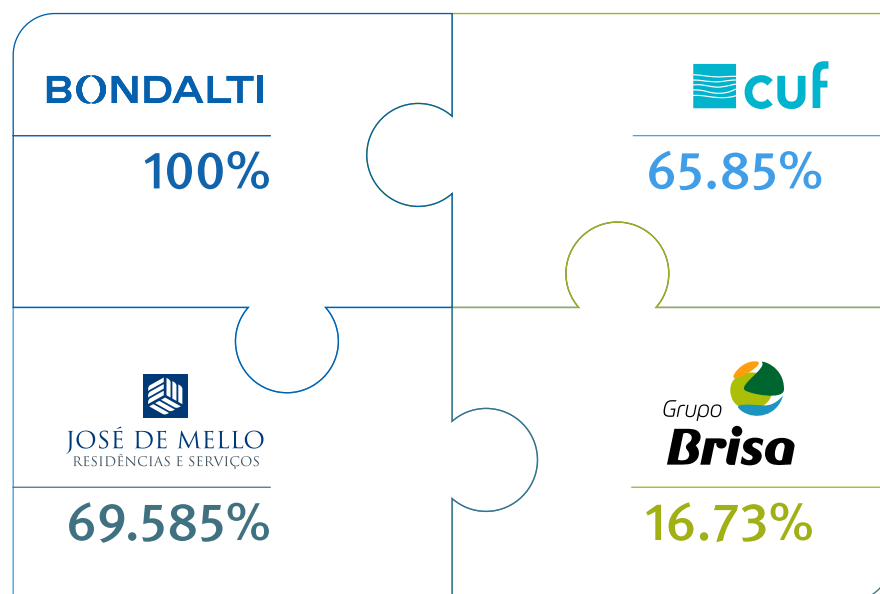
We promote ethical and honest behaviour, creating trustworthy and loyal relationships, treating everyone fairly and truthfully

3.4 Portfolio

GRI 2-6

José de Mello Group has a diversified intervention in the economy, characterised by a competitive positioning, based on a number of holdings in companies that operate in different business areas:

José de Mello stake



BONDALTI
Stake: 100%

CHEMICAL PRODUCTION AND WATER TREATMENT

| | | |
|---|---|------------------------------------|
| 105M€ of EBITDA | 52M€ of Net profit | 38k training hours ¹ |
| 1 777kt of industrial chemical products produced | 107 ktCO ₂ eq emitted (scope 1 and 2) | 744 employees |

Bondalti is the main private Portuguese group in the chemical industry sector, with a presence in the national and international market. Its activity is centred on the production of chlor-alkali (PCA), in the inorganic chemicals segment, and aniline and derivatives (PAD), in the organic chemicals segment. It is Europe's sales leader and one of the world's leading non-integrated aniline producers and is also the largest Iberian chlorine producer in the inorganic chemicals segment. Bondalti is also a national reference in the hydrogen value chain, being the second-largest Iberian producer of H₂ without direct use of gas.

Bondalti operates, since 2020, in the Water Treatment solutions market, having created a business area dedicated to providing these products and services not only in the Iberian market, but also internationally.

For more information about Bondalti and its performance, please consult the respective [website](#) and/or the [2022 Integrated Report](#).

cuf
Stake: 65.85%

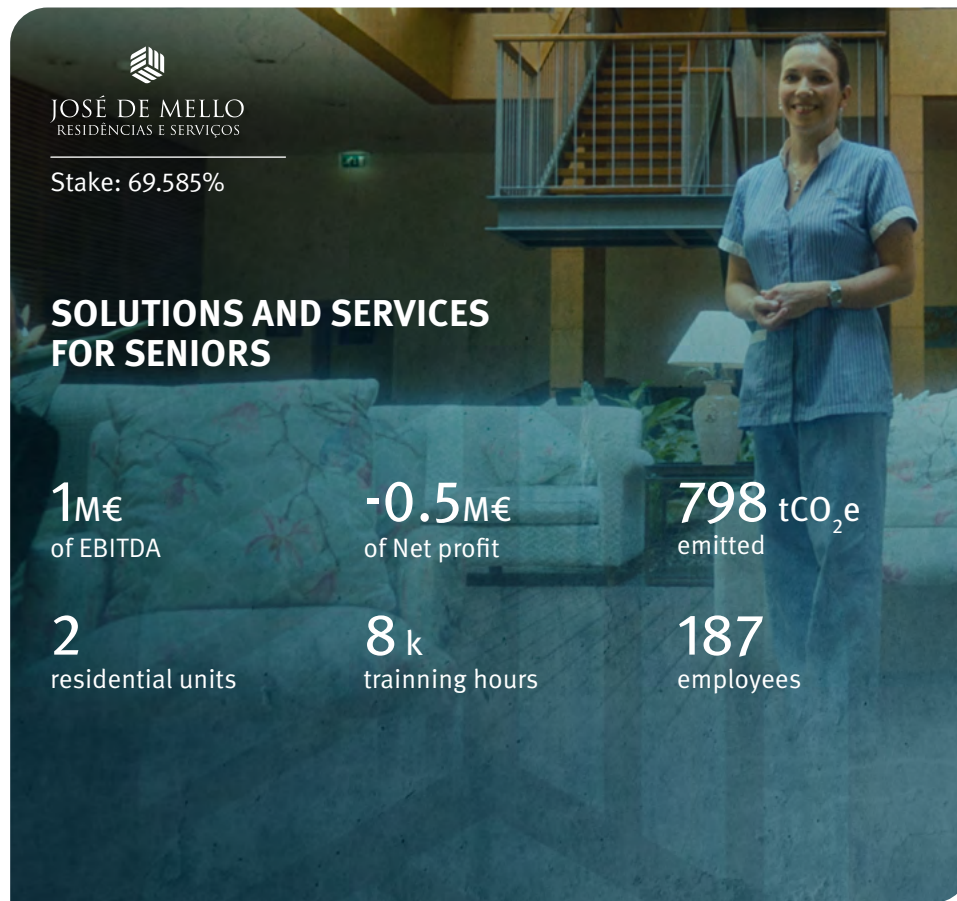
PROVISION OF HEALTHCARE SERVICES

| | | |
|------------------------------|-----------------------|---|
| 98M€ of EBITDA | 35M€ of Net profit | 20 ktCO ₂ e emitted (scope 1 and 2) |
| 2,5M medical appointments | 58k surgeries | 13360 ² employees |
| 21 healthcare units | 4k deliveries | 84 k training hours |

CUF is the largest private health care operator in Portugal and an example of clinical excellence and respect for the dignity and well-being of the customer, managing a network consisting of ten hospitals, 11 clinics and an institute, equipped with the most advanced equipment and excellent conditions for the practice of medicine, but also for the comfort of patients. The excellent services provided ensure the most demanding standards of quality and safety for the patient.

In partnership with the main universities and scientific institutions, CUF also develops teaching, training and research programmes that promote the continuous updating and innovation of its professionals and of the scientific and medical community.

For more information about CUF and its performance, please consult the respective [website](#) and/or the [2022 Integrated Report](#).



José de Mello Residências e Serviços develops residential solutions and orthopaedic, geriatric and neurological recovery and rehabilitation programmes. In this context, it assumes the management of two residential units that operate under the Domus Vida brand, in Lisbon and Estoril.

For more information about José de Mello Residências e Serviços and its performance, please consult its [website](#).

Brisa is the largest private operator of transport infrastructure in Portugal, being one of the world references in its sector in the fields of operational efficiency, technological solutions for toll collection and active traffic management, as well as in the field of innovation in mobility services³.

For more information about Brisa and its performance, please consult the respective [website](#) and/or the [2022 Integrated Report](#).

Additionally, José de Mello Group also has a 50% stake in MGI Capital.

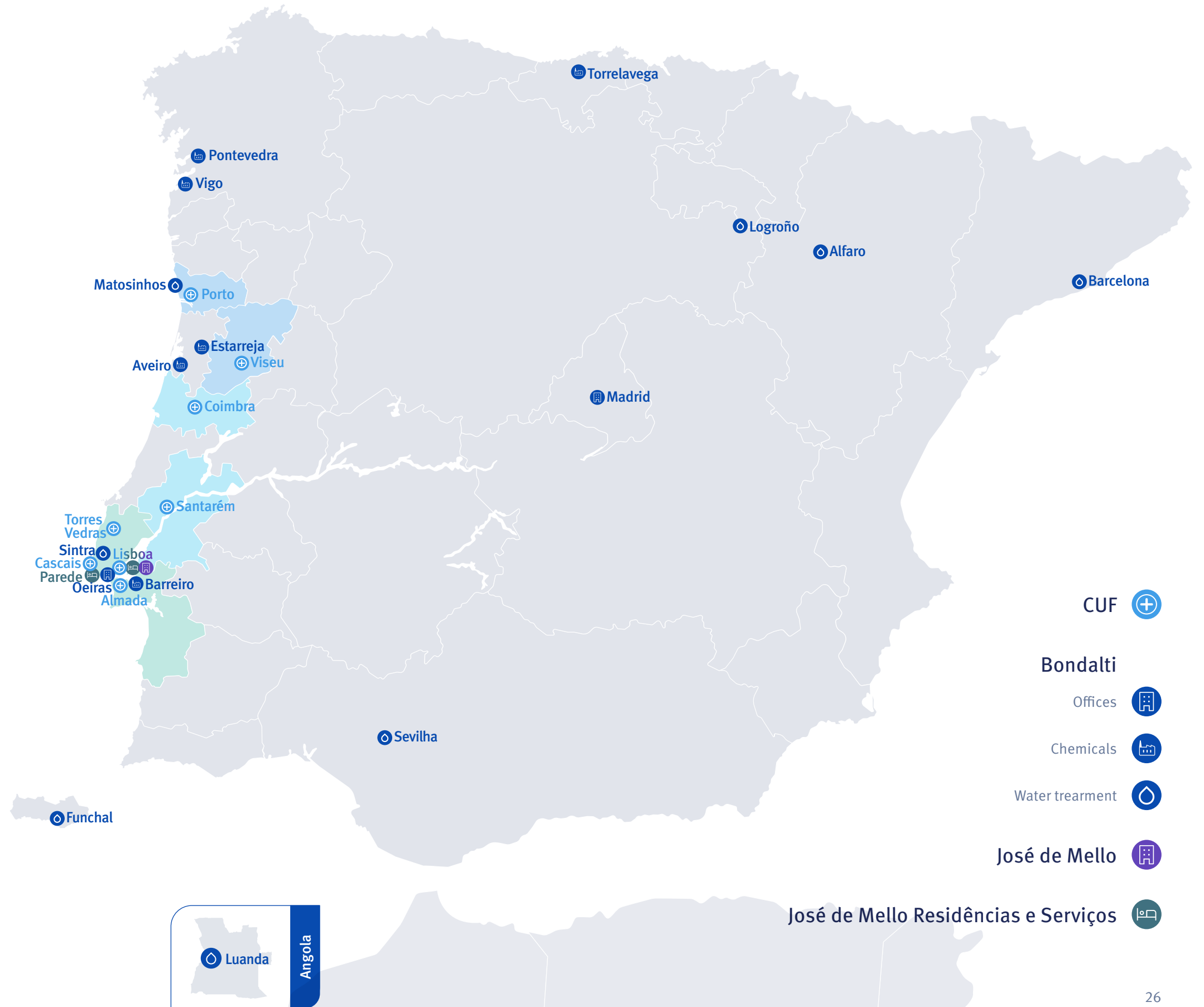
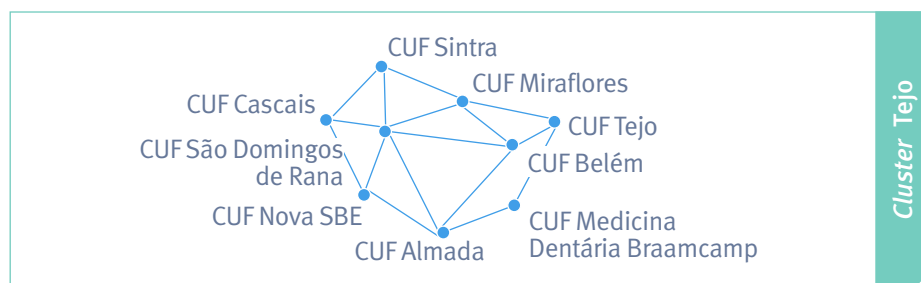
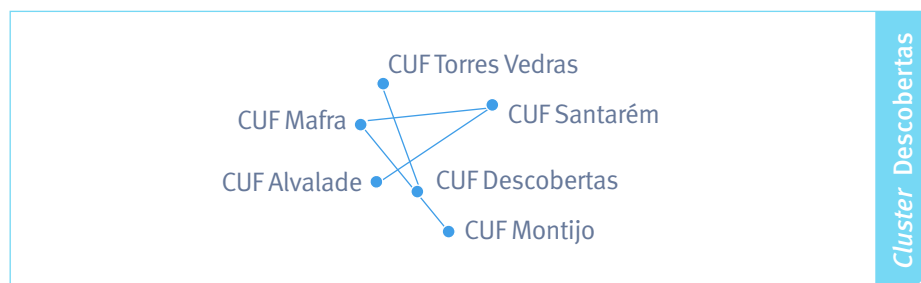
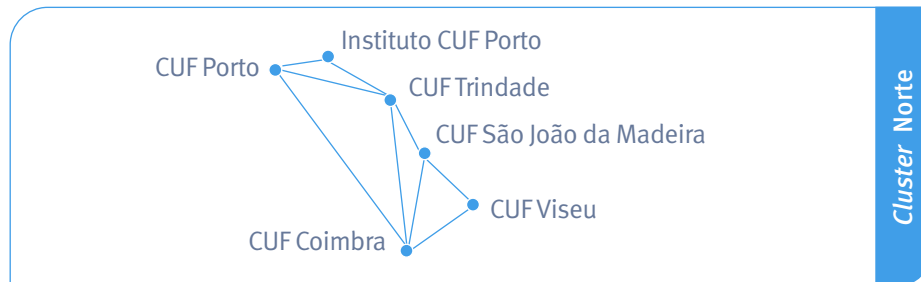
¹Includes training hours of the Enkrott and AEMA Groups.

²Includes employees and healthcare providers, namely Doctors, Nurses, Diagnostic and Therapeutic Technicians and Senior Health Technicians.

³Brisa does not integrate the José de Mello Group consolidation perimeter.

35 Where we operate

GRI 2-1



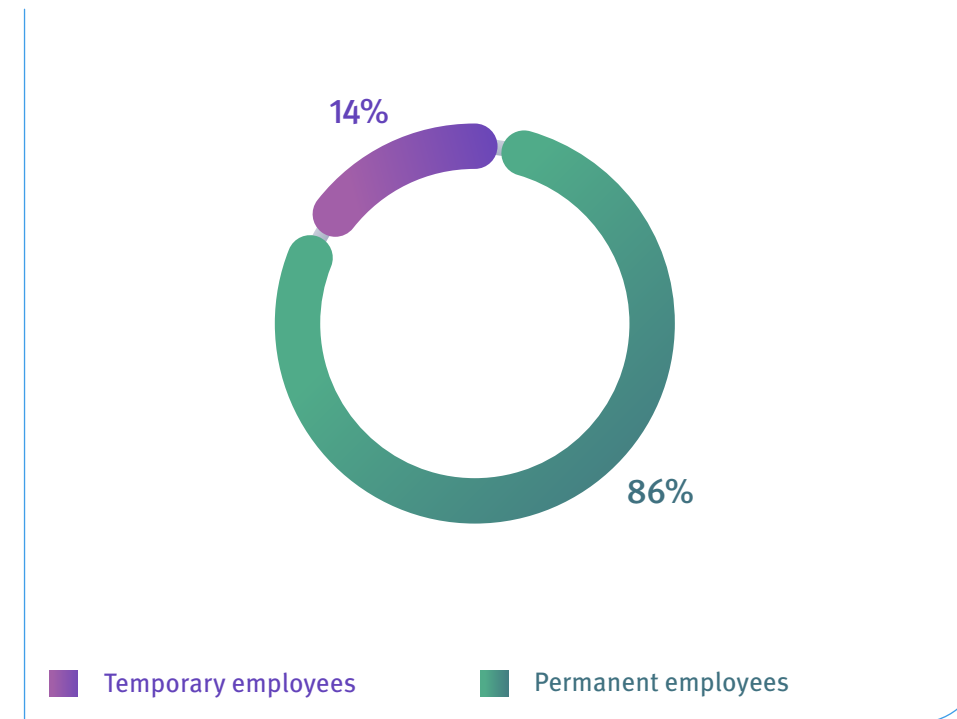
36 Talent

GRI 2-7, GRI 3-3, GRI 401-2, GRI 404-1, GRI 405-1, GRI 406-1

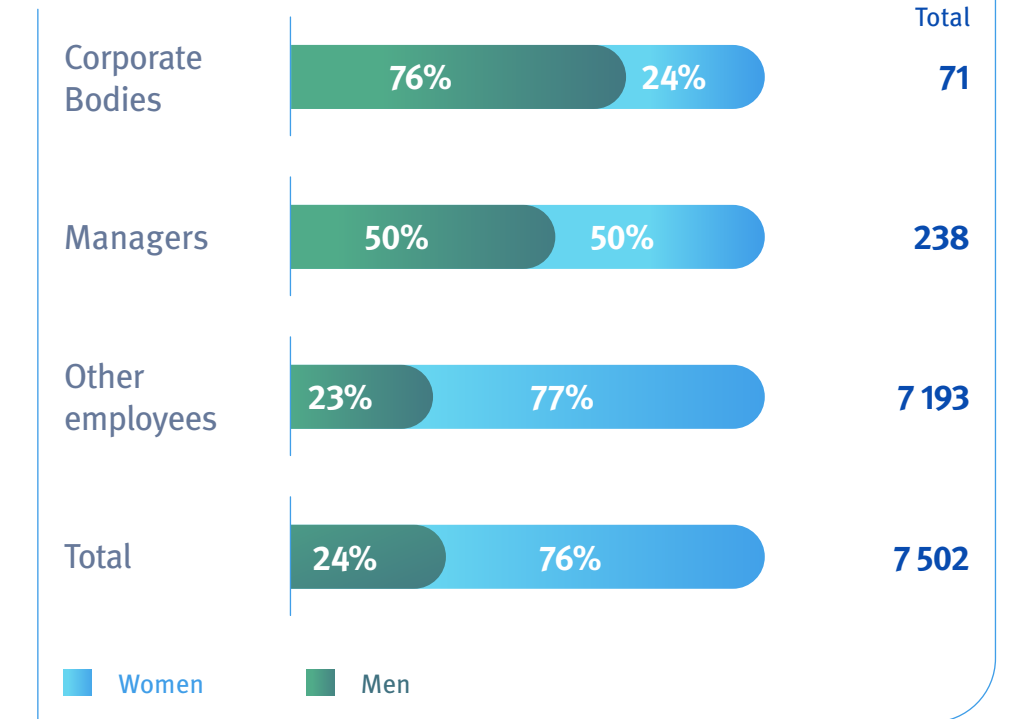
Human resources play a fundamental role in José de Mello Group's culture and strategic fulfilment, with the Group's overall performance being closely related to its ability to attract and retain talent. Ensuring the health, well-being, development and satisfaction of its employees is thus an important focus of action.

It is in this context that José de Mello Group has been developing a project which ambitions are to create value through **Talent Management transversal to the entire Group** and to promote its **attractiveness in the Talent Market**. It is intended that each person realises their full personal and professional potential, considering the Group's strategy.

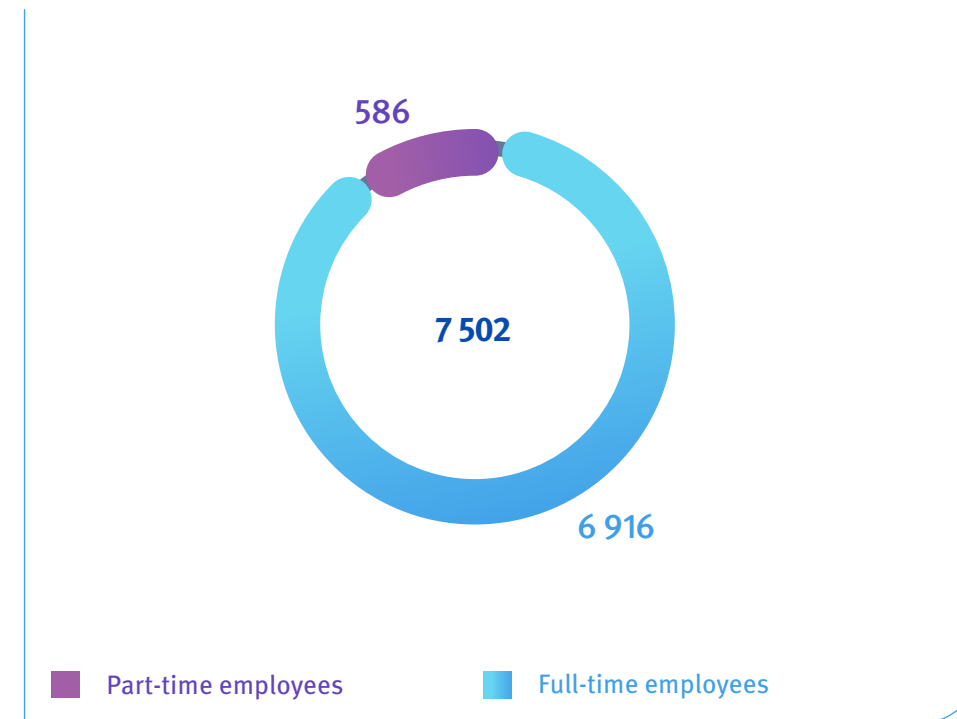
Total number of employees by type of contract



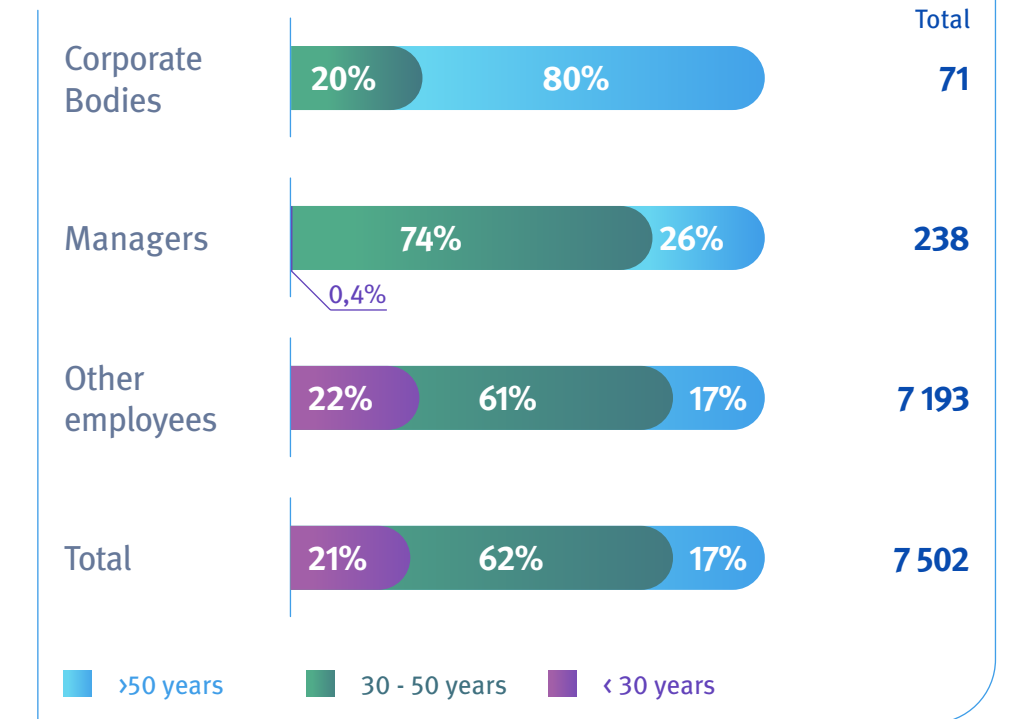
Employees by gender and professional category



Total employees by work regime



Employees by age and professional category



DIVERSITY AND INCLUSION

Recognising the importance of diversity as a driving factor for performance, innovation, cohesion and a sense of belonging among employees, José de Mello Group believes that **no individual should be subject to any type of discriminatory act.**

0% Cases of discrimination recorded in 2022

Commitment to diversity and inclusion

In 2022, José de Mello approved a commitment and the respective main pillars of action; this was followed by the discussion phase of the initiatives to be implemented in 2023.

We are a socially responsible Group, committed to promoting an inclusive, integrating and diverse culture, in which everyone is welcome, everyone is valued and can fulfil their potential.

To monitor these themes, a working group was created, made up of members of the teams from the People and Talent Management, and Innovation and Sustainability areas.

Inclusive Community Forum (ICF)

Seeking to promote a more inclusive community, through the education and employability of people with disabilities, José de Mello integrates the ICF. It was in this context that it accepted a challenge from Nova SBE: to help demonstrate that the inclusion of people with disabilities makes an invaluable contribution to their own well-being and that of their families, promotes the development and sustainability of society and the country and boosts productivity of companies. To this end, it implemented a **pilot training project for people with disabilities** through short-term internships, providing them with work experience. The objective will be to extend this project to its investees.



EMPLOYEE WELL-BEING

José de Mello Group manages its activity with respect for the health and safety of its employees and promotes their well-being, involvement and continuous satisfaction. To this end, it seeks to ensure, at all times, a healthy and safe environment, relationships of proximity and the promotion of a balanced personal and professional life.

In this context, in 2021, José de Mello obtained the certification of **Responsible Family Entity (rfe)**, a distinction that reflects a commitment to valuing all employees and ensuring their well-being, based on six essential pillars:

Employment Quality

- Health and wellness
- Social benefits/ flexible compensation
- Discounts and perks
- Workplace Harassment or Mobbing

Personal and Professional Development

- Corporate volunteering
- Social support
- Performance and internal promotion
- Training for employability
- Internal knowledge

Temporal and Spatial Flexibility

- Flexible working hours
- Other forms of work schedule flexibility

Equal Opportunities

- Disability
- Generations
- Guarantees of equality

Family Support

- Family
- Children

Leadership and Management Styles

- Ethics and Good Practices
- Meeting scheduling
- rfe project



Attributed by Fundación Más Familia and by ACEGE – Associação Cristã de Empresários e Gestores, the rfe certification has as its central assumption the recognition of the family as one of the fundamental pillars of society.

The investees also hold this certification:

BRISA
since 2019

BONDALTI
since 2020

CUF
since 2021

+ Employment Quality

Among others, the following stand out as measures of employment quality, a set of discounts and perks, life insurance for employees and health insurance for employees and their family, including children up to 25 years of age, with different coverages in the healthcare and well-being provision scope.

Also noteworthy is the availability of general medical and nutrition appointments held every two weeks at the Company's headquarters by prior appointment.

+ Family Support

Within the scope of family support measures, emphasis is given to the annual attribution of a contribution, depending on the employee's monthly remuneration, of part of the cost of the Holiday Camp. This initiative, which takes place through weekly programmes during the month of July and the first fortnight of August, is aimed at the children of permanent employees, aged between 7 and 14 years old.

Also of note is the leave granted to accompany parents or direct ascendants to unavoidable commitments, without penalising vacation days or salary. For this, it is sufficient to request leave from the respective head.

+ Temporal and Spatial Flexibility

Among the conciliation measures defined by José de Mello, those that promote temporal and spatial flexibility stand out, such as the adoption of a work model with flexible hours – allowing an adjustment to the hour of leaving the office – and a hybrid work schedule.

In 2022, seeking to mitigate the constraints of leaving at peak hours, caused by traffic around the perimeter surrounding the José de Mello headquarters, employees were granted an option to increase the flexibility of the work schedule: face-to-face mornings at the office and afternoons in remote work, and also a full day of teleworking.

- > Start time between 8h and 10h
- > Shorter lunch break (from 1h30 to 1h)
- > Adjustment to the hour of leaving the office
- > Two days remote work for all functions that can be performed through teleworking

Being aware of the need to stimulate organisational culture, creativity and innovation, and that these aspects require the presence and direct contact of employees, José de Mello promotes **Wednesday as the day to be present at the office**, allowing the meeting of all teams. It is also on this day of the week that internal corporate events are held.

To strengthen the feeling of belonging and encourage interaction between employees in a building which verticality conditions greater social interaction, some thematic meetings were held during 2022.



HUMAN CAPITAL DEVELOPMENT

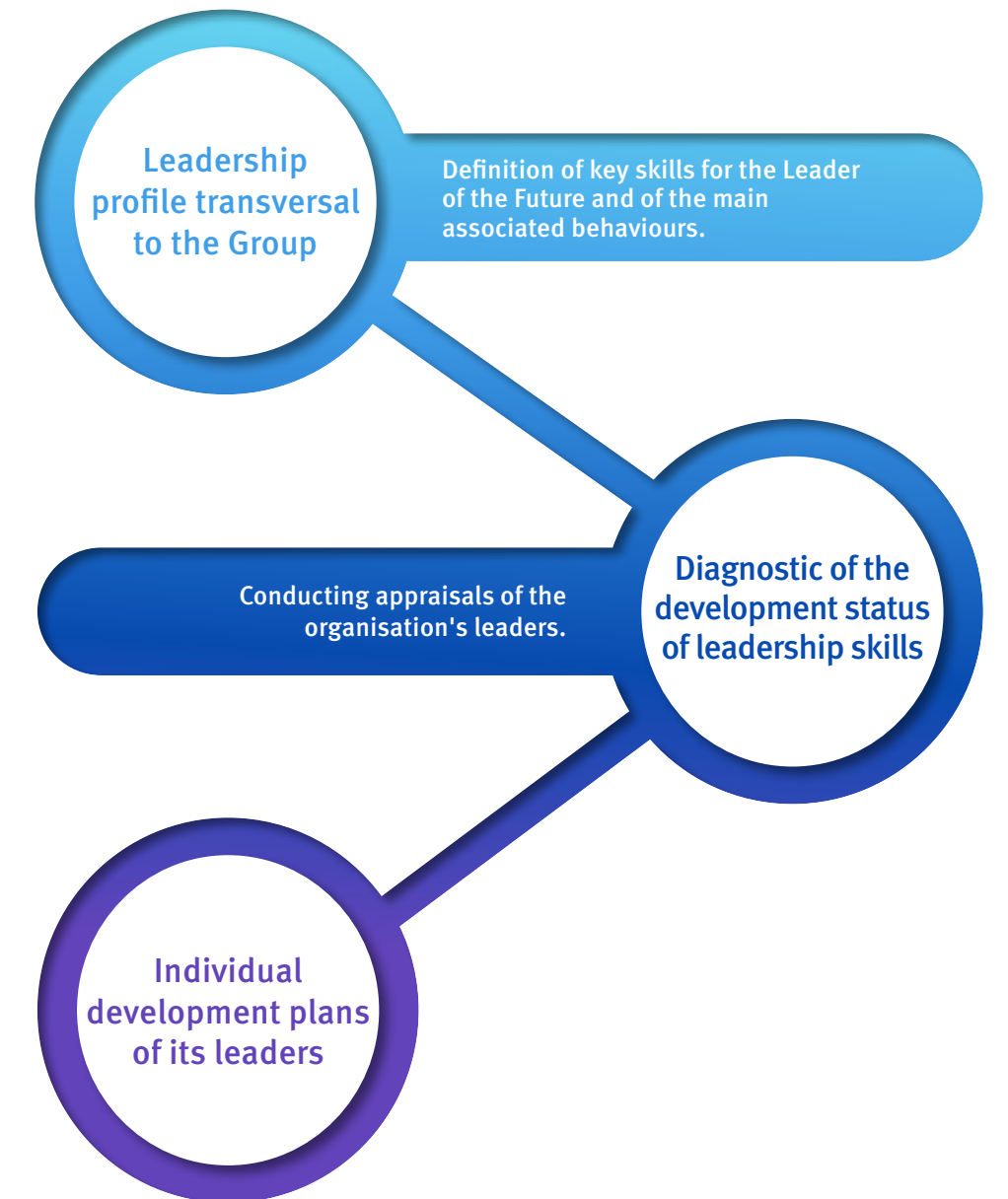
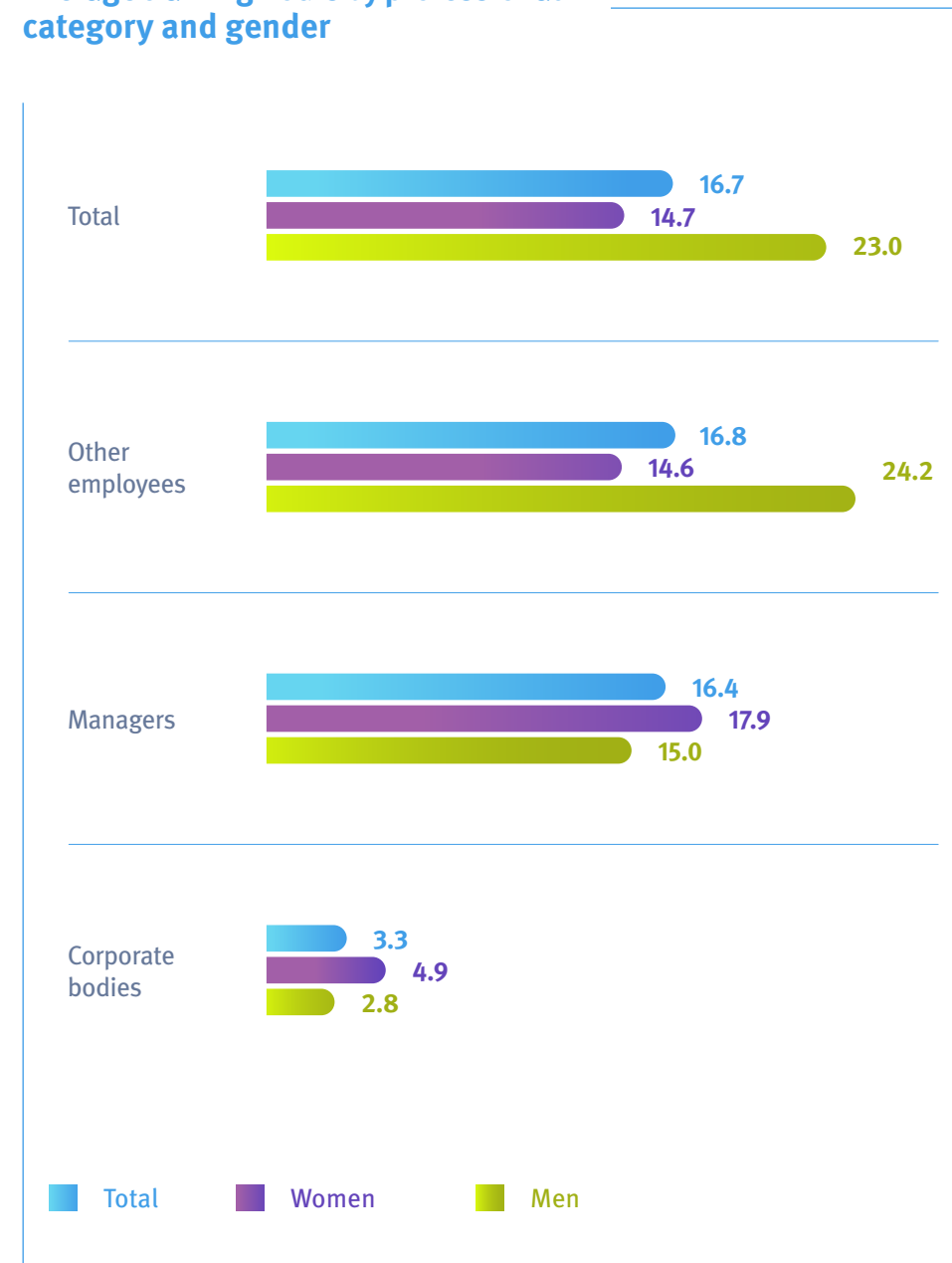
In view of the established strategic priorities, it is necessary to ensure that the Group has an aligned and robust leadership, capable of facing future challenges, which include the challenges of growth. Thus, in 2022, a **transversal leadership profile** was defined, which served as the basis for the design of **Individual Development Plans for its management staff**.

To ensure a talent analysis and planning process, two Group **Talent Committees** were created which, using uniform and consistent calibration criteria, provide a structured way of identifying and developing Talent.

Also within the scope of the Talent Project, and based on the results of the appraisals carried out, areas for improvement were identified in the Group's front lines, and a training plan was developed to respond to these needs.



Average training hours by professional category and gender



In addition to training its leadership structure, the Group ensures the development of its employees. For this purpose, each department identifies and proposes **training actions aimed at its teams** and the People and Talent Management Department manages, at Group level and in partnership with Universidade Católica Portuguesa, an **Advanced Management Programme for Executives**.

BONDALTI

Talent

With the consolidation of the Bondalti Water Solutions Group, in 2022, Bondalti’s employees doubled (compared to 2019), having **744 employees** on 31 December. As key pieces for the efficient execution of its business strategy, the recognition of its people is a priority for Bondalti.

In this context, continuity was given to programmes and measures implemented to ensure the rejuvenation and succession of jobs, which include **internal mobility, functional flexibility** (rfe programme and measures) and, in the case of the Industrial Chemicals area, the **professional performance appraisal**³, which focuses on the achievement of general and specific objectives, as well as on the development of professional and personal skills.

86 % of the employees underwent performance appraisals

For more information on Bondalti’s, approach, please consult the respective 2022 Integrated Report.

SKILL DEVELOPMENT AND TRAINING

The skill development and training of employees are ensured according to different models and tools, of which the following are examples:

38 k training hours given in 2022*
*Includes training hours of the Enkrott and AEMA Groups.

Post-recruitment training

Mainly resorting to “on the job” training more directed to the operational areas, thus guaranteeing the necessary skills to carry out the attributed functions.

4x4 Training programme

Aimed at operational technicians, it guarantees the timely transfer of intergenerational knowledge, through training in the field and in the training room with new employees.

Personalised training plans

On themes such as safety, mitigation of risky behaviour, occupational health and the environment.

³ Employees who had been with the Company for less than 6 months at the time, or who were in the 4x4 Training programme, were not appraised.

4Learn Platform

Available at Industrial Chemical plants, it allows the management of the individual training of each employee by recording all data relating to the training completed and to be completed. It also offers e-learning training on an “on-demand” basis.

OCCUPATIONAL SAFETY AND HEALTH

Occupational safety and health are safeguarded by **dedicated areas or external services** contracted to manage these issues. In this context, they are responsible for identifying and mitigating dangers and risks associated with activities, analysing incidents, consulting and training employees, and managing occupational health services. Thus, it is possible to identify and effectively implement corrective and operational control measures, as well as ensure compliance with applicable legal requirements.

Bondalti, also has a **Serious Accident Prevention and Safety Management System (SAPSMS)** capable of responding to all applicable legal requirements, namely those specific to the chemical sector.

0 serious work accidents

0 occupational diseases



Talent

CUF's talent management, in 2022, focused its activity on three areas:

Technical

Development of projects with a view to improving human resource processes

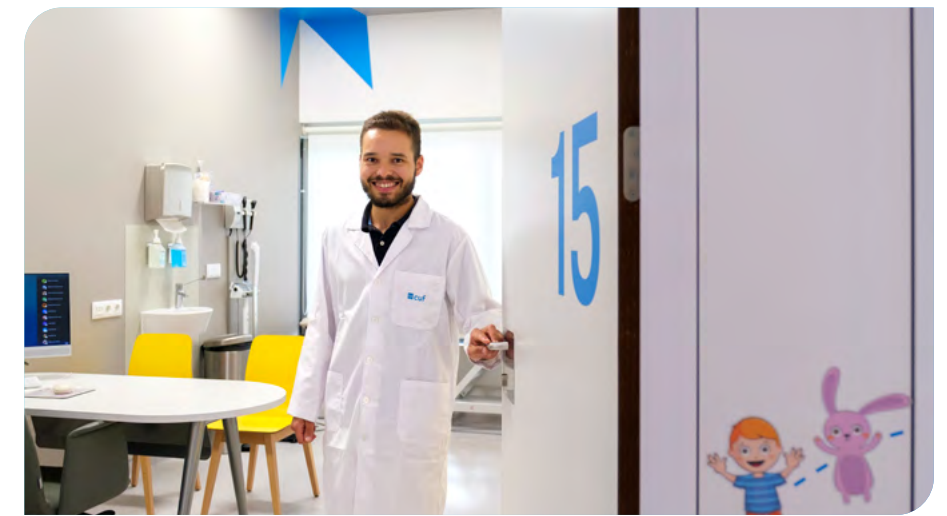
- Creation of a new Function Management Model
- Review of the Onboarding process for new employees

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

Partnerships

Creation and consolidation of partnerships in upskilling and reskilling, inclusive recruitment and in the employability scope

- Renewal of the commitment to the Inclusive Community Forum (ICF)
- Adherence to the requalification programme PRO_MOV
- Promotion of initiatives with social economy entities



CUF Inspira Programme

Increased investment in measures aimed at employees and their families, associated with the internal responsibility pillar

- Being born at CUF
- Birth Gift
- Leisure Time Occupation
- School hamper
- Employee support network
- Christmas hamper
- CUF25+
- GO UP scholarships

4 278

employees covered from the North to the South of the country

Employability of people with disabilities and in vulnerable situations

As part of its diversity strategy, CUF remains committed to **promoting the inclusion of people with disabilities and in vulnerable situations**, efforts that were reflected, in 2022, also through **employability**.

- > Recruitment of **18** profiles with incapacity or disability
- > CUF employee training and awareness in the context of inclusive recruitment
- > Partnerships within the scope of inclusion of vulnerable people

Employee well-being and health prevention

Within the scope of the rfe certification and the CUF Inspira Programme, in 2022, the **well-being and health prevention component of employees was reinforced** with a set of transversal initiatives accessible to all, with a special focus on promoting mental health, as exemplified by the reinforcement of free psychology consultations for employees and their families, and awareness-raising and training actions on the subject.



Training and skill development

CUF supports and facilitates the **training, internal and external**, of its employees, namely through the attribution of scholarships – **Bolsas GO UP** - for Honour's and Integrated Master's degrees and Professional Higher Technical Courses (CTeSP) in Tertiary Education, aimed at undergraduate employees.

Within the scope of skill development, in 2022, CUF established the **new model of transversal skills for all functions**, in which it seeks to respond to the challenges of the current work context and be a guideline for employees, based on CUF values. This model allows for a new functional structure, with greater simplicity and transversality, which is critical to the identification of professional development paths.

Following its implementation, the **Performance Management System** was restructured - a tool through which all employees are appraised, receive feedback on their appraisal and participate in defining areas for development and improvement. From the end of 2022, employees can also share their **mobility** intentions through a new form available on the performance management platform.

83 k hours of training given in 2022

15 GO UP scholarships attributed in 2022

Talent

José de Mello Residências e Serviços (JMRS) is committed to inclusive recruitment, focusing on recruiting:



People with low education levels

Without complete secondary education, investing in their training under protocols with the IEFP and other entities.



New graduates

Through curricular internship partnerships, established with universities and training schools.



Disabled people

Whenever possible and feasible, in collaboration with CERCI Cascais, internship vacancies are made available to people with disabilities, although, due to the nature of the activities carried out in the residences, their integration may prove to be complex.

Despite operating in an area characterised by high levels of turnover, JMRS seeks to retain, motivate and involve its employees. To this end, it provides them with some benefits, such as offering breakfast and a snack, attributing grants to their children, in collaboration with Amélia de Mello Foundation, and attributing performance awards.

School textbook grants

JMRS employees are offered an annual benefit to **reimburse part of their children's school textbook expenses**, with the aim of stimulating their development and training. For this purpose, all employees with an Individual Employment Contract and gross monthly remuneration equal to or less than 900.00€ or service providers with a minimum tenure of 6 years, at the date of application, are eligible.

21

grants attributed in 2022

In addition to these, it invests in their training through **co-funding of training actions**, identified by the employees or by the investee itself, and through the attribution of **professional training grants, with the support of Amélia de Mello Foundation**, including investing in training trainers.

8

k training hours given in 2022

15

grants awarded to employees in 2022

Hero Project (Erasmus +)

Seeking to contribute actively to the **development and involvement of its assistant staff**, along with improving the quality of the services provided, and addressing two issues that are predominant in Europe - the aging population and migration -, JMRS participated in the Hero Project.

The focus of the project, which took place in Cyprus, Greece, Italy and Portugal, is the development of a **training programme aimed at refugees and migrants** in the field of elderly care. The programme intends to cover the **care needs that elderly people will require in Europe**, in the medium- and long-term, and, at the same time, contributes to the employability and social integration of refugees arriving in Europe from countries in the Middle East or Africa. Domus Vida teamed up with the CPR (Conselho Português para os Refugiados - Portuguese Council for Refugees) to recruit and select

part of the trainees who joined the first HERO project pilot, thus enhancing employability opportunities in this sector in Portugal.

30

assistants trained

When resignations occur, José de Mello Residências e Serviços conducts exit interviews with the aim of understanding the motivations that lead employees to make this decision. These interviews identify opportunities for improvement that lead to changes in the way talent is managed.



Our strategy

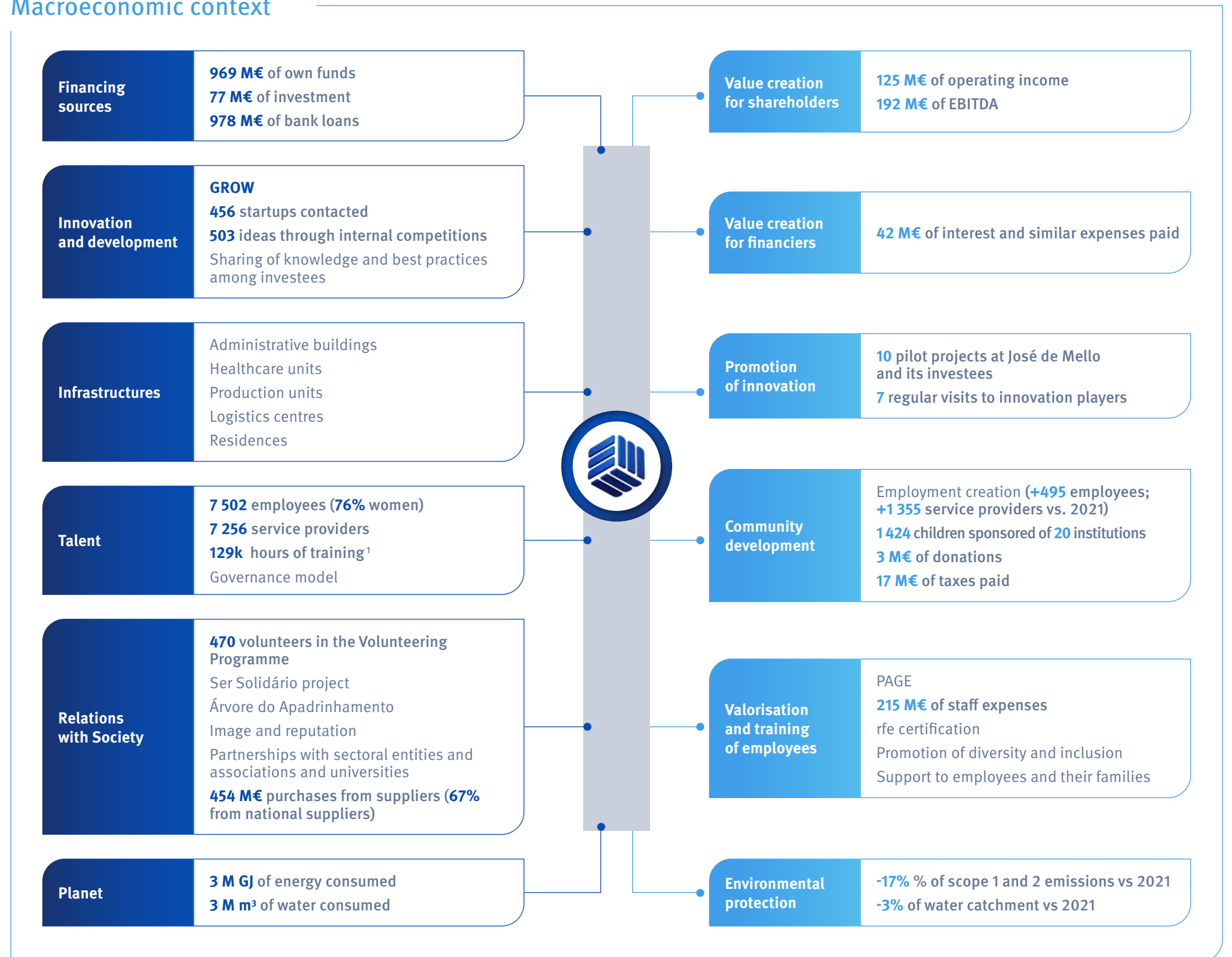
| | | |
|-----|-------------------------------|----|
| 4.1 | Value creation model | 37 |
| 4.2 | The business strategy | 38 |
| 4.3 | ESG approach | 43 |
| 4.4 | Innovation | 49 |
| 4.5 | Involvement with stakeholders | 54 |
| 4.6 | Risk management | 58 |



4 Value creation model

José de Mello Group's business model is designed to fulfil the purpose of cultivating its legacy of excellence, entrepreneurship and talent, promoting prosperity and sustainable development. All Group companies work actively to create value for business, managing their assets in an honest, competent and innovative manner, promoting the development of and respect for people, without neglecting their environmental impacts.

Macroeconomic context



¹ Includes training hours of the Enkrott and AEMA Groups.

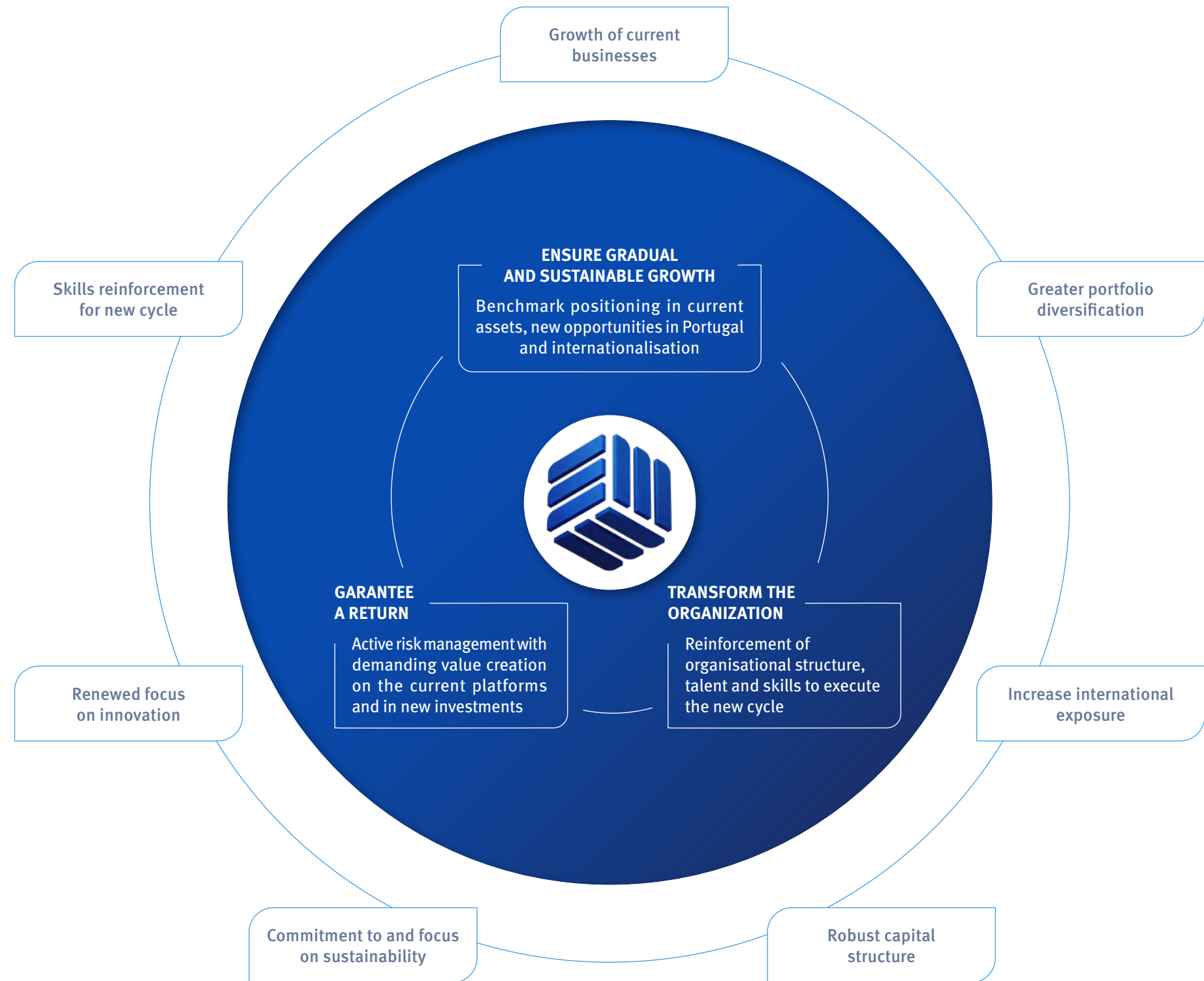
4 The business strategy




GRI 2-12, GRI 2-23 E GRI 413-1

In 2021, following a process of strategic reflection, José de Mello defined a Purpose and an ambition of growth for its businesses and investment in new areas, inside and outside Portugal, considering the time horizon 2021-2030.

José de Mello Group's new development cycle also required the definition of the areas in which it wants to be present and a set of strategic guidelines in terms of performance, sustainability, talent management and innovation

At the same time, concrete **strategic objectives** were also defined that will guide José de Mello's actions in the coming years.



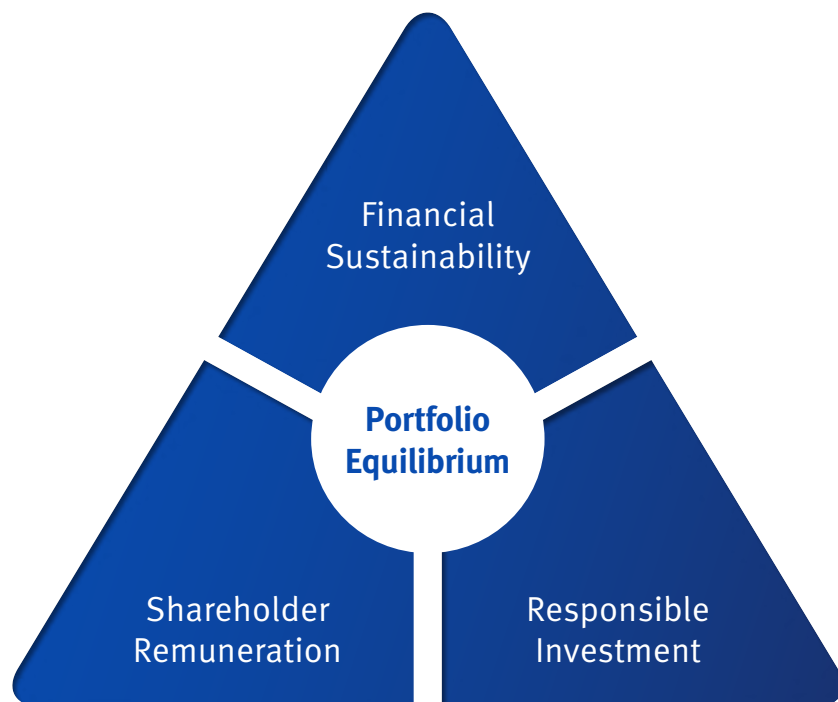
Purpose 
 Ambition 
 Strategic objectives 

José de Mello Group's portfolio management also considers the strategies defined for each investee and, in consolidated terms, integrates a set of qualitative vectors, together with quantitative objectives, which must be materialised in medium- and long-term business plans.

José de Mello Group's short-, medium- and long-term strategy is **defined by the Executive Committee and approved by the Board of Directors and shareholders of José de Mello.**

In turn, the execution of the investees' strategy is the responsibility of the respective executive committees, with the monitoring of the boards of directors and also of the Executive Committee of José de Mello.

The materialisation of José de Mello Group's ambition for growth depends, to a large extent, on its **portfolio equilibrium**, whereby the financing strategy, shareholder remuneration policy and investment policy must be aligned and articulated with each other.

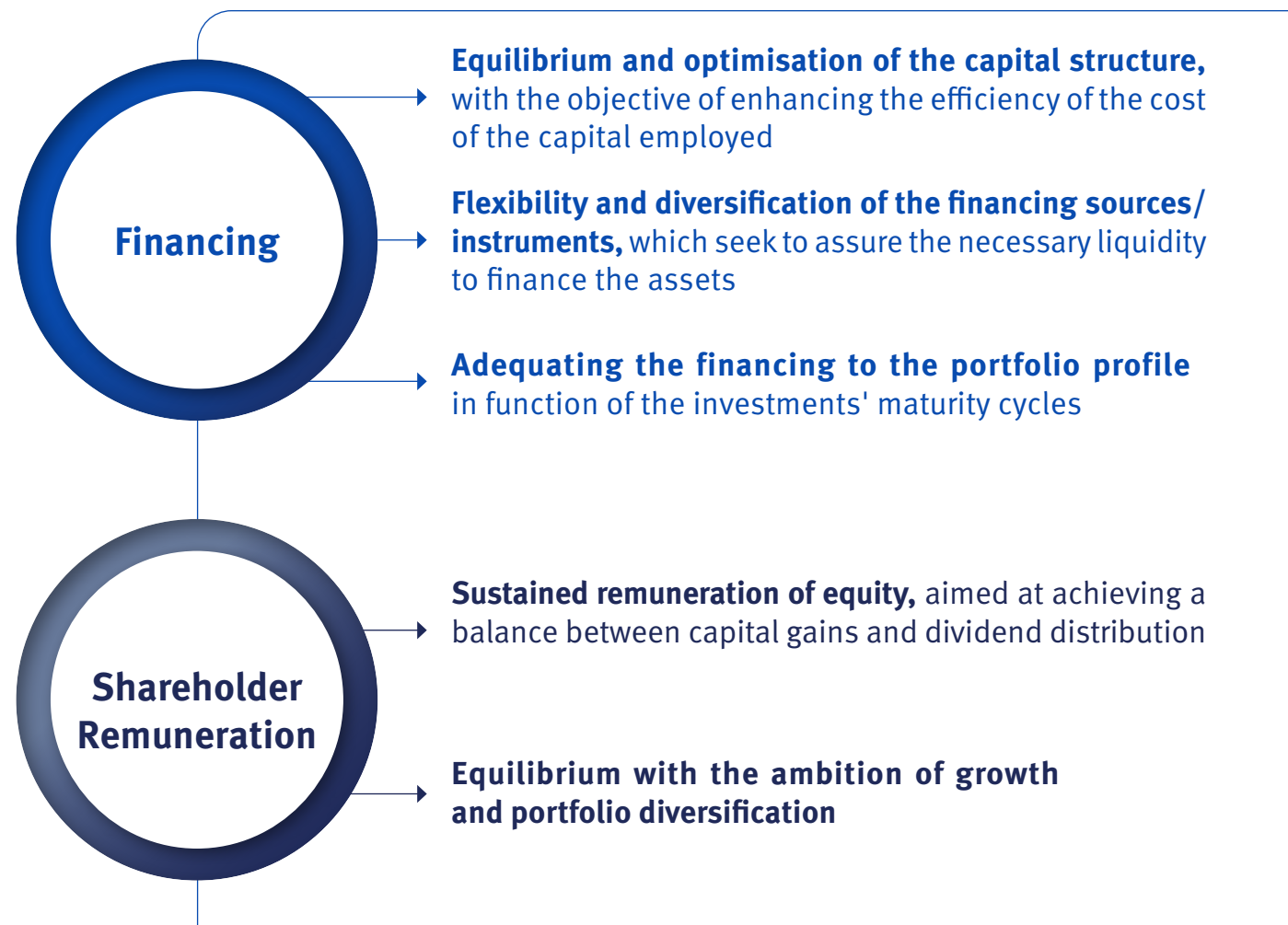


FINANCIAL SUSTAINABILITY AND SHAREHOLDER REMUNERATION

In the context of the new development cycle, a set of **guiding financial principles** was defined, to facilitate and sustain the smooth execution of the ambition for growth. Both the financing policy and the shareholder remuneration policy must ensure adequate financial prudence and guarantee the resilience of the portfolio.

The **funding policy** must seek balance and optimisation of the capital structure, flexibility and diversification of funding sources, and must also be tailored to José de Mello Group's portfolio profile.

Regarding **shareholder remuneration**, a sustained return on equity must be achieved, calibrated by the defined ambition for growth and the intended diversification of the portfolio.



Long-term vision driven by prudence and financial resilience.

RESPONSIBLE INVESTMENT

The **investment analysis process** was defined based on José de Mello Group's shareholder objectives and ambition for growth. This process serves as a guide for the analysis of new investment opportunities at the José de Mello level, or at the investee level, and must ensure a coherent approach to selection criteria and evaluation methodologies, transversal to all investments. Additionally, it should also facilitate execution and agility in decision-making, through a clear governance strategy and a structured process, with pre-defined approval phases.

The process consists of three main steps: Preparation, Execution and Integration. The **preparation** phase involves defining the strategy and updating the investment policy. After selecting the opportunities, the **execution** phase of the potential investment follows, with its analysis, ending with the negotiation. The process is concluded with the **integration** of this investment in the portfolio.



Preparation

In the preparation phase, investment opportunities that are aligned with the defined portfolio strategy are identified.

For the analysis and **evaluation of new investments** of José de Mello, a set of selection criteria is considered that specify the type of asset, market and management with greater applicability for the Group's strategy.

Assets

with a solid positioning in the market and international exposure

Sectors

with long-term growth prospects, aligned with ESG trends

Management

with experience and good reputation, aligned with José de Mello's values

Execution

During the execution phase, José de Mello intends to **prevent or mitigate negative impacts and enhance positive ones**, whether in alignment with the Purpose and portfolio strategy, or in ESG themes and concerns and profitability analyses, among others, through the analysis of compliance with the defined criteria for new businesses and investments.

The **evaluation of new businesses and investments**, both at the José de Mello level and at the investee level, involves a set of **analysis criteria**, which ensure the alignment of opportunities with the defined objectives. The final decision considers the various dimensions of analysis, in an integrated manner.

The introduction of **ESG criteria** in the evaluation of new businesses and investments follows the decision process described above and is operationalised in stages, according to the depth of the evaluation. In the preliminary analysis phase, the most relevant themes are identified to define the risks and opportunities of the asset, through the materiality of the sector. Subsequently, in the more in-depth analysis phase of the business or investment, a qualitative assessment of the asset's ESG practices is carried out and, if there is access to quantitative data, the ESG performance of the asset is assessed on themes such as GHG emissions, investment in the community, or addressing diversity issues within the team.

Integration

During the integration phase, a plan is defined that should explore potential synergies with the other Group entities, to be communicated and implemented effectively and duly accompanied by structured governance models, and management, innovation and sustainability planning and control measures, among others. It must also ensure that the value creation plan is fulfilled, through its monitoring over time.

BONDALTI

The business strategy

Bondalti adapted its strategy and operations to its sustainable purpose, seeking to respond to its growing current and future needs, ensuring a balance between economic growth and protection of the environment and social well-being:



Consolidate **sustainability, climate transition** and **energy** into strategic priorities



Provide the **Business Units** with the **solidity** necessary to achieve their **ambitions**



Maintain, at the **corporate centre**, the responsibility for proposing **transversal policies**

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.





The business strategy

In 2021, CUF defined its own strategic approach with a time horizon of five years, which includes as its main objective the **strengthening of its benchmark position in Portugal** in three dimensions:



In the quality and scope of the healthcare provided



In the personal and professional development of all those who work at CUF



In the creation of sustainable value for shareholders and the community

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

To this end, it has quality assets - **Talent, Technology, CUF Network and Brand** - which operate robustly in three **fundamental development axes** which reflect its strategic priorities:

Strategic Assets

- Talent
- Technology
- CUF Network and Brand

Strategic axes

- Differentiation in the continuum of care
- Focus on customer service, with consistency and efficiency.
- Articulation of the growth of the units with the launch of new businesses and focus on digitalisation



Investment in proximity

During 2022, CUF became even closer to the Portuguese. For the provision of healthcare adapted to the individual needs of each person, it reinforced its response, integrated and comprehensive, combining **digital tools, new ways of providing proximity care** and the **growth and expansion of the offer** of its network of hospitals and clinics.



Reinforcement of the CUF network, in national territory

Opening of two new healthcare units: CUF Trindade Hospital and CUF Montijo Clinic
Expansion of CUF Santarém Hospital



Provision of proximity care

Six regions of the country now have Home Care



Digital solutions

- Teleconsultation
- Teleconsultation of the Day
- My CUF Symptom Evaluator

The healthcare model implemented, and the strengthening of the clinical project allowed, in 2022, responding to more than 1 100 thousand patients, who daily seek differentiated healthcare from CUF, provided by highly specialised teams committed to guaranteeing a comprehensive and integrated response, to their needs.

4.3 ESG approach

GRI 2-13, GRI 2-14

These themes, which have gained a very significant weight in José de Mello's strategy in recent years, are managed and reported by the **Innovation and Sustainability Department (ISD)** and, independently, by the Sustainability areas of each of its investees. The follow-up of Group-wide actions is ensured by the ISD, which promotes regular meetings with those responsible for sustainability at each company.

The framework of José de Mello's action in Sustainability is present in its **Sustainability Agenda**, approved by the Board of Directors. This Agenda is monitored quarterly in meetings promoted by the ISD with the Company's various departments, and its revision takes place periodically.

SUSTAINABILITY AGENDA

To ensure the strategic management of commitments and initiatives in ESG matters, a Sustainability Agenda was defined, in 2022, supported by **nine themes considered material for the Company's sustainability**, determined through the **stakeholder consultation** process and a **materiality analysis** (more information under [Materiality](#)).

This Agenda guides the implementation of a Roadmap that formalises a set of commitments, goals and concrete actions to be implemented in the next **5 years**.

17 commitments 44 targets 103 actions

ESG (Environmental, Social, Governance) themes, especially those related to the Social component, have always played a major role in José de Mello Group's actions.

The humanist spirit of Alfredo da Silva, founder of the CUF (Companhia União Fabril) Group was decisive in the implementation of a set of innovative initiatives, which forever marked the Group's culture. Projects such as holiday camps for employees' children, the creation of infrastructure and support for sports and for the provision of healthcare, which would become the origin of CUF Infante Santo Hospital, are pioneering examples that have transformed labour relations and the relationship of companies with communities, which today still support the Group's commitment to economic development through investment in people.

The commitment to promote sustainable business performance is, for this reason, an integral part of José de Mello's Purpose, both in its current businesses and in its future investments.



Value creation

Create a sustainable competitive advantage

- A. Responsible investment
- B. Economic performance and operational efficiency
- C. Ethics, transparency and integrity
- D. Brand and reputation management
- E. Innovation

People

Place people's well-being at the heart of the strategy

- G. Attraction, retention and development of human capital
- H. Diversity and inclusion
- I. Involvement with society

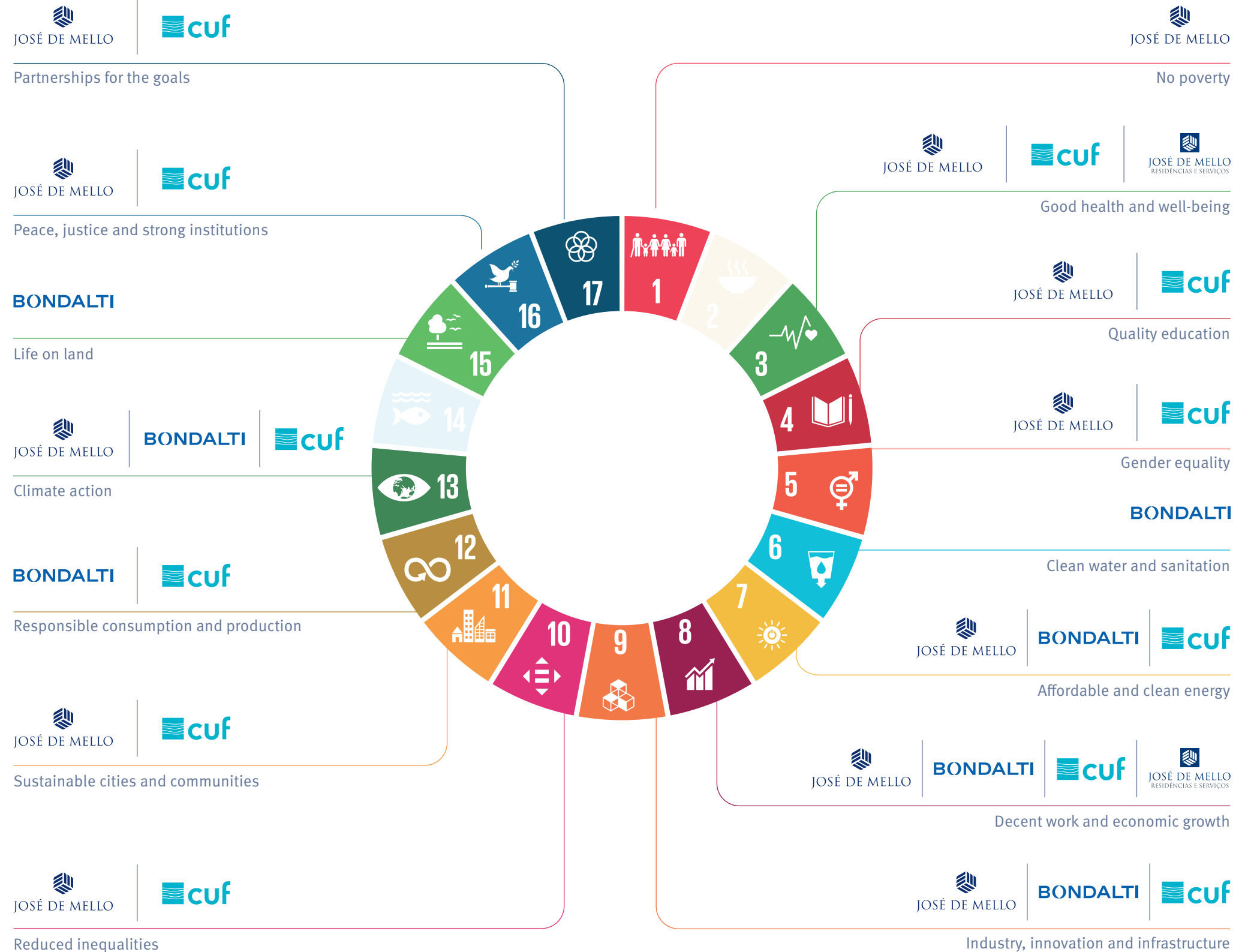


In this context, various measures are being implemented, such as, for example, the **inclusion of ESG criteria in the investment strategy** (more information in [The Business Strategy](#)), the definition of a **diversity and inclusion strategy** (more information in [Talent](#)), and the **development of a Decarbonisation Roadmap for the entire Group** (more information in [Planet](#)) – which aim to consolidate action on the material themes that underpin the Agenda.

The impacts of José de Mello materialise, above all, through the performance of its businesses and their contributions to the economy and society, which cover 15 of the 17 Sustainable Development Goals (SDGs) of the United Nations.

The activity of the investees contributes, mainly, to objectives related to healthcare, water, renewable energies, innovation, dignified work and economic growth. In turn, José de Mello contributes to 12 SDGs, through concrete actions mirrored in its Sustainability Agenda, namely regarding impacts related to its financial performance, human resource management, environmental preservation and involvement with communities (more information in [Our performance](#)).

Seeking to maximise its positive impacts, in the scope of SDG 17 “Partnerships for the implementation of the SDGs”, José de Mello has been establishing partnerships, assuming commitments, obtaining certifications and integrating private, public and social entities, which have as objectives to promote initiatives that contribute directly to sustainable development.







JOSÉ DE MELLO









BONDALTI












CUF

As part of its social responsibility activity, José de Mello and its investees also maintain partnerships with dozens of social solidarity institutions that they monitor and support on a regular basis (more information in [People](#)).



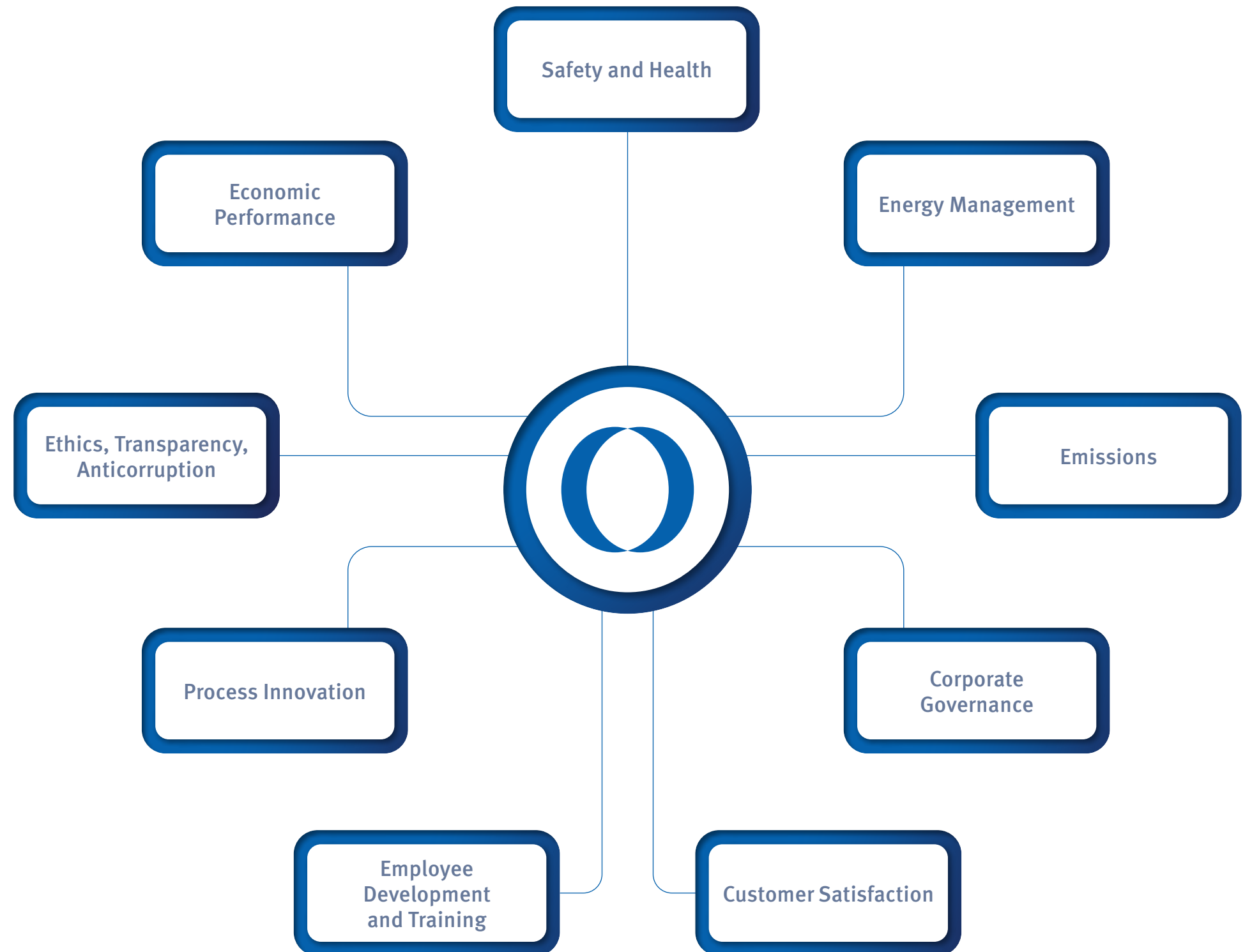
BONDALTI

ESG approach

Bondalti's ESG approach is focused on **material sustainability themes**, defined based on its strategy, as well as on the process of consulting with internal and external stakeholders, supported by a trend analysis and benchmarking.

Bondalti's material themes were updated at the beginning of 2022 according to the stakeholder consultation carried out at the end of 2021. For 2023, Bondalti has planned a general revision of this strategy and the updating of its material themes.

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.





ESG approach

At CUF, the **Corporate Citizenship** area works with all departments and units, across the board, to define and develop its sustainability strategy, reporting directly to the CEO.

Aware of the role it plays in the country and the expectations of its stakeholders, CUF created the **CUF Inspira Programme**, a public statement of its commitment to the three pillars of sustainable development proposed by the United Nations – Social, Environmental and Economic:

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

CUF *Inspira*

Environmental responsibility

CUF's sustainability programme to reduce its environmental footprint, to better manage and conserve natural resources and to minimise its impacts in terms of resource use and waste generation, from an eco-efficiency perspective.

Internal social responsibility

Internal social responsibility measures aimed at building an individualised relationship with each employee. Through initiatives that respect and value the personal and family life of employees.



Ethical conduct and human rights

The underlying principles of business ethics, respect for Human Rights and legal compliance, are embodied in the organisation's practices and in CUF's Code of Conduct and respective policies.

Social impacts on the community

Creating partnerships with and positive impacts on nearby communities, which contribute to social development and the well-being of the population.

In 2022, seeking to ensure the permanent alignment with the new guidelines on sustainability reporting, namely with the concept of **dual materiality**, CUF carried out a new materiality exercise, having identified 15 material themes most relevant to its activity.

4.4 Innovation

Innovation is one of the values of José de Mello Group, assuming a key role in the competitiveness of its investees and, consequently, in the potential to create value for all stakeholders.

Due to the importance it assumes for José de Mello, an innovation strategy was developed in 2020 based on **five strategic pillars** (see figure on the right). This materialises through an annual Activity Plan that includes a set of initiatives aimed at strengthening the Group's culture of innovation, promoting open innovation, monitoring the main technological trends, and supporting the innovation agendas of the investees.

Assuming the mission of reinforcing the culture of innovation, either through the sharing of knowledge between companies or through the joint organisation of transversal initiatives, the Group has an **Innovation Committee**, composed of members of José de Mello and of the investees.



503

proposals submitted by employees in competitions for ideas, of which **28** were approved

456

contacts with startups of which **49** are under analysis for a potential partnership

10

new pilots with startups representing an investment of **109k €**

129

scientific publications in which Group employees appear as authors, mostly from CUF

The initiatives developed cover a wide variety of challenges, based on a strong collaboration with researchers and entrepreneurs, and partnerships with venture capital investors, incubators, accelerators, and entities of the scientific and technological system.

José de Mello, through its Innovation and Sustainability area, monitors the RDI indicators of its investees, monitors innovation trends in the sectors in which it is involved, and seeks to streamline its activities by promoting open innovation initiatives such as Grow.



JOSÉ DE MELLO
G R O W

Grow facilitates the connection between the Group's companies and the entrepreneurial ecosystem, creating an environment for startups to test their solutions in a real-world setting. Through providing access to its infrastructure and network of mentors, the Group's companies support the development of innovative technological solutions, contributing to the modernization and growth of the economy. Simultaneously, they benefit from accessing knowledge that enables them to challenge existing business models.

7 new pilots in 2022 **50** pilots since the start of Grow

The promises of the GROW program for startups

 **Connect**

Provide access to key people within the Group's sphere.

 **Pilot**

Test and demonstrate solutions in a real environment.

 **Validate**

Validate the ability to implement solutions and market receptivity.

 **Boost**

Accelerate growth through mentoring and visibility.

BONDALTI

Innovation

To respond to the challenges of the future, Bondalti Chemicals has developed several innovation projects to implement **solutions that lead to carbon neutrality** in its industrial operations, as well as more disruptive projects considering its business profile. Some of these projects were reflected, in 2022, in applications for funding opportunities under the Environmental Fund, of *Fundação para a Ciência e a Tecnologia* (FCT) (Foundation for Science and Technology) and the *Plano de Recuperação e Resiliência* (PRR) (Recovery and Resilience Plan).

8

applications to public financing opportunities

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.

Aid measures for indirect expenses in favour of facilities covered by the CELE regime

The project consists of reinforcing the cost-effectiveness of GHG emission reductions, and of the investment in low-carbon technologies in the period 2021-2030 and in the competitive procedure for the "Allocation of reserve injection capacity in the public utility grid" (production of energy exclusively from renewable sources, for injection into the public utility grid). This project is financed by the Environmental Fund.

SYNBIOANI project

The project, which is funded by *Fundação para a Ciência e a Tecnologia* (FCT), aims to develop a sustainable and efficient bioprocess that can, in part, replace the current chemical process for producing aniline

"H2ENABLE", "H2DRIVEN" and "NEW GENERATION STORAGE" projects

These projects are the result of final proposals submitted under the 2nd phase of Component C5 – Capitalisation and Business Innovation of the "Resilience" dimension of the PRR, which aims to constitute agendas within the scope of the management and enhancement of a new green fuel value chain, in concrete a line with capacity to produce hydrogen, ammonia and green methanol, and in the construction of a factory for processing lithium electrolyzers in the Estarreja Chemical Complex.

"RePower Chemicals" project

Also within the scope of the PRR, the "RePower Chemicals" project was submitted under Component C14 – Support for the Decarbonisation of Industry, integrated in the "Climate Transition" dimension, which aims to leverage the integration of advanced, intelligent and efficient technologies, and the incorporation of renewable energies in energy-intensive processes, in order to reduce the environmental impact of the production processes of the Estarreja Chemical Complex, simultaneously promoting the reduction of fossil fuel consumption and GHG emissions from this industrial plant.

Also in the Water Treatment segment, some RDI initiatives are underway for which applications to incentive systems were submitted under the 2nd phase of Component C5 of the PRR.

GIATEX

The GIATEX project is owned by Enkrott Group and its objective is to reduce the specific consumption of water, using membrane separation processes.

R2Water

The R2Water project also belongs to the Enkrott Group and aims to build water treatment and reuse solutions, applying maximum efficiency membrane separation processes.

MULTI-AD

The MULTI AD project is owned by AEMA Group and is concerned with improving energy efficiency and sludge management.

ULTRACLEAN

As with the MULTI AD project, the ULTRACLEAN project of AEMA Group, aims to improve the process of cleaning MBR membranes.



Innovation

Innovation is an essential asset to sustain the CUF offer of benchmark clinical care, thus providing the most recent and innovative treatments or procedures to patients. Innovation initiatives are managed across the board through the activities of different units. Among them, the “*Novos Cuidados*” (New Healthcare) Cluster stands out, which is responsible for the development of digital health services, and the CUF Academic Center that provides the connection to the scientific community. The department responsible for the innovation area monitors trends in the sector, implements an internal competition for ideas, and liaises with the community of entrepreneurs.

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

“EIC x CUF Investor Day on Healthcare”

In 2022, CUF and the European Innovation Council (EIC) co-organised, at CUF Tejo Hospital, an initiative aimed at bringing investors and startups closer, promoting networking and potential funding for innovative projects in the healthcare area.

20 international investors and **20** European startups present in the event

In 2022, pilot projects were implemented with startups in the areas of digital physiotherapy, energy management, data analysis in operating theatres, and hiring of nurses.

4 new pilots in 2022

CLYNX

Solution that allows the patient to perform physiotherapy exercises in a videogame environment, making the treatment substantially more motivating, digital and interactive. In 2022, and after two successful pilots, the project started at CUF Alvalade Clinic.

SIGMA

Pilot project which main objective is to provide detailed information on electrical behaviour, ensuring the proper functioning and efficient and economical maintenance of hospital management equipment.

DEO.CARE

Data-driven methodological development aimed at reducing physical and mental impacts on the surgical team, while balancing quality, cost and revenue. The software measures several process parameters that, with the predictive data model and knowledge of best practices, suggest points for improvement.

MYCAREFORCE

Digital platform that connects nurses and auxiliary health technicians to available shifts in different institutions. The pilot project is aimed mainly at circulating nurses, and can be extended to other nursing functions, if necessary.





JOSÉ DE MELLO
RESIDÊNCIAS E SERVIÇOS

Innovation

José de Mello Residências e Serviços maintains a close relationship with the entrepreneurial ecosystem, actively participating in various initiatives aimed at identifying innovative solutions for its operations.

PILOT PROJECT WITH THE STARTUP ACTIF

In 2022, José de Mello Residências e Serviços implemented a pilot project with the startup ACTIF, which aims to digitally provide a set of physical and cognitive exercises adapted to the characteristics of its residents.



Involvement with stakeholders

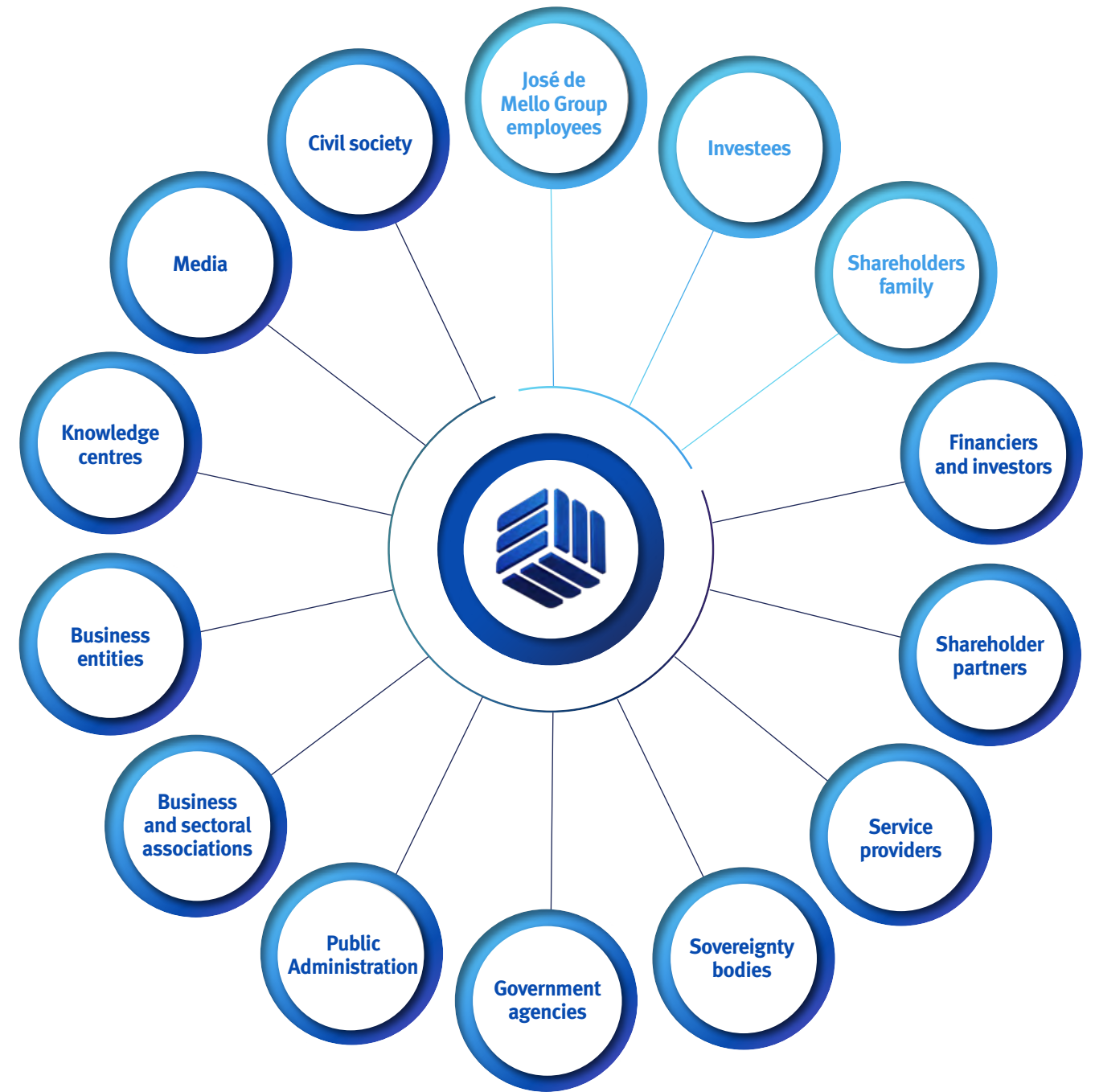
GRI 2-12, GRI 2-25, GRI 2-26, GRI 2-29

José de Mello is committed to promoting a permanent and inclusive dialogue with its internal and external stakeholders, essential to understanding their expectations and needs and strengthening long-term relationships of trust.

This dialogue is relevant within the scope of reputation and brand management, as it helps to formulate opinions and perceptions about José de Mello Group.

To adapt José de Mello's actions, strategy and communication to the expectations and requirements of its stakeholders, it is essential to identify and map these, according to their relevance. In 2022, the stakeholder mapping and respective management model were reviewed.

In addition to the mechanisms and initiatives that form part of the relationship management model with each of the different groups of stakeholders – such as meetings, initiatives, events, announcements, website content, publications on social networks and personalised contacts, among others –, José de Mello provides, across the board, an **irregularity reporting channel** – codigodeconduta@josedemello.pt – which aims to ensure that conditions exist for the timely detection of situations potentially causing damage or adverse effects for the Group. This channel is being reformulated to ensure compliance with the legislation in force.



External stakeholders ●
Internal stakeholders ●

Within the scope of brand and reputation management, José de Mello regularly identifies the associated risks and respective mitigation actions, using risk management procedures. It also employs multiple efforts to monitor the perceptions of the different stakeholders, namely through the daily monitoring of news published by the media about José de Mello and its investees, which results in the preparation of a quarterly communication report that includes a quantitative and qualitative analysis of the news published and an identification of potentially mediatic communication themes and respective associated reputational risks.

RepScore

The RepScore study has been used, since 2018, as a source of information for assessing the reputation of José de Mello. Developed by the consulting firm OnStrategy, it annually assesses the positioning and the emotional and rational levels of reputation⁴. The prior – related to the intangible heritage of a brand or organisation and the latter related to activity indicators and market positioning – of reputation.

This study has made it possible to analyse the evolution of reputational risk and the attributes in which José de Mello stands out, thus contributing to a more informed decision-making regarding possible actions to be taken.

⁴ Study prepared based on field work that takes place continuously during the 52 weeks of the year, relying on more than 40,000 citizens online and more than 10,000 citizens in person or by telephone, with some being representative of Portuguese society in terms of geographic distribution, gender, age and educational level.

Whenever necessary, to support decision-making with an impact on the relationship with its stakeholders, José de Mello carries out market studies aimed at obtaining information about the José de Mello brand and about José de Mello Group, as an association of investees, as well as about its positioning vis-à-vis other Portuguese business groups. The most recent studies were performed in 2003, 2008 and 2019.

A market study is currently underway, developed in partnership with the Centre for Applied Studies of Católica Lisbon Business & Economics, which aims to assess how the José de Mello brand is perceived by the main stakeholders and the public in general and, in this way, also assess its employer branding positioning.



BONDALTI

Involvement with stakeholders

Bondalti **identifies and maps its stakeholder groups**, assessing their relevance through a matrix according to their influence and dependence on Bondalti (and vice-versa), as well as the responsibility that the investee has to these groups.

Stakeholder survey

Every two years, Bondalti conducts a survey of its most relevant stakeholders to find out **their respective perception of its ESG performance**, assess their **degree of satisfaction with the relationship**, and also learn about their **main needs and expectations**. The last survey was carried out at the end of the second half of 2021.

This survey, despite not evaluating in detail each of the themes covered, is relevant for determining the themes that need greater focus, the opportunities for improvement and the Engagement Plan for each group of stakeholders.

For more information on Bondalti's, approach, please consult the respective [2022 Integrated Report](#).



Involvement with stakeholders

With a view to continuous improvement, CUF seeks to regularly assess the opinions and expectations of its stakeholders, in particular its customers.

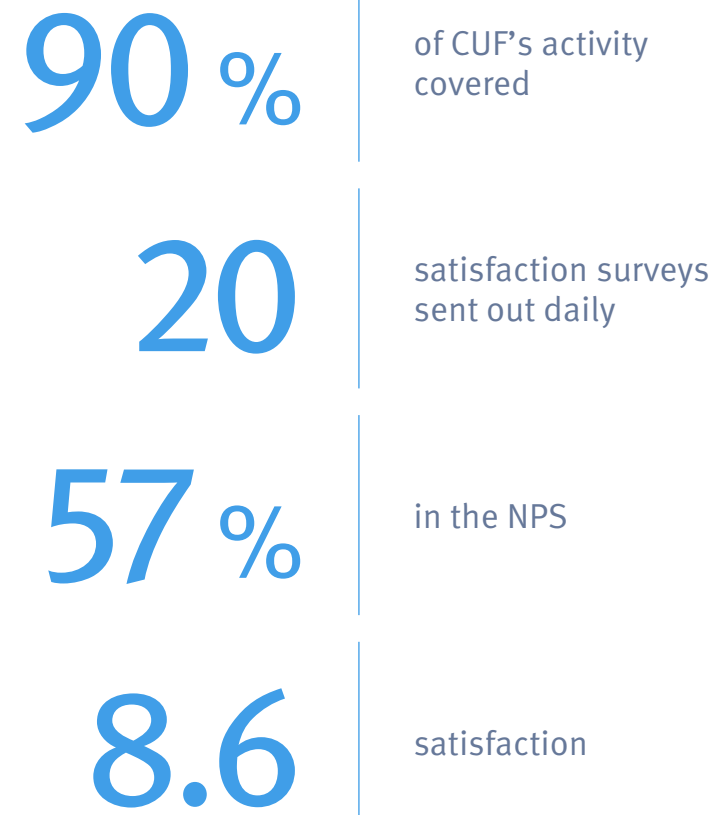


For more information on CUF's approach, please consult the respective 2022 Integrated Report.

Customer Voice Programme

Using an independent platform, a satisfaction survey is sent to customers over 18 years of age, the day after visiting one of the CUF units. These surveys, which are different for each care area, include the Net Promoter Score (NPS), Global Satisfaction, and questions about the main drivers and causes of the customer experience. Based on the answers obtained, it is possible to develop and implement initiatives to improve the customer experience.

2022 saw a return to normality after several years of the global COVID19 pandemic, which was reflected in an increase in activity and customers, as well as an improvement in NPS (+5.9 pp) and customer satisfaction (0.2).



CUF Community

Composed of a group of approximately 500 customers who regularly use the CUF services and are satisfied with their experience, the CUF Community is consulted, according to business needs, to identify opportunities and improvements in the offer, processes and customer experience, in a quick and simple manner.

"Close the Loop"

The pilot project "Close the Loop" (Permanent Service) is aimed at customers who respond with a score of 0 to 6 to the recommendation question (NPS) of the satisfaction survey. Up to 48h after the customer's response, via a telephone call, an element of the Customers' Office team, seeks to obtain concrete feedback about the experience, solve specific issues more quickly, and identify points for improvement that will be later worked on together with the clinical and operational teams.

Through the irregularity reporting channels and the CUF website, customers can, on their own initiative, make suggestions, queries and complaints.

Within the scope of legal compliance by and the ethical responsibility of CUF, the investee makes available, transversally to all its stakeholders, an **irregularity reporting channel** that allows the submission of confidential and anonymous irregularity reports.



JOSÉ DE MELLO
RESIDÊNCIAS E SERVIÇOS

Involvement with stakeholders

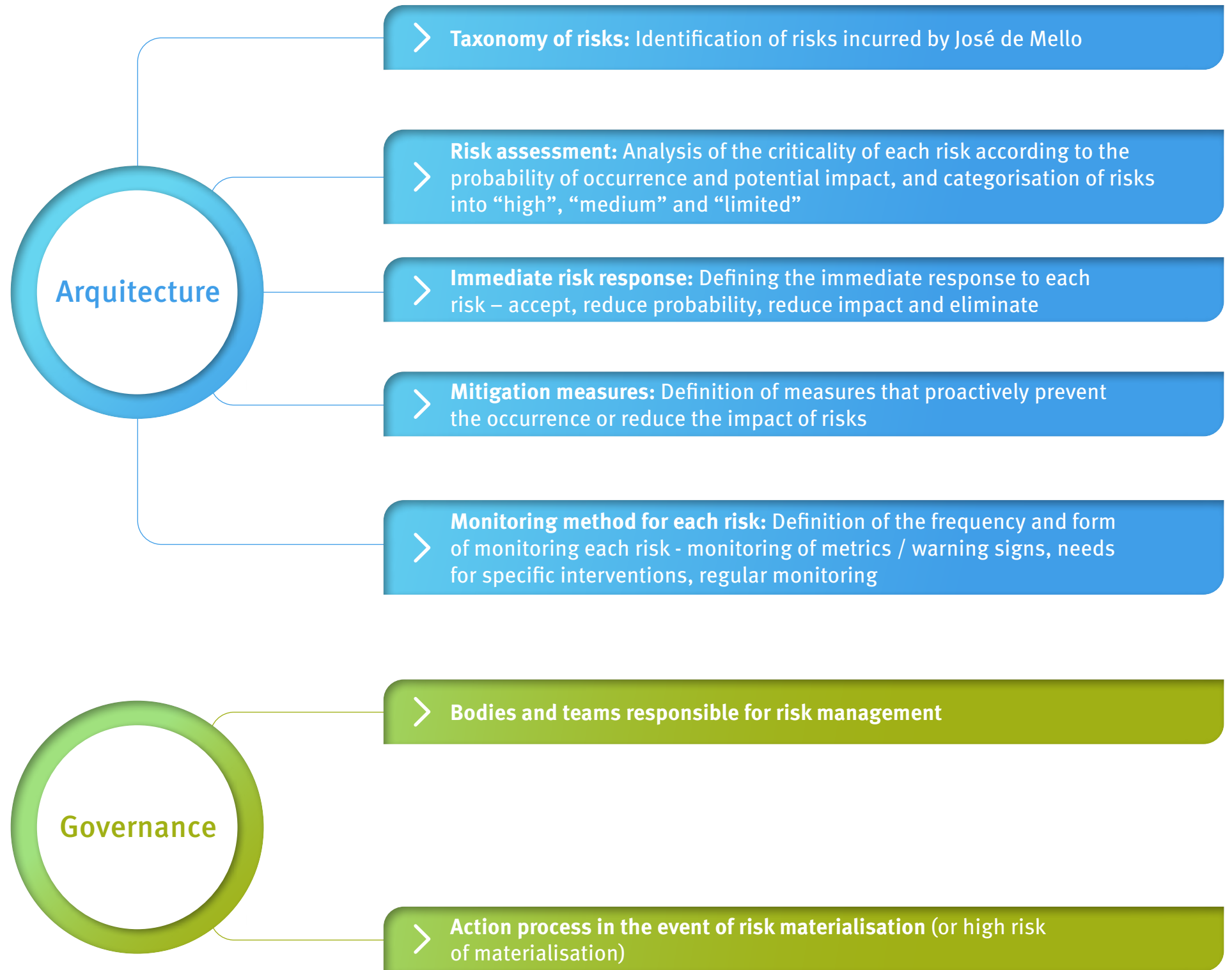
Likewise, José de Mello Residências e Serviços, seeking to assess the quality of its services and the satisfaction of residents and their families, carries out satisfaction surveys, which allow identifying opportunities for improvement and implementing new procedures and practices.



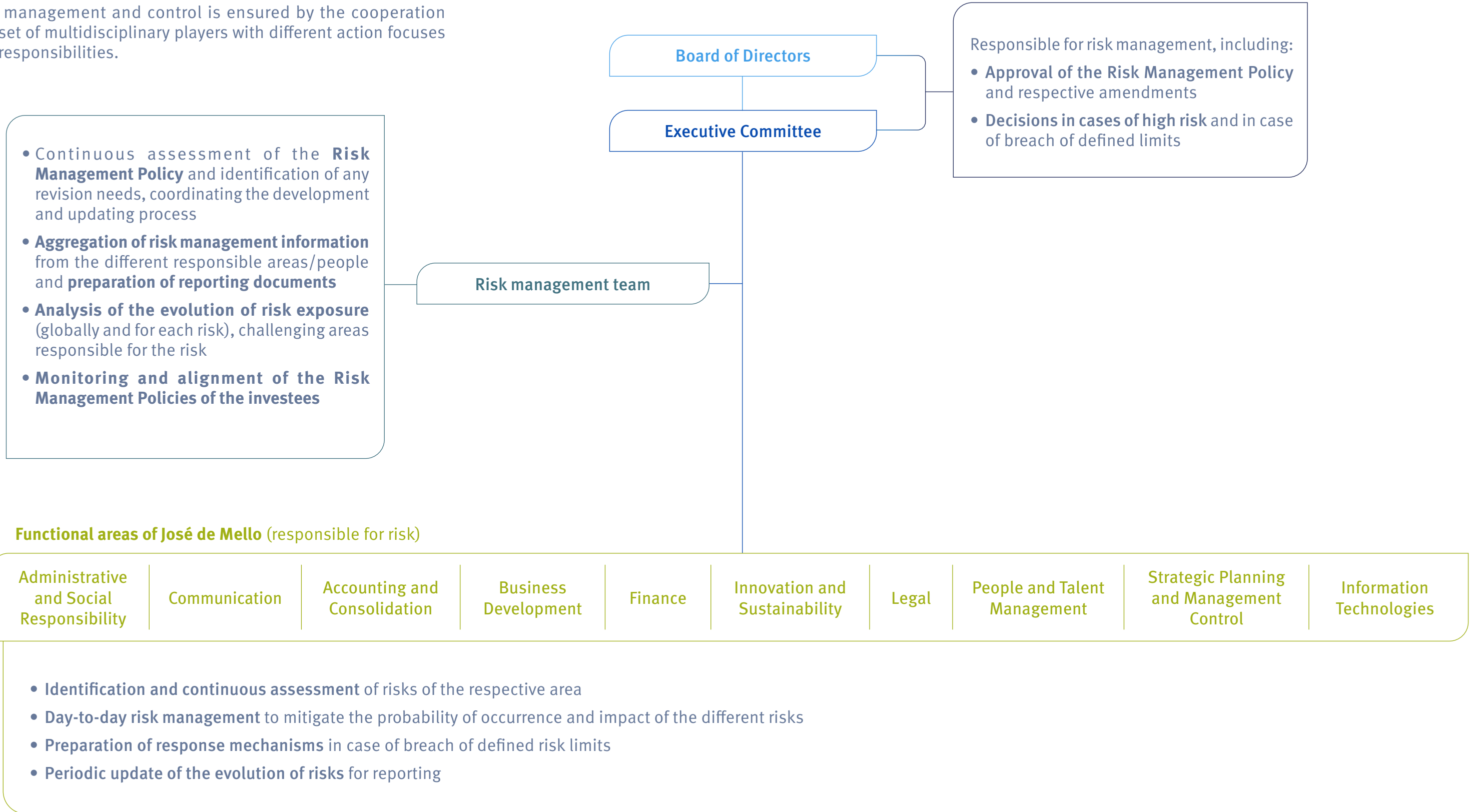
4.6 Risk management

GRI 2-23, GRI 2-25, GRI 201-2

José de Mello, recognising the vulnerability to which its business model may be subject in the face of conjuncture or structural risks, follows, through its Risk Management Policy, the best practices, seeking to ensure the timely identification, monitoring and mitigation of risks, so as to preserve its value creation ability.



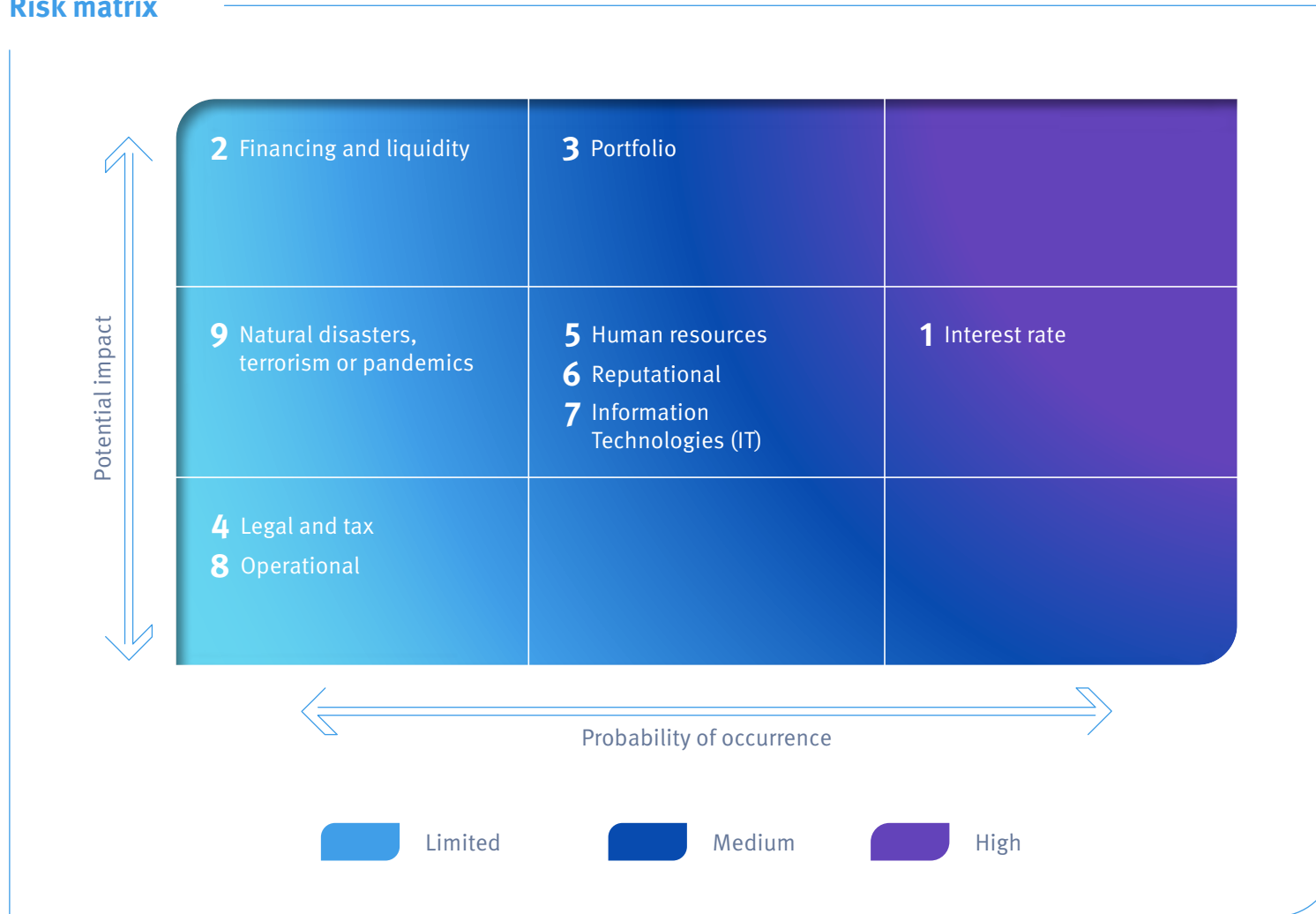
Risk management and control is ensured by the cooperation of a set of multidisciplinary players with different action focuses and responsibilities.



In the event of an escalation of risk, José de Mello's response is based on the following steps:



Risk matrix



Below are the risks identified in the matrix, as well as the respective **mitigation actions**. The information presented is not exhaustive and may be **revised** and **updated**, depending on the evolution of the risk scenario.

Legend

- | | |
|--|---|
| A Responsible investment | F Climate change |
| B Economic performance and operational efficiency | G Attraction, retention and development of human capital |
| C Ethics, transparency and integrity | H Diversity and inclusion |
| D Brand and reputation management | I Involvement with society |
| E Innovation | |

1

Interest rate

| | | |
|---------------------------|------------------------|-------------|
| Probability of occurrence | Correlation with Risks | Materiality |
| High | 2 3 | A B |

DESCRIPTION

- **Increase in the index** due to changes in the macroeconomic and monetary policies, with an impact on the cost of debt with a variable rate or on new financing;
- **Increase in the spread** of José de Mello's new financing.

MITIGATION ACTIONS

- Analyse the impact of reference rates on the financial expenses and on dividends received by José de Mello, influenced by the impact of interest rates / inflation on the businesses of the Group's portfolio;
- Continuously analyse the market situation, seeking the right balance between fixed and variable rates, depending on José de Mello's portfolio profile;
- Guarantee active and prudent financial management to ensure a competitive cost of debt for each financing.

2



Financing and liquidity

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Medium | 1 3 | A B D |

DESCRIPTION

- **Reduction of dividends** from the businesses or **worsening of other expected flows** (between receipts and payments) that impact cash management;
- Inability to **service debt and other liabilities** due to lack of liquidity;
- **Excessive indebtedness;**
- **Inability to access capital** to execute the defined portfolio strategy, caused by the Group's situation or by the external and regulatory context of the financial markets and the economy.

MITIGATION ACTIONS

- Monitor the evolution and projection of relevant indicators for financing covenants so as to anticipate and act in advance on any deviations;
- Monitor the execution of business plans and dividend policy by the investees;
- Monitor the evolution of annual budgets to ensure sufficient liquidity to serve the operational and strategic needs of José de Mello.

3



Portfolio

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Medium | 1 2 | A B D |

DESCRIPTION

- **Macroeconomic changes** (economic growth, inflation, monetary policy, among others) with an impact on the performance, cash generation and value of José de Mello and its investees;
- **Risk of fluctuations in the value of each asset** implying strong fluctuations in the Group's economic results and equity;
- **Geographical and sectoral concentration;**
- **Execution of new investments**, both in the assessment of entry as well as regarding the performance of new assets;
- **Relations with different shareholder and operating partners.**

MITIGATION ACTIONS

- Guarantee the alignment between the capital structure of José de Mello and the defined risk profile;
- Continue to execute the business plans of the investees, allowing these to capture efficiency opportunities, reduce risks and improve the capital structure;
- Continue to diversify the asset portfolio, in accordance with the defined strategy;
- Ensure the operation of the Investment Committee and application of the investment manual (criteria, governance, responsibilities, among others), to mitigate execution risks of new investments;
- Actively and transparently manage the relations with shareholder partners.

4



Legal and tax

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Limited | 2 6 | C D |

DESCRIPTION

- **Failure to comply with legislation and compliance obligations;**
- **Tax responsibilities** related to actions taken in the past challenged by the Tax Authority or other State bodies;
- **Legislative and regulatory changes;**
- **Non-compliance with the GDPR.**

MITIGATION ACTIONS

- Ensure a detailed assessment of the potential legal implications of the decisions adopted following a prudent logic;
- Ensure the existence of a qualified legal and accounting team, resorting to external support when necessary, whether with regard to decisions made in relation to their legal and/or tax impacts, or legislative changes;
- For situations of greater risk and/or complexity, ensure formal (documented) justification by external entities;
- Disclosure of the most relevant legislative amendments and norms published.

5



Human resources

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|---------------------|
| Medium | 3 6 | A B C E G H I |

DESCRIPTION

- Ability to **attract and retain talent;**
- **Dependence on key resources;**
- **Lack of adequate skills** in the organisation;
- **Work accidents.**

MITIGATION ACTIONS

- Ensure the strength of the employer branding and enrich the employee value proposition;
- Enable and develop teams, namely through training;
- Develop and structure succession plans for key resources.

6



Reputational

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|--------------|
| Medium | 1 2 3 5 | B C D G I |

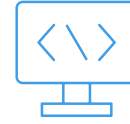
DESCRIPTION

- **Damage to the José de Mello** image because of the operation and actions of José de Mello, its investees or by the Group's partners.

MITIGATION ACTIONS

- Monitor communication reports, applying a preventive approach to the most critical themes
- Promote and monitor annual reputation reports
- Maintain a permanent dialogue with those responsible for investee communication
- Monitor articles in the press and developments on social networks about José de Mello and about the investees, developing internal or external response plans, if necessary

7



IT

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Medium | 6 | B D E |

DESCRIPTION

- **Cyberattacks** caused by risky behaviour of employees or the use of inadequate information systems, jeopardising the privacy and security of data and the continuity of the operation;
- Failures in the **performance of IT systems and infrastructure.**

MITIGATION ACTIONS

- Carry out regular updates of the infrastructure and security software, ensuring that in case of implementation latency there is a dynamic virtual patching;
- Ensure identity management;
- Implement a behavioural analysis system;
- Train users in cybersecurity;
- Carry out internal and external penetration tests;
- Conduct periodic security audits.

8



Operational

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Limited | 6 | C D F |

DESCRIPTION

- **Inadequate processes** or non-compliance with defined processes;
- Occurrence of **fraudulent actions caused by people internal or external** to the organisation.

MITIGATION ACTIONS

- Ensure that all employees are aware of the Code of Conduct;
- Ensure that the irregularity reporting channel complies with whistleblowing legislation;
- Inform and enable new employees for general processes and for those related to their specific area.

9



Natural disasters, terrorism or pandemics

| Probability of occurrence | Correlation with Risks | Materiality |
|---------------------------|------------------------|-------------|
| Limited | 2 3 5 | B |

DESCRIPTION

- Occurrence of **disasters, terrorism or pandemics** that jeopardise the safety of employees, the Group's assets and/or the Group's operations.

MITIGATION ACTIONS

- Follow the recommendations of health, safety and civil protection authorities;
- Define an emergency plan for each situation;

BONDALTI

Risk management

Due to the labour and environmental regulatory obligations (Seveso Directive) to which Bondalti is subject, the investee voluntarily adhered to several Management Systems – Quality (ISO 9001), Environment (ISO 14001), Occupational Safety and Health (ISO 45001), Energy (ISO 50001), Research, Development and Innovation (NP 4457) and Responsible Family Entity (rfe 1000), for which it is certified.

Bondalti's Risk Management - **governance** and **procedure** - comprises six structuring pillars:

- Bondalti's Risk Assumption Policy
- Three lines of defence model
- Integrated Management System (covers all implemented certification systems)
- Principles of ISO Standard 31000:2018 and COSO ERM (Enterprise Risk Management) Framework
- Risk Management Process Cycle
- Internal Audit and Risk Management Department

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.

The risk management process comprises an **analysis of the context** in which Bondalti **operates**, from which the **risks** to which it is subject and the respective **causes are identified**. The **assessment** of these risks, according to **probability and impact** criteria, allows **identifying Top Risks**, for which Bondalti defines a **plan and mitigation measures, associated and/or to be associated controls and risk indicators**.

Seeking to promote a transversal risk culture, the investee continuously communicates and monitors the activities carried out within the scope of risk management, namely through the Quarterly and Annual Risk Reports, control of action plans and dissemination of frameworks.





Risk management

At CUF, **risk management** presents a continuous evolution, to **reflect the context in which it operates and the evolution of its needs**, maintaining its performance in line with the best international practices.

The **organisational governance structure of risk management**, shown on the right, follows guidelines from methodologies such as COSO (Committee of Sponsoring Organisations of the Treadway Commission), Standard 31000 of ISO (International Organisation for Standardisation) and is aligned in accordance with the three lines of defence model of the IIA (Institute of Internal Auditors).

CUF monitors risks classified into four broad categories: **Strategic, Clinical, Technological and Operational**.

For more information on CUF's approach, please consult the respective 2022 Integrated Report.



In 2022, there was an evolution in risk assessment with the formal inclusion of the “internal customers” (health units) perspective in CUF’s risk assessment. As part of its commitment to sustainability, CUF has enriched its risk dictionary with the transversal contribution of “risk owners” in social, environmental and economic matters, both through the strengthening the risks already addressed and the detailing of new risks, as well as through the direct mapping of the GRI indicators with the existing Key Risk Indicators.

In 2023, the investee intends to reinforce its **due diligence** process in ESG matters.



Our performance

| | | |
|-----|---------------------------------------|----|
| 5.1 | Financial and operational performance | 69 |
| 5.2 | Society | 76 |
| 5.3 | Planet | 82 |

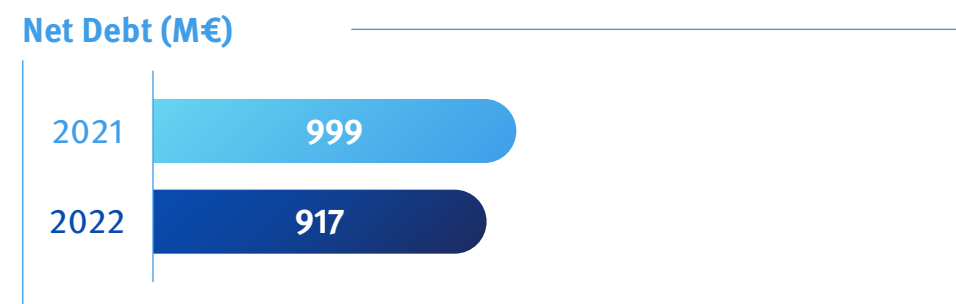
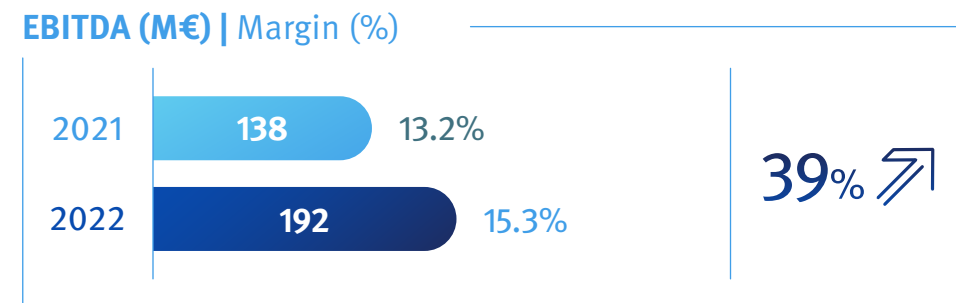
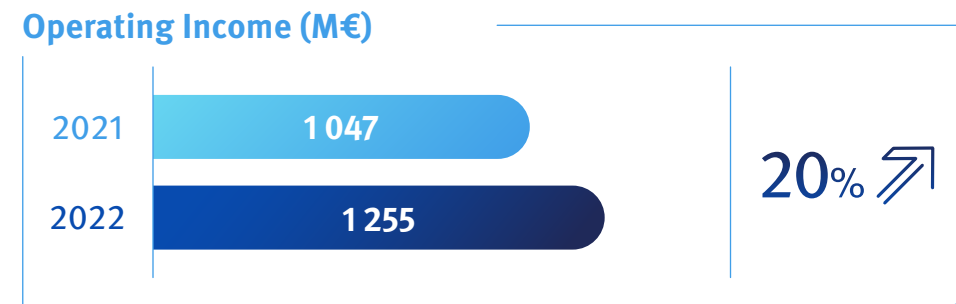
51 Financial and operational performance

2022 was a year with very relevant challenges, marked by the invasion of Ukraine by Russia, followed by a very strong inflationary pressure and a significant increase in interest rates.

Even so, José de Mello Group continued its growth trajectory and achieved very positive results and indicators, due to the effort and dedication of all its People and the investment made in recent years.

In Portugal, the economy accelerated to a growth of 6.7% in 2022, the highest value since 1987 (after the 5.5% recorded in 2021 and the historic drop of 8.3% in 2020), having registered an acceleration of private consumption and a slowdown in investment. The inflation rate was 7.8%, corresponding to a strong acceleration compared to the value registered in 2021, of 1.3%.

Consolidated **operating income** reached **Euros 1 255 million**, which represents a growth of 20% compared to 2021.



Consolidated **EBITDA** reached the value of **Euros 192 million**, with a growth of 39% compared to the value recorded in the previous year. A very positive and relevant result, given the context of a very significant pressure on costs.

There is, however, an inverse trend in the aggregate value of **depreciation and amortisation, provisions and impairment**, which registered an increase of Euros 8 million, reaching a net value (reinforcements and reversals) of **Euros 67 million**.

In the 2022 financial year, **financial results** were negative by **Euros 4 million** and the consolidated EBT stood at Euros 121 million.

Also noteworthy is the positive consolidated **net profit** of **Euros 92 million**, 59% higher than in 2021, as well as the maintenance of the path towards strengthening consolidated **equity**, which amounted to **Euros 969 million**.

At the end of the 2022 financial year, **net assets** totalled **Euros 2 483 million**, reflecting a growth of Euros 58 million compared to the same period last year, to which contributed, essentially, the captions of customers (+ Euros 18 million), inventories (+ Euros 14 million) and cash and cash equivalents (+ Euros 21 million).



Throughout 2022, the Group **invested Euros 77 million**, Euros 26 million more than in 2021.

Despite the increase in investment levels, the Group reduced consolidated **net debt** by Euros 82 million, reaching **Euros 917 million**.

Equity attributable to shareholders as at 31 December 2022 amounted to Euros 968 million, an increase of Euros 91 million compared to the previous year, to which contributed, despite the distribution of dividends of Euros 6.3 million, the consolidated net profit for the year.

Representing the stakes of third parties in companies in which the Group does not hold the entire share capital, the non-controlling interest caption on the balance sheet increased by Euros 12 million, standing at Euros 70 million.

Consolidated Indicators

| (Euros million) | 2022 | 2021 | Var. |
|------------------|-------|-------|----------|
| Operating income | 1 255 | 1 047 | 20% |
| EBITDA | 192 | 138 | 39% |
| EBITDA margin, % | 15,3% | 13,2% | 2,1 p.p. |
| EBIT | 125 | 79 | 58% |
| EBIT margin, % | 9,9% | 7,5% | 2,4 p.p. |
| Net profit | 92 | 58 | 59% |
| Investment | 77 | 51 | 51% |
| Net assets | 2 483 | 2 425 | 2% |
| Equity | 968 | 876 | 11% |
| Net debt | 917 | 999 | -8% |

Contribution by business

| (Euros million) | Consolidated | | Bondalti ³ | | CUF | | JMRS | | Other ¹ | |
|------------------|--------------|-------|-----------------------|-------|------------------|------------------|-------|-------|--------------------|------|
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| Operating income | 1 255 | 1 047 | 609 | 453 | 636 | 584 | 8 | 7 | 3 | 3 |
| EBITDA | 192 | 138 | 105 | 58 | 98 | 91 | 1 | 1 | -12 | -12 |
| EBITDA margin, % | 15,3% | 13,2% | 17,2% | 12,8% | 15,5% | 15,6% | 13,8% | 15,5% | n.a. | n.a. |
| EBIT | 125 | 79 | 80 | 39 | 58 | 50 | 0 | 0 | -13 | -10 |
| EBIT margin, % | 9,9% | 7,5% | 13,0% | 8,6% | 9,0% | 8,5% | -2,7% | 2,7% | n.a. | n.a. |
| Net profit | 92 | 58 | 52 | 19 | 35 | 35 | 0 | 0 | 7 | 5 |
| Investment | 77 | 51 | 18 | 11 | 58 | 39 | 0 | 0 | 1 | 1 |
| Net debt | 917 | 999 | 74 | 116 | 483 ² | 506 ² | 7 | 7 | 355 | 369 |

¹ Includes Instrumental Companies (José de Mello Capital, José de Mello Investimentos, Tecnocapital, JM International), Small Platforms (M Dados and José de Mello Imobiliária) and elimination of intra-group transactions.

² CUF considers, when calculating financial ratios for the purposes of its management report, that net financial debt is net of financial instruments.

³ Bondalti's Integrated Report presents indicators calculated under the SNC.

BONDALTI

Financial and operational performance

OPERATIONAL PERFORMANCE

Production of Industrial Chemicals (k t)



Bondalti achieved very positive results in 2022, coming in at historic highs.

Bondalti Chemicals carried out a scheduled general maintenance shutdown at the beginning of the year to meet continuous improvement requirements. The shutdown was successful, notably with the absence of serious accidents and with the resumption of operations according to the planned schedule.

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.

In organic (aniline and derivatives) and inorganic (chlor-alkali products) chemicals, the market context implied a generalised increase in the purchase prices of raw materials and utilities, of electricity and other, with a direct impact on production costs, but also on Bondalti's sales prices. This increase in sales prices, along with the increase in quantities sold, with the entry into new geographies, new applications and serving new customers, a cost-coverage strategy and high operational efficiency, allowed Bondalti to achieve very positive results.

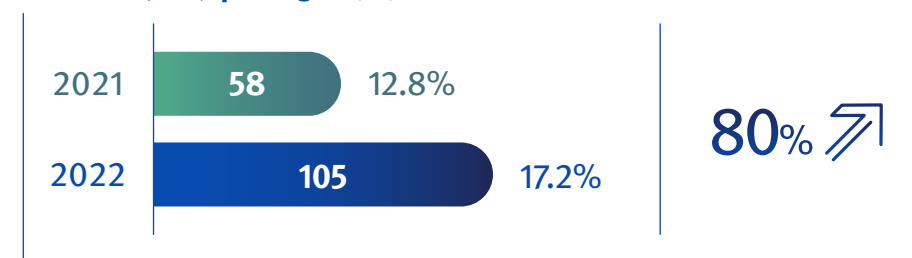
In the Water Treatment segment, Enkrott grew 10% compared to the previous year with the good performance in the exploration and maintenance area in Portugal and the Aguas Alfaro Group increased its consolidated turnover by 59% compared to 2021, driven by the growth in works and also in operation and maintenance in Spain.

FINANCIAL PERFORMANCE

Operating Income (M€)



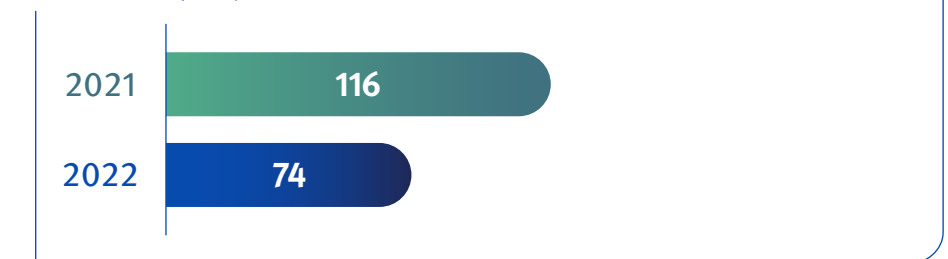
EBITDA (M€) | Margin (%)



Net Profit (M€)



Net Debt (M€)



Investment (M€)



Operating income amounted to Euros 609 million, which represents a 34% growth compared to 2021.

EBITDA increased by 80% compared to the value recorded in the previous year, reaching **Euros 105 million**, with an EBITDA margin of 17.2%.

Also noteworthy is the **net profit of Euros 52 million**, up by Euros 33 million compared to 2021.

During 2022, Bondalti **invested Euros 17 million** and, at the same time, reduced **net debt** by Euros 42 million, down to **Euros 74 million**.



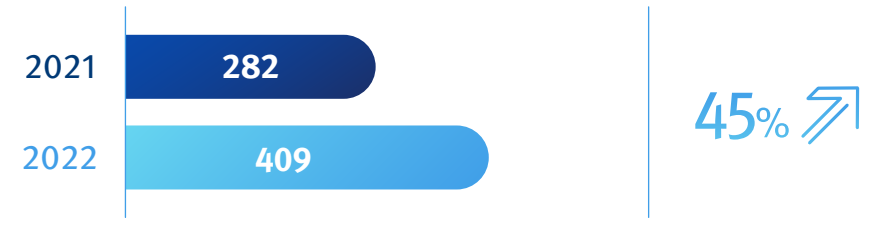
Financial and operational performance

OPERATIONAL PERFORMANCE

Medical appointments (k)



Emergency services (k)



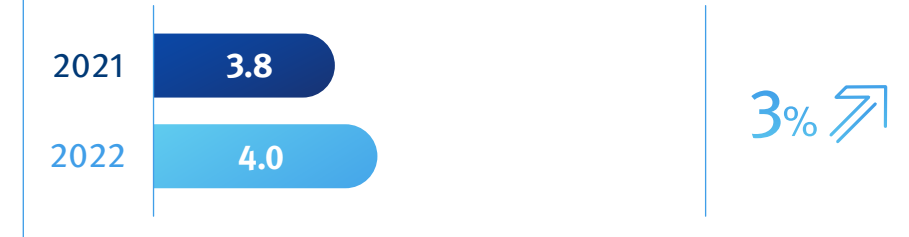
Surgeries (k)



Days hospitalisation (k)



Deliveries (Births) (k)

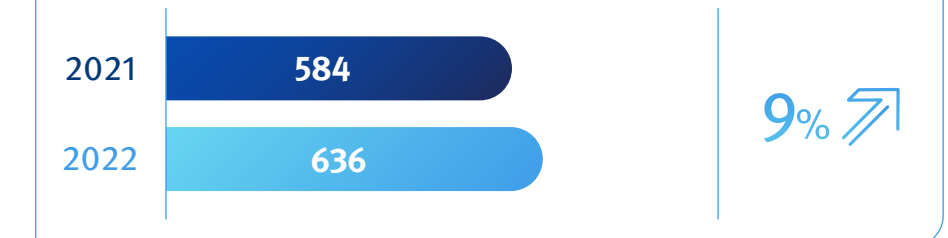


In the 2022 financial year, CUF maintained the sustained growth of its healthcare activity, with a positive evolution in the healthcare indicators compared to the same period of the previous year. Emphasis on Emergency Services, which increased by 45% compared to 2021. Medical appointments and Surgeries grew by 7% and 8%, respectively, compared to the previous year. Deliveries (Births) once again registered a positive evolution, having grown 3% above those carried out in 2021.

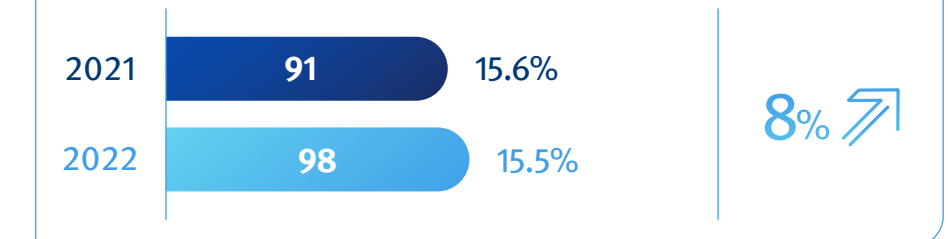
Additionally, we highlight the opening of the new units, CUF Trindade Hospital, in October, and CUF Montijo Clinic, in December, and the expansion of CUF Santarém Hospital. In 2022, CUF also invested in the consolidation of the Home Care and Home Hospitalisation network.

FINANCIAL PERFORMANCE

Operating Income (M€)



EBITDA (M€) | Margin (%)



Net Result (M€)

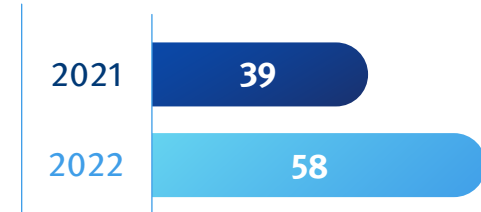


For more information on CUF's approach, please consult the respective 2022 Integrated Report.

Net Debt (M€)¹



Investment (M€)



In 2022, CUF achieved **Euros 636 million in operating income**, which represents a 9% growth compared to the same period last year. This growth was obtained both in existing units and with the opening of new units.

EBITDA reached **Euros 98 million**, with a growth of 8% compared to the value recorded in 2021. The EBITDA margin was 15.5%, similar to that of 2021, which in itself is positive given the context of pressure on costs.

The **net profit was Euros 35 million**, in line with the value observed in the previous year.

The total **investment** made during 2022 was **Euros 58 million**. Despite the strong level of investment, there was a reduction in **net debt** of Euros 23 million to **Euro 483 million**, with an improvement in financial ratios due to increased levels of activity and the consequent improvement in financial performance.

¹ CUF considers, when calculating financial ratios for the purposes of its management report, that net financial debt is net of financial instruments.



Financial and operational performance

OPERATIONAL PERFORMANCE

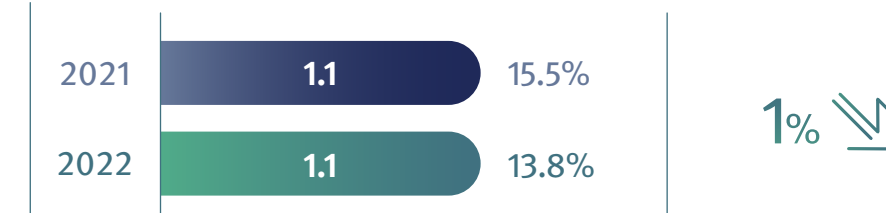
The first nine months of the year were marked by restrictions in the sector to ensure the safety of residents and employees, although an easing of COVID19 security measures was observed in October 2022. The commercial effort demonstrated throughout the year allowed for an increase in levels of activity compared to 2021, with an increase in the average occupancy rate and in the number of rehabilitations, which was reflected in an increase in billing.

FINANCIAL PERFORMANCE

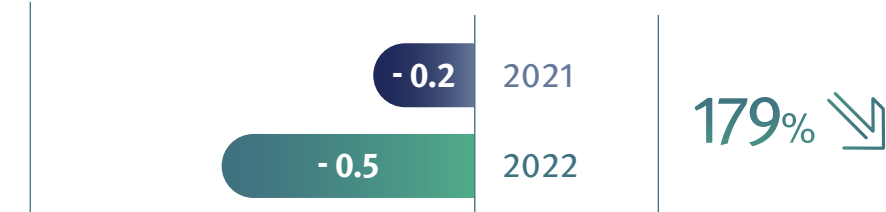
Operating Income (M€)



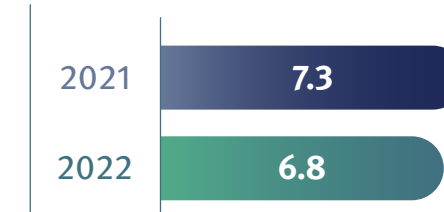
EBITDA (M€) | Margin (%)



Net Profit (M€)



Net Debt (M€)



In 2022, operating income amounted to Euros 7.7 million, which represents a 12% growth compared to the same period last year.

EBITDA reached **Euros 1.1 million**, 1% lower than the value recorded in 2021, given the enormous inflationary pressure felt on operating expenses.

The **net result was a negative Euros 0.5 million**, revealing a deterioration of Euros 0.3 million compared to 2021.

In 2022, there was a **reduction in net debt** of Euros 0.5 million to **Euros 6.8 million**.

EUROPEAN ENVIRONMENTAL TAXONOMY

The Taxonomy of the European Union (EU) is a system that allows classifying economic activities as environmentally sustainable, through a set of parameters established by the Delegated Acts, which translate the climate and environmental objectives of the EU into criteria for investment in certain activities. With the implementation of this regulation, new obligations arise for companies covered in respect of reporting financial indicators: proportion of turnover, proportion of capital expenditure and proportion of operating expenses of activities aligned by the Taxonomy based on each environmental objective to which these activities substantially contribute.

At this date, CUF is the only investee to which the Taxonomy reporting obligation applies. However, the provision of healthcare in hospitals and clinics is not yet included in the list of activities foreseen. For this reason, its report focuses only on contracted activities and services that contribute to EU targets (for more information, please consult the respective 2022 Integrated Report).

Although José de Mello is not currently covered by the Taxonomy regulation, it is in the Group's interest to assess in advance the application of the Taxonomy in all its investees through an analysis of their eligibility and alignment.

INDIVIDUAL ECONOMIC AND FINANCIAL SITUATION

The Company's financial investments, at the end of 2022, amounted to Euros 623 million (Euros 536 million, in 2021), reflecting the effect of measuring the financial holdings held using the equity method.

Total assets, in the amount of Euros 1 285 million, reflect an increase of around Euros 86 million compared to the previous year, justified, almost entirely, by the effect of applying the equity method in the valuation of financial holdings. The reduction in liabilities from Euros 324 million to Euros 319 million is essentially due to the reduction in loans obtained.

Equity totals Euros 967 million and its increase compared to the previous year (Euros 875 million, in 2021) is essentially due to the net profit for the year and the adjustments in equity holdings resulting from the valuation of its investees. The payment of dividends to Shareholders in the amount of Euros 6.3 million also contributed to this variation.

Expenses for the year total Euros 20 million, including Euros 10.6 million of staff expenses, Euros 3 million for increased provisions and impairment, Euros 2.6 million of financing expenses and Euros 2.6 million of external supplies and services. Income amounts to Euros 113 million and derives essentially from gains imputed to Group companies resulting from the application of the equity method in the valuation of financial holdings, in the amount of Euros 101 million. The total amount of services rendered was Euros 2 million.

Based on the above, the financial year closed with a positive result.

It is considered that the Company has adequate resources to continue its service provision activity and fully comply with its obligations, despite the context of uncertainty felt worldwide.

In compliance with the provisions of the legislation in force, it is hereby declared that, at the balance sheet date, there are no debts in arrears to Social Security, nor are there any debts in arrears to the State Public Sector.

STATEMENT OF COMPLIANCE

In compliance with the legal and statutory provisions, the Board of Directors submits the separate and consolidated financial statements and the management report for financial year 2022 to the shareholders for appreciation, in the firm conviction that, to the best of its knowledge, i) the information contained therein was prepared in accordance with the applicable International Financial Reporting Standards, providing a true and fair view of the assets and liabilities, financial situation and results of José de Mello and of the companies included in its consolidation perimeter; ii) faithfully expounds the evolution of the business, performance and position of José de Mello and of the companies included in the consolidation perimeter; and iii) contains a description of the main risks José de Mello faces in its activity.

OUTLOOK FOR 2023

2022 was a year characterised by economic and financial uncertainty and volatility. However, the most pessimistic scenarios that pointed to the entry into recession of the main world economies did not materialise.

The short-term global macroeconomic scenario appears to be quite complex and highly uncertain. According to Bank of Portugal projections, the Portuguese economy will grow in a sustained manner until 2025, based on exports and investment, and more than the Eurozone economy, and price increases will not be as strong throughout 2023, in particular for energy and food goods.

Even so, despite the uncertainty associated with supply chains, purchase prices and logistics costs, José de Mello Group will continue to monitor developments and impacts on its value chain, with no significant impacts on its financial performance being expected.

PROPOSED APPROPRIATION OF NET PROFIT

Net profit for the 2022 financial year amounted to Euros 92 516 343.84, and it is proposed that it be appropriated to Retained Earnings.

Lisbon, 11 May 2023

The Board of Directors

Vasco Maria Guimarães José de Mello

CHAIRMAN

Pedro Maria Guimarães José de Mello

VICE-CHAIRMAN

Salvador Maria Guimarães José de Mello

VICE-CHAIRMAN

António Mota de Sousa Horta Osório

Gonçalo Maria Guimarães José de Mello

João Maria Guimarães José de Mello

João Pedro Ribeiro de Azevedo Coutinho

João Pedro Stilwell Rocha e Melo

Luís Eduardo Brito Freixial de Goes

Maria Amélia Guimarães José de Mello Bleck

Maria Isabel Torres Baptista Parreira Jonet

Pablo Arturo Forero Calderon

Raúl Catarino Galamba de Oliveira

Rui Alexandre Pires Diniz

5.2 Society

GRI 3-3



Ser Solidário

Transversal initiative, implemented for the first time in 2008, which aims to support, through a monetary donation, social solidarity institutions. This is a minimum monthly contribution of Euro 1 which, on a voluntary basis, is deducted from each employee's salary. At the end of the year, the amount collected is calculated, each José de Mello Group company adds an identical amount and employees choose, through a vote, the beneficiary institutions of the donation.

+800 k€

donated up until 2022



Árvore do Apadrinhamento

Initiative that promotes employee's consciousness through the offering Christmas presents to underprivileged children under 17 years of age. Initially developed by Brisa, it was extended to José de Mello and investee companies during Christmas 2018.

1424

children of **20** institutions sponsored





The Volunteer Programme focuses on **transferring the knowledge and skills** of Group employees to partner institutions during the school term. In this way, it promotes helping others, through the voluntary action of employees – active and retired –, providing their personal and professional growth, and a bond of union between them.

Its management is the responsibility of a Coordinating Committee, made up of an executive director, a representative of the José de Mello Family, a representative of Amélia de Mello Foundation and two representatives of each investee. Each partner institution has a dedicated Volunteer Manager who coordinates the participation of the respective volunteers and the liaison with the Coordinating Committee. At the end of each academic year, an evaluation of the programme is carried out through a survey directed at employees and institutions supported.

At the same time, there is also a **pool of volunteers** to carry out specific actions.

470

volunteers

14

institutions supported in a continuous manner

2

institutions supported sporadically



Volunteer Day

Event of celebration, conviviality and thanks to all the volunteers who, throughout the year, are committed to helping others with enormous dedication.

The **11th edition** of the initiative took place in October 2022 in partnership with **SEMEAR, BIPP-TERRA DE OPORTUNIDADES**, a sustainable social inclusion programme dedicated to young people and adults with intellectual and development difficulties. Volunteers participated in the different stages of the horticultural production chain, contributing to a very positive final balance: 2.5 tonnes of sweet potatoes harvested, 700 kg of sweet potatoes prepared, 4 thousand m² of weeding and 2 800 species planted.

+100

volunteers

BONDALTI

Society

Bondalti's commitment to the well-being of local communities is embodied in its Corporate Responsibility Programme which encompasses a set of more than 30 projects/initiatives, structuring the various actions that Bondalti has been carrying out over the years, in all the geographies where it operates, in addition to exploring new opportunities aligned with the corporate strategy and the Sustainable Development Goals.

The Corporate Responsibility Programme is also an important stakeholder engagement tool, which fosters relationships of partnership and trust with the various entities involved in the defined projects and initiatives.

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.

PACOPAR – Painel Consultivo Comunitário do Programa Atuação Responsável de Estarreja

Bondalti Chemicals is part of PACOPAR, which mission is to improve the quality of life in Estarreja, applying the Atuação Responsável® (Responsible Operation) commitments, by responding to people's concerns, greater transparency and promoting community cooperation.

PACOPAR ensures good and effective communication between the companies of the Chemical Complex of Estarreja and the local community, so that everyone feels respected and safe, promoting mutual assistance between entities in the areas of Education, Science, Healthcare, Civil Protection, Security, Environment and the companies, in favour of the population. Within the scope of the Panel, Bondalti continues to support and organise actions with various local stakeholders, from schools to cultural and sports associations, as a way of communicating openly and actively with the community and promoting sustainable development.

In 2022, it renewed its support for local institutions to carry out sustainable projects that aim to improve the quality of life of the local community.

Still in 2022, and until the end of 2023, Bondalti assumed the management of PACOPAR.

38.5 k€ to support the local community

Cruz Vermelha de Torrelavega

At Bondalti Cantábria, at the end of the second half of the year, a campaign was launched with all employees, in partnership with the Associação Cruz Vermelha de Torrelavega, to help people in need buy food.

35 % of the employees involved
292 kg of goods acquired
900 € donated



Support for the Bairro do Sossego school (Luanda)

Bondalti Water Solutions, represented by Enkrott África, assumed from an early stage the commitment to support the school in the community where its headquarters are located, in Angola, in Bairro do Sossego, Luanda.

This school regularly receives **treated and disinfected water**, and a water treatment system consisting of a sediment filter and activated carbon has been installed on site. In addition to facilitating the access of the school community (students, teachers, assistants and families) to drinking water, Bondalti, through Enkrott, installed an **electrical switchboard for energy distribution** and, with great regularity, **distributes various school materials to all students**, such as A4 sheets and pens. These actions contributed on a large scale to the increased attendance of the approximately 800 students currently enrolled in the school.

Scholarships

Bondalti and Amélia de Mello Foundation recompensed, once again, the students of the Instituto Superior Técnico (IST) through the attribution of **scholarships**, considering their per capita income and average marks of the previous year/semester. This support configures the recognition of the academic merit of the targeted students.

8

scholarships attributed

Partnership with Fundação SEUR

In the Water Treatment business unit, the Aguas Alfaro Group established a partnership with Fundação SEUR through which it committed to collect bottle caps to donate to the foundation and proceed with their recycling.

This partnership provides support for medical treatment that is not regulated in the healthcare system, aimed at children, to improve their quality of life.

4 Kt

of plastic caps

-6 Kt

of CO₂ avoided

130

children supported





Society

In addition to the programmes and initiatives transversally promoted by the Group, CUF's activities include a set of initiatives and partnerships that promote the reduction of inequalities and the health and well-being of communities.

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

“MILES” Project

Training programme in management of social organisations, in partnership with Fundação Manuel Violante, through which CUF supports institutions that operate in the territories where it is present. The support includes the participation of CUF mentors through the monitoring of teams, on a voluntary basis, for 9 months.

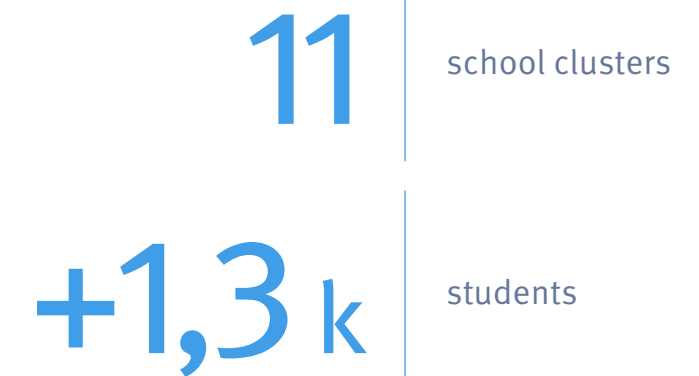


“SPOT GAMES” Project

The project seeks to **promote young people's health literacy** through the gamifying of training content aimed at students from public schools in various territories, with the CUF Academic Center being responsible for the scientific validation of the training content.

In 2022, the game S'Cola addressed the issue of **mental health of children and young people**.

In 2023, the game will reach a further 3 000 students.



“Saúde Porta-a-Porta” Project

In partnership with the Students Association of the Faculty of Medical Sciences of Nova Medical School and the Alcântara and Estrela Parish Councils, the “Saúde Porta-a-Porta” project aims to **combat the social isolation of the vulnerable elderly population and improve the quality of life and access to healthcare.**

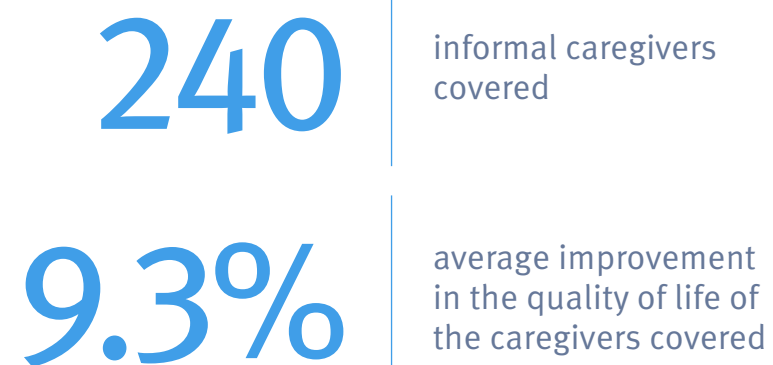
In addition to the clinical supervision that CUF is responsible for, the partnership provides for free access to medical appointments, when timely access to public Primary Healthcare is not possible.



“Cuidar de Quem Cuida” Project

Through the first Social Impact Bond in the healthcare area developed in Portugal, CUF was one of the social investors in the project “*Cuidar de Quem Cuida*”, implemented by the Centro de Assistência Social à Terceira Idade e Infância de Sanguêdo (CASTIIS) (Center for Social Assistance to the Elderly and Children of Sanguêdo), in partnership with Administração Central do Sistema de Saúde (ACSS), MAZE and CINTESIS.

With the involvement of several municipalities, training sessions were held, mutual assistance services were established and permanent assistance offices were created, aimed at **informal caregivers**, which contributed to a significant improvement in the levels of perseverance, depression and anxiety of these caregivers.



Support for the population of Ukraine

In the context of the war situation experienced in Ukraine, CUF provided support to the population of this country:

- **Donation of priority clinical goods** to Ukraine, through partners acting locally;
- **Donation of non-clinical goods** to social institutions with direct intervention in the reception of refugees in the national territory;
- Offer of **free access to Plano +CUF to Ukrainian citizens** hosted by CUF employees or their family members, allowing free access to three specialist medical appointments in any CUF unit to be used within a period of 12 months;
- Availability to contribute to the **employability**, through the IEFP, of Ukrainian citizens who have relocated to Portugal;



53 Planet

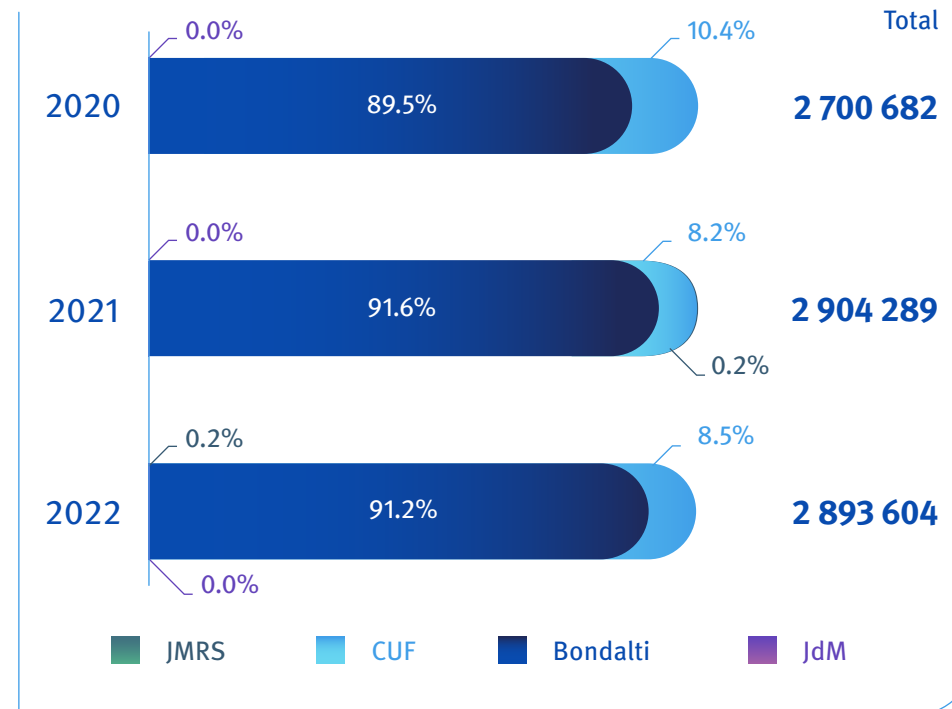
GRI 3-3, GRI 302-1, GRI 303-3, GRI 305-1, GRI 305-2

José de Mello Group believes it is possible to promote economic growth without environmental degradation. For this reason, it seeks to implement measures for the prevention, reduction and mitigation of its environmental impacts arising, fundamentally, from the activity of its businesses.

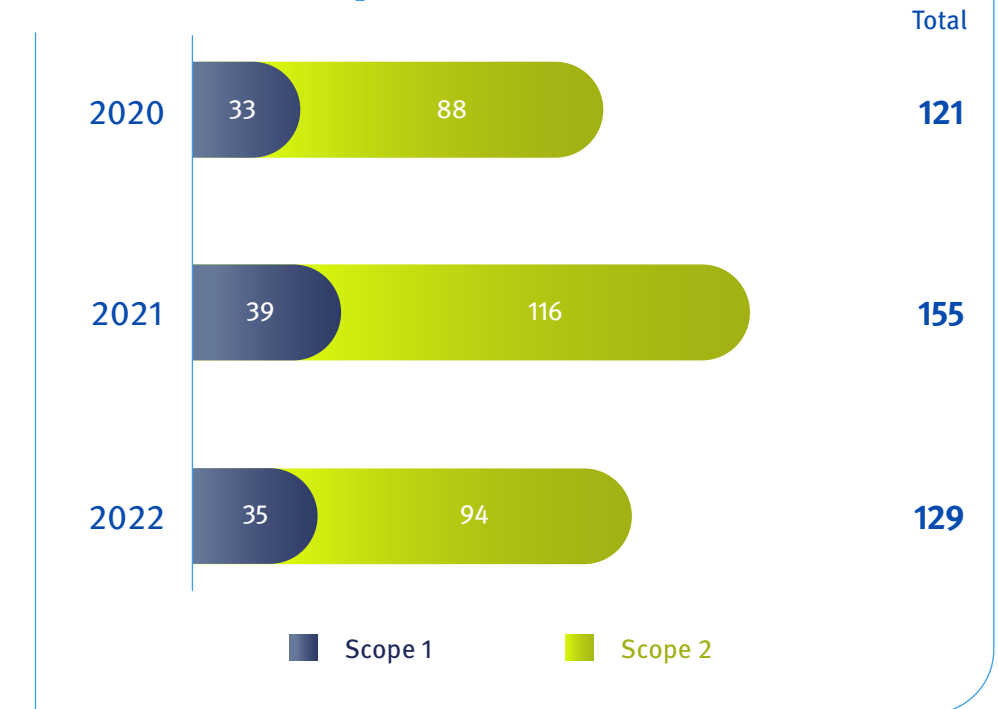
3 195 475m³

of water catchment by José de Mello Group in 2022

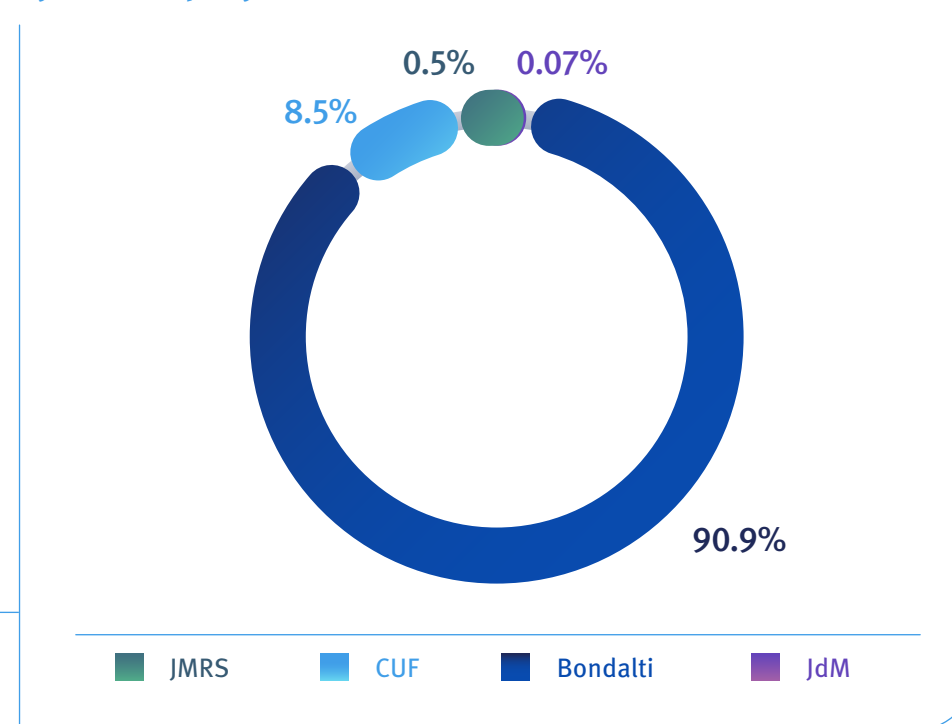
Energy consumption (GJ)



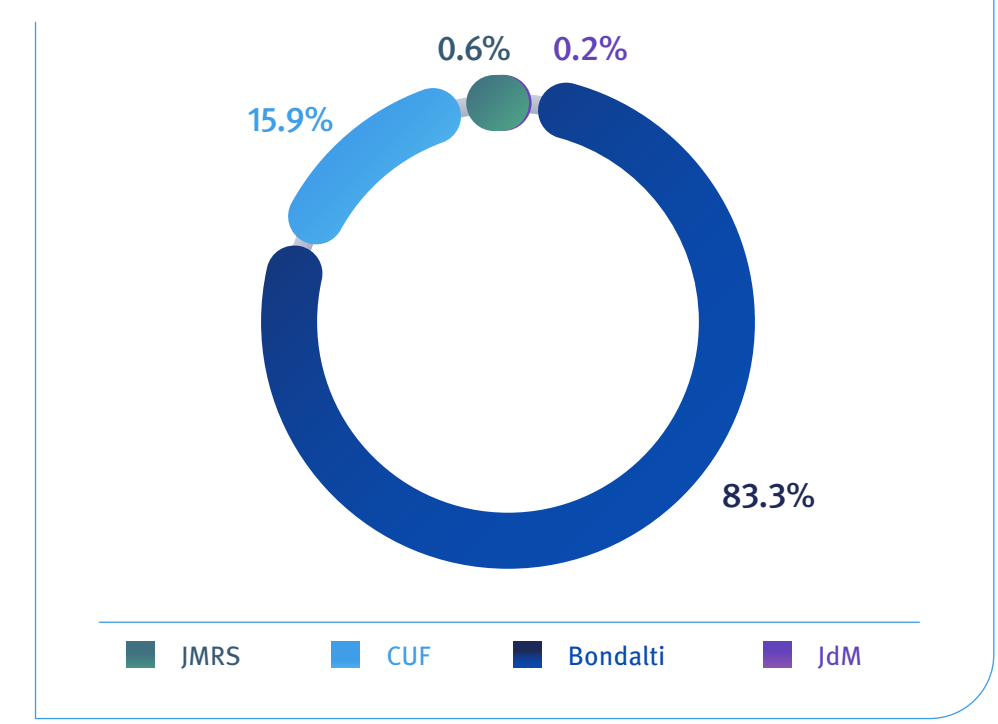
GHG emissions (ktCO₂e)



Percentage of water catchment (m³) by the Company in 2022



GHG emissions (Scope 1 and 2) by the Company in 2022



In the analysis of the materiality carried out of José de Mello’s activity, climate change was identified as the environmental theme with the greatest materiality. In this sense, reducing energy consumption is a priority.

ENERGY AND EMISSIONS

At José de Mello, greenhouse gas emissions result, essentially, from fuel consumption related to the vehicle fleet and electricity and gas related to its headquarters. For this reason, since 2021, energy consumption and associated emissions have been monitored. In addition, a set of consumption reduction initiatives has been implemented and a **Decarbonisation Roadmap** has been defined, transversal to all investees, during the year 2023.

Energy efficiency and decarbonisation measures

- Replacement of conventional light bulbs for LED technology
- Replacement of water heaters with electric cylinders
- Platform to manage charging of vehicles (in test phase)
- Fleet electrification



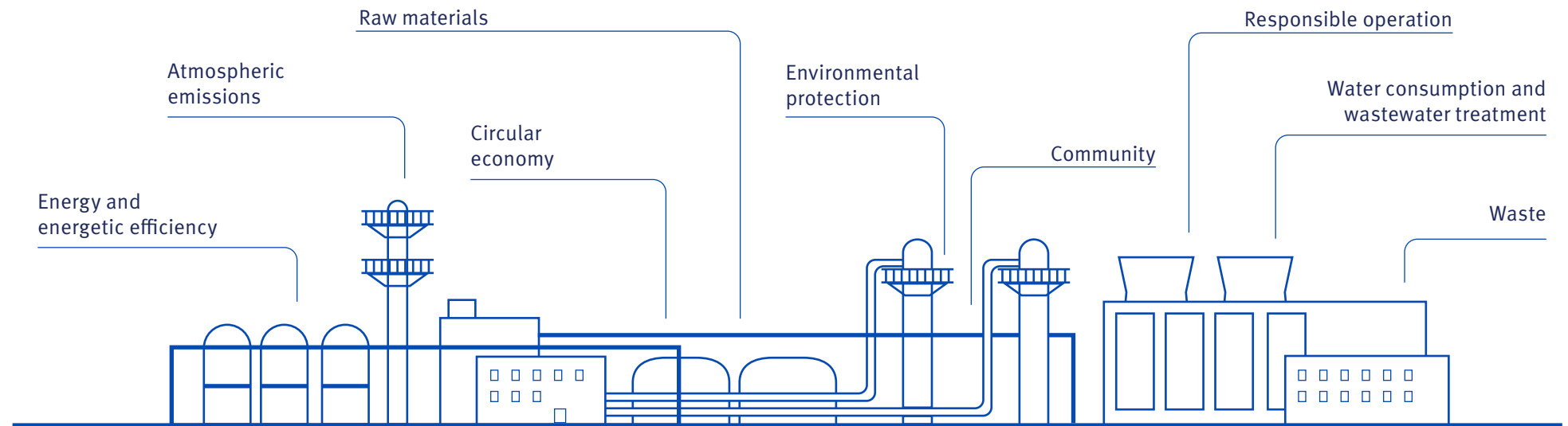
BONDALTI

Planet

As a major consumer of energy, Bondalti has implemented an extremely ambitious decarbonisation strategy that aims to achieve carbon neutrality by 2030. At the same time, it has two ongoing projects, related to the production of green hydrogen and the refining of lithium, which could become major contributions to the global effort to combat climate change.

As a major consumer of energy, it has also implemented a **Climate Transition Program**, which includes short-, medium- and long-term goals and objectives, related to various themes, with the ultimate goal of achieving climate neutrality by 2030:

For more information on Bondalti's approach, please consult the respective 2022 Integrated Report.



At the same time, it has two ongoing projects, related to the **production of green hydrogen** and the **refining of lithium**, which could be major contributions to the global effort to combat climate change.

Bondalti's activity also entails significant impacts in terms of **water resources**, which are used in the **production process**. Therefore, it is necessary to deal with its management in great detail.

In 2022, water consumption was directly proportional to production. In Estarreja, the water used in the Industrial Chemicals processes comes from the Antuã river, while in Cantábria it comes from the Solvay facilities. Regarding the latter, there was a 25% saving in its annual production consumption, due to work optimisations at the facilities, by not carrying out stops and washing electrolyzers.

2904 mL

of water catchment in the Industrial Chemicals area



Planet

As a starting point for the implementation of environmental protection measures, and in line with the commitment to define a Decarbonisation Strategy for the Group, in 2022, the **first measurement of CUF's Carbon Footprint** (scopes 1, 2 and five scope 3 categories) was realised.



For more information on CUF's approach, please consult the respective 2022 Integrated Report.

Anaesthesia Gases

From the calculation of CUF's Carbon Footprint, it was possible to verify that 14% of same refers to anaesthesia gases. In this context, the drug desflurane was discontinued in the Tejo and Descobertas Cluster.

1 ktCO₂e

avoided with discontinuation of desflurane

Sustainable Mobility

To analyse the mobility habits of employees, CUF carried out the **first internal mobility survey**, which will serve as a basis for the implementation of new internal measures for sustainable mobility.

These measures include the pilot project "*Política de frota verde*" (Green fleet policy), through which CUF increased the number of electric chargers available.

171%

increase in availability of electric chargers

As part of the management of water resources, the CUF Executive Committee defined the **overall objective of the organisation to reduce water consumption in relation to the year 2021**. Thus,

the investee is currently defining internal targets, with different time horizons, to improve its performance and make a positive contribution to the quality and availability of this resource, while not abdicating from all the necessary measures to guarantee the microbiological safety of water throughout the activity.

Awareness-raising action

Within the scope of the *Campanha Ambiente* (Environment Campaign), developed by Manicómio The Agência, and launched in 2022 by CUF for the entire organisation, various communication materials were produced and disseminated, including stickers, placed next to the taps of the units and corporate centre, which call for the reduction of water consumption.





JOSÉ DE MELLO
RESIDÊNCIAS E SERVIÇOS

Planet

During 2022, JMRS continued to implement **actions to change light bulbs and improve consumption**. Considering that electricity consumption is the main source of GHG emissions, these measures have had a significant impact on reducing the Company's Carbon Footprint. In addition to the concern with reducing electricity consumption, JMRS invested, during the year, in **solving water leaks**, through the modernisation of equipment, in particular, by changing components and/or reinforcing insulation. Equally important in improving JMRS's performance is the **comprehensive Preventive Maintenance Plan**, which has centralised monitoring aimed at identifying opportunities to improve efficiency.



Our governance model

| | | |
|-----|------------------------------------|----|
| 6.1 | Governance model | 88 |
| 6.2 | Ethics, transparency and integrity | 98 |

Governance model

GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-13 E GRI 2-18

José de Mello's governance model was designed to support the achievement of its Purpose, ensuring excellence in the management, ethics and integrity in its portfolio and respective activities, respecting the best governance practices in its sector of activity.

The functioning of the Board of Directors and the Executive Committee, as well as the conduct of its members, are governed by legal requirements, the Articles of Association, the Code of Conduct and the respective Regulations. The members of the Board of Directors are elected by the General Meeting, in accordance with the law and the Articles of Association. The Executive Committee is appointed by the Board of Directors, in accordance with the Articles of Association and the respective Regulation. The mandates in force at the present time refer to the period 2021-2023.

Board of Directors

| | | |
|-----------------------------------|-------------------------|--------------------------|
| Vasco de Mello (chairman) | João de Mello | Maria Isabel Jonet |
| Pedro de Mello (vice-chairman) | João Azevedo Coutinho | Pablo Forero |
| Salvador de Mello (vice-chairman) | João Pedro Rocha e Melo | Raúl Galamba de Oliveira |
| António Horta Osório | Luís Brito de Goes | Rui Diniz |
| Gonçalo de Mello | Maria Amélia Bleck | |

Executive Committee

| | |
|-------------------------|-------------------------|
| Salvador de Mello (CEO) | João Pedro Rocha e Melo |
| João de Mello | Luís Brito de Goes |
| João Azevedo Coutinho | Rui Diniz |

Company Secretary

Sole Supervisor

Remuneration Committee

Administrative and Social Responsibility Department

Duarte Meirelles

Communication Department

Fernando Marques

Accounting and Consolidation Department

Paula Quintas | Teresa Moutinho

Business Development Department

Vasco Luís de Mello | Bárbara Santos

Financial Department

Miguel Pacheco

Innovation and Sustainability Department

João Mil-Homens

Legal Department

Leonor S. Santos | Maria Ana Manoel

People and Talent Management Department

Luís Wissmann | Susana Brito

Strategic Planning and Management Control Department

Francisco Meneses

Information Technologies Department

Rui Gil

| Body | Composition | Powers |
|-------------------------------------|---|--|
| <p>General Meeting Board</p> | <p>Chairwoman Leonor Sampaio Santos</p> <p>Vice-Chairwoman Maria Ana Pinto da Fonseca Manoel Falcão</p> <p>Secretary Rute Isabel Dias Salgueiro</p> | <p>It is incumbent upon the General Meeting Board, through its chairperson, to convene and direct the meetings of the General Meeting of the Company's shareholders.</p> |
| <p>Board of Directors</p> | <p>Chairman Vasco Maria Guimarães José de Mello</p> <p>Vice-Chairmen Pedro Maria Guimarães José de Mello Salvador Maria Guimarães José de Mello</p> <p>Members António Mota de Sousa Horta Osório <i>Independent</i> Gonçalo Maria Guimarães José de Mello João Maria Guimarães José de Mello João Pedro Ribeiro de Azevedo Coutinho João Pedro Stilwell Rocha e Melo Luís Eduardo Brito Freixial de Goes Maria Amélia Guimarães José de Mello Bleck Maria Isabel Torres Baptista Parreira Jonet <i>Independent</i> Pablo Arturo Forero Calderon <i>Independent</i> Raúl Catarino Galamba de Oliveira <i>Independent</i> Rui Alexandre Pires Diniz</p> | <p>The Company's management is carried out by a Board of Directors composed of 14 members, elected by the shareholders at the General Meeting.</p> <p>This body is responsible for managing the Company's businesses and for defining and monitoring its strategic guidelines.</p> <p>It is also responsible for deliberating on all matters that, by law, cannot be delegated to the Executive Committee.</p> |

| Body | Composition | Powers |
|--------------------------------------|---|---|
| <p>Executive Committee</p> | <p>President Salvador Maria Guimarães José de Mello</p> <p>Members João Maria Guimarães José de Mello João Pedro Ribeiro de Azevedo Coutinho João Pedro Stilwell Rocha e Melo Luís Eduardo Brito Freixial de Goes Rui Alexandre Pires Diniz</p> | <p>The Executive Committee carries out the day-to-day management of the Company's activity, within the scope of the delegation of powers conferred upon it by the Board of Directors, being responsible, namely, for the coordination and permanent monitoring of the projects and themes developed by José de Mello and its investees.</p> |
| <p>Company Secretary</p> | <p>Leonor Sampaio Santos</p> <p>Alternate Rute Isabel Dias Salgueiro</p> | <p>The Company Secretary provides specialised support to the governing bodies in the exercise of their respective duties, ensuring compliance with applicable legislation, the Company's articles of association and its internal regulations.</p> |
| <p>Sole Supervisor</p> | <p>RSM e Associados – SROC, Lda.</p> <p>Alternate António José Lino do Patrocínio Santos</p> | <p>The main responsibility of the Sole Supervisor is to supervise the Company's activities.</p> |
| <p>Remuneration Committee</p> | <p>President Luís Miguel Nogueira Freire Cortes Martins</p> <p>Members Maria Luísa Guimarães José de Mello do Amaral Cabral Pedro Norton de Matos Pedro Maria Guimarães José de Mello Vasco Maria Guimarães José de Mello</p> | <p>It is incumbent upon the Remuneration Committee to prepare and propose, for approval by the General Meeting, the remuneration policy for the members of the corporate bodies, as well as to establish their remuneration.</p> |



Vasco Maria Guimarães José de Mello

He is chairman of the Board of Directors of José de Mello Capital and of Brisa and also managing director of Amélia de Mello Foundation and of Associação Business Roundtable Portugal, in addition to being chairman of the General Meeting of COTEC Portugal.

He started his professional career at Citigroup in New York, when he attended, in 1978 and 1979, the training programme of this institution, after which he was challenged by his father, José Manuel de Mello, to participate, in Portugal, in the process of rebuilding the business group, being mainly responsible for the financial area. Between 1992 and 2000, he was chairman of Banco Mello and of Companhia de Seguros Império, having carried out, for part of that period, functions as a member of the Board of Directors of SIC. Following the reconfiguration of José de Mello Group in 2000, after the merger of the financial assets in Banco Comercial Português, he assumed the role of vice-chairman of José de Mello, which he became chairman of in 2004. He was also vice-chairman of the Senior Board of Banco Comercial Português (2000 through 2007), member of the General and Supervisory Board of EDP and member of the boards of directors of ONI and the Spanish concessionaire Abertis.

He holds an honour's degree in Business Management from the American College in Switzerland.



Pedro Maria Guimarães José de Mello

He is vice-chairman of the Board of Directors of José de Mello Capital and Chairman of the boards of directors of Sociedade Agrícola D. Diniz and Sociedade Agrícola do Vale de Perditos.

He began his professional career in the early 1980s, in the textile sector, in the United States of America and Switzerland, after which he returned to Portugal, to assume executive management functions in several companies in the same sector in Porto. He then took on numerous management positions in different investees of José de Mello Group, namely at Soponata, Lis Sado, Efacec and M Dados, as chairman of the Board of Directors, and Lisnave, CUF and Bondalti Capital, as vice-chairman of the Board of Directors. He was also a member of the Board of Directors of Petrogal.

He holds an honour's degree in Textile Engineering from Universidad de Barcelona.



Salvador Maria Guimarães José de Mello

He has been vice-chairman of the Board of Directors of José de Mello Capital and president of the Executive Committee since January 2021, in the context of a new stage of development of José de Mello Group. He is also chairman of the Board of Directors of CUF.

He started his professional activity at Lisnave, having been director of the company between 1992 and 1995, after which he became executive director of José de Mello Capital. In 2001, he became president of the Executive Committee and chairman of the Board of Directors of José de Mello Saúde (presently CUF), having been responsible for a strong growth dynamic, resulting in the company's expansion into a network of two dozen hospitals and clinics, affirming it as the leader in the provision of private healthcare in Portugal and positioning it as the most recognised healthcare brand by the Portuguese. He was also Chairman of Health Cluster Portugal between 2017 and 2021.

He holds an honour's degree in Economic Sciences and Business Administration from the University of Neuchâtel, in Switzerland.



António Mota de Sousa Horta Osório

He is a non-executive director of José de Mello Capital, chairman of the Board of Directors of BIAL and vice-chairman of Grupo Impresa. He is also a non-executive director of Fundação Champalimaud and of Stichting/Enable INPAR and Senior Advisor at Mediobanca, Cerberus and EbankIT.

With over 30 years of experience in the financial services industry, he has built a successful international career. In 2021, he was knighted by Queen Elizabeth II for his work in banking in the United Kingdom and for volunteer services in the areas of mental health and culture. He was chairman of the Board of Directors of Credit Suisse Group, between May 2021 and January 2022, having previously been Chief Executive Officer of Lloyds Banking Group, at the invitation of the UK government, having managed to return the bank back to the private sphere, with full reimbursement of the taxpayers' money. Prior to joining Lloyds, he held various management roles at Santander Group, in particular as Chief Executive Officer in Portugal, in Brazil and in the United Kingdom, where he merged several banks in Santander UK. He was also non-executive director of the Bank of England, in a personal capacity, between 2009 and 2011, and worked for Citibank and Goldman Sachs, between 1987 and 1993.

He holds an honour's degree in Management and Business Administration from Universidade Católica Portuguesa in Lisbon, an MBA from INSEAD and an Advanced Management Programme from Harvard Business School. He is a Doctor Honoris Causa from the University of Edinburgh, University of Bath, University of Warwick, University of Birmingham and Universidade Católica Portuguesa.



**Gonçalo Maria Guimarães
José de Mello**

He is a non-executive director of José de Mello Capital and a founding partner of Menlo Capital.

He developed his career at José de Mello Group for over 15 years, passing through the financial area, at M Fiduciária, and the chemical area, having been, among other functions, director at Quimitécnica and at Fisipe. In 2012, he founded his own private equity firm, Menlo Capital, in which he has developed his professional activity, managing several companies owned by the funds and vehicles managed by the company.

He holds an honour's degree in Business Management from the University of Lausanne (HEC) and an MSc in Management from the University of Stanford.



**João Maria Guimarães
José de Mello**

He is an executive director of José de Mello Capital and chairman of the Board of Directors and president of the Executive Committee of Bondalti Capital.

With over 30 years of professional experience in the chemical sector, he is a member of the General Council of COTEC – Associação Empresarial para a Inovação, representing Bondalti Capital, and is vice-chairman of the General Assembly of Associação da Indústria Portuguesa. He was managing director and chairman of the General Meeting Board of APQuímica – Associação Portuguesa da Química, Petroquímica e Refinação.

With a degree in Business Management from École d'Administration et de Direction d'Entreprises, in Switzerland, he later completed university studies in Industrial Textile Techniques at Universidade Católica de Lovaina, in Tournai, having also undergone training in various areas of management and completed the Leadership for Top Managers programme, at the International Institute for Management Development (IMD), in Switzerland.



João Pedro Ribeiro de Azevedo Coutinho

He is an executive director of José de Mello Capital, non-executive director of Bondalti Capital and chairman of the boards of directors of Ravasqueira, M Dados and José de Mello Residências e Serviços.

With over 35 years of professional experience, he started his career at Coopers & Lybrand, later becoming director of investment banking at Deutsche Bank in Portugal. He was also an executive director of Banco Mello de Investimento and of Brisa, in which he was director responsible for the financial area and assumed responsibility for various areas and subsidiaries. He was also a director and later chairman of the Board of Directors of Companhia de Concessões Rodoviárias, in Brazil.

He has an honour's degree in Business Administration and Management from Universidade Católica Portuguesa, completed the Leadership Management Training Programme for Top Managers at IMD International, in Switzerland, and the Advanced Management Programme at Harvard Business School, in the United States of America.



João Pedro Stilwell Rocha e Melo

He is an executive director of José de Mello Capital, non-executive chairman of CUF and non-executive director of Bondalti Capital.

He began his professional career in investment banking, having been president of the Executive Committee of Banco Mello de Investimentos, director of Banco Mello, Companhia de Seguros Império and Mello Valores. He was also executive vice chairman of Brisa, between 2002 and 2020 and chairman of Via Verde Portugal, between 2003 and 2008. He was also vice-chairman of ACEGE – Associação Cristã de Empresários e Gestores, between 2015 and 2022, and director of the Portuguese Chamber of Commerce and Industry, between 2006 and 2019.

He has an honour's degree in Mechanical Engineering from Instituto Superior Técnico and an MBA from Universidade Nova de Lisboa.



Luís Eduardo Brito Freixial de Goes

He is an executive director of José de Mello Capital and chairman of the boards of directors of MGI Capital, José de Mello Imobiliária, José de Mello Investimentos, Tecnocapital, Comitur Imobiliária, Sociedade Imobiliária e Turística do Cojo and Herdade do Vale da Fonte – Sociedade Agrícola, Turística e Imobiliária. He is also a non-executive director of Brisa, José de Mello International and GEMP Invest.

With over 30 years of professional experience, Luís Brito de Goes started his professional career at Deloitte, and later became a specialist in the corporate and financial areas at the law firm Vieira de Almeida. He joined José de Mello in 2000, as Legal manager, having assumed, over the years, numerous management functions in different areas and investees of José de Mello Group.

He holds an honour's degree in Law from Universidade Católica Portuguesa.



Maria Amélia Guimarães José de Mello Bleck

She is a non-executive director of José de Mello Capital and a member of the Board of Directors of Sociedade Agrícola do Vale de Perditos.

She started her professional career 40 years ago, dedicating herself, for a period of 10 years, to the nursing area in several hospital institutions, public and private, having also been a volunteer in other institutions of a social nature, in Portugal and São Tomé e Príncipe. She was later an executive director of CUF Infante Santo Hospital and, at different stages, executive and non-executive director of José de Mello Saúde (presently CUF).

After attending, in Lausanne and Lisbon, two Early Childhood Education schools, she began her basic training as a nurse at École d'Infermières Bois-Cers, in Lausanne, having completed her higher education in nursing, already in Lisbon, at Escola de Enfermagem de São Vicente de Paulo. In the area of management, she accumulated different training courses provided by KPMG (Financial Management for Non-financial professionals), Mölnlycke Health Care (Quality in Health Services) and AESE Business School (Advanced Seminar on Management and Investment in Health Services).



**Maria Isabel Torres
Baptista Parreira Jonet**

She is a non-executive director of José de Mello Capital.

She started her career at Sociedade Portuguesa de Seguros and worked for the Economic and Social Committee, in Brussels, between 1987 and 1992. She collaborates as a volunteer at Banco Alimentar, since 1994, being chairwoman of Banco Alimentar contra a Fome de Lisboa and of Federação Portuguesa dos Bancos Alimentares, having structured an innovative management model that allowed the creation of a national food support network. She is Founder and Chairwoman of ENTRAJUDA, focused on the management of social sector organisations, and has extensive experience in sustainability and volunteer management. She was chairwoman of the European Federation of Food Banks between 2012 and 2017. She has also designed and implemented several innovative technological solutions aimed at combating poverty, social inclusion and social responsibility.

She has an honour's degree in Economics from Universidade Católica Portuguesa and completed a post-graduate course in Information Technology Management at Universidade Nova de Lisboa.



**Pablo Arturo
Forero Calderon**

He is a director of José de Mello Capital and chairman of the Board of Directors of Caixabank Asset Management SGIC.

With over 40 years of professional experience, he started his career at Arthur Andersen, and was later responsible for the treasury and capital markets areas at Manufacturers Hannover Bank, Chief Investment Officer of J P Morgan Asset Management, where he was also executive director. He was also executive director of Banco Caixabank and president of the Executive Committee of Banco BPI, in Portugal.

He holds an honour's degree in Economics and Macroeconomics from Universidad Autonoma de Madrid.



Raúl Catarino Galamba

He is a non-executive director of José de Mello Capital, chairman of the Board of Directors of CTT – Correios de Portugal and member of the Board of Directors of Banco Bilbao Vizcaya Argentaria and of CUF.

He was a senior partner at McKinsey, developing his customer service activities in the financial sector (banks, insurance companies and payment operators) in Europe, South America and the Middle East. Throughout his career, he has held a variety of management responsibilities at McKinsey, including managing partner of Portugal and Spain, managing partner of the global risk management practice and member of the global Board of Directors.

He has an honour's degree in Mechanical Engineering from Instituto Superior Técnico, where he also completed a master's in systems, and an MBA from Universidade Nova de Lisboa.



Rui Alexandre Pires Diniz

He is an executive director of José de Mello Capital and executive chairman of CUF. He is also a member of the Board of Directors of Fundação Alfredo de Sousa and a member of the board of ACEGE - Associação Cristã de Empresários e Gestores.

He started his professional activity at McKinsey, where he worked for 14 years, having worked as a consultant, senior partner and office manager of the consultant's office in Portugal. He was also executive vice-chairman of Efacec and non-executive director of Brisa for 10 years, in addition to being promoter and founder of Nova SBE's Inclusive Community Forum, an initiative which mission is to structure and develop initiatives aimed at a better inclusion of people with disabilities in the community.

He holds an honour's degree in Economics from Universidade Católica Portuguesa.

Ethics, transparency and integrity

GRI 2-15, GRI 2-23, GRI 2-26, GRI 2-27, GRI 204-1,
GRI 205-3, GRI 206-1

José de Mello Group guides its activity by the Values of **Human Development, Innovation, Competence, and Integrity**, also having **Sustainability** as a fundamental concern.

For it to continue to grow sustainably, José de Mello, together with its investees, must ensure that all its stakeholders, especially its employees, guide their conduct by the Group's Values and by principles and rules of an ethical nature. To guarantee this objective, José de Mello approved an **Integrated Compliance Programme**, structured based on its activity and on the analysis of its most relevant areas, consisting of the following documents:

-  Code of Conduct
-  Anticorruption Regulation
-  Prevention of Money Laundering and Terrorist Financing Regulation
-  Irregularity Reporting Handling Regulation
-  Irregularity Reporting Channel

José de Mello's **Code of Conduct** defines the principles that guide its activity, as well as the fundamental rules of an ethical and deontological nature that must guide the daily conduct of its employees and other stakeholders.

Its applicability and implementation are ensured by its communication, via e-mail or intranet, by its revision, whenever necessary, by the training and awareness-raising of employees and by the reporting mechanisms made available to all stakeholders.

0 fines applied for non-compliance with laws and regulations

0 non-monetary sanctions applied for non-compliance with laws and regulations

0 cases of confirmed corruption

1 legal action pending during the period covered by the report related to anti-competition practices⁷

⁷ On 1 July 2022, José de Mello Capital was notified by Autoridade da Concorrência (AdC) (Portuguese Competition Authority) of the Decision relating to the administrative offense proceedings filed against Associação Portuguesa de Hospitalização Privada (APHP) and the hospital groups CUF and José de Mello, Trofa Saúde, Hospital Particular do Algarve, Lusíadas and Luz Saúde for involvement in an agreement or concerted practice restricting competition in the contracting of private hospital healthcare services by the public healthcare subsystems ADSE and IASFA. In this process, fines were applied to all targeted companies, and in the case of CUF, the fine amounts to Euros 74 980 thousand, with José de Mello Capital being jointly and severally liable for the payment of this fine.

WHISTLEBLOWING (IRREGULARITY REPORTING) MECHANISMS

José de Mello provides its stakeholders with a **channel for whistleblowing and reporting irregularities** so that any actual or potential violation of the rules of the Code of Conduct, the policies or procedures related to it, or any legal precept can be notified. The operation of this channel is currently being adapted to comply with the new legal requirements in this matter.

José de Mello approved an **Irregularity Reporting Handling Regulation**, under which irregularities must be communicated to the **Board of Directors**, which is responsible for approving the corrective measures to be applied to each reported situation. It is up to the Group to ensure that no one who, in good faith, reports a violation is subject to retaliation of any kind. For this purpose, it is foreseen that retaliation or reprisals by any employee of José de Mello against someone who, in good faith, has reported suspected violations, constitutes just cause for dismissal. Likewise, anyone who files a report of a violation that he or she knows is false will be subject to disciplinary action, including dismissal, where appropriate.

The Anticorruption Regulation sets out rules and procedures for preventing and combating corruption and related crimes, defining, by way of example, prohibited behaviour and informing of situations that may give rise to conflicts of interest and regulating situations in which this may happen.

The Prevention of Money Laundering and Terrorist Financing Regulation establishes the internal rules and procedures for compliance with the legal and regulatory provisions applicable to José de Mello in terms of combating money laundering and terrorist financing.

Access the irregularity reporting channel of José de Mello Group, [here](#)



BONDALTI

Whistleblowing (Irregularity reporting) mechanisms

Bondalti has a [Code of Ethics](#) that defines the guidelines for how the Company should deal and work with its employees, customers, suppliers and other partners, serve its shareholders and interact with society. The Code is also intended to serve as a guide in decision-making by Bondalti employees, always considering the protection of business interests and the Company's reputation.

To ensure the monitoring of and compliance with the Code of Ethics of Bondalti, the following mechanisms are foreseen:

- Internal mechanisms for whistleblowing and irregularity reporting, in accordance with legal rules, namely in terms of confidentiality and of the process of treating information and personal data.
- Review of the Code of Ethics, at least every 2 years.

There is also an **Ethics Committee**, with skills and experience in resolving situations in the areas covered by the Code, namely ethical, legal or human resources, from which all employees, shareholders, customers, suppliers and service providers may request clarification.

For more information on Bondalti's approach, please consult the respective [2022 Integrated Report](#).

Any occurrence or irregular situation that violates the norms of the aforementioned Code may also be reported to the Ethics Committee. The complaint may only be anonymous in matters of preventing and combating harassment. The collection, follow-up and resolution of irregularity processes regarding violations of this Code are the responsibility of this Committee.

Contact the Ethics Committee, [here](#)





Whistleblowing (Irregularity reporting) mechanisms

CUF has as a basic instrument for its organisational culture a **Code of Conduct - A Community Dedicated to Caring for People** -, created in 2018 and revised in 2022 (published in April 2023). To ensure that the principles set out in said Code are reflected in the route taken by the organisation and in the actions of each employee, a Code of Conduct Monitoring Committee was set up, a multidisciplinary, independent and consultative entity.



For more information on CUF's approach, please consult the respective 2022 Integrated Report.

CUF has the following set of policies and procedures that complement said Code:

- Rights and Duties of Patients and Family members
- CUF risk management
- Gifts
- Anticorruption
- Management of conflicts of interest
- Ethics and transparency
- Relations with suppliers and business partners
- Attribution of sponsorships
- Attribution of support and donations
- Promotion of personal, family and professional life balance
- Prevention and management of harassment situations in the workplace

In addition, the communication of all proposals for organisational improvement and clarification of the guidelines expressed in its Code of Conduct is encouraged, as well as of situations that go against the values, principles and rules presented therein. CUF's irregularity reporting channel allows the presentation of confidential and anonymous whistleblowing on themes that go beyond what is legally imposed, namely those related to the Code of Conduct and complementary policies and procedures.

Contact the Code of Conduct Monitoring Committee, [here](#)



Access the CUF irregularity reporting channel, [here](#)



JOSÉ DE MELLO
RESIDÊNCIAS E SERVIÇOS

Whistleblowing (Irregularity reporting) mechanisms

José de Mello Residências e Serviços also has its own **Code of Conduct**, to which all employees are subject, and is also developing its own irregularity reporting mechanisms.



SUPPLIER CHAIN MANAGEMENT

Proper management of the supplier chain enhances the sustainability of the operation of José de Mello and its investees, at all levels. José de Mello Group encourages its suppliers and business partners to adopt sustainable practices, seeking to ensure safe and fair working conditions, in addition to responsible management of environmental and social issues, aligning their practices with the Purpose and Values of José de Mello Group.

M Dados is the trading centre for products and services in transversal support categories for the Group's companies. Its approach to the market aims to create substantial value, in a sustainable and continuous manner, and is based on five fundamental pillars:

1 Economies of scale, achieved through a **joint approach to the market**;

4 Sustainable and lasting partnerships with suppliers in a win-win logic, favouring a **transparent and collaborative relationship**;

2 Accumulation of **know-how, focus and experience** in the areas of activity, benefiting from multiple negotiation processes in the last 20 years for the various companies of José de Mello Group, in addition to other customers;

5 Conciliation of multiple objectives, including obtaining the best financial conditions, **guaranteeing** demanding quality standards and a **concern for sustainability throughout the value chain**.

3 **Working together with customers**, coordinating their diverse needs and promoting the sharing of information and best practices;



In-depth knowledge of the markets for products and services negotiated by M Dados allows it to anticipate trends and monitor the changing dynamics of its customers and suppliers.

Market Consultation Process

Kickoff

Meeting between M Dados and the customer, to identify needs, objectives, suppliers to be consulted, calendar and other criteria to be applied in the acquisition, which results in the validation of the specifications.

Consultation

Consultation with suppliers, visits to facilities (if relevant), clarification meetings, delivery of proposals and negotiation.

Analysis/ Recommendation

Analysis of proposals and presentation of a preliminary evaluation report, which includes the following elements: market framework; supplier analysis; proposal analysis; assessment; and, finally, adjudication recommendation.

Adjudication

Client feedback regarding the supplier to be adjudicated and the respective adjudication, including detailed transmission of the negotiated elements.

During the acquisition process and during the contract, follow-up meetings are held.

In the process of consultation and evaluation of proposals, **evidence of good practices in ESG themes is requested**, eventually with a deep dive depending on the sector. In terms of specifications, compliance with the principles of the United Nations Charter and contribution to the Sustainable Development Goals (SDGs) is typically mentioned as a qualification criterion. The selection and qualification of suppliers also includes site visits and conversations with key stakeholders.

Additionally, the contracts include clauses related to human resources and child labour, for example, referring to the Codes of Conduct of the adjudicated companies, or requesting information on related certifications. Sustainability criteria are also applied in the evaluation process, depending on the categories being negotiated.

The activity in 2022 was marked by a strong pressures on the costs of raw materials, energy, labour and constraints in the supply chains with an impact on the continuity of supply, delivery times and generalised inflation. To mitigate the impact of these challenges on the activity, the following strategies were developed:

- Planning ahead as far as possible the needs for goods and services in order to build up stocks to reduce the risk of supply failures;
- Managing contracts ending in the next six months with a view to mitigating price increases and avoiding the crystallisation of rising prices;
- Monitoring trends in the evolution of the main cost drivers to mitigate increases, without jeopardising the sustainability of the operation;
- Managing expectations of the main stakeholders, namely operational areas, regarding the development of the current situation and the main consequences.



BONDALTI

Supplier chain management

To ensure that its suppliers are also aligned with the principles of sustainable development, Bondalti has, since 2021, been implementing [Code of Conduct for Suppliers](#), which sets out the main guidelines in the areas of **environment, safety and health; human and labour rights; and ethics and governance**. Bondalti expects its suppliers to recognise and act in accordance with the content of this Code, in addition to fulfilling their contractual obligations and Bondalti's General Purchase Conditions.

For more information on Bondalti's approach, please consult the respective [2022 Integrated Report](#).

ISCC Certification

Regarding raw materials, Bondalti has set itself the objective of incorporating **raw materials with a lower carbon content and of sustainable origin** in its value chain, such as Bio-benzene.

In this way, it is currently working to obtain **ISCC certification** for the acquisition of Bio-benzene as a raw material. Subsequently, it is expected that it will proceed to obtain the **energy certification** for the acquisition of raw materials in the area of inorganic chemicals.

ISCC is a Certification System that allows the implementation and certification of sustainable supply chains, supporting companies in defining and achieving their sustainability goals.

Sustainable Purchases

In 2022, Bondalti began implementing the **ISO 20400** guidelines for sustainable procurement.

ISO 20400 is a guide to good practices for sustainable procurement, which aims to make the purchase decision go beyond the simple economic vision and specification of the purchase, contemplating **environmental parameters, labour conditions and equality issues**. The process takes place in 4 phases: understanding the fundamentals of the standard; defining a sustainable procurement strategy; setting goals and involving stakeholders; integrating procurement sustainability into the processes.

For the development of this work, Bondalti opted to involve suppliers to test the model and validate the qualification matrix in order to perceive the attractiveness of the model and results.





Supplier chain management

At CUF, the evaluation and selection of suppliers considers the potential impact on its processes, products and services, in order to consistently satisfy its customers' requirements, as well as applicable regulatory requirements. Thus, the suppliers to be qualified must be in line with the **CUF Quality Policy** and with the **Relationship Policy with Suppliers, Service Providers and Partners**, as well as with all procedures associated with patient safety, safety of facilities and employees.

For more information on CUF's approach, please consult the respective 2022 Integrated Report.

Suppliers' environmental sustainability

CUF has been improving the evaluation of suppliers in environmental matters. Since the end of 2021, the **supplier selection process** has considered as selection criteria their **environmental sustainability initiatives**, also focusing on the management of waste by suppliers.

- Inclusion of sustainability criteria, and required compliance with international standards and guidelines, in terms of specifications and contracts with new suppliers.
- New suppliers in the Hotel Management area subject to due diligence processes for environmental impacts.
- Broad disclosure and integration in all contracts signed from 2021 onwards, of the "Code for Service Providers, Suppliers and Commercial Partners", namely article 4 "Environmental Sustainability".

All renewals, order forms and all new CUF contracts include a clause that obliges commercial partners, suppliers and service providers to **respect human rights, environmental and anticorruption standards and other relevant matters related to sustainability**, namely the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights, including the principles and rights set out in the core conventions identified in the International Labour Organisation Declaration on Fundamental Principles and Rights at Work and the International Charter of Human Rights.



JOSÉ DE MELLO
RESIDÊNCIAS E SERVIÇOS

Supplier chain management

José de Mello Residências e Serviços, like the other investees, uses M Dados when making acquisitions. In some cases, it also has the support of CUF's procurement area.

Annexes

| | | |
|-----|---|-----|
| 7.1 | Separate Financial Statements and Complementary Documents | 106 |
| 7.2 | Consolidated Financial Statements and Complementary Documents | 140 |
| 7.3 | Shareholder positions | 214 |
| 7.4 | GRI Table | 215 |

Separate financial statements

and complementary documents

INCOME STATEMENT FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--|------------|---------------------|---------------------|
| Continuing operations: | | | |
| Operating income: | | | |
| Sales and services rendered | 4 | 1 923 490 | 2 047 520 |
| Reversal of impairment losses | 5 | 37 078 | 4 616 732 |
| Reversal of provisions | 6,32 | 2 556 841 | 81 503 842 |
| Other operating income | 7 | 985 925 | 539 953 |
| Total operating income | | 5 503 334 | 88 708 047 |
| Operating expenses: | | | |
| External supplies and services | 8 | (2 586 362) | (3 555 445) |
| Staff expenses | 9 | (10 599 204) | (9 290 019) |
| Amortisation and depreciation | 10 | (655 299) | (619 563) |
| Provisions | 6,32 | - | (43 901) |
| Impairment losses | 11 | (37 499) | - |
| Other operating expenses | 12 | (499 658) | (1 541 135) |
| Total operating expenses | | (14 378 021) | (15 050 063) |
| Operating results | | (8 874 687) | 73 657 984 |
| Financial expenses | 13 | (2 531 860) | (4 544 756) |
| Financial income | 13 | 728 606 | 519 467 |
| Gains / (Losses) from associated companies | 13, 22, 32 | 98 118 357 | (14 312 290) |
| Financial results | | 96 315 103 | (18 337 579) |
| Pre-tax profit | | 87 440 416 | 55 320 405 |
| Income tax | 14 | 5 075 928 | 2 608 984 |
| Net profit from continuing operations | | 92 516 344 | 57 929 389 |
| Net profit | | 92 516 344 | 57 929 389 |
| Earnings per share: | | | |
| Basic | 16 | 18.50 | 11.59 |
| Diluted | 16 | 18.50 | 11.59 |

The attached notes are an integral part of the separate income statement for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------------|-------|----------------------|----------------------|
| Non-current assets: | | | |
| Goodwill | 17 | 551 156 640 | 551 156 640 |
| Intangible assets | 18 | 181 002 | 153 249 |
| Right-of-use assets | 19 | 484 221 | 439 142 |
| Tangible fixed assets | 20 | 10 827 084 | 10 856 065 |
| Investment properties | 21 | 882 695 | 910 292 |
| Investments in subsidiaries | 22 | 582 974 299 | 495 999 600 |
| Other investments | 22 | 40 031 993 | 39 704 580 |
| Other debtors | 24 | 69 659 991 | 70 956 000 |
| Total non-current assets | | 1 256 197 925 | 1 170 175 567 |
| Current assets: | | | |
| Clients and advances to suppliers | 23 | 334 435 | 184 691 |
| Other debtors | 24 | 2 169 008 | 2 859 741 |
| State and other public entities | 25 | 1 714 262 | 1 353 341 |
| Other current assets | 26 | 1 991 211 | 1 997 698 |
| Cash and cash equivalents | 27 | 23 029 608 | 22 148 235 |
| Total current assets | | 29 238 524 | 28 543 706 |
| Total Assets | | 1 285 436 449 | 1 198 719 273 |

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--|-------|----------------------|----------------------|
| Equity: | | | |
| Share capital | 28 | 25 000 000 | 25 000 000 |
| Legal reserve | 29 | 5 000 000 | 5 000 000 |
| Other reserves | 29 | 338 126 882 | 266 520 635 |
| Retained earnings | | 506 289 423 | 520 673 953 |
| Net profit | | 92 516 344 | 57 929 389 |
| Total Equity | | 966 932 649 | 875 123 976 |
| Non-current liabilities: | | | |
| Loans obtained | 30 | 167 704 545 | 200 686 492 |
| Lease liabilities | 31 | 285 238 | 272 761 |
| Provisions | 32 | 71 693 060 | 73 673 528 |
| Other creditors | 34 | 2 902 337 | 2 781 000 |
| Total non-current liabilities | | 242 585 179 | 277 413 782 |
| Current liabilities: | | | |
| Loans obtained | 30 | 72 520 684 | 43 346 639 |
| Lease liabilities | 31 | 204 702 | 168 509 |
| Suppliers and advances from clients | 33 | 453 269 | 427 874 |
| State and other public entities | 25 | 540 650 | 410 095 |
| Other creditors | 34 | 1 575 718 | 1 074 154 |
| Other current liabilities | 35 | 623 600 | 754 243 |
| Total current liabilities | | 75 918 622 | 46 181 515 |
| Total Liabilities | | 318 503 801 | 323 595 297 |
| Total of Liabilities and Equity | | 1 285 436 449 | 1 198 719 273 |

The attached notes are an integral part of the separate statement of financial position as of 31 December 2022.

The Certified Accountant

The Board of Directors

STATEMENT OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Share capital | Legal reserve | Other reserves | Retained earnings | Net profit | Total |
|---|---------------|---------------|----------------|-------------------|---------------|--------------|
| Balance on 1 January 2021 | 25 000 000 | 5 000 000 | 251 617 713 | 206 939 263 | 336 676 581 | 825 233 558 |
| Appropriation of the result for 2020 | | | | | | |
| Unallocated profits | - | - | 49 216 978 | (49 216 978) | - | - |
| Dividends received | - | - | (27 550 000) | 27 550 000 | - | - |
| Transfer to retained earnings | - | - | - | 336 676 581 | (336 676 581) | - |
| Changes in equity of subsidiaries | - | - | (13 794 342) | 15 755 371 | - | 1 961 029 |
| Distribution of retained earnings | - | - | - | (10 000 000) | - | (10 000 000) |
| Other | - | - | 7 030 285 | (7 030 285) | - | - |
| Net profit | - | - | - | - | 57 929 389 | 57 929 389 |
| Balance on 31 december 2021 | 25 000 000 | 5 000 000 | 266 520 635 | 520 673 953 | 57 929 389 | 875 123 976 |
| Appropriation of the result for 2021 | | | | | | |
| Unallocated profits | - | - | 68 775 293 | (68 775 293) | - | - |
| Dividends received | - | - | (2 750 000) | 2 750 000 | - | - |
| Transfer to retained earnings | - | - | (11 374) | 57 940 763 | (57 929 389) | - |
| Changes in equity of subsidiaries | - | - | 5 592 329 | - | - | 5 592 329 |
| Distribution of retained earnings | - | - | - | (6 300 000) | - | (6 300 000) |
| Net profit | - | - | - | - | 92 516 344 | 92 516 344 |
| Balance on 31 december 2022 | 25 000 000 | 5 000 000 | 338 126 882 | 506 289 423 | 92 516 344 | 966 932 649 |

The attached notes are an integral part of the separate statement of changes in equity for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

CASH FLOW STATEMENT FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--|-------|--------------------|----------------------|
| Operating activities: | | | |
| Receipts from clients | | 2 191 628 | 1 126 479 |
| Payments to suppliers | | (4 390 068) | (5 506 678) |
| Payments to staff | | (10 017 799) | (8 725 517) |
| (Payment) / Receipt of income tax | | 5 167 972 | 2 777 817 |
| Other operating receipts / (payments) | | 991 791 | (1 247 867) |
| Cash flow from operating activities (1) | | (6 056 476) | (11 575 766) |
| Investing activities: | | | |
| Receipts from: | | | |
| Financial investments | 36 | 5 793 | 2 863 |
| Tangible fixed assets | | 5 000 | 1 524 |
| Interest and similar income | 36 | 737 060 | 150 417 |
| Dividends | | 2 750 000 | 233 550 000 |
| Other | | 22 242 744 | 45 786 425 |
| | | 25 740 597 | 279 491 229 |
| Payments in respect of: | | | |
| Financial investments | 36 | (138 811) | (152 689 893) |
| Tangible fixed assets | | (234 395) | (313 346) |
| Intangible assets | | (108 049) | (31 847) |
| Other | | (5 650 000) | (7 593 000) |
| | | (6 131 255) | (160 628 086) |
| Cash flow from investing activities (2) | | 19 609 343 | 118 863 143 |

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|---|-------|---------------------|----------------------|
| Financing activities: | | | |
| Receipts from: | | | |
| Loans obtained | | - | 156 425 000 |
| Subsidies and donations | | 998 | 2 995 |
| | | 998 | 156 427 995 |
| Payments in respect of: | | | |
| Loans obtained | | (3 880 000) | (227 873 801) |
| Loans to group companies | | - | (592 392) |
| Interest and similar expenses | | (2 492 492) | (5 246 991) |
| Dividends paid and results distributed | | (6 300 000) | (10 000 000) |
| | | (12 672 492) | (243 713 184) |
| Cash flow from financing activities (3) | | (12 671 494) | (87 285 189) |
| Change in cash and cash equivalents (4)=(1)+(2)+(3) | | 881 373 | 20 002 188 |
| Cash and cash equivalents at the beginning of the period | | 22 148 235 | 2 146 047 |
| Cash and cash equivalents at the end of the period | 27 | 23 029 608 | 22 148 235 |

The attached notes are an integral part of the separate cash flow statement for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

NOTES TO THE SEPARATE FINANCIAL STATEMENTS AS OF 31 DECEMBER 2022 (AMOUNTS STATED IN EUROS)

1. Introductory Note

José de Mello Capital, S.A. (“Company” or “JMCapital”) was incorporated on 22 October 2001 and has its registered office and headquarters at Avenida 24 de Julho, 24 – 1200-480 Lisbon. Its corporate object is the provision of economic and financial consulting, management and investment consulting, corporate reorganisation, strategic planning, accounting, human resources assistance, marketing, communication and image services, the management of its own assets, as well as the realisation of all associated activities and operations.

The Company, essentially family-based, is one of the largest Portuguese economic groups.

Under the terms of Article 68 of the Portuguese Commercial Companies Code (“CCC”), the Shareholders’ General Meeting may reject the proposal of the members of the Board of Directors regarding the approval of the accounts, provided that it deliberates, with reasons, on the preparation of new accounts or on the alteration, in specific points, of those presented.

2. Significant Accounting Policies

2.1 Bases of presentation

These separate financial statements have been prepared in accordance with the International Financial Reporting Standards (IAS/IFRS) issued by the International Accounting Standards Board (“IASB”) and Interpretations issued by the International Financial Reporting Interpretations Committee (“IFRIC”) or by the former Standing Interpretations Committee (SIC), adopted by the European Union (“EU”), in force for the years beginning on 1 January 2022. Hereinafter, the set of those standards and interpretations shall be generically referred to as “IFRS”.

The most significant accounting policies used in the preparation of these financial statements are described below. These policies have been consistently applied in the comparative periods, unless otherwise stated. When the Company makes a change of accounting policy, a correction of an error or the reclassification of an item, an additional statement of financial position is presented with reference to the beginning of the earliest comparative period presented.

The financial statements were prepared based on the going concern, accrual, consistent presentation, materiality and aggregation, non-offsetting, and comparative information principles.

The Board of Directors assessed the Company’s ability to continue as a going concern, based on all relevant information, facts and circumstances, of a financial, commercial and other nature, including events after the reference date of the financial statements, available about the future. As a result of the assessment carried out, which considered the growth expectations for 2023, the Board of Directors concluded that the Company has adequate resources to maintain its activities and fully meet its obligations, with no intention of terminating these in the short term, and therefore considered the use of the going concern assumption in the financial statements to be suitable.

The financial statements were prepared on the historical cost basis.

Unless otherwise stated, amounts are presented in Euros (EUR).

2.2 Adoption of new, amended or revised standards and interpretations

2.2.1 New, amended or revised standards and interpretations applicable to the 2022 financial year

As a result of the endorsement by the European Union (EU) up to the date of approval of these financial statements, the following new, amended or revised standards and interpretations took mandatory effect from 1 January 2022:

| Standard / Interpretation: | Effective date |
|---|----------------|
| IFRS 16 – Leases – “Covid-19-related rent concessions”. This amendment introduces an optional practical expedient whereby lessees are exempted from analysing whether rent concessions, typically rent suspensions or rent reductions, related to the COVID-19 pandemic correspond to contractual modifications. | 1 April 2021 |
| IFRS 3 - Business Combinations: References to the conceptual framework - Introduces changes regarding: (i) the recognition of certain liabilities and contingent liabilities to avoid the recognition of gains subsequent to the recording of the business combination; (ii) clarifies which contingent assets should not be recognised within the scope of a business combination. | 1 January 2022 |
| IAS 16 – Tangible fixed assets: Income obtained before commissioning - Prohibits an entity from deducting from the cost of tangible fixed assets the amounts received from the sale of items produced while the entity is preparing the asset for its intended use. Instead, the entity shall recognise the consideration received from those sales and the related expenses in profit or loss. | 1 January 2022 |
| IAS 37 - Provisions, Contingent liabilities and Contingent assets: Costs to be met under onerous contracts - Specifies which costs an entity should include when assessing whether a contract is an onerous contract; only costs directly related to the fulfilment of the contract are accepted. | 1 January 2022 |
| Cycle 2018-2020: clarifications and amendments to 4 standards: | 1 January 2022 |
| IFRS 1: Subsidiary as first-time adopter of IFRS; | |
| IFRS 9: Fees to be considered in the “10 percent” test for derecognition of financial liabilities; | |
| IFRS 16: Lease incentives - amendment to illustrative example 13; and | |
| IAS 41: Elimination of the requirement to exclude tax cash flows in measuring the fair value of biological assets. | |

The adoption of these standards, interpretations and amendments to standards did not have a significant impact on the financial statements.

2.2.2 New standards, amendments and interpretations already issued but not yet mandatory

The following new standards, amendments, revisions and interpretations, which application is only mandatory for future financial years, were published up to the date of approval of these financial statements:

a) Already endorsed by the European Union:

On 31 December 2022, the following improvements to the Standards and Interpretations issued by the IASB were already endorsed by the EU, but their implementation is only mandatory for the years starting on or after 1 January 2023:

| Standard / Interpretation: | Effective date |
|--|----------------|
| IFRS 17 - Insurance contracts (substitutes IFRS 4): IFRS 17 is applicable to all entities that issue insurance contracts, reinsurance contracts and investment contracts with discretionary profit-sharing features if they are also issuers of insurance contracts. IFRS 17 does not apply to policyholders. | 1 January 2023 |
| IFRS 17 - Insurance contracts and IFRS 9 - Financial instruments: Initial application of IFRS 17 and IFRS 9 – comparative information. This amendment applies only to insurance entities in their transition to IFRS 17, allowing the adoption of an “overlay” in the classification of a financial asset for which the insurer does not apply the amendment retrospectively, within the scope of IFRS 9. | 1 January 2023 |
| IAS 1 - Presentation of financial statements and IFRS Practice Statement 2: Disclosure of accounting policies - Amendments to IAS 1 require entities to disclose material information about their accounting policies rather than disclosing significant accounting policies. Amendments to IFRS Practice Statement 2 provide guidance on how the concept of materiality should be applied in disclosures about accounting policies. | 1 January 2023 |
| IAS 8 - Revenue: Disclosure of accounting estimates - Introduction of the definition of an accounting estimate and how it is distinguished from changes in accounting policies. Accounting estimates are now defined as monetary values subject to uncertainty in their measurement, used to achieve the objective(s) of an accounting policy. | 1 January 2023 |

| Standard / Interpretation: | Effective date |
|--|----------------|
| IAS 12 - Income taxes: Deferred tax related to assets and liabilities associated with a single transaction - Requires entities to record deferred tax on certain specific transactions, when their initial recognition gives rise to equal amounts of taxable and deductible temporary differences. The subject transactions relate to: i) right-of-use assets and lease liabilities and ii) provisions for dismantling, restoration or similar liabilities. | 1 January 2023 |

These accounting standards, interpretations, amendments and revisions, despite being endorsed by the EU, were not adopted by the Company in the financial statements for the year ended 31 December 2022, by virtue of their application not yet being mandatory. The future adoption of such accounting standards, interpretations, amendments and revisions is not expected to have significant impacts on the financial statements.

b) Not yet endorsed by the European Union:

In addition, up to the date of approval of these financial statements, the following standards and interpretations, not yet endorsed by the EU, have been issued by the IASB:

| Standard / Interpretation: | Effective date |
|---|----------------|
| IAS 1 – Presentation of financial statements: Non-current liabilities with “covenants” - This amendment clarifies that liabilities are classified as current or non-current balances depending on the right that an entity has to defer their payment beyond 12 months after the financial reporting date. | 1 January 2024 |
| IFRS 16 - Leases: Lease liabilities in sale and leaseback transactions - This amendment to the lease standard introduces guidance regarding the subsequent measurement of lease liabilities related to sale and leaseback transactions that qualify as a “sale” in accordance with the principles of IFRS 15 – Revenue from contracts with clients. | 1 January 2024 |

2.3 Main accounting policies

In preparing the separate financial statements to which these notes refer, the Company adopted the IAS/IFRS that are applicable for the years beginning on or after 1 January 2022.

Based on the provisions of IAS/IFRS, the main accounting policies adopted by the Company were the following:

a) Fair value measurement

The Company values derivative financial instruments at fair value at the statement of financial position date. Disclosures concerning fair value are summarised in the following notes:

- Disclosures regarding the valuation method, significant estimates and assumptions: Note 3;
- Fair value hierarchy: Note 2.3 a); and
- Financial instruments (including those measured at amortised cost): Note 2.3 n).

Fair value is the price that would be received to sell an asset or pay to transfer a liability in a regular transaction between market participants on the measurement date. Measurement at fair value is based on the assumption that a transaction to sell an asset or transfer a liability occurs:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The Company must have access to this main market or to the most advantageous market.

The fair value of an asset or liability is measured using the assumptions that market participants use when setting the price of the asset or liability, assuming that they act in their best economic interests.

The measurement of a non-current asset considers the ability of market participants to generate economic benefits from that asset at its highest and best use, or by selling that asset to another market participant that would use it at its highest and best use.

The Company uses valuation techniques that are suited to the circumstances and for which sufficient information is available to measure fair value, maximising the use of the most relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised in the fair value hierarchy. This hierarchy is described as follows, based on the lowest level of inputs that is significant to the measurement of fair value as a whole:

- **Level 1:** market quotation (unadjusted) in an active market for that asset or liability;
- **Level 2:** valuation techniques for which the lowest level of input that is significant for measuring fair value is directly or indirectly observable; and
- **Level 3:** valuation techniques for which the lowest level of input that is significant for measuring fair value is unobservable.

For the assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether there have been transfers between the hierarchy levels by reassessing the categorisation (based on the lowest level of input that is significant to the measurement of fair value as a whole) at the end of each reporting period.

For the purposes of disclosures of fair value, the Company determines classes of assets and liabilities based on their nature, characteristics and risks of the assets and liabilities and on the fair value hierarchy level as explained above.

b) Revenue

Revenue corresponds to the fair value of the amount received or receivable related to the sale of products and/or services in the Company's regular activity. Revenue is recognised net of taxes, discounts and other costs inherent to its materialisation.

Income from services rendered is recognised when the outcome of the transaction can be estimated reliably, which occurs when all the following conditions are met:

- The amount of revenue can be reliably measured; and
- Economic benefits from the transaction are likely to be received by the Company.

c) Staff expenses

Staff expenses are recognised when the service is provided by the employees regardless of its payment date.

According to the labour legislation in force, employees are entitled to holiday pay and holiday allowance in the year following that in which the service is provided. Therefore, an accrual of the amount payable in the following year was recognised in the income statement and is reflected under Other current liabilities.

With the publication of Law No. 70/2013 and subsequent regulation through Ordinance No. 294-A/2013, the Fundo de Compensação do Trabalho (hereinafter, Work Compensation Fund ("WCF")) and the Fundo de Garantia de Compensação do Trabalho (hereinafter Work Compensation Guarantee Fund ("WCGF")) schemes entered into force on 1 October. In this context, companies hiring a new employee are required to deduct a percentage of his/her salary for these two new funds (0.925% for the WCF and 0.075% for the WCGF), with the aim of ensuring, in the future, the partial payment of the compensation in case of dismissal. Considering the characteristics of each Fund, the following was considered:

- The monthly payments to the WCF, made by the employer, are recognised as a financial asset, measured at fair value, with the corresponding changes being recognised in comprehensive income: Note 2.3 n.1); and
- The monthly payments to the WCGF, made by the employer, are recognised as an expense in the period to which they relate.

d) Financial expenses

Loan charges are recognised in the income statement of the corresponding year.

Any financial income generated by loans obtained in advance, and corresponding to a specific investment, are deducted from the financial charges eligible for capitalisation.

e) Income tax

e.1) Income tax – current

Income tax for the period is calculated based on the Company's taxable income and considers deferred tax.

Effective from 2014, the Company became subject to Corporate Income Tax ("IRC") in accordance with the Special Taxation Scheme for Groups of Companies ("RETGS") provided for in the corresponding code, with the aggregate tax result being determined in JMCapital, the controlling company. However, each company's estimated income tax is recorded in its corresponding financial statements, based on its tax results.

Under current legislation, tax returns are subject to review by the tax authorities for a period of four years, which may be extended in certain circumstances, namely when there are tax losses, or inspections, complaints or challenges are underway.

The Board of Directors, supported by the positions of its tax consultants, and considering recognised liabilities, believes that any revisions to these tax returns will not result in material corrections to the financial statements.

e.2) Income tax – deferred

Deferred tax assets and liabilities result from the calculation of temporary differences between the accounting base and the tax base of the Company's assets and liabilities.

The Company recognises deferred taxes in accordance with the requirements of IAS 12 – Income taxes, as a way of adequately accruing the tax effects of its operations, and to exclude distortions related to criteria of a tax nature that impact the economic results of certain transactions.

Deferred tax assets reflect:

- Deductible temporary differences to the extent that future taxable income is likely to exist against which the deductible difference can be used;
- Unused tax losses and unused tax credits to the extent that it is probable that future taxable income will be available against which they can be used.

Deductible temporary differences are temporary differences giving rise to amounts that are deductible in determining taxable income / tax loss of future periods when the carrying amount of the asset or liability is recovered or settled.

Deferred tax liabilities reflect taxable temporary differences.

Taxable temporary differences are temporary differences giving rise to amounts that are taxable in determining taxable income / tax loss of future periods when the carrying amount of the asset or liability is recovered or settled.

Deferred taxes are not recognised for temporary differences associated with investments in associated companies and interests in joint ventures as the following conditions are all considered to be met:

- The Company can control the timing of the reversal of the temporary difference; and
- It is likely that the temporary difference will not reverse in the foreseeable future.

The measurement of deferred tax assets and liabilities:

- Is carried out at the rates expected to apply in the period in which the asset is realised or the liability settled, based on the tax rates approved at the statement of financial position date; and
- Reflects the tax consequences deriving from the way the Company expects, at the statement of financial position date, to recover or settle the carrying amount of its assets and liabilities, respectively.

Deferred tax assets are recognised when there is reasonable assurance that future taxable income may be generated against which those assets can be deducted. Deferred tax assets are reviewed annually and reduced when it is no longer probable that they may be used. The value of deferred tax is determined by applying the tax rates (and laws) enacted or substantively enacted at the reporting date and which are expected to apply in the period of realisation of the deferred tax asset.

According to the legislation in force in Portugal, the corporate income tax rate of 21% and, in situations not connected to tax losses, a municipal surcharge of 1.5% on the temporary differences that led to deferred tax assets, are considered.

f) Earnings per share

The basic earnings per share is calculated by dividing the profit or loss attributable to the holders of common equity of the Company by the weighted average number of common shares outstanding during the period.

The diluted earnings per share is calculated by dividing the adjusted result attributable to the holders of common equity of the Company (increased by the after-tax amount of dividends recognised in the period with respect to potential dilutive common shares, and adjusted for any other changes in the income or expenses that would result from the conversion of the potential dilutive common shares), by the weighted average number of common shares outstanding during the period, adjusted for the potential dilutive common shares.

The potential dilutive common shares may result from stock options and other financial instruments issued by the Company, convertible into its shares.

g) Intangible assets

Intangible assets are recognised and measured according to the transactions that gave rise to them, and predominantly include software.

Intangible assets are only recognised if it is probable that future economic benefits will come to the Company, if they are controlled by it, if they are identifiable and if their cost can be reliably measured.

g.1) Separate acquisition

The cost of separately acquired intangible assets generally reflects the expected future economic benefits and comprises:

- The purchase price, including costs with intellectual rights and non-refundable taxes on purchases, after deduction of trade discounts and rebates; and
- Any cost directly attributable to preparing the asset for its intended use.

g.2) Internally generated assets

Internally generated intangible assets, namely current research and development expenses, are expensed when incurred, whenever in an internal project it is impossible to differentiate the research phase from the development phase.

Internal expenses associated with the maintenance and development of software are expensed in the income statement when incurred, except in the situation where these are directly associated with projects for which the generation of future economic benefits is likely. In these situations, they are capitalised as intangible assets.

The following are a few specificities related to the recognition of this type of intangible assets:

Computer software

Computer software acquired from third parties is recognised in this caption.

Internal expenses associated with the maintenance and development of computer software are recognised as an expense when incurred, since they are considered not reliably measurable and/or not generating future economic benefits.

g.3) Amortisation of intangible assets

Amortisation is calculated from the time the assets are available for use, by the straight-line method, in accordance with the estimated useful life of the assets. Intangible assets for which the existence of a limited period of future economic benefits cannot be envisaged are called intangible assets with indefinite useful lives. These assets are not amortised but undergo annual impairment tests.

The Company determines the useful life and amortisation method of its intangible assets based on the estimated consumption of the economic benefits associated with these assets.

Amortisation is calculated monthly under the straight-line method, using rates that allow for the complete amortisation of the assets to the end of their estimated useful life.

For an asset with a finite useful life the amortisation method, estimated useful life and residual value are revised at the end of each year and the effects of changes made are treated as changes to estimates, i.e., prospectively.

The estimated useful lives for intangible assets are as follows:

| | Useful life (years) |
|-------------------|---------------------|
| Computer software | 3 |

The impairment of intangible assets is assessed as disclosed in Note 2.3 j).

h) Tangible fixed assets

Tangible fixed assets used in production, provision of services or for administrative use are initially recognised at acquisition or production cost, including the costs attributable to the purchase, less accumulated depreciation and impairment losses, when applicable.

This cost includes the deemed cost calculated at the date of transition to IFRS and the acquisition costs for assets obtained after that date.

The acquisition cost includes the purchase price of the asset, the expenses directly attributable to its acquisition and the charges incurred in preparing the asset for its intended use. Financial expenses incurred with loans obtained for the construction of tangible fixed assets are recognised as part of the cost of acquisition / construction of the asset.

Except for land and engineering structures, which are not depreciable, tangible fixed assets are depreciated over their expected economic life on a straight-line basis, from the date they are available for their intended use, according to the following estimated useful lives:

| | Useful life (years) |
|-----------------------------------|---------------------|
| Buildings and other constructions | 4 - 50 |
| Basic equipment | 4 |
| Transport equipment | 2 |
| Office equipment | 3-8 |
| Other tangible fixed assets | 8 |

The depreciable amount of tangible fixed assets does not include the residual value estimated at the end of their useful lives, except in cases where it is estimated to be immaterial, or uncertainty exists as to its realisation. Moreover, the depreciation ceases when the assets are classified as held for sale.

Depreciation methods, estimated useful lives and residual values are revised at the end of each year and the effects of changes made are treated as changes to estimates, i.e., prospectively.

The depreciation charge is recognised in the income statement under the Amortisation and depreciation caption. Current maintenance and repair expenses are recognised in the period in which they occur.

Capital gains or losses resulting from the sale or write-off of tangible fixed assets are determined as the difference between the sale price less selling expenses and the net book value on the date of sale / write-off, and recorded in the income statement at the net value, as Other operating income or Other operating expenses (Notes 7 and 12).

Improvements are only recognised as assets when it is demonstrated that these increase the assets' useful lives or their efficiency, resulting in increased future economic benefits.

i) Investment properties

The investment properties are initially measured at acquisition cost, including transaction costs directly attributable to them. After initial recognition, investment properties are measured using the cost model, with the carrying amount corresponding to cost less depreciation and potential accumulated impairment losses.

Expenses incurred with investment properties in use, namely maintenance, repairs, insurance and property taxes, are recognised as an expense in the income statement of the accounting period they relate to. Improvements that are expected to generate additional future economic benefits are capitalised in this caption.

The estimated useful lives for investment properties are as follows:

| | Useful life (years) |
|-----------------------------------|---------------------|
| Buildings and other constructions | 10 - 40 |

j) Impairment of non-current assets, excluding goodwill

The Company assesses whether there is any indication that an asset may be impaired at the reporting date and whenever an event or change in circumstances indicates that the amount for which the asset is recorded may not be recovered. If there is any indication, the Company determines the recoverable value of the asset in order to determine the extent of any impairment loss (impairment is the highest of the fair value of the asset or of a cash-generating unit less selling expenses and its value in use).

Whenever the amount for which the asset is recorded exceeds its recoverable value, an impairment loss is recognised, recorded in the income statement under the Impairment losses caption.

In the situations where the asset is not generating cash flows independently from other assets, the recoverable value is estimated for the cash-generating unit to which it belongs.

The following situations are considered when assessing whether there is an indication of impairment:

- During the period, the market value of an asset decreased significantly more than would be expected as a result of the passage of time or of normal use;
- Significant changes occurred during the period, or will occur in the near future, with an adverse effect on the entity, related to the technological, market, economic or legal environment in which the Company operates or in the market to which the asset is dedicated;
- Market interest rates or other market rates of return on investments increased during the period, and these increases are likely to affect the discount rate used in calculating an asset's value in use and decrease the asset's recoverable value considerably;
- The carrying amount of the net assets of the entity is greater than its market capitalisation;
- Evidence of obsolescence or physical damage to an asset is available;
- Significant changes with an adverse effect on the entity have occurred during the period, or are expected to occur in the near future, to the extent that, or in the form in which, an asset is used or is expected to be used. These changes include an asset that has become idle, plans to discontinue or restructure the operating unit to which the asset belongs, plans to sell an asset before the previously expected date; and
- There is evidence in internal reporting that indicates that the economic performance of an asset is, or will be, worse than expected.

The recoverable value is the highest between the net selling price (sale price, less selling expenses) and the value in use. The net selling price is the amount obtained from the disposal of the asset in a transaction between knowledgeable and independent entities, net of expenses directly attributable to the disposal.

Value in use is the present value of the estimated future cash flows derived from the continued use of an asset and its disposal at the end of its useful life, discounted using a pre-tax discount rate that reflects the current market assessments of the time value of money and the risks specific to the asset in question.

The recoverable value is estimated individually for each asset or, if that is not possible, for the cash-generating unit to which the asset belongs.

The reversal of impairment losses recognised in previous years is recorded when there are indications that the recognised impairment losses no longer exist or have decreased. The reversal of impairment losses is recognised in the income statement in the Reversal of impairment losses caption. However, the reversal of the impairment loss is carried out up to the limit of the amount that would be recognised (net of amortisation or depreciation) if the impairment loss has not been recorded in previous years.

Regardless of whether there are indications that they are impaired, assets that are not yet available for use are tested annually.

k) Financial holdings in subsidiaries and associated companies

Financial investments in subsidiaries and associated companies are valued using the equity method, except when they are classified as being held for sale, with the holdings initially accounted for at acquisition cost, which is increased or decreased by the difference between that cost and the value proportional to the stake in the equity of those companies, reported at the date of acquisition or of the first application of the aforementioned method. Goodwill related to the investee (term hereinafter applied when referring generically to subsidiaries, associated companies and joint ventures) is included in the value of the financial investment and is not tested individually.

Additionally, dividends received are recorded as a decrease from the value of the financial investments.

A valuation of the investments in subsidiaries and associated companies is performed when there is an indication that the asset might be impaired, with the impairment losses shown to exist being recorded in profit or loss. Impairment losses recorded in previous years that cease to exist are reversed.

l) Other investments

Other investments include equity instruments and are valued at acquisition cost less any accumulated impairment losses.

m) Leases

A contract constitutes, or contains, a lease if it establishes the right to control the use of an identified asset for a certain period in return for a consideration.

COMPANY AS LESSEE

The Company recognises right-of-use assets and lease liabilities for all leases except for short-term and low-value contracts.

Right-of-use assets

The Company recognises a right-of-use asset at the time the asset is available for use. The right-of-use asset includes the initial costs incurred to make the asset available for its intended use.

Right-of-use assets are depreciated on a monthly basis, so that the value of the assets are depreciated up to the end of their estimated useful lives:

| | Useful life (years) |
|---------------------|---------------------|
| Transport equipment | 4 - 5 |

The right-of-use asset is stated at cost, less the corresponding accumulated depreciation and impairment losses, when applicable.

Lease liabilities

The Company recognises lease liabilities at the present value of the future lease payments. Payments include fixed and variable payments. Variable payments, which do not depend on an index or rate, are recognised as an expense in the period.

After the transition date, the lease liability is measured by: (i) increasing and reducing the carrying amount to reflect interest on the lease liability; (ii) remeasuring the carrying amount to reflect any re-evaluation or change in the lease term or rate.

Considering that the lease contracts do not present an implicit rate, for the discounting of the rents an incremental interest rate was considered that varies according to the maturity of the lease contract of the category identified by the Company: transport equipment.

Short-term and low-value contracts

The Company has adopted the exception permitted regarding the recognition of short-term leases (contracts with a duration of less than 12 months) and low-value leases (less than Euros 5 000). For short-term and low-value contracts, the Company recognises the expenses associated with these leases in each financial year during the life of the contracts.

COMPANY AS LESSOR

Leases in which the Company does not substantially transfer all the risks and rewards associated with the ownership of an asset are classified as operating leases. Income earned through rents is accounted for, on a straight-line basis, during the period of the lease and is presented in revenue, due to its operational nature.

The leases in which the Company is the lessor concern the assignment of existing spaces in the Headquarters building, for the realisation of administrative and management-support activities.

n) Financial instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual relationship. They are derecognised when the underlying rights or obligations are extinguished by receipt / payment, are cancelled or expire.

n.1) Financial assets

Initial recognition and measurement:

Financial assets are classified, at inception, as:

- i. Financial assets at fair value through profit or loss;
- ii. Loans granted and accounts receivable; or
- iii. Derivatives designated as hedging instruments in an effective hedge.

At inception, all are valued at fair value plus costs attributable to the acquisition of that financial asset (except for the assets at fair value through profit or loss for which the acquisition costs are expensed in the period they are incurred).

Subsequent measurement

The subsequent measurement depends on the classification of the assets. The Company only has financial assets at fair value through profit or loss, loans granted and accounts receivable.

i. Financial assets at fair value through profit or loss

This category includes financial assets designated on initial recognition as financial assets at fair value through profit or loss.

After initial recognition, these assets are measured at fair value, according to the fair value hierarchy described in Note 2.3 a), with changes in fair value being recognised in profit or loss for the year.

ii. Loans granted and Accounts receivable

This caption includes receivables from Clients and Other debtors. The accounts receivable have no implied interest and are presented at their corresponding nominal value, less estimated realisation losses. When there is evidence that they are impaired, the corresponding adjustment is recorded in profit or loss. Impairment losses are recorded based on the

assessment of the estimated losses, associated with doubtful debts at the date of the statement of financial position. Identified impairment losses are recorded in the income statement in the caption Impairment losses, being subsequently reversed via the income statement in the Reversal of impairment losses caption, if there is a reduction in the amount of the estimated loss in a later period.

Impairment of financial assets - Debtors and Other financial assets

At the end of the year, the Company assessed the impairment of these assets. When there was objective evidence of impairment, the Company recognised an impairment loss in the income statement.

The objective evidence that a financial asset or group of assets could be impaired considered observable data that called attention to the following loss events:

- Significant financial difficulty of the debtor;
- Breach of contract, such as failure to pay or non-compliance with interest payments or debt amortisation;
- The Company, for economic and legal reasons related to the debtor's financial difficulty, grants the debtor concessions that it would otherwise not consider;
- It becoming likely that the debtor will go into bankruptcy or another financial reorganisation; and
- Observable information indicates that there is a decrease in the measurement of the estimated future cash flows of a group of financial assets since their initial recognition.

Individually significant financial assets were assessed individually for impairment purposes. The rest were assessed based on similar credit risk characteristics. The impairment determined in accordance with the aforementioned terms does not differ from the one determined using tax criteria and for tax purposes.

n.2) Financial liabilities and equity instruments

Measurement at initial recognition

- i. Financial liabilities are classified, at inception, as:
- ii. Financial liabilities at fair value through profit or loss;
- iii. Bank loans and bond loans;
- iv. Accounts payable; or
- v. Derivatives designated as hedging instruments, in an effective hedge.

At inception, all are valued at fair value less costs attributable to the acquisition of that financial liability (only for loans obtained and accounts payable; in the other cases, acquisition costs are expensed in the period they are incurred).

Subsequent measurement

The subsequent measurement depends on the classification of liabilities, as follows:

ii. Bank loans and bond loans

The loans are subsequently measured at amortised cost. Any difference between the issue value (net of incurred transaction costs) and the nominal value is recognised in the income statement over the life of the loans according to the effective interest rate method.

Loans obtained are classified as current liabilities and non-current liabilities (in the latter case when their maturity exceeds 12 months after the statement of financial position date).

iii. Accounts payable

Suppliers' balances and other accounts payable are initially recorded at their nominal value, which is considered to be their fair value, and are subsequently recorded at amortised cost in accordance with the effective interest rate method (whenever the time effect is known and significant).

n.3) Equity instruments

The equity instruments are contracts that show a residual interest in the Company's assets after the deduction of the liabilities. The equity instruments issued are recorded at the amount received, net of costs incurred with their issuance.

o) Assets, liabilities and transactions in foreign currency

Transactions in currencies other than Euros, are recorded at the rates in effect on the date of the transaction.

On the date of each statement of financial position, the monetary assets and liabilities expressed in foreign currencies are converted to Euros using the exchange rates in effect on that date. Non-monetary assets and liabilities recorded in accordance with their fair value in a foreign currency are converted to Euros using the exchange rate in effect on the date on which the fair value was determined.

Exchange differences, both favourable and unfavourable, caused by differences between the exchange rates in force on the date of the transactions and those in force on the date of collection / payment or the date of the statement of financial position, are recorded as income and expenses in the income statement for the year.

p) Cash and cash equivalents

The amounts included in the Cash and cash equivalents caption correspond to cash, bank deposits, term deposits and other short-term investments maturing in under three months, and which may be immediately redeemed at insignificant risk of change in value.

For the purposes of the cash flow statement, this caption also includes bank overdrafts, which are shown in the statement of financial position under current liabilities.

q) State and other public entities

The asset and liability balances of this caption are calculated based on the legislation in force. No impairment was recognised for the assets as it is considered that this is not applicable given the specific nature of the relationship.

r) Deferrals in assets and liabilities

This caption reflects the transactions and other events which full allocation to profit or loss in a single financial year is not adequate.

s) Equity captions

s.1) Realised Capital

In compliance with Article 272 of the CCC, the articles of association specify the deadline for paying-up the subscribed and unpaid capital at the time of the deed. All capital is fully subscribed and paid up.

s.2) Legal reserve

In accordance with Article 295 of the CCC, at least 5% of the net profit must be used to set up or increase the legal reserve until it represents at least 20% of the share capital. As a rule, the legal reserve is not distributable except in the event of liquidation and can only be used to absorb losses after all other reserves are exhausted, or for incorporation in share capital (Article 296 of the CCC).

s.3) Other reserves

This caption includes, namely, free reserves constituted under statutory authorisation.

This caption includes fair value reserves relating to assets and liabilities measured at fair value through other comprehensive income and not through profit or loss and adjustments for other changes in the equity of the investees, valued using the equity method.

s.4) Retained earnings

This caption includes results realised in previous years and which are available for distribution.

t) Provisions

Provisions are recognised when:

- i. There is a present (legal or implicit) obligation deriving from a past event;
- ii. An outflow of resources is likely to occur for the resolution of this obligation; and
- iii. The amount of the obligation can be reasonably estimated.

Whenever one of the criteria is not met or the existence of the responsibility is dependent on the occurrence (or non-occurrence) of a given future event, the Company discloses this in the form of a contingent liability, except where the likelihood of having to disburse resources to settle the responsibility is assessed as being remote.

The amount recognised for the provisions consists of the present value of the best estimate, at the reporting date, of the resources required to settle the obligation. This estimate is determined considering the risks and uncertainties associated with the obligation, using a pre-tax rate that reflects the market valuation for the discount period and for the risk of the provision in question.

Provisions are reviewed on the date of each statement of financial position and adjusted to reflect the best estimate at that date.

These obligations that result from onerous contracts are recorded and measured as provisions. It is considered that there is an onerous contract when the Company is an integral part of the provisions of a contract the compliance with which has associated costs that are unavoidable and exceed the economic benefits derived from same.

Provisions for restructuring costs are recognised by the Company whenever there is a formal and detailed restructuring plan, and the Company has created a valid expectation in those affected that it will carry out the restructuring when it begins to implement that plan or announces its main features to those affected by it.

u) Contingent assets and liabilities

A contingent asset is a possible asset that derives from past events and which existence will only be confirmed, or not, by one or more uncertain future events that are not fully controlled by the Company. Contingent assets are not recognised in the financial statements so as not to result in the recognition of income that may never be realised. However, they are disclosed when a future influx is likely to exist.

A contingent liability arises when there is a possible obligation deriving from past events, which will be confirmed by the occurrence of one or more uncertain future events not wholly under the control

of the entity, or when there is a present obligation arising from past events. These liabilities are not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability. However, they are disclosed whenever there is a likelihood of future outflows that is not remote.

v) Subsequent events

Subsequent events that provide additional information on conditions existing on the date of the statement of financial position are shown in the financial statements. Events after the statement of financial position date that provide information about conditions that occur after that date are disclosed in the notes to the financial statements.

3. Significant Accounting Judgements, Estimates and Assumptions

When preparing the financial statements according to the IAS/IFRS, the Company's Management uses estimates and assumptions that affect the application of policies and reported amounts.

Estimates and judgements are continuously evaluated and are based on the experience from past events and other factors, including expectations for future events considered probable in view of the circumstances on which the estimates are based or as a result of acquired information or experience. The most significant accounting estimates shown in the financial statements are as follows:

a) Impairment of assets, excluding Goodwill

The determination of a possible impairment loss may be triggered by the occurrence of several events, many of which are outside the Company's sphere of influence, such as: future availability of funding, cost of capital, as well as any other changes, both internal and external, to it.

The identification of the impairment indicators, the estimation of future cash flows and the determination of the fair value

of assets imply a high level of judgment by Management regarding the identification and evaluation of different impairment indicators, expected cash flows, applicable discount rates, useful lives and residual values.

b) Impairment of Goodwill

Goodwill represents the excess of the acquisition cost over the Equity identifiable at the date of acquisition or change in control. Goodwill is allocated to the Cash-Generating Units (CGU) to perform the impairment tests.

Goodwill is not amortised, and the impairment losses determined annually at the reporting date or whenever there are indications of a possible impairment loss are deducted from its value. Any loss of value (impairment) is recorded in the income statement for the period and cannot be reversed subsequently.

Gains or losses arising from the sale of a CGU are calculated including the corresponding Goodwill.

The value of Goodwill is tested annually and whenever there are circumstances that indicate that its book value may be impaired. The recoverable values of the CGUs were determined based on the value-in-use methodology. The use of this method requires the estimation of the future cash flows arising from the operations of each CGU and the choice of a suitable discount rate.

The amounts of the valuations are supported by past results and by future prospects regarding the development of the markets in which the investees operate, with 5-year projections of future cash flows having been prepared for each of the businesses, in accordance with the plans defined by the Board of Directors.

In the 2022 financial year, valuations were carried out of the most relevant subsidiaries, which found no indications of impairment concerning the recognised goodwill values.

Therefore, the Management considers that the amount of Goodwill shown in the statement of financial position is close to its recoverable value, as reported in Note 17.

c) Provisions

The Company periodically analyses possible liabilities resulting from past events and which should be the subject of recognition or disclosure. The subjectivity inherent to the determination of the probability and amount of internal resources necessary for the payment of the liabilities may lead to significant adjustments, either by changes in the assumptions used or by the future recognition of provisions previously disclosed as contingent liabilities.

d) Going concern

The Company's annual report and accounts for 2022 were prepared on the going concern basis.

e) Leases – Estimate of the incremental rate, lease term and valuation method

The recognition of the leases includes the determination of the interest rate implicit in the lease and the lease term.

The Company cannot easily determine the rate implicit in the lease, so it uses the incremental interest rate to measure the lease liabilities. The incremental interest rate is the interest rate the Company would have to pay on a loan with similar terms, which requires the rate to be estimated when no observable data are available on the market or when these must be adjusted to reflect the loan terms. As such, the Company estimates the incremental interest rate based on the market reference rate.

The lease term is determined based on management's best expectation of remaining in the lease contract. The Company assesses the term of the leases by contract type, considering the possibility of exercising, with reasonable certainty, the option to extend the lease:

- Transport equipment – This contract type has no renewal option, so the lease term considered is the contract term.

4. Revenue (Sales and Services Rendered)

In the years ended 31 December 2022 and 2021, the revenue from sales and services rendered was as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------------|------------------|------------------|
| Services rendered: | | |
| National market | 646 401 | 504 958 |
| Intracommunity market | 1 277 089 | 1 542 562 |
| | 1 923 490 | 2 047 520 |

5. Reversals of Impairment Losses

In the year ended 31 December 2022, impairment losses on financial investments, totalling Euros 37 078, related to the holdings in Tecnocapital, SGPS, S.A. were reversed. This reversal was recorded due to the increase in the investee's equity in the current year.

In the year ended 31 December 2021, impairment losses on financial investments, totalling Euros 4 616 732, related to the holdings in MGI Capital - Sistemas de Gestão, S.A., were reversed. This reversal was recorded in parallel with the recognition of losses for associated companies, of this same company, as referred to in Note 22.

6. Reversals of Provisions

In the year ended 31 December 2020, the Company set up a provision, amounting to Euros 2 633 469, to cover the reduction in the recoverable value of an asset belonging to a company held by José de Mello Imobiliária, SGPS, S.A.. As this adjustment was recorded in the investee's financial statements in financial year 2021, the Company reversed, in the same year, the entire provision recorded in financial year 2020 (Note 32).

In the year ended 31 December 2020, the Company increased the provision to cover possible future losses on the recoverable value of the assets of the MGI Capital Group, by Euros 115 900 000, which

increased the provision set up in the year ended 31 December 2017, amounting to Euros 36 100 000 (Note 32). This increase stemmed from the possibility, given the agreed solidarity principle, of the put options on the Compulsorily Convertible Securities issued by MGI Capital, S.A. held by credit institutions being exercised against the Company, so that, in the first instance, the Company might have to assume a liability amounting to Euros 152 million. In the year ended 31 December 2021, the put options on these Compulsorily Convertible Securities were exercised by credit institutions, with the Company coming to hold Compulsorily Convertible Securities issued by MGI Capital, S.A., in the amount of Euros 76 million and a claim on the other entity involved in the agreement, in the same amount, as referred to in Note 24. These securities were subsequently converted into shares of MGI Capital, S.A.. As a result of these operations, provisions amounting to Euros 78 870 373 have been reversed, with the amount of Euros 2 870 373 corresponding to the part of the credit received in 2021.

In the year ended 31 December 2022, provisions in the global amount of Euros 2 556 841 were reversed, composed of the instalments of Euros 2 012 940, Euros 43 901 and Euros 500 000, as described in the following points.

- Part of the provision set up in previous years was reversed, in the amount of Euros 2 102 940, corresponding to the value of the Euros 76 million credit, referred to above, received in the year;
- A provision was reversed, in the amount of Euros 43 901, in connection with a legal process for the recovery of a customer's debt. In addition to this reversal, the debt was classified as a bad debt and impairment on said debt was recognised (Note 32); and
- A provision to cover other risks and charges identified by Management in financial year 2018, in the amount of Euros 500 000, was also reversed since the risks identified on that date no longer exist.

7. Other Operating Income

In the years ended 31 December 2022 and 2021, other operating income is detailed as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|----------------|----------------|
| Reimbursement of VAT | 690 394 | 315 394 |
| Assignment and lease of space, materials and equipment | 223 929 | 190 920 |
| Gains obtained on the sale and write-off of tangible fixed assets | 5 000 | 1 524 |
| Operating subsidies | 998 | 2 995 |
| Other operating income | 5 717 | 19 243 |
| Other supplementary income | 59 887 | 9 877 |
| | 985 925 | 539 953 |

8. External Supplies and Services

In the years ended 31 December 2022 and 2021, the caption External supplies and services is detailed as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------------|------------------|------------------|
| Specialised works | 1 389 142 | 2 385 595 |
| Rents | 239 708 | 292 069 |
| Fuel | 121 084 | 85 730 |
| Travel and accommodation | 97 362 | 54 221 |
| Repairs and maintenance | 90 154 | 78 397 |
| Vigilance and security | 89 483 | 102 178 |
| Communication | 82 862 | 69 157 |
| Cleaning, hygiene and comfort | 82 012 | 87 284 |
| Other supplies | 73 144 | 67 467 |
| Fees | 70 558 | 124 164 |
| Insurance | 65 163 | 45 013 |
| Gift items | 49 352 | 39 218 |
| Electricity | 29 640 | 48 735 |
| Entertainment expenses | 17 212 | 4 332 |
| Office consumables | 16 151 | 11 955 |
| Water | 7 003 | 6 728 |
| Bank charges | 5 434 | 2 689 |
| Advertising | 4 069 | 3 709 |
| Tools and utensils | 2 483 | 2 580 |
| Litigation and notarial fees | 1 264 | 14 744 |
| Commissions | 629 | 709 |
| Books and technical documentation | - | 220 |
| Other | 52 456 | 28 553 |
| | 2 586 362 | 3 555 445 |

9. Staff Expenses

Staff expenses in the years ended 31 December 2022 and 2021 were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------------|------------------|
| Remuneration of corporate bodies | 4 846 626 | 4 011 102 |
| Remuneration of staff | 3 972 876 | 3 754 344 |
| Mandatory social charges | 1 285 578 | 1 102 464 |
| Work accident and occupational disease insurance | 39 835 | 36 443 |
| Compensation on contract termination / Indemnities | 25 000 | - |
| Other staff expenses | 429 289 | 385 667 |
| | 10 599 204 | 9 290 019 |

The number of employees working for the Company at the end of the 2022 financial year was 82 (79 in 2021).

10. Amortisation and Depreciation

The Amortisation and depreciation caption for the years ended 31 December 2022 and 2021, is as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------------------|----------------|----------------|
| Intangible assets (Note 18) | 96 596 | 84 333 |
| Right-of-use assets (Note 19) | 225 317 | 182 213 |
| Tangible fixed assets (Note 20) | 305 789 | 325 262 |
| Investment properties (Note 21) | 27 597 | 27 756 |
| | 655 299 | 619 563 |

11. Impairment Losses

The movement in accumulated impairment losses on current assets during the years ended 31 December 2022 and 2021, was as follows:

| | Clients (Note 23) |
|------------------------------------|-------------------|
| Balance on 1 January 2021 | 121 184 |
| Balance on 31 December 2021 | 121 184 |
| Increase | 37 499 |
| Balance on 31 December 2022 | 158 683 |

12. Other Operating Expenses

The Other operating expenses caption, in the years ended 31 December 2022 and 2021, has the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------|----------------|------------------|
| Indirect taxes | 171 968 | 317 183 |
| Donations | 135 813 | 1 156 628 |
| Membership fees | 53 678 | 23 001 |
| Direct taxes | 12 840 | 12 840 |
| Levies | 775 | 90 |
| Fines and penalties | 573 | 724 |
| Other charges and losses | 124 011 | 30 669 |
| | 499 658 | 1 541 135 |

13. Financial Results

Financial results for the years ended 31 December 2022 and 2021 have the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------------|---------------------|
| Financial expenses and losses: | | |
| Interest incurred | 2 491 729 | 3 545 474 |
| Commissions and bank charges | 40 130 | 999 282 |
| | 2 531 860 | 4 544 756 |
| Financial income and gains: | | |
| Interest earned | 728 606 | 519 467 |
| | 728 606 | 519 467 |
| Results related to associated companies (Note 22): | | |
| Application of the equity method | 100 962 231 | 64 051 279 |
| Other results of investments in associated companies | 70 893 | (1 978) |
| Gains / (Losses) on the sale of associated companies | - | (73 652 360) |
| Gains / (Losses) on liabilities of investments | (2 338 393) | (4 709 232) |
| Provisions for investments (Note 32) | (576 373) | - |
| | 98 118 357 | (14 312 290) |

14. Income Tax

The Company is subject to IRC at the nominal rate of 21%, applied to the taxable income. A Municipal surcharge may be added to these amounts up to a rate of 1.5% of taxable income. Moreover, when applicable, a State surcharge of 3% is also payable on the excess of taxable income between Euros 1 500 000 and Euros 7 500 000, of 5% on the excess of taxable income between Euros 7 500 000 and Euros 35 000 000 and the rate of 9% on the excess of taxable income over Euros 35 000 000. In accordance with Article 88 of the Portuguese Corporate Income Tax Code (“CIRC”), the Company is also subject to autonomous taxation on a set of charges, at the rates indicated in the mentioned article.

As mentioned in subparagraph e.1) of Note 2.3, above, with effect from 2014, the Company controls a corporate group taxed in terms of IRC in accordance with the Special Taxation Scheme for Groups of Companies (“RETGS”) provided for in the respective code. Each entity’s estimated income tax is recorded in its corresponding financial statements, based on its tax results.

The income tax recognised in the years ended 31 December 2022 and 2021 was as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|------------------|------------------|
| Current tax: | | |
| Relating to the current year | (178 171) | (157 479) |
| Difference in tax estimate of the previous year | 5 254 099 | 2 766 463 |
| Charge for the year | 5 075 928 | 2 608 984 |

The income tax estimate recorded in the income statement for the years ended 31 December 2022 and 2021 is as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|----------------------------------|-------------------|-------------------|
| Pre-tax profit | 87 440 416 | 55 320 405 |
| Income tax rate | 21% | 21% |
| Income tax at normal rate | 18 362 487 | 11 617 285 |

| | 31 Dec 2022 | 31 Dec 2021 |
|--|---------------------|---------------------|
| Non-taxable income: | | |
| Annulment of effects of equity method accounting | (101 261 747) | (68 775 293) |
| Non-taxable adjustments resulting from fair value application | (74 383) | - |
| Reversal of impairment losses taxed | (37 078) | (4 616 732) |
| Reversal of provisions taxed | (2 556 841) | (81 503 842) |
| Restitution of non-deductible taxes and excess tax estimate | - | (2 797 313) |
| Tax capital gains | (5 000) | (80 463) |
| Difference between tax capital gains and losses | - | (73 731 299) |
| Elimination of economic double taxation | (2 750 000) | (233 550 000) |
| Tax benefits | (18 923) | (16 055) |
| Non-deductible expenses for tax purposes: | | |
| Corrections related to prior tax periods | 41 505 | 26 607 |
| Annulment of effects of equity method accounting | 3 049 516 | 238 274 013 |
| Non-deductible adjustments resulting from fair value application | 1 462 | - |
| Provisions not deductible or in excess of legal limits | 2 914 766 | 4 753 132 |
| Undocumented expenses | 125 | - |
| Charges not duly documented | 790 | 1 100 |
| Fines, penalties and other charges | 578 | 953 |
| Impairment losses on non-current assets | 32 062 | 19 401 |
| Non-deductible social utility expenditure | 131 292 | 182 720 |
| Accounting capital gains | 5 000 | 73 731 299 |
| Limitation on the deductibility of net financing expenses | 930 053 | 3 294 379 |
| Donations not foreseen or above the legal limits | 108 884 | 1 133 215 |
| Other add-backs | 27 | 168 |
| Taxable income / (Tax loss) | (12 047 496) | (88 333 605) |
| Tax losses carried forward used | - | - |
| Income tax rate | 21% | 21% |
| Income tax assessed | - | - |

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------------|------------------|------------------|
| Autonomous taxation | (178 171) | (157 479) |
| Tax estimate excess / (shortfall) | 5 254 099 | 2 766 463 |
| Current tax | 5 075 928 | 2 608 984 |
| Effective tax rate | 5,81% | 4,72% |

Under the RETGS, on 31 December de 2022, there are temporary differences regarding losses carried forward at the consolidated level, in the amount of Euros 172 225 099, which, according to the IRC rates currently in effect may result in deferred tax assets of approximately Euros 36 167 271.

| | 31 Dec 2022 | | |
|-------------------|--------------------|------------|-------------|
| | Tax loss | Tax credit | Use by date |
| Generated in 2014 | 10 013 574 | - | 2028 |
| Generated in 2015 | 74 742 020 | - | 2029 |
| Generated in 2020 | 1 933 214 | - | 2032 |
| Generated in 2021 | 85 536 292 | - | 2033 |
| | 172 225 099 | - | - |

| | 31 Dec 2021 | | |
|-------------------|-------------------|------------|-------------|
| | Tax loss | Tax credit | Use by date |
| Generated in 2014 | 10 013 574 | - | 2026 |
| Generated in 2015 | 74 742 020 | - | 2027 |
| Generated in 2020 | 1 933 214 | - | 2032 |
| Generated in 2021 | - | - | - |
| | 86 688 807 | - | - |

Under current legislation, tax losses generated in 2014 and 2015 may be carried forward for a period of 12 years. The count of the carry forward periods is suspended during the 2020 and 2021 tax periods, resulting in an increase of two years in the time limit for carrying forward tax losses ascertained in 2014 and subsequent years.

With the approval of the State Budget for 2017 (Law No. 42/2016), the rules for the use of tax losses (that provided for the deduction of the tax losses on a FIFO basis) were repealed, making it possible to now deduct first the losses which carry forward period limit occurs first.

According to current legislation, tax returns are open for review and correction by the tax authorities for a period of four years (five years for Social Security).

For the 2022 and 2021 financial years, the Company's Management does not expect any additional Corporate Income Tax assessment with a material impact on the financial statements.

15. Dividends

Following deliberation at the General Meeting of 19 May 2022, the Company distributed Retained earnings in an amount of Euros 6 300 000, based on the statement of financial position as of 31 December 2021.

In relation to the current year, the Board of Directors proposes not to pay dividends. This proposal is subject to approval at the Shareholders' General Meeting, to take place in May.

16. Earnings per Share

Earnings per share, basic and diluted, for the years ended 31 December 2022 and 2021, were calculated based on the following amounts:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------|-------------|
| Net profit for the year | 92 516 344 | 57 929 389 |
| Weighted average number of common shares calculated for basic EPS | 5 000 000 | 5 000 000 |
| Diluted earnings per share | 18.50 | 11.59 |
| Basic earnings per share | 18.50 | 11.59 |

Due to the fact that there were no diluting effects of the earnings per share in the years ended 31 December 2022 and 2021, the diluted earnings per share is equal to the basic earnings per share.

17. Goodwill

The values recorded under goodwill in the years ended 31 December 2022 and 2021 refer to merger operations by incorporation of the subsidiaries Guimarães de Mello Portugal, S.G.P.S., S.A., Guimarães de Mello Investimentos, S.G.P.S., S.A. and José de Mello - Sociedade Gestora de Participações, S.A., into José de Mello Capital, S.A..

In the current financial year, 2022, there is no evidence of impairment in relation to the amount of goodwill that is recognised.

18. Intangible Assets

On 31 December de 2022 and 2021, this caption has the following breakdown:

| | 31 Dec 2022 | | |
|-------------------------------|----------------|--|-----------------|
| | Gross amount | Accumulated amortisation and impairment losses | Carrying amount |
| Computer software | 677 273 | (567 979) | 109 294 |
| Intangible assets in progress | 71 708 | - | 71 708 |
| | 748 980 | (567 979) | 181 002 |
| | 31 Dec 2021 | | |
| | Gross amount | Accumulated amortisation and impairment losses | Carrying amount |
| Computer software | 613 560 | (471 382) | 142 178 |
| Intangible assets in progress | 11 071 | - | 11 071 |
| | 624 632 | (471 382) | 153 249 |

The movements in the value of intangible assets as well as in the corresponding amortisation and impairment losses, during the years ended 31 December 2022 and 2021, were as follows:

| | Computer software | Intangible assets in progress | Total |
|--|-------------------|-------------------------------|------------------|
| Gross assets: | | | |
| Balance on 1 January 2021 | 538 889 | 51 811 | 590 700 |
| Additions | 22 860 | 11 071 | 33 931 |
| Transfers and write-offs | 51 811 | (51 811) | - |
| Balance on 31 December 2021 | 613 560 | 11 071 | 624 632 |
| Additions | 63 712 | 60 637 | 124 349 |
| Balance on 31 December 2022 | 677 273 | 71 708 | 748 980 |
| Accumulated amortisation and impairment losses: | | | |
| Balance on 1 January 2021 | (387 049) | - | (387 049) |
| Amortisation (Note 10) | (84 333) | - | (84 333) |
| Balance on 31 December 2021 | (471 382) | - | (471 382) |
| Amortisation (Note 10) | (96 596) | - | (96 596) |
| Balance on 31 December 2022 | (567 979) | - | (567 979) |
| Carrying amount: | | | |
| On 31 December 2021 | 142 178 | 11 071 | 153 249 |
| On 31 December 2022 | 109 294 | 71 708 | 181 002 |

19. Right of use assets

On 31 December de 2022 and 2021, this caption has the following breakdown:

| 31 Dec 2022 | | | |
|---------------------|----------------|--|-----------------|
| | Gross amount | Accumulated depreciation and impairment losses | Carrying amount |
| Transport equipment | 892 636 | (408 414) | 484 221 |
| | 892 636 | (408 414) | 484 221 |
| 31 Dec 2021 | | | |
| | Gross amount | Accumulated depreciation and impairment losses | Carrying amount |
| Transport equipment | 869 473 | (430 332) | 439 142 |
| | 869 473 | (430 332) | 439 142 |

During the years ended 31 December 2022 and 2021, the movements in the value of right-of-use assets, as well as in the corresponding accumulated depreciation and impairment losses, were as follows:

| | Transport equipment |
|---------------------------------------|---------------------|
| Gross assets: | |
| Balance on 1 January 2021 | 531 016 |
| Additions | 352 806 |
| Sales, write-offs and regularisations | (14 349) |
| Balance on 31 December 2021 | 869 473 |
| Additions | 270 396 |
| Sales, write-offs and regularisations | (247 234) |
| Balance on 31 December 2022 | 892 636 |

| | Transport equipment |
|--|---------------------|
| Accumulated depreciation and impairment losses: | |
| Balance on 1 January 2021 | (256 085) |
| Depreciation (Note 10) | (182 213) |
| Sales, write-offs and regularisations | 7 966 |
| Balance on 31 December 2021 | (430 332) |
| Depreciation (Note 10) | (225 317) |
| Sales, write-offs and regularisations | 247 234 |
| Balance on 31 December 2022 | (408 414) |
| Carrying amount: | |
| On 31 December 2021 | 439 142 |
| On 31 December 2022 | 484 221 |

The Company adopted the new standard as from 1 January 2019 using the Modified Retrospective approach in accordance with paragraph C5(b) of IFRS 16, without the obligation to restate comparative information. On the transition date, it recognised a right-of-use asset at the date of initial application, choosing to measure the right-of-use assets at the “amount equal to the lease liability, adjusted by the amount of any prior or accrued lease payments related to that lease, recognised in the statement of financial position immediately before the date of initial application” (paragraph C8(b)(ii)).

Thus, there were no changes in equity. The standard has been applied to all contracts that were previously identified as leases under IAS 17 and IFRIC 4. The Company decided to apply the two exceptions provided for in the standard (paragraphs 5 and 6): (1) Contracts with a duration of less than 12 months; and (2) Contracts which underlying assets are considered to be of low value. For this purpose, the Company defined as low value the amount of five thousand Euros, recognising the rents associated with these leases as expenses of the year during the life of the contracts. On the transition date, it opted to apply to the asset category “Transport equipment”, the practical expedient provided in paragraph 15 of the standard.

No impairment indications were identified for the assets recorded as right-of-use assets.

20. Tangible fixed assets

On 31 December de 2022 and 2021, this caption has the following breakdown:

| 31 Dec 2022 | | | |
|-----------------------------------|-------------------|--|-------------------|
| | Gross amount | Accumulated depreciation and impairment losses | Carrying amount |
| Land and natural resources | 2 344 473 | - | 2 344 473 |
| Buildings and other constructions | 10 947 258 | (5 686 990) | 5 260 268 |
| Basic equipment | 7 288 | (4 244) | 3 045 |
| Transport equipment | 146 460 | (131 181) | 15 279 |
| Office equipment | 2 247 252 | (2 118 882) | 128 370 |
| Other tangible fixed assets | 3 110 843 | (140 658) | 2 970 185 |
| Tangible fixed assets in progress | 105 464 | - | 105 464 |
| | 18 909 038 | (8 081 954) | 10 827 084 |

| 31 Dec 2021 | | | |
|-----------------------------------|-------------------|--|-------------------|
| | Gross amount | Accumulated depreciation and impairment losses | Carrying amount |
| Land and natural resources | 2 344 473 | - | 2 344 473 |
| Buildings and other constructions | 10 861 067 | (5 439 247) | 5 421 819 |
| Basic equipment | 5 212 | (2 490) | 2 721 |
| Transport equipment | 142 719 | (138 136) | 4 583 |
| Office equipment | 2 158 255 | (2 069 014) | 89 242 |
| Other tangible fixed assets | 3 110 843 | (139 778) | 2 971 064 |
| Tangible fixed assets in progress | 22 162 | - | 22 162 |
| | 18 644 730 | (7 788 665) | 10 856 065 |

During the years ended 31 December 2022 and 2021, the movements in the value of tangible fixed assets, as well as in the corresponding depreciation and impairment losses, were as follows:

| | Land and natural resources | Buildings and other constructions | Basic equipment | Transport equipment | Office equipment | Other tangible fixed assets | Tangible fixed assets in progress | Total |
|--|----------------------------|-----------------------------------|-----------------|---------------------|------------------|-----------------------------|-----------------------------------|-------------|
| Gross assets: | | | | | | | | |
| Balance on 1 January 2021 | 2 344 473 | 10 626 488 | 5 212 | 149 769 | 2 139 953 | 3 110 843 | - | 18 376 738 |
| Additions | - | 234 579 | - | 5 000 | 20 551 | - | 22 162 | 282 291 |
| Sales | 2 344 473 | - | - | (12 050) | (2 249) | - | - | (14 299) |
| Balance on 31 December 2021 | - | 10 861 067 | 5 212 | 142 719 | 2 158 255 | 3 110 843 | 22 162 | 18 644 730 |
| Additions | - | 86 191 | 2 077 | 16 241 | 88 997 | - | 83 302 | 276 808 |
| Sales | - | - | - | (12 500) | - | - | - | (12 500) |
| Balance on 31 December 2022 | 2 344 473 | 10 947 258 | 7 288 | 146 460 | 2 247 252 | 3 110 843 | 105 464 | 18 909 038 |
| Accumulated depreciation and impairment losses: | | | | | | | | |
| Balance on 1 January 2021 | - | (5 210 000) | (1 187) | (145 519) | (1 982 097) | (138 899) | - | (7 477 702) |
| Depreciation (Note 10) | - | (229 247) | (1 303) | (4 667) | (89 165) | (879) | - | (325 262) |
| Sales | - | - | - | 12 050 | 2 249 | - | - | 14 299 |
| Balance on 31 December 2021 | - | (5 439 247) | (2 490) | (138 136) | (2 069 014) | (139 778) | - | (7 788 665) |
| Depreciation (Note 10) | - | (247 742) | (1 753) | (5 545) | (49 868) | (879) | - | (305 789) |
| Sales | - | - | - | 12 500 | - | - | - | 12 500 |
| Balance on 31 December 2022 | 2 344 473 | (5 686 990) | (4 244) | (131 181) | (2 118 882) | (140 658) | - | (8 081 954) |
| Carrying amount: | | | | | | | | |
| On 31 December 2021 | 2 344 473 | 5 421 819 | 2 721 | 4 583 | 89 242 | 2 971 064 | 22 162 | 10 856 065 |
| On 31 December 2022 | 2 344 473 | 5 260 268 | 3 045 | 15 279 | 128 370 | 2 970 185 | 105 464 | 10 827 084 |

21. Investment Properties

In the years ended 31 December 2022 and 2021, the movements in the value of the investment properties, as well as in the corresponding depreciation and impairment losses, were as follows:

| | Land and natural resources | Buildings and other constructions | Total |
|--|----------------------------|-----------------------------------|------------------|
| Gross assets: | | | |
| Balance on 1 January 2021 | 285 793 | 920 589 | 1 206 382 |
| Balance on 31 December 2021 | 285 793 | 920 589 | 1 206 382 |
| Balance on 31 December 2022 | 285 793 | 920 589 | 1 206 382 |
| Depreciações e perdas por imparidades acumuladas: | | | |
| Balance on 1 January 2021 | - | (268 335) | (268 335) |
| Depreciation (Note 10) | - | (27 756) | (27 756) |
| Balance on 31 December 2021 | - | (296 090) | (296 090) |
| Depreciation (Note 10) | - | (27 597) | (27 597) |
| Balance on 31 December 2022 | - | (323 687) | (323 687) |
| Valor líquido: | | | |
| On 31 December 2021 | 285 793 | 624 499 | 910 292 |
| On 31 December 2022 | 285 793 | 596 902 | 882 695 |

22. Investments in Subsidiaries, Associated Companies and Other Investments

Investments in subsidiaries, associated companies and other investments (elsewhere also referred to as “investees”) as of 31 December de 2022 and 2021 are detailed as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|--------------------|--------------------|
| Subsidiaries and jointly controlled - equity method | 556 582 614 | 452 778 055 |
| Subsidiaries and jointly controlled - supplementary capital contributions | 3 094 568 | 1 844 623 |
| Subsidiaries and jointly controlled - shareholder loans | 23 297 117 | 41 376 922 |
| Total investments in subsidiaries, associated companies and joint ventures | 582 974 299 | 495 999 600 |
| Investments in other companies | 4 375 313 | 4 047 899 |
| Investments in other companies - supplementary capital contributions | 30 000 | 30 000 |
| Investments in other companies - shareholder loans | 35 626 680 | 35 626 680 |
| Total other investments | 40 031 993 | 39 704 580 |

Subsidiaries

On 31 December 2022 and 2021, the Company presented the following investments in subsidiaries, recorded under the equity method:

| | 31 Dec 2022 | | | | | | |
|--|-------------------|-------------------------|-------------|-------------|-------------|---------------------|--------------------|
| | Registered office | Shareholding percentage | Assets | Liabilities | Equity | Net profit / (loss) | Book value |
| Tecnocapital, SGPS, S.A. | Lisbon | 100.00% | 100 335 | 1 046 | 99 290 | 37 078 | - |
| CUF, S.A. | Lisbon | 65.85% | 900 970 157 | 711 967 697 | 189 002 460 | 34 527 872 | 125 536 572 |
| José de Mello Imobiliária, SGPS S.A. | Lisbon | 100.00% | 29 731 646 | 24 348 169 | 5 383 478 | (2 280 594) | - |
| José de Mello - Residências e Serviços, SGPS S.A. | Lisbon | 62.99% | 25 301 453 | 21 055 486 | 4 245 968 | (475 429) | 1 960 766 |
| M Dados, Sistemas de Informação S.A. | Lisbon | 100.00% | 795 918 | 398 730 | 397 188 | 16 685 | 397 188 |
| José de Mello - Investimentos, SGPS S.A. (Madeira International Business Centre) | Funchal | 100.00% | 518 002 783 | 266 410 335 | 251 592 448 | 26 685 747 | 251 592 448 |
| Bondalti Capital, S.A. | Lisbon | 100.00% | 378 267 216 | 218 353 855 | 159 913 362 | 51 822 711 | 177 095 641 |
| | | | | | | | 556 582 614 |

| | 31 Dec 2021 | | | | | | |
|--|-------------------|-------------------------|-------------|-------------|-------------|---------------------|--------------------|
| | Registered office | Shareholding percentage | Assets | Liabilities | Equity | Net profit / (loss) | Book value |
| Tecnocapital, SGPS, S.A. | Lisbon | 100.00% | 63 258 | 1 046 | 62 212 | (14 157) | - |
| CUF, S.A. | Lisbon | 65.85% | 877 932 920 | 731 306 878 | 146 626 042 | 34 710 701 | 97 400 683 |
| José de Mello Imobiliária, SGPS S.A. | Lisbon | 100.00% | 29 542 116 | 25 356 384 | 4 185 732 | 1 341 914 | - |
| José de Mello - Residências e Serviços, SGPS S.A. | Lisbon | 62.99% | 26 439 562 | 21 586 776 | 4 852 785 | (170 291) | 2 260 282 |
| M Dados, Sistemas de Informação S.A. | Lisbon | 100.00% | 728 102 | 347 600 | 380 503 | 11 374 | 380 503 |
| José de Mello - Investimentos, SGPS S.A. (Madeira International Business Centre) | Funchal | 100.00% | 503 096 479 | 278 413 102 | 224 683 377 | 27 001 856 | 224 483 984 |
| Bondalti Capital, S.A. | Lisbon | 100.00% | 355 333 619 | 241 986 754 | 113 346 865 | 19 104 459 | 128 252 604 |
| | | | | | | | 452 778 055 |

The equity of the subsidiaries, shown in the tables, may include non-controlling interests.

The subsidiaries Tecnocapital, SGPS, S.A. and José de Mello Imobiliária, SGPS, S.A. have negative equity, when the supplementary capital contributions are expunged, which justifies the zero carrying value.

Investments in other companies

On 31 December 2022 and 2021, the Company presented the following investments in associated companies, joint ventures and other companies:

| 31 Dec 2022 | | | | | | | |
|---|-------------------|-------------------------|------------|---------------------------|-------------|---------------------|---------------------|
| | Registered office | Shareholding percentage | Assets | Liabilities | Liabilities | Net profit / (loss) | Net profit / (loss) |
| Associated companies: | | | | | | | |
| Bem Comum, Soc. Capital de Risco, S.A. | Lisbon | 32.00% | | Information not available | | | 80 000 |
| Joint ventures: | | | | | | | |
| MGICapital - Sistemas de Gestão, S.A. (a) | Lisbon | 50.00% | | Information not available | | | - |
| Other companies: | | | | | | | |
| SCAURI - Consultadoria Económica e Participações, S.A. | Funchal | 10.00% | 142 740 | 25 593 | 117 147 | 27 556 | 5 050 |
| Guimarães de Mello, S.A. (b) | Lisbon | 10.00% | 38 886 242 | 35 889 224 | 2 997 018 | (303 396) | 97 500 |
| Fundo Bem Comum FCR | Lisbon | n/a | | Information not available | | | 500 000 |
| Shilling Founders Fund (c) | Lisbon | 0.91% | 53 189 725 | 719 963 | 52 469 763 | 623 006 | 3 090 000 |
| Fundo Faber Tech II (d) | Lisbon | 0.82% | 40 049 946 | 30 902 | 40 019 044 | (1 714 806) | 324 383 |
| Faber Partners, SA (collective undertaking association) (e) | Lisbon | n/a | | Information not available | | | 244 208 |
| Work Compensation Fund | Lisbon | n/a | | Information not available | | | 34 171 |
| | | | | | | | 4 375 313 |

a) In the year ended 31 December 2021, the Company concentrated its interests in the MGI Capital Group through its investee MGICapital - Sistemas de Gestão, S.A., having subscribed and paid up (in kind) the capital increase in same by handing over the shares it held in the company MGI Capital, S.A.. As a result of this capital increase, MGICapital - Sistemas de Gestão, S.A. now concentrates all the shareholders' interests in MGI Capital, S.A., and the Company has retained, directly and indirectly, its 50% stake in the MGI Capital Group.

b) Unaudited accounts.

c) In financial year ended 31 December 2021, the Company acquired the investment in Fundo Shilling Founders (Venture Capital Fund), amounting to Euros 3 090 000, with the corresponding capital payments being deferred for a maximum of 6 years. On 31 December 2021, the outstanding capital payments total Euros 2 781 thousand (Note 34).

d) In financial year ended 31 December 2022, the Company subscribed 250 participation units in Fundo Faber Tech II (Venture Capital Fund), in the amount of Euros 250 000. On 31 December 2022, the outstanding capital amounts to Euros 121 337 (Note 34), with the book value corresponding to the fair value of the investment on the reporting date.

e) In financial year ended 31 December 2019, the Company celebrated a collective undertaking association contract, contributing EuroS 250 000 to a capital pool in the total amount of Euros 1 500 000, with the objective of participating in the activity of Faber Partners, S.A.. The book value corresponds to the investment value, net of the reimbursements made by the venture capital company, on a pro rata basis, to the investors.

31 Dec 2021

| | Registered office | Shareholding percentage | Assets | Liabilities | Liabilities | Net profit / (loss) | Book value |
|---|-------------------|-------------------------|------------|---------------------------|-------------|---------------------|------------|
| Associated companies | | | | | | | |
| Bem Comum, Soc. Capital de Risco, S.A. | Lisbon | 32.00% | | Information not available | | | 80 000 |
| Joint ventures | | | | | | | |
| MGICapital - Sistemas de Gestão, S.A. | Lisbon | 48.94% | | Information not available | | | - |
| Other companies | | | | | | | |
| SCAURI - Consultadoria Económica e Participações, S.A. | Funchal | 10.00% | 115 001 | 25 410 | 89 591 | 49 928 | 5 050 |
| Guimarães de Mello, S.A. | Lisbon | 10.00% | 39 146 003 | 35 845 589 | 3 300 414 | (397 291) | 97 500 |
| Fundo Bem Comum FCR | Lisbon | n/a | | Information not available | | | 500 000 |
| Fundo Shilling Founders Fund | Lisbon | Not available | 44 488 317 | 441 661 | 44 046 656 | (118 272) | 3 090 000 |
| Faber Partners, SA (collective undertaking association) | Lisbon | n/a | | Information not available | | | 249 196 |
| Fundo de Compensação do Trabalho | Lisbon | n/a | | Information not available | | | 26 153 |
| | | | | | | | 4 047 899 |

This caption includes equity holdings, supplementary capital contributions and shareholders loans granted.

The amounts recognised in the income statement related to investments in subsidiaries, associated companies, joint ventures and other holdings for the years ended 31 December 2022 and 2021, are as follows:

31 Dec 2022

| | Equity method (Note 13) | Gains / losses on disposal | Impairment losses | Provisions (Note 32) | Other (Note 13) | Total |
|--|-------------------------|----------------------------|-------------------|----------------------|-----------------|-------------|
| CUF, S.A. | 22 736 604 | - | - | - | - | 22 736 604 |
| José de Mello Imobiliária, SGPS S.A. | - | - | (2 287 133) | - | - | (2 287 133) |
| José de Mello - Residências e Serviços, SGPS S.A. | (299 516) | - | - | - | - | (299 516) |
| M Dados, Sistemas de Informação S.A. | 16 685 | - | - | - | - | 16 685 |
| José de Mello - Investimentos, SGPS S.A. (Madeira International Business Centre) | 26 685 747 | - | - | - | - | 26 685 747 |
| Bondalti Capital, S.A. | 51 822 711 | - | (51 260) | - | - | (51 260) |
| MGICapital - Sistemas de Gestão, S.A. | - | - | - | (576 373) | - | (576 373) |
| MGI Capital, S.A. | - | - | - | - | 72 355 | 72 355 |
| Fundo Faber Tech II | - | - | - | - | (1 462) | (1 462) |
| Work Compensation Fund | - | - | - | - | - | - |
| | | | | | | 98 118 357 |

31 Dec 2021

| | Equity method (Note 13) | Gains / losses on disposal | Impairment losses | Provisions (Note 32) | Other (Note 13) | Total |
|--|----------------------------|-------------------------------|----------------------|-------------------------|--------------------|--------------|
| Tecnocapital, SGPS, S.A. | - | - | (14 157) | - | - | (14 157) |
| CUF, S.A. | 22 856 997 | - | - | - | - | 22 856 997 |
| José de Mello Imobiliária, SGPS S.A. | - | - | (2 347 434) | - | - | (2 347 434) |
| José de Mello - Residências e Serviços, SGPS S.A. | (107 282) | - | - | - | - | (107 282) |
| M Dados, Sistemas de Informação S.A. | 11 374 | - | - | - | - | 11 374 |
| José de Mello - Investimentos, SGPS S.A. (Madeira International Business Centre) | 26 802 463 | - | - | - | - | 26 802 463 |
| Bondalti Capital, S.A. | 19 104 459 | - | - | - | - | 19 104 459 |
| MGICapital - Sistemas de Gestão, S.A. | (4 616 732) | - | (2 347 640) | - | - | (6 964 372) |
| MGI Capital, S.A. | - | (73 652 360) | - | - | - | (73 652 360) |
| Fundo de Compensação do Trabalho | - | - | - | - | (1 978) | (1 978) |
| | 64 051 279 | (73 652 360) | (4 709 232) | - | (1 978) | (14 312 290) |

As a result of the impairment tests performed with reference to 31 December 2022 and 2021, carried out in accordance with point k) of Note 2.3, the Company reinforced the impairment losses on the goodwill related to the capital increase in MGICapital – Sistemas de Gestão, S.A. and on the supplementary capital contributions granted to José de Mello Imobiliária, SGPS, S.A.. In the year ended 31 December 2021, it had also recognised an impairment loss on the supplementary capital contributions granted to Tecnocapital, SGPS, S.A..

In the year ended 31 December 2020, as described in Note 32, the Company increased the provision to cover possible future losses on the recoverable value of the MGI Capital Group's assets. Given the agreed principle of solidarity, the Company might have had to assume a liability of Euros 152 million in respect of the put options on the Compulsorily Convertible Securities issued by MGI Capital, S.A. and held by credit institutions. As referred in Note 6, in the year ended 31 December 2021, the put options on these Compulsorily Convertible Securities were exercised by credit institutions, with the Company coming to hold Compulsorily Convertible Securities issued by MGI Capital, S.A., in the amount of Euros 76 million and a claim on the other entity involved in the agreement, in the same amount (Note 24). These securities were subsequently converted into shares of MGI Capital, S.A.. As a result of these operations, a loss of Euros 73 652 360 was recognised.

The shares held in subsidiaries, associated and other companies had the following movements in the years ended 31 December 2022 and 2021:

| 31 Dec 2022 | | | |
|--------------------------------------|---------------|-----------|-------------|
| | Equity method | Other | Total |
| Balance on 1 January | 452 778 055 | 4 047 899 | 456 825 954 |
| Application of equity method: | | | |
| Effect on results | 100 962 231 | - | 100 962 231 |
| Effect on equity | 5 592 329 | - | 5 592 329 |
| Dividends received | (2 750 000) | - | (2 750 000) |
| Provisions and impairment losses | (51 260) | - | (51 260) |
| Acquisitions and increases | 51 260 | 335 468 | 386 728 |
| Disposals, write-offs and decreases | - | (8 054) | (8 054) |
| Balance on 31 December | 556 582 614 | 4 375 313 | 560 957 927 |

| 31 Dec 2021 | | | |
|--------------------------------------|---------------|-----------|---------------|
| | Equity method | Other | Total |
| Balance on 1 January | 615 699 015 | 806 597 | 616 505 611 |
| Application of equity method: | | | |
| Effect on results | 64 051 279 | - | 64 051 279 |
| Effect on equity | 1 961 029 | - | 1 961 029 |
| Dividends received | (233 550 000) | - | (233 550 000) |
| Provisions and impairment losses | 2 269 092 | - | 2 269 092 |
| Acquisitions and increases | 2 347 640 | 3 246 295 | 5 593 935 |
| Disposals, write-offs and decreases | - | (4 993) | (4 993) |
| Balance on 31 December | 452 778 055 | 4 047 899 | 456 825 954 |

Supplementary capital contributions and shareholder loans granted had to following movements in the years ended 31 December 2022 and 2021:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------------|-------------------|-------------------|
| Balance on 1 January | 78 878 225 | 116 562 869 |
| Increases | 5 187 078 | 1 611 000 |
| Decreases | (19 729 804) | (36 934 052) |
| Impairment | (2 287 133) | (2 361 592) |
| Balance on 31 December | 62 048 365 | 78 878 225 |

23. Clients and Advances to Suppliers

On 31 December 2022 and 2021, these captions had the following breakdown:

| | 31 Dec 2022 | | |
|----------------------------|----------------|-----------------------------|-----------------|
| | Gross Amount | Impairment losses (Note 11) | Carrying amount |
| Clients - current accounts | 228 679 | - | 228 679 |
| Doubtful debts | 158 683 | (158 683) | - |
| Advances to suppliers | 105 757 | - | 105 757 |
| | 493 118 | (158 683) | 334 435 |

| | 31 Dec 2021 | | |
|----------------------------|----------------|-----------------------------|-----------------|
| | Gross Amount | Impairment losses (Note 11) | Carrying amount |
| Clients - current accounts | 145 206 | - | 145 206 |
| Doubtful debts | 121 184 | (121 184) | - |
| Advances to suppliers | 39 486 | - | 39 486 |
| | 305 875 | (121 184) | 184 691 |

The amounts presented in the statement of financial position are net of impairment losses, which were estimated according to an analysis of the economic risks associated with their collection. The Board of Directors believes that the carrying amount of the accounts receivable is close to its fair value.

On 31 December 2022 and 2021, the ageing of clients was as detailed below:

| | Total | Em imparidade | Sem imparidade ou antiguidade | Past due but not impaired | | | | |
|---------------------|---------|---------------|-------------------------------|---------------------------|------------|------------|-------------|------------|
| | | | | < 30 dias | 30-60 dias | 61-90 dias | 91-120 dias | > 120 dias |
| On 31 December 2022 | 228 679 | (158 683) | 114 224 | 59 411 | 2 891 | - | - | 210 835 |
| On 31 December 2021 | 145 206 | (121 184) | 9 693 | 63 328 | 10 855 | - | 6 023 | 176 491 |
| On 1 January 2021 | 84 091 | (121 184) | 9 405 | 49 965 | 19 822 | 12 216 | 3 658 | 110 209 |

24 . Other Debtors (Current and Non-current)

On 31 December 2022 and 2021, this caption had the following breakdown:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|---------------|------------------|-------------------|------------------|-------------------|
| | Current | Non-current | Current | Non-current |
| Staff | 1 784 | - | 5 856 | - |
| Other debtors | 2 167 224 | 69 659 991 | 2 853 885 | 70 956 000 |
| | 2 169 008 | 69 659 991 | 2 859 741 | 70 956 000 |

As referred in Note 6, the Company holds a claim arising from the credit institutions' exercise of the put options on the Compulsorily Convertible Securities issued by MGI Capital. On 31 December 2022 and 2021, this asset represents the largest part of the outstanding amount of Other debtors in current assets, in the amount of Euros 2 033 thousand (Euros 2 750 thousand in 2021), and the entire amount shown under the same caption, in non-current assets.

25. State and Other Public Entities

On 31 December 2022 and 2021, the balances with these entities were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|------------------|------------------|
| Balances receivable: | | |
| Income Tax | 1 412 677 | 963 202 |
| Value Added Tax (VAT) | 301 586 | 390 139 |
| | 1 714 262 | 1 353 341 |
| Balances payable: | | |
| Income Tax | 133 283 | 85 212 |
| Personal Income Tax – Withholding taxes | 263 208 | 197 216 |
| Contributions to Social Security | 144 158 | 127 667 |
| | 540 650 | 410 095 |

The debt in respect of withholding taxes relates mainly to the deductions made in December on the interest paid to the bondholders of the Company.

26. Other Assets

On 31 December 2022 and 2021, this caption had the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------------------------|-------------|-------------|
| Accrued income: | | |
| Interest receivable | 473 012 | 481 467 |
| Other accrued income | 1 278 198 | 1 281 961 |
| | 1 751 210 | 1 763 428 |
| Deferred expenses: | | |
| Insurance | 157 840 | 150 359 |
| Sundry external supplies and services | 82 161 | 83 911 |
| | 240 001 | 234 270 |
| | 1 991 211 | 1 997 698 |

The amount presented in Other accrued income on 31 December 2022 and 2021 relates in its entirety to services rendered in the year, which were invoiced at the beginning of the following year.

27. Cash and Cash Equivalents

On 31 December 2022 and 2021, this caption had the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------|-------------|-------------|
| Cash | 899 | 1 038 |
| Demand deposits | 13 028 709 | 22 147 197 |
| Other bank deposits | 10 000 000 | - |
| | 23 029 608 | 22 148 235 |

The Cash and cash equivalents caption includes the amounts of cash, immediately redeemable deposits, short-term investments and term deposits with a maturity of under three months, and for which the risk of change in value is insignificant.

On 31 December 2022, the caption Demand deposits includes deposits of Euros 6 351 497 which are pledged as security to meet financing obligations to financial institutions (Note 38).

28. Share Capital

On 31 December de 2022, the fully subscribed and paid-up share capital of the Company was represented by 5 000 000 nominative shares, with a par value of five Euros per share.

At the statement of financial position date there are no securities issued that grant their holders special rights other than those stated in the Company's articles of association (for shares) and in the general conditions of issue of bonds (in the case of bonds).

29. Reserves and Retained Earnings

Legal reserve

In accordance with the legislation in force, the Company is obligated to transfer to legal reserve at least 5% of the annual net profit, until the legal reserve reaches at least 20% of the share capital. This reserve is not distributable to the shareholders but may, however, be used to absorb losses after all other reserves are exhausted or incorporated into the share capital.

Other reserves

The amount presented on 31 December 2022 includes the adjustments of financial assets related to financial holdings measured using the equity method (Note 22).

30. Loans Obtained

On 31 December 2022 and 2021, loans obtained had the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------------|-------------|-------------|
| Non-current liabilities | | |
| Bank loans | 144 444 545 | 148 396 492 |
| Bond loans | 23 260 000 | 52 290 000 |
| | 167 704 545 | 200 686 492 |
| Current liabilities | | |
| Bank loans | 4 860 111 | 4 095 015 |
| Bond loans | 67 660 572 | 39 251 625 |
| | 72 520 684 | 43 346 639 |

a) Bank loans

The bank loans have the following maturity on 31 December 2022 and 2021:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------|-------------|-------------|
| Up to 1 year | 4 860 111 | 4 095 015 |
| | 4 860 111 | 4 095 015 |
| Up to 2 years | 3 953 458 | - |
| Up to 3 years | 4 455 322 | - |
| Up to 4 years | 5 957 453 | 12 417 741 |
| Up to 5 years | 7 560 218 | - |
| After 5 years | 122 518 094 | 135 978 752 |
| | 144 444 545 | 148 396 492 |
| | 149 304 656 | 152 491 507 |

b) Bond loans

On 31 December 2022 and 2021, the (non-convertible) bonds were composed of the following issues:

| 31 Dec 2022 | | | | | |
|--------------------------------|--------------------------|----------|-------------|-------------|------------|
| | Interest rate | Maturity | Issue | Outstanding | Bonds held |
| GMP 2010 1 ^a | 6-months Euribor + 2,00% | Jun/25 | 310 000 | 310 000 | - |
| José Mello 2007 1 ^a | 6-months Euribor + 0,75% | Jun/27 | 35 000 000 | 22 750 000 | 12 250 000 |
| José Mello 2007 2 ^a | 3-months Euribor + 4,50% | Jun/23 | 40 000 000 | 16 500 000 | 23 500 000 |
| José Mello 2008 1 ^a | 6-months Euribor + 0,75% | Jun/23 | 53 180 000 | 51 130 000 | 2 050 000 |
| José Mello 2010 1 ^a | 6-months Euribor + 2,00% | Dec/25 | 200 000 | 200 000 | - |
| | | | 128 690 000 | 90 890 000 | 37 800 000 |

| 31 Dec 2021 | | | | | |
|--------------------------------|--------------------------|----------|-------------|-------------|------------|
| | Interest rate | Maturity | Issue | Outstanding | Bonds held |
| GMP 2010 1 ^a | 6-months Euribor + 2,00% | Jun/25 | 310 000 | 310 000 | - |
| José Mello 2007 1 ^a | 6-months Euribor + 0,75% | Jun/22 | 35 000 000 | 6 000 000 | 29 000 000 |
| José Mello 2007 2 ^a | 6-months Euribor + 0,75% | Dec/22 | 40 000 000 | 33 250 000 | 6 750 000 |
| José Mello 2008 1 ^a | 6-months Euribor + 0,75% | Jun/23 | 53 180 000 | 51 780 000 | 1 400 000 |
| José Mello 2010 1 ^a | 6-months Euribor + 2,00% | Dec/25 | 200 000 | 200 000 | - |
| | | | 128 690 000 | 91 540 000 | 37 150 000 |

31. Lease Liabilities

On 31 December 2022 and 2021, lease liabilities had the following maturity:

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------|-------------|-------------|
| Up to 1 year | 285 238 | 272 761 |
| | 285 238 | 272 761 |
| Between 2 and 5 years | 204 702 | 168 509 |
| | 204 702 | 168 509 |
| | 489 940 | 441 271 |

In the years ended 31 December 2022 and 2021, the following amounts were expensed:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------------------|-------------|-------------|
| Right-of-use asset depreciation | 225 317 | 182 213 |
| Lease interest | 11 881 | 9 054 |
| Short-term and low-value lease rents | 10 387 | 12 216 |
| | 247 585 | 203 483 |

The Company also has short-term (under 12 months) and low-value leases. The rents under these contracts are expensed.

32. Provisions

In the years ended 31 December 2022 and 2021, the movements in provisions were as follows:

| | Ongoing legal proceedings | Investments in subsidiaries | Other | Total |
|-----------------------------|---------------------------|-----------------------------|-----------|--------------|
| Balance on 1 January 2021 | - | 154 633 469 | 500 000 | 155 133 469 |
| Increase | | | | |
| Reversal | 43 901 | - | - | 43 901 |
| Balance on 31 December 2021 | 43 901 | (81 503 842) | - | (81 503 842) |
| Increase (Note 13) | - | 576 373 | - | 576 373 |
| Reversal | (43 901) | (2 012 940) | (500 000) | (2 556 841) |
| Balance on 31 December 2022 | - | 71 693 060 | - | 71 693 060 |

In the year ended 31 December 2020, the provision made in financial year 2017, amounting to Euros 36 100 000, to cover possible future losses on the recoverable value of the MGI Capital Group's assets, was increased by Euros 115 900 000. As described in Note 6, in the year ended 31 December 2021, the put options on the Compulsorily Convertible Securities issued by MGI Capital were exercised

by the credit institutions holding them. As a result of the operations described, the Company reversed provisions amounting to Euros 78 870 373. As described in Note 6, in the year ended 31 December 2022, part of the provision made in previous years was reversed, in the amount of Euros 2 012 940, corresponding to the credit amount of Euros 76 million, received in the year. On the other hand, this provision was reinforced in the amount of Euros 576 373, which corresponds to the amount of interest, commissions and stamp duty due, by the entity involved in the agreement, to the credit institutions on the date on which the put options on the Compulsorily Convertible Securities were exercised by the credit institutions.

In the year ended 31 December 2020, a provision was also set up, in the amount of Euros 2 633 469 to cover the decrease in the recoverable value of an asset of a company held by José de Mello Imobiliária, SGPS, S.A., adjustment which was recorded in the referred investee's financial statements for the 2021 financial year, justifying the reversal, in 2021, of the entire provision recorded in the 2020 financial year.

In the year ended 31 December 2021, a provision was made to cover ongoing legal proceedings relating to the Company's activities, amounting to Euros 43 901. As referred in Note 6, in the year ended 31 December 2022, the Company reversed this provision.

As referred in Note 6, in the year ended 31 December 2022, a provision to cover other risks and charges identified by Management in financial year 2018, in the amount of Euros 500 000, was reversed since the risks identified on that date no longer exist.

33. Suppliers and Advances from Clients

On 31 December 2022 and 2021, these captions had the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|------------------------------|-------------|-------------|
| Suppliers - current accounts | 453 269 | 427 599 |
| Advances from clients | - | 275 |
| | 453 269 | 427 874 |

34. Other Creditors (Current and Non-current)

On 31 December 2022 and 2021, these captions had the following breakdown:

| | 31 Dec 2022 | |
|--|-------------|-------------|
| | Current | Non-current |
| Related entities (Note 37) | 1 319 012 | - |
| Staff | 379 | - |
| Creditors for unpaid capital subscriptions: | | |
| Fundo Shilling Founders (Venture Capital Fund) | - | 2 781 000 |
| Fundo Faber Tech II (Venture Capital Fund) | - | 121 337 |
| Other creditors | 256 327 | - |
| | 1 575 718 | 2 902 337 |
| | 31 Dec 2021 | |
| | Current | Non-current |
| Related entities (Note 37) | 818 277 | - |
| Staff | 801 | - |
| Creditors for unpaid capital subscriptions: | | |
| Fundo Shilling Founders (Venture Capital Fund) | - | 2 781 000 |
| Fundo Faber Tech II (Venture Capital Fund) | - | - |
| Other creditors | 255 077 | - |
| | 1 074 154 | 2 781 000 |

Amounts in respect of Related entities result mainly from advance payments of IRC under the RETGS (Note 14).

Amounts in respect of Creditors for unpaid capital subscriptions result from investment in other companies, referred to in points c) and d) of Note 22.

35. Other Liabilities

On 31 December 2022 and 2021, this caption had the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------------|-------------|-------------|
| Accrued expenses: | | |
| Remuneration payable to staff | 568 347 | 517 935 |
| Insurance premiums payable | 265 | 10 536 |
| Other accrued expenses | 35 206 | 209 097 |
| | 603 818 | 737 568 |
| Deferred income: | | |
| Other deferred income | 19 782 | 16 675 |
| | 19 782 | 16 675 |
| | 623 600 | 754 243 |

36. Notes to the Cash Flow Statement

36.1 Receipts from financial investments

The receipts from financial investments, occurring during the years ended 31 December 2022 and 2021, concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------|-------------|-------------|
| Fundo Faber Partners (Fund) | 4 988 | 804 |
| Work Compensation Fund | 804 | 2 059 |
| | 5 793 | 2 863 |

36.2 Dividends received

The dividends received during the years ended 31 December 2022 and 2021 concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|------------------|--------------------|
| Bondalti Capital, S.A. | 2 750 000 | 12 000 000 |
| José de Mello - Investimentos, SGPS S.A. (Madeira International Business Centre) | - | 221 550 000 |
| | 2 750 000 | 233 550 000 |

36.3 Payments in respect of financial investments

In the years ended 31 December 2022 and 2021, payments in respect of financial investments concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|----------------|--------------------|
| Fundo Faber Tech II (Fund) | 128 663 | - |
| Work Compensation Fund | 10 147 | 8 060 |
| MGI Group Compulsory Convertible securities | - | 152 224 833 |
| Fundo Bem Comum (Fund) | - | 148 000 |
| Fundo Shilling Founders (Fund) | - | 309 000 |
| | 138 811 | 152 689 893 |

37. Related Parties

For the years ended 31 December 2022 and 2021, the nature of balances with subsidiaries, associated companies and other related parties are described below:

| Related parties | Activity | Location | Services rendered by the Company | Services acquired by the Company |
|---|----------------------|-----------|---|----------------------------------|
| CUF, S.A. | Healthcare | Lisbon | Recharge of expenses | |
| José de Mello - Investimentos, SGPS S.A. (Zona Franca da Madeira) | Holding | Funchal | Shareholder loans and management support services | |
| José de Mello Imobiliária, SGPS S.A. | Holding | Lisbon | Shareholder loans and management support services | Shareholder loans |
| Bondalti Capital, S.A. | Chemical industry | Lisbon | Shareholder loans, management support services and recharge of expenses | Shareholder loans |
| Tecnocapital, SGPS, S.A. | Holding | Lisbon | Shareholder loans and management support services | |
| M Dados, Sistemas de Informação S.A. | Procurement services | Lisbon | Assignment of space and management support services | Contract negotiation and IT |
| MGICapital - Sistemas de Gestão, S.A. | Consulting | Lisbon | Shareholder loans | |
| Guimarães de Mello, S.A. | Consulting | Lisbon | Shareholder loans and management support services | |
| Hospital CUF Tejo, S.A. | Healthcare | Lisbon | | Shareholder loans |
| Sagies - Segurança e Saúde no Trabalho, S.A. | Healthcare | Lisbon | | Occupational health and safety |
| José de Mello - Residências e Serviços, SGPS S.A. | Holding | Lisbon | Shareholder loans and management support services | |
| Comitur Imobiliária, S.A. | Real estate | Lisbon | Management support services | |
| Sociedade Imobiliária e Turística do Cojo, S.A. | Real estate | Lisbon | Management support services | |
| Herdade do Vale da Fonte - Soc. Agrícola, Turística e Imobiliária S.A. | Real estate | Sesimbra | Management support services | |
| S.P.S.I. - Soc. Portuguesa de Serviços de Apoio e Assistência a Idosos S.A. | Assisted residences | Lisbon | Management support services | |
| SCAURI - Consultadoria Económica e Participações, S.A. | Consulting | Lisbon | Shareholder loans and management support services | |
| Brisa - Auto-Estradas de Portugal, S.A. | Infrastructure | Lisbon | Recharge of expenses | |
| ATM - Assistência Total em Manutenção, S.A. | Maintenance | Lisbon | Lease of space | |
| Sociedade Agrícola D.Diniz, S.A. | Agriculture | Arraiolos | Assignment of space, management support services and recharge of expenses | |
| Ravasqueira Vinhos, S.A. | Vineyards and winery | Arraiolos | Assignment of space, management support services and recharge of expenses | |

Additionally, the balances between the Company and subsidiaries, associated companies and other related parties for the years ended 31 December 2022 and 2021, are as follows:

| 31 Dec 2022 | | | | | | | | | |
|-----------------------|---------|----------------------|--------------------------------------|-------------------------------------|-----------------|---------------------------|----------------------------|---------------------------|-------------------------------------|
| | Clients | Other current assets | Acquisition of tangible fixed assets | Suppliers and advances from clients | Other creditors | Other current liabilities | Shareholder loans obtained | Shareholder loans granted | Supplementary capital contributions |
| Subsidiaries | 18 645 | 250 | - | 18 066 | 1 242 499 | 2 867 | 17 750 000 | 23 297 117 | 5 358 882 |
| Other related parties | 168 375 | 859 | 7 491 | 17 806 | 76 512 | 12 712 | 71 180 000 | 35 626 680 | 30 000 |
| | 187 020 | 1 109 | 7 491 | 35 872 | 1 319 012 | 15 578 | 88 930 000 | 58 923 797 | 5 388 882 |

| 31 Dec 2021 | | | | | | | | | |
|-----------------------|---------|----------------------|--------------------------------------|-------------------------------------|-----------------|---------------------------|----------------------------|---------------------------|-------------------------------------|
| | Clients | Other current assets | Acquisition of tangible fixed assets | Suppliers and advances from clients | Other creditors | Other current liabilities | Shareholder loans obtained | Shareholder loans granted | Supplementary capital contributions |
| Subsidiaries | 16 381 | 2 982 | 455 | - | 793 024 | 15 033 | 17 750 000 | 41 376 922 | 1 844 623 |
| Other related parties | 54 062 | 13 423 | 184 838 | 15 918 | 25 252 | 15 258 | 71 180 000 | 35 626 680 | 30 000 |
| | 70 442 | 16 405 | 185 293 | 15 918 | 818 277 | 30 291 | 88 930 000 | 77 003 602 | 1 874 623 |

The transactions between the Company and subsidiaries, associated companies and other related parties for the years ended 31 December 2022 and 2021, are as follows:

| 31 Dec 2022 | | | | |
|-----------------------|---------------------------------|-----------------------------|----------------------|--------------------|
| | Purchases of goods and services | Sales and Services rendered | Supplementary income | Financial expenses |
| Subsidiaries | 45 344 | 158 178 | 16 144 | 472 596 |
| Other related parties | 81 660 | 487 023 | 130 976 | 59 875 |
| | 127 004 | 645 201 | 147 120 | 532 471 |

| 31 Dec 2021 | | | | |
|-----------------------|---------------------------------|-----------------------------|----------------------|--------------------|
| | Purchases of goods and services | Sales and Services rendered | Supplementary income | Financial expenses |
| Subsidiaries | 78 145 | 136 628 | 23 265 | 10 528 |
| Other related parties | 234 446 | 354 975 | 99 198 | 42 220 |
| | 312 591 | 491 603 | 122 462 | 52 748 |

The terms or conditions practiced between the related parties are predominantly identical to those which would usually be contracted, accepted and practiced between independent entities in comparable operations.

Benefits granted to the members of the Corporate Bodies

The benefits granted to the members of the Corporate Bodies of José de Mello Capital, S.A., in the years ended 31 December 2022 and 2021, were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------|-------------|-------------|
| Remuneration | 4 846 626 | 4 011 102 |

38. Contingencies

Guarantees

On 31 December 2022, the Company had provided guarantees to third parties as follows:

Guarantee in the form of a mortgage on fractions A, B, D, I and M of a building on Rua D. Luís I, Nos. 19, 19-A, 19-B and 19-C, and on fractions A, B, C, D, E, F, G, H and I of a building on Av. 24 de Julho, No. 24, both in Lisbon, to guarantee financing;

- Surety provided to cover all obligations arising from bank financing in the amount of Euros 265 000;
- Pledge of 1 679 040 shares of CUF, S.A., in favour of banking institutions, to guarantee financing;
- Pledge of 4 084 400 shares of Bondalti Capital, S.A., in favour of banking institutions, to guarantee financing;
- Financial pledge on the available balance of Euros 6 351 497 in bank accounts with credit institutions (Note 27); and
- Promissory pledge on new CUF, S.A. and Bondalti Capital, S.A. shares to guarantee financing.

39. Financial Risk Management

39.1 General principles

The Company, like most companies, is exposed to a number of financial risks likely to alter its equity value.

The Financial Risk Management Policy of José de Mello Group, of which the Company is a part, aims to ensure the proper identification of the risks associated with the businesses carried out, as well as to adopt and implement the necessary measures to minimise the negative impacts that adverse developments in the factors underlying these risks may have on the Group's financial structure and its sustainability.

Within the scope of the risk management process, the Company identified a set of risks associated with its financial performance considered materially more relevant, of which market, credit and liquidity risk stand out.

The Company has a risk management model that seeks to minimise potential adverse effects, using appropriate instruments to cover the risks to which it is exposed. All financial risk management operations are subject to prior approval by the Finance Director or the Executive Committee.

The main financial risks to which the Company is exposed, and the main measures implemented within the scope of their management are analysed in more detail below.

39.2 Market risk

Market risk is the risk that changes in market prices, such as interest rates, exchange rate fluctuations or the evolution of stock exchanges, could alter the Company's results and financial position.

The Company is essentially exposed to risks arising from changes in interest rates, for which reason market risk management is essentially focused on monitoring the evolution of interest rates, which influence remunerated financial liabilities (contracted based on interest rates indexed to the evolution of the markets) and their impact on the financial statements.

a) Risk of exposure to interest rate changes

The interest rate risk management policy aims to minimise exposure to changes in interest rates and their impact on the financial statements.

Through the control policy adopted, exposure to interest rate risk is monitored, by simulating adverse scenarios, but with some degree of probability, which may negatively affect the Company's results.

Whenever expectations of interest rate developments justify it, the Company seeks to contract financing with a fixed interest rate.

39.3 Credit risk

Credit risk is the risk of the counterparty not meeting its contractual obligations related to financial instruments or contracts with clients, which may give rise to the recognition of a loss. The credit risk mainly comes from the Company's operating activities, specifically the risks of credit granted to clients, and its investment activities.

a) Clients and Other debtors

Credit risk is related to balances receivable from clients and other debtors. This risk is monitored as follows: following previously established policies, procedures and controls; establishing credit limits for clients based on internal assessment criteria (average collection period); impairment analyses of amounts receivable, on a regular basis; and regular monitoring of outstanding amounts.

The Company does not have any significant credit risk with a specific customer, as accounts receivable derive from a large number of clients.

The movement in Impairment losses on accounts receivable is disclosed in Note 11.

On 31 December 2022, the Board of Directors considers that

the estimated impairment losses on accounts receivable are adequately reflected in the financial statements.

39.4 Liquidity risk

Liquidity risk results from the potential inability to finance the Company's assets, or to meet contracted liabilities on their due dates.

The financing and liquidity risk management policy is guided by the following objectives:

- ensure a timetable of debt maturity staggered over time;
- decrease short-term indebtedness; and
- continue to lengthen the average maturity of the debt to make it more consistent with the long-term assets held by the Company.

Within the fulfilment of the above objectives, the Company monitors the financing markets carefully, rigorously selecting the alternatives that appear to be the most efficient at any given time.

40. Subsequent Events

On 2 January 2023, the Company signed the Contract for the Purchase and Sale of Shares and Transfer of Credits with Guimarães de Mello, S.A., under which it undertook to acquire a financial holding of 100% of the share capital of Ravasqueira Vinhos, S.A., for the global amount of Euros 18 856 320.

There are no other events with material impacts between the statement of financial position date and the date of authorisation of the publication of these financial statements that have not already been recorded or disclosed herein.



41. Approval of the Financial Statements

These financial statements were approved, and their publication was authorised, by the Board of Directors on 11 May 2023, and will be subject to approval at a Shareholders' General Meeting.

42. Disclosures Required by Law

Pursuant to Article 66-A of the Portuguese Commercial Companies Code, the Statutory Auditor of José de Mello Capital, S.A. is RSM & Associados – Sroc, Lda., which billed the Company, in the 2022 financial year, fees amounting to Euros 43 200 (plus VAT at the legal rate), concerning the legal certification of the separate and consolidated accounts.

43. Other Information

The global activity of the company José de Mello Capital, S.A. is described in the Board of Directors' Report, which is considered an integral part of this Annual Report, as of 31 December 2022.

44. Note Added for Translation

These financial statements are a free translation of financial statements originally issued in Portuguese, in accordance with the IFRS as endorsed by the European Union. In the event of discrepancies or misinterpretations, the Portuguese language version prevails.

The Certified Accountant

The Board of Directors

LEGAL CERTIFICATION OF THE ACCOUNTS

LEGAL CERTIFICATION OF ACCOUNTS

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Qualified Opinion

We have audited the attached financial statements of José de Mello Capital, S.A. (the Entity), which comprise the statement of financial position as of December 31, 2022 (showing a total of 1,285,436,449 euros and total equity of 966,932,649 euros, including a net profit of 92,516,344 euros), the statement of comprehensive income, the statement of changes in equity, and the statement of cash flows for the year then ended, and the accompanying notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects (or possible effects) of the matter referred to in the "Basis for Qualified Opinion" section, the attached financial statements present fairly, in all material respects, the financial position of José de Mello Capital, S.A. as of December 31, 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted in the European Union.

Basis for Qualified Opinion

As of December 31, 2022, the Legal Certification of the consolidated accounts of the subsidiary (fully owned by José de Mello Capital, S.A.) José de Mello Investimentos, SGPS, S.A, recognized under "Investments in subsidiary companies" for a value of 251,592,448 euros, includes the following qualification due to scope limitation:

"As of December 31, 2022, José de Mello Investimentos holds a stake in Rubicone Bidco, S.A. representing 17.10% of its share capital, through the equity method, valued at 36,375,774 euros, as disclosed in Note 11 of the separate financial statements and Note 13 of the consolidated financial statements. The allocation of the net profit of this Associate to José de Mello Investimentos, based on the percentage owned, is based on preliminary and unaudited accounts. Therefore, we cannot express an opinion on the possible effects, including the valuation of this investment."

Our audit was conducted in accordance with International Standards on Auditing (ISA) and other standards and guidance issued by the Portuguese Institute of Statutory Auditors. Our responsibilities under those standards are described in the section "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" below. We are independent of the Entity in accordance with the law and fulfill our ethical requirements under the code of ethics of the Portuguese Institute of Statutory Auditors.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of the Management for the Financial Statements

The management is responsible for:

- The preparation of financial statements that present fairly, in all material respects, the financial position, financial performance, and cash flows of the Entity in accordance with International Financial Reporting Standards (IFRS) as adopted in the European Union;
- The preparation of the management report in accordance with applicable legal and regulatory requirements;
- The establishment and maintenance of an adequate internal control system to enable the preparation of financial statements free from material misstatement due to fraud or error;
- The adoption of appropriate accounting policies and criteria in the circumstances; and
- The assessment of the Entity's ability to continue as a going concern, disclosing, when applicable, matters that may raise significant doubts about the entity's ability to continue its activities.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibility is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report containing our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional skepticism throughout the audit, including:

LEGAL CERTIFICATION OF THE ACCOUNTS

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtaining an understanding of the relevant internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- Evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Concluding on the appropriateness of the management's use of the going concern assumption and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures included in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the entity to cease its activities;
- Evaluating the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves appropriate presentation;
- Communicating with those charged with governance, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Our responsibility also includes verifying the consistency of the information contained in the management report with the audited financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Regarding the management report

In compliance with article 451, no. 3, letter e) (*Código das Sociedades Comerciais*), we are of the opinion that the management report has been prepared in accordance with the applicable legal and regulatory requirements, the information contained therein is consistent with the audited financial statements, and, based on our knowledge and understanding of the Entity, we have not identified any material inaccuracies.

Lisbon, May 12, 2023

RSM & ASSOCIADOS - SROC, LDA

represented by Joaquim Patrício da Silva (ROC no. 320)

Registered with CMVM under no. 20160076

REPORT AND OPINION OF THE SOLE SUPERVISOR

José de Mello Capital, S.A.

REPORT AND OPINION OF THE STATUTORY AUDITOR

Year 2022 -

To the Shareholders:

1. In accordance with legal provisions and the Company's bylaws, the Statutory Auditor of "José de Mello Capital, S.A.", in the exercise of their responsibilities, after analyzing the Balance Sheet, Income Statement, and other financial statements prepared by the Board of Directors, which accompanied the Management Report for the year 2022, hereby presents their Report on the supervisory actions carried out and provides an opinion on these financial statements.
2. With the frequency deemed appropriate, the Statutory Auditor monitored the activities of "José de Mello Capital, S.A." by maintaining contact with the Services and the Board of Directors, and by analyzing the accounting documentation and supporting materials.
3. In a separate document, as the Official Auditor, they provided the Legal Certification of the Financial Statements, and this opinion should be considered an integral part of this Report.
4. In their Management Report, the Board of Directors describes how the company's activities unfolded during the year and the main factors that influenced the results achieved.
5. Considering the improvement in the results for the year 2022, with a 60% increase compared to the previous year (from approximately 57.9 million euros to 92.5 million euros), the Statutory Auditor's opinion is as follows:

OPINION

a) The Management Report and the Financial Statements for the year 2022, as presented by the Board of Directors, should be approved.

b) The proposal for the allocation of the Net Income for the year, amounting to 92,516,344 euros, as presented by the Board of Directors, should be approved.

Lisbon, May 12, 2023

STATUTORY AUDITOR

RSM & ASSOCIADOS - SROC, LDA

represented by Joaquim Patrício da Silva (ROC No. 320)

Registered with CMVM under No. 20160076

Consolidated financial statements

and complementary documents

CONSOLIDATED INCOME STATEMENT FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------------|-------|----------------------|----------------------|
| Operating income: | | | |
| Sales and services rendered | 6, 7 | 1 234 736 225 | 1 033 234 337 |
| Reversal of impairment losses | 39 | 4 274 229 | 3 894 992 |
| Reversal of provisions | 39 | 2 808 745 | 81 242 215 |
| Other operating income | 8 | 20 695 595 | 13 936 386 |
| Total operating income | | 1 262 514 794 | 1 132 307 930 |
| Operating expenses: | | | |
| Cost of sales | 9 | (438 866 947) | (352 733 047) |
| Variation in production | 10 | 5 786 910 | 367 786 |
| External supplies and services | 11 | (404 059 925) | (360 261 883) |
| Staff expenses | 12 | (214 771 822) | (185 241 266) |
| Amortisation and depreciation | 6, 19 | (66 082 487) | (62 471 124) |
| Provisions | 6, 39 | (3 800 229) | (3 078 842) |

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--|----------|------------------------|------------------------|
| Impairment losses | 6, 39 | (4 588 035) | (78 783 301) |
| Other operating expenses | 13 | (11 429 101) | (11 150 310) |
| Total operating expenses | 6 | (1 137 811 635) | (1 053 351 987) |
| Operating results | 6 | 124 703 159 | 78 955 943 |
| Financial expenses | 6, 14 | (42 019 594) | (44 342 843) |
| Financial income | 6, 14 | 3 196 411 | 1 629 753 |
| Gains / (Losses) from associated companies | 6, 14 | 34 754 724 | 31 677 827 |
| Gains / (Losses) from investment activities | 6, 14 | (53 249) | (16 368) |
| Financial results | 6 | (4 121 708) | (11 051 631) |
| Pre-tax profit | 6 | 120 581 451 | 67 904 312 |
| Income tax | 6, 15 | (17 433 399) | (532 456) |
| Net profit from continuing operations | | 103 148 052 | 67 371 856 |
| Net profit from discontinued operations | 6 | 1 029 205 | 3 125 990 |
| Consolidated net profit | | 104 177 258 | 70 497 846 |
| Attributable to: | | | |
| Shareholders | 6, 17 | 92 459 106 | 58 212 798 |
| Non-controlling interests | 6, 35 | 11 718 151 | 12 285 048 |
| Earnings per share: | | | |
| Basic | 17 | 18.49 | 11.64 |
| Diluted | 17 | 18.49 | 11.64 |

The attached notes are an integral part of the consolidated income statement for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------------------|----------|----------------------|----------------------|
| Non-current assets: | | | |
| Goodwill | 6, 18 | 655 320 177 | 647 435 238 |
| Intangible assets | 6, 19 | 33 554 142 | 34 018 689 |
| Right-of-use assets | 20 | 81 694 462 | 77 668 053 |
| Tangible fixed assets | 6, 21 | 677 948 722 | 662 319 318 |
| Investment properties | 22 | 18 970 526 | 25 770 275 |
| Investments in associated companies | 23 | 468 042 521 | 464 255 094 |
| Investments held to maturity | 24 | - | 7 000 000 |
| Financial assets available for sale | 25 | 6 466 743 | 5 981 127 |
| Deferred tax assets | 26 | 16 401 999 | 19 876 653 |
| Other debtors | 27 | 70 433 113 | 72 754 906 |
| Total non-current assets | | 2 028 832 405 | 2 017 079 353 |
| Current assets: | | | |
| Inventories | 29 | 58 002 969 | 44 309 117 |
| Clients and advances to suppliers | 6, 30 | 160 872 313 | 143 095 864 |
| Other debtors | 27 | 46 972 380 | 49 958 489 |
| State and other public entities | 31 | 8 748 430 | 6 477 816 |
| Other current assets | 28 | 31 974 267 | 37 774 706 |
| Investments held to maturity | 24 | 7 000 000 | - |
| Cash and cash equivalents | 6, 32 | 140 572 794 | 119 387 900 |
| Total current assets | | 454 143 153 | 401 003 892 |
| Non-current assets held for sale | 21 | - | 7 400 000 |
| Total assets | 6 | 2 482 975 558 | 2 425 483 246 |

| | Notes | 31 Dec 2022 | 31 Dec 2021 |
|--|----------|----------------------|----------------------|
| Equity: | | | |
| Share capital | 33 | 25 000 000 | 25 000 000 |
| Legal reserve | 34 | 5 000 000 | 5 000 000 |
| Retained earnings | 34 | 845 041 800 | 788 180 053 |
| Consolidated net profit | 17 | 92 459 106 | 58 212 798 |
| Equity attributable to shareholders | | 967 500 906 | 876 392 851 |
| Non-controlling interests | 35 | 69 661 960 | 57 986 685 |
| Total equity | | 1 037 162 866 | 934 379 536 |
| Non-current liabilities: | | | |
| Loans obtained | 6, 36 | 801 949 941 | 894 944 006 |
| Lease liabilities | 6, 37 | 61 943 964 | 58 911 349 |
| Employee benefits | 38 | 2 994 268 | 3 775 404 |
| Provisions | 39 | 88 524 756 | 89 173 645 |
| Other creditors | 40 | 11 416 223 | 10 940 647 |
| Deferred tax liabilities | 26 | 22 330 547 | 19 910 621 |
| Total non-current liabilities | | 989 159 699 | 1 077 655 672 |
| Current liabilities: | | | |
| Loans obtained | 6, 36 | 176 166 018 | 147 609 955 |
| Lease liabilities | 6, 37 | 17 855 530 | 16 824 675 |
| Suppliers and advances from clients | 6, 42 | 154 979 279 | 138 949 431 |
| State and other public entities | 31 | 29 177 373 | 15 206 211 |
| Other creditors | 40 | 14 366 703 | 10 178 896 |
| Other current liabilities | 41 | 64 108 091 | 84 678 868 |
| Total current liabilities | | 456 652 992 | 413 448 036 |
| Total liabilities | 6 | 1 445 812 691 | 1 491 103 708 |
| Total of liabilities and equity | | 2 482 975 558 | 2 425 483 246 |

The attached notes are an integral part of the consolidated statement of financial position as of 31 December 2022.

The Certified Accountant

The Board of Directors

**CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021** (AMOUNTS STATED IN EUROS)

| | 31 Dec 2022 | 31 Dec 2021 |
|--|--------------------|-------------------|
| Consolidated net profit | 104 177 258 | 70 497 846 |
| Other income and expenses recognised directly in equity which may be reclassified to results: | | |
| Change in fair value of derivative financial instruments | - | 232 461 |
| Investment subsidies | (433 729) | (1 701 873) |
| Emission rights | 1 204 816 | 1 753 884 |
| | 771 087 | 284 472 |
| Other income and expenses recognised directly in equity which will not be reclassified to results: | | |
| Pension plan – actuarial gains / (losses) | 157 952 | - |
| Acquisition of interests without control | (137 164) | - |
| Changes in the percentage of control | - | - |
| Revaluation of tangible fixed assets | 7 547 021 | 4 321 336 |
| Other | (591 322) | - |
| Changes in equity of associated companies and subsidiaries | (528 824) | 303 763 |
| | 6 447 663 | 4 625 099 |
| Other income and expenses recognised directly in equity | 7 218 750 | 4 909 571 |
| Consolidated comprehensive income | 111 396 008 | 75 407 417 |
| Attributable to: | | |
| Shareholders | 96 708 704 | 61 570 516 |
| Non-controlling interests | 14 687 304 | 13 836 901 |

The attached notes are an integral part of the consolidated statement of other comprehensive income for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Share capital | Legal reserve | Retained earnings | Consolidated net profit | Non-controlling interests | Total |
|---|---------------|---------------|-------------------|-------------------------|---------------------------|---------------|
| Balance on 1 January 2021 | 25 000 000 | 5 000 000 | 441 144 152 | 355 248 677 | 45 538 120 | 871 930 949 |
| Appropriation of the result for 2020: | | | | | | |
| Dividends distributed | - | - | (10 000 000) | - | - | (10 000 000) |
| Transfer to retained earnings | - | - | 355 248 677 | (355 248 677) | - | - |
| Changes in fair value of derivative financial instruments | - | - | 153 076 | - | 79 385 | 232 461 |
| Revaluation of tangible fixed assets | - | - | 2 845 600 | - | 141 927 | 2 987 526 |
| Changes in equity of associated companies and subsidiaries | - | - | (1 424 385) | - | - | (1 424 385) |
| Changes in consolidation perimeter, additions and disposals | - | - | (212 818) | - | 128 562 | (84 256) |
| Investment subsidies | - | - | (1 701 873) | - | - | (1 701 873) |
| Other | - | - | 2 127 624 | - | (186 357) | 1 941 268 |
| Consolidated net profit | - | - | - | 58 212 798 | 12 285 048 | 70 497 846 |
| Balance on 31 December 2021 | 25 000 000 | 5 000 000 | 788 180 053 | 58 212 798 | 57 986 685 | 934 379 536 |
| Appropriation of the result for 2021: | | | | | | |
| Dividends distributed | - | - | (6 300 000) | - | - | (6 300 000) |
| Transfer to retained earnings | - | - | 58 212 798 | (58 212 798) | - | - |
| Revaluation of tangible fixed assets | - | - | 4 969 713 | - | 2 577 308 | 7 547 021 |
| Changes in equity of associated companies and subsidiaries | - | - | (528 824) | - | (2 843 655) | (3 372 478) |
| Changes in consolidation perimeter, additions and disposals | - | - | 819 318 | - | 168 837 | 988 154 |
| Pension plans – actuarial gains / (losses) | - | - | 104 011 | - | 53 941 | 157 952 |
| Investment subsidies | - | - | (433 729) | - | (3 269) | (436 997) |
| Other | - | - | 18 459 | - | 3 962 | 22 421 |
| Consolidated net profit | - | - | - | 92 459 106 | 11 718 151 | 104 177 258 |
| Balance on 31 December 2022 | 25 000 000 | 5 000 000 | 845 041 800 | 92 459 106 | 69 661 960 | 1 037 162 866 |

The attached notes are an integral part of the consolidated statement of changes in equity for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (AMOUNTS STATED IN EUROS)

| | Notes | 31 dez 2022 | 31 dez 2021 |
|--|-------|--------------------|----------------------|
| Operating Activities: | | | |
| Receipts from clients | | 1 341 251 228 | 1 091 866 189 |
| Payments to suppliers | | (954 912 067) | (776 816 637) |
| Payments to staff | | (201 779 243) | (191 332 519) |
| (Payment) / Receipt of income tax | | (5 164 056) | 4 700 913 |
| Other operating receipts / (payments) | | (44 636 719) | (32 686 281) |
| Cash flow from operating activities (1) | | 134 759 142 | 95 731 664 |
| Investing Activities: | | | |
| Receipts from: | | | |
| Financial investments | 43 | 322 488 | 127 597 |
| Tangible fixed assets | | 5 787 499 | 5 129 361 |
| Intangible assets | | 152 213 | - |
| Investment properties | | 10 020 967 | 815 467 |
| Investment subsidies | | 229 545 | - |
| Interest and similar income | | 1 155 954 | 426 553 |
| Dividends | 43 | 19 794 505 | 32 500 508 |
| Other | | 17 968 108 | 3 508 965 |
| | | 55 431 280 | 42 508 451 |
| Payments in respect of: | | | |
| Financial investments | 43 | (5 562 472) | (166 095 953) |
| Tangible fixed assets | | (36 044 527) | (33 583 092) |
| Intangible assets | | (7 617 678) | (5 735 320) |
| Other | | (673 853) | (645 000) |
| | | (49 898 530) | (206 059 366) |
| Cash flow from investing activities (2) | | 5 532 750 | (163 550 914) |

| | Notes | 31 dez 2022 | 31 dez 2021 |
|---|-----------|----------------------|--------------------|
| Financing Activities: | | | |
| Receipts from: | | | |
| Loans obtained | | 535 778 039 | 1 228 860 389 |
| Subsidies and donations | | 67 404 | 119 624 |
| | | 535 845 443 | 1 228 980 013 |
| Payments in respect of: | | | |
| Loans obtained | | (602 218 278) | (1 044 779 565) |
| Amortisation of finance lease contracts | | (16 369 200) | (46 005 279) |
| Interest and similar expenses | | (30 029 091) | (38 669 900) |
| Dividends paid and results distributed | 43 | (6 477 229) | (10 000 000) |
| | | (655 093 798) | (1 139 454 744) |
| Cash flow from financing activities (3) | | (119 248 355) | 89 525 268 |
| Effect of changes in perimeter (4) | | - | 2 013 916 |
| Change in cash and cash equivalents (5)=(1)+(2)+(3)+(4) | | 21 043 537 | 23 719 934 |
| Cash and cash equivalents at the beginning of the period | 32 | 119 453 443 | 95 733 509 |
| Cash and cash equivalents at the end of the period | 32 | 140 496 981 | 119 453 443 |

The attached notes are an integral part of the consolidated cash flow statement for the year ended 31 December 2022.

The Certified Accountant

The Board of Directors

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AS OF 31 DECEMBER 2022

(AMOUNTS STATED IN EUROS)

1. Introductory Note

José de Mello Capital, S.A. (“Company” or “JM Capital”) has its registered office and headquarters in Lisbon, was incorporated on 22 October 2001, under the name SOGEFI II – Sociedade de Gestão e Financiamentos, SGPS, S.A., and has as its main object the provision of economic and financial consulting, management and investment consulting, corporate reorganisation, strategic planning, accounting, human resource, marketing and communication and image advisory services.

The corporate universe of JM Capital (“Group”) is constituted by the Company and by its subsidiaries and associated companies described in Note 4.

The Group is one of the largest Portuguese groups, leading structuring areas of the national economy. It operates in three base business platforms: (i) Chemical industry; (ii) Healthcare; (iii) Road infrastructure and mobility. In addition to these areas, it has operations in the real estate, energy and environment sectors.

2. Summary of the Main Accounting Policies

2.1. Bases of presentation

These consolidated financial statements have been prepared on a going concern basis from the accounting books and records of the companies included in the consolidation (Note 4), adjusted in the consolidation process, when necessary, to agree with the provisions of the International Financial Reporting Standards adopted by the European Union and effective for the accounting periods beginning on 1 January 2022. The International Financial Reporting Standards (“IFRS”) issued by the International Accounting Standards Board (“IASB”), the International Accounting Standards (“IAS”) issued by the International Accounting Standards Committee (“IASC”) and corresponding interpretations – IFRIC and SIC, issued by the International Financial Reporting Interpretation Committee (“IFRIC”) and Standing Interpretation Committee (“SIC”), respectively, are deemed to form part of those standards. Henceforth, the set of those standards and interpretations shall be generically referred to as “IFRS”.

The consolidated financial statements are presented in Euros unless otherwise stated.

2.1.1. New, amended or revised standards and interpretations applicable to the 2022 financial year

As a result of the endorsement by the European Union (EU) up to the date of approval of these consolidated financial statements, the following new, amended or revised standards and interpretations took mandatory effect from 1 January 2022:

| Standard / Interpretation | Effective date |
|--|----------------|
| IFRS 16 – Leases – “Covid-19-related rent concessions”. This amendment introduces an optional practical expedient whereby lessees are exempted from analysing whether rent concessions, typically rent suspensions or rent reductions, related to the COVID-19 pandemic correspond to contractual modifications. | 1 April 2021 |
| IFRS 3 - Business Combinations: References to the conceptual framework - Introduces changes regarding: (i) the recognition of certain liabilities and contingent liabilities to avoid the recognition of gains subsequent to the recording of the business combination; (ii) clarifies which contingent assets should not be recognised within the scope of a business combination. | 1 January 2022 |
| IAS 16 – Tangible fixed assets: Income obtained before commissioning - Prohibits an entity from deducting from the cost of tangible fixed assets the amounts received from the sale of items produced while the entity is preparing the asset for its intended use. Instead, the entity shall recognise the consideration received from those sales and the related expenses in profit or loss. | 1 January 2022 |
| IAS 37 - Provisions, Contingent liabilities and Contingent assets: Costs to be met under onerous contracts - Specifies which costs an entity should include when assessing whether a contract is an onerous contract; only costs directly related to the fulfilment of the contract are accepted. | 1 January 2022 |
| Cycle 2018-2020: clarifications and amendments to 4 standards: IFRS 1: Subsidiary as first-time adopter of IFRS; IFRS 9: Fees to be considered in the “10 percent” test for derecognition of financial liabilities; IFRS 16: Lease incentives - amendment to illustrative example 13; and IAS 41: Elimination of the requirement to exclude tax cash flows in measuring the fair value of biological assets. | 1 January 2022 |

The adoption of these standards, interpretations and amendments to standards did not have a significant impact on the financial statements of the Group.

2.1.2. New standards, amendments and interpretations already issued but not yet mandatory

a) Already endorsed by the European Union:

The following new standards, amendments, revisions and interpretations, which application is only mandatory for future financial years, were endorsed by the European Union up to the date of approval of these consolidated financial statements:

| Standard / Interpretation | Effective date |
|--|----------------|
| IFRS 17 - Insurance contracts (substitutes IFRS 4): IFRS 17 is applicable to all entities that issue insurance contracts, reinsurance contracts and investment contracts with discretionary profit-sharing features if they are also issuers of insurance contracts. IFRS 17 does not apply to policyholders. | 1 January 2023 |
| IFRS 17 - Insurance contracts and IFRS 9 - Financial instruments: Initial application of IFRS 17 and IFRS 9 – comparative information. This amendment applies only to insurance entities in their transition to IFRS 17, allowing the adoption of an “overlay” in the classification of a financial asset for which the insurer does not apply the amendment retrospectively, within the scope of IFRS 9. | 1 January 2023 |
| IAS 1 - Presentation of financial statements and IFRS Practice Statement 2: Disclosure of accounting policies - Amendments to IAS 1 require entities to disclose material information about their accounting policies rather than disclosing significant accounting policies. Amendments to IFRS Practice Statement 2 provide guidance on how the concept of materiality should be applied in disclosures about accounting policies. | 1 January 2023 |
| IAS 8 - Revenue: Disclosure of accounting estimates - Introduction of the definition of an accounting estimate and how it is distinguished from changes in accounting policies. Accounting estimates are now defined as monetary values subject to uncertainty in their measurement, used to achieve the objective(s) of an accounting policy. | 1 January 2023 |
| IAS 12 - Income taxes: Deferred tax related to assets and liabilities associated with a single transaction - Requires entities to record deferred tax on certain specific transactions, when their initial recognition gives rise to equal amounts of taxable and deductible temporary differences. The subject transactions relate to: i) right-of-use assets and lease liabilities and ii) provisions for dismantling, restoration or similar liabilities. | 1 January 2023 |

These accounting standards, interpretations, amendments and revisions, despite being endorsed by the European Union, were not adopted by the Group in the consolidated financial statements for the year ended 31 December 2022, by virtue of their application not yet being mandatory. The future adoption of such accounting standards, interpretations, amendments and revisions is not expected to have significant impacts on the consolidated financial statements.

b) Not yet endorsed by the European Union:

In addition, up to the date of approval of these consolidated financial statements, the following standards and interpretations, not yet endorsed by the European Union, have been issued by the IASB:

| Standard / Interpretation | Effective date |
|---|----------------|
| IAS 1 – Presentation of financial statements: Non-current liabilities with “covenants” - This amendment clarifies that liabilities are classified as current or non-current balances depending on the right that an entity has to defer their payment beyond 12 months after the financial reporting date. | 1 January 2024 |
| IFRS 16 - Leases: Lease liabilities in sale and leaseback transactions - This amendment to the lease standard introduces guidance regarding the subsequent measurement of lease liabilities related to sale and leaseback transactions that qualify as a “sale” in accordance with the principles of IFRS 15 – Revenue from contracts with clients. | 1 January 2024 |

Regarding the standards presented above which mandatory entry into force has not yet taken place, the Group has not yet fully determined or quantified the impacts resulting from their application, and therefore opted not to early adopt them. However, the Group does not expect them to produce materially relevant effects on its equity and results.

2.2. Changes of policies, estimates and errors

During the year ended 31 December 2022, there were no voluntary changes in accounting policies vis-à-vis those considered in preparing the financial information relating to the 2021 financial year, with impacts on the consolidated financial position or the consolidated results of the operations, nor were material errors or omissions concerning prior years detected.

2.3. Bases of consolidation

a) Controlled companies

Financial holdings in controlled companies, that is, in which the Group (i) holds, directly or indirectly, more than 50% of the voting rights at the Shareholders' General Meeting or has the power to control their financial and operating policies (definition of control used by the Group), (ii) is exposed or has rights and variable returns from its involvement in the operations of the investee; and (iii) has the ability to use its voting rights to affect its return, have been included in these Consolidated financial statements.

The stake of third parties in the equity and net profit of those companies is presented separately in the consolidated statement of financial position and in the consolidated income statement, respectively, in the Non-controlling interests caption (Note 35). This caption corresponds to the share of the fair value of the assets, liabilities and contingent liabilities of the subsidiaries acquired that are not directly or indirectly attributable to the Group.

When the losses attributable to non-controlling interests exceed the non-controlling interest in the subsidiary's equity, the Group absorbs that excess and any further losses, except when the non-controlling interests have an obligation to and can cover such losses. If the subsidiary subsequently reports profits, the Group appropriates all profits until the minorities' share of the losses absorbed by the Group has been recovered.

The results of the controlled companies acquired or sold during the period are included in the income statement, from the date of their acquisition to the date of loss of the respective control over same.

Significant balances and transactions between the controlled companies were eliminated in the consolidation process. Capital gains arising from the disposal of investees, carried out within the Group, are also eliminated.

When necessary, adjustments outside the books are made to the financial statements of the controlled companies, seeking to standardise the corresponding accounting policies with the Group's, before these are integrated.

When the Group holds, in substance, control of other entities created with a specific purpose, even if it does not have capital holdings directly in these entities, these entities are consolidated.

b) Non-controlling interests

Non-controlling interests are initially recognised and measured at the corresponding fair value of assets and liabilities of controlled entities that are not directly or indirectly attributable to the Group on the date of acquisition of control.

When the losses attributable to non-controlling interests exceed the non-controlling interest in the equity of the subsidiary, the Group absorbs this excess and any additional losses, except when the non-controlling interests have the obligation and can cover these losses. If the subsidiary subsequently reports profits, the group appropriates all profits until the minorities' share of the losses absorbed by the Group has been recovered.

Changes in the interests held by the Group in controlled entities that do not result in the loss of control over them are accounted for as equity transactions. The book values of interests held by the Group and non-controlling interests are adjusted to reflect changes in their relative interests (percentage held in their control) held in them. Any difference between the book value of non-controlling interests and the fair value received or paid is recognised directly in retained earnings and attributed to the Group's shareholders.

When the Group loses control of an entity, a gain or loss is recognised in profit or loss, calculated as the difference between (i) the sum of the fair value received and the fair value of any interest retained in the entity and (ii) the net book value of the

assets (including goodwill) and liabilities of that entity and any non-controlling interests. All amounts previously recognised in the income statement and statement of other comprehensive income in relation to that entity are accounted for as if the Group had derecognised the corresponding assets or liabilities of the subsidiary (i.e., reclassifying them to profit or loss).

c) Associated companies

An associated company (Note 23) is an entity over which the Group exercises significant influence but not control – generally investments representing between 20% and 50% of a company's capital.

These financial investments in associated companies are valued using the equity method, except when they are classified as being held for sale, with the holdings initially accounted for at acquisition cost, which is increased or decreased by the difference between that cost and the value proportional to the stake in the equity of those companies, reported at the date of acquisition or of the first application of the aforementioned method.

According to the equity method, financial holdings are adjusted periodically for the value corresponding to the Group's share in the net profits of the associated companies, against the caption Gains / (Losses) from associated companies (Note 14), and for other changes that have occurred in their equity against the Retained earnings caption, as well as by the recognition of impairment losses.

When necessary, adjustments outside the books are made to the financial statements of the associated companies, seeking to standardise the corresponding accounting policies with the Group's, before these are used to determine the equity method effects.

In the specific case of changes in equity of associated companies arising from an increase in capital with share premiums that result in a dilution of the stake held, the corresponding adjustment in the value of the financial holding is carried out against the caption Results of investments in associated companies.

Losses in associated companies in excess of the investment in these entities are not recognised, unless the Group has assumed commitments vis-à-vis that associated company.

Any excess of the cost of acquisition over the fair value of the identifiable net assets is recorded as goodwill. In the cases where the cost of acquisition is less than the fair value of the identified net assets, the difference ascertained is recorded as a gain in the income statement of the period in which the acquisition takes place.

Additionally, the dividends received from these companies are recorded as a decrease in the value of the financial investments.

A valuation of the investments in associated companies is performed when there is an indication that the asset might be impaired, with the impairment losses shown to exist being recorded as an expense. Impairment losses recorded in previous years that are no longer justified are reversed. However, the reversal of the impairment loss is carried out up to the limit of the amount that would be recognised (net of amortisations) if the impairment loss has not been recorded in previous years.

Unrealised gains on transactions with associated companies are eliminated in proportion to the Group's interest in the associated company, against the investment in that associated company. Unrealised losses are similarly eliminated, but only to the extent that the loss does not show that the asset transferred is impaired.

d) Business combinations and Goodwill

Business combinations, namely the acquisition of subsidiaries, is recorded in accordance with the purchase method. The acquisition cost corresponds to the sum of the fair values, at the transaction date, of the assets obtained, the liabilities incurred or assumed, and the equity instruments issued in exchange for control of the acquiree.

Identifiable assets, liabilities and contingent liabilities of a subsidiary that are included in the scope of IFRS 3 are measured at fair value on the acquisition date, except for non-current assets (or asset groups) that are classified as held for sale.

The differences between the acquisition cost of investments in the Group's companies (subsidiaries) and associated companies, plus, in the case of subsidiaries, of the value of non-controlling interests, and the fair value of the identifiable assets and liabilities in these companies at the date of their acquisition, if positive, are recorded under the caption Goodwill or maintained under the caption Investments in associated companies, as applicable.

Goodwill of subsidiaries with registered offices abroad, as well as the fair value adjustments of the assets and liabilities at the date of acquisition of the subsidiary, are recorded in the functional currency of these companies, and are converted into the presentation currency of the Group (the Euro) at the exchange rate on the consolidated statement of financial position date. The exchange rate differences arising on this conversion are recorded under the caption Exchange conversion adjustments.

Goodwill is not amortised, but it is subject to impairment tests on an annual basis. The recoverable value is determined based on the business plans used by the management of the Group or valuation reports prepared by independent entities. Impairment losses of goodwill identified in the year are recorded in the consolidated income statement for the year under the caption Impairment losses.

Impairment losses related to goodwill may not be reversed, except in the case of goodwill implicit in investments in associated companies.

In situations where the differences between the acquisition cost of the investments in the Group's companies and associated companies, increased, in the case of subsidiaries, by the value of the non-controlling interests, and the fair value of the identifiable assets and liabilities in these companies at the date of their acquisition, are negative, they are recognised as income on the date of acquisition, after reassessment of the fair value of the identifiable assets and liabilities.

As a consequence of the exception envisaged in IFRS 1, the Group adopted the provisions of IFRS 3 for acquisitions occurring after 1 January 2006. Goodwill arising from acquisitions prior to the date of transition to the IFRS, was maintained at the values presented in accordance with generally accepted accounting principles in Portugal, being subject to annual impairment tests.

e) Other investments

Other unlisted equity investments, which fair value cannot be reliably measured, are valued at acquisition cost.

2.4. Accounting policies

2.4.1. Revenue

Sales and services rendered are recognised in the consolidated income statement when control of the good or service rendered is transferred to the buyer and the amount of income is reliably measurable.

For each contract, the Group assesses whether there are other commitments in the contract that are separate performance obligations and to which a portion of the transaction price should be allocated. When determining the transaction price, the Group considers any variable consideration, the possible existence of a significant financing component, any non-monetary consideration to be received and the eventuality of there being consideration to be paid to the customer.

Making use of the practical expedient in IFRS 15, the Group does not adjust the amount of the consideration for the financial effect when it has the initial expectation that the period between the transfer of the good or service to the customer and the time when the customer pays for the good or service is less than one year, which happens for most of the services provided by the Group. The same happens when the Group receives short-term advances from its clients – in this case, the amount of the consideration is also not adjusted for the financial effect.

2.4.2. Financial expenses

Loan charges are recognised in the income statement of the corresponding year.

Financial charges of loans obtained directly related to the acquisition, construction or production of qualifying tangible fixed assets and intangible assets, i.e., assets which construction or production period is longer than one year, are capitalised as part of the cost of the asset. The capitalisation of these charges begins after the start of preparation of the construction activities or development of the asset and is interrupted after the start of the use or end of production or construction of the asset or during periods in which development of the asset is interrupted.

2.4.3. Income tax

Income tax for the year comprises current tax and deferred tax.

The Company estimates income tax in accordance with the Special Taxation Scheme for Groups of Companies (“RETGS”), covering all companies in which the controlling company holds a stake, direct or indirect, of at least 75% of the respective share capital and that meet the necessary conditions for their inclusion in this regime. These conditions involve the companies being resident in Portugal and taxed under the general regime in terms of Corporate Income Tax (Imposto sobre o Rendimento das Pessoas Coletivas (“IRC”)), in addition to the existence or not of tax losses in years prior to entry into the regime. In the years ended 31 December 2022 and 2021, the parent company of the RETGS was José de Mello Capital, S.A..

The remaining investees, not covered by the RETGS, are taxed individually, based on their respective taxable income and applicable tax rates.

Income tax of subsidiaries and associated companies is calculated based on the rates in force in the countries of their registered offices:

| | Rate |
|------------|-------|
| Portugal | 21% |
| Spain | 25% |
| Luxembourg | 24.9% |
| Angola | 25% |

Income tax is recorded in accordance with IAS 12 – Income Taxes. In measuring the expense related to income tax for the year, in addition to current tax, the effect of deferred tax is also considered, calculated based on the balance sheet method, considering the temporary differences resulting from the difference between the tax base of assets and liabilities and their amounts in the Financial Statements, as well as the tax losses carried forward at the date of the consolidated statement of financial position.

Deferred tax assets and liabilities are calculated periodically and valued at the tax rates in force, or announced to be in force, on the expected date of reversal of the temporary differences.

Deferred tax assets are only recognised when there is sufficient evidence to support, with a high degree of certainty, the possibility of the occurrence of future taxable income sufficient for their use, or in situations where there are taxable temporary differences that offset the deductible temporary differences in the period of their reversal. At the end of each year, a review of these deferred taxes is carried out, with these being reduced whenever their future use is no longer likely.

Deferred taxes are recorded as an expense or income for the year, except if they result from amounts recorded directly in equity, in which case deferred tax is also recorded under the same caption.

In accordance with the legislation in force in the various jurisdictions in which the companies carry out their activity, tax returns are subject to review and correction by the tax authorities for a period that varies between four and five years. In this way, the tax returns of the Group companies for the years 2019 through 2022 may still be subject to review, although the Group considers that any corrections resulting from tax reviews of those tax returns will not have a significant effect on the consolidated financial statements as of 31 December 2022.

For all transactions that incorporate uncertainty regarding their tax treatment and for all tax litigation processes, the Group carries out an assessment of the probability of the outcome of those processes, and whenever it is likely that the tax authorities will accept an uncertain tax treatment, the amounts of tax recorded are consistent with those declared. When there is uncertainty regarding the position of the tax authorities, this uncertainty is reflected in the measurement of the tax, in compliance with IFRIC 23.

2.4.4. Deferred tax assets and liabilities

The Group recognises deferred taxes in accordance with the requirements of IAS 12 – Income taxes, as a way of adequately accruing the tax effects of its operations, and to exclude distortions related to criteria of a tax nature that impact the economic results of certain transactions.

The deferred taxes concern the temporary differences between the amounts of the assets and liabilities for accounting purposes and their corresponding amounts for taxation purposes, as well as those resulting from tax benefits obtained and from temporary differences between the tax and accounting result.

Deferred tax assets are recognised when it is probable that future income will be generated against which the assets can be used. Deferred tax assets are reviewed annually and reduced when it is no longer probable that they may be used. The value of deferred tax is determined by applying the tax rates (and laws) enacted or substantively enacted at the reporting date and which are expected to apply in the period of realisation of the deferred tax asset or of the deferred tax liability settlement. According to the legislation in force in Portugal, the corporate income tax rate of 21% and, in situations not connected to tax losses, the respective surcharges were applied to the temporary differences that led to deferred tax assets and liabilities.

Deferred tax liabilities are recognised for all taxable temporary differences.

2.4.5. Earnings per share

The basic earnings per share is calculated by dividing the profit or loss attributable to the holders of common equity of the parent company by the weighted average number of common shares outstanding during the period.

The diluted earnings per share is calculated by dividing the adjusted result attributable to the holders of common equity of the parent company (increased by the after-tax amount of dividends recognised in the period with respect to potential dilutive common shares, and adjusted for any other changes in the income or expenses that would result from the conversion of the potential dilutive common shares), by the weighted average number of common shares outstanding during the period, adjusted for the potential dilutive common shares.

The potential dilutive common shares may result from stock options and other financial instruments issued by the Group, convertible into shares of the parent company.

2.4.6. Intangible assets

Intangible assets acquired separately are measured at their acquisition cost on the date of initial recognition. The cost of the intangible assets acquired in a business combination is their fair value at the date of acquisition. Intangible assets generated internally, excluding capitalised development costs, are not capitalised, being expensed in the year they are incurred.

Internal expenses associated with the maintenance and development of software are expensed in the consolidated income statement when incurred, except in the situation where these are directly associated with projects for which the generation of future economic benefits for the Group is likely. In these situations, they are capitalised as intangible assets.

Intangible assets are only recognised if it is probable that they will result in future economic benefits for the Group, are controlled by the Group, are identifiable and their value can be reliably measured.

After initial recognition, intangible assets are recorded at cost less accumulated amortisation and impairment losses.

The useful lives of intangible assets may be finite or indefinite. Intangible assets with indefinite useful lives are not amortised but undergo impairment tests regardless of whether there are indicators that they may be impaired. Intangible assets with finite useful lives are amortised over their estimated economic life and assessed regarding their impairment whenever there are signs that the asset may be impaired.

For an intangible asset with a finite useful life the amortisation method, estimated useful life and residual value are revised at the end of each year and the effects of changes made are treated as changes to estimates, i.e., prospectively.

Amortisation is calculated monthly under the straight-line method.

Amortisation rates are defined with a view to the full amortisation of assets until the end of their estimated useful life. The useful lives defined for each asset category are as follows:

| | Useful life (years) |
|-------------------------|---------------------|
| Development projects | 3 - 5 |
| Software | 3 - 4 |
| Industrial property | 3 - 5 |
| Rights | 10 - 50 |
| Other intangible assets | 3 - 5 |

There were no intangible assets with indefinite useful lives on 31 December 2022 and 2021.

The expense with the amortisation of intangible assets with finite useful lives is recognised in the consolidated income statement under the Amortisation and depreciations caption.

The impairment of these assets is determined based on the criteria described in Note 2.4.11. Reversals of impairment are recognised in profit or loss and only performed up to the limit that would be verified had the impairment never been recorded.

Any gain or loss resulting from the derecognition of an intangible asset (calculated as the difference between the sale price less selling expenses and the carrying amount) is recognised in profit or loss in the year in which the asset is derecognised.

The Group's relevant intangible assets are as follows:

a) Development projects

Research expenditure is expensed in the year they are incurred.

The development costs of an individual project are recognised as intangible assets when the Group can show:

- the technical feasibility of finalising the intangible asset in order for it to become available for use or sale;
- its intention to complete it and that it meets the conditions to use or sell the asset;
- how the asset will generate future economic benefits;
- the availability of resources to complete the asset;
- the ability to reliably measure the expenditure during the development.

b) Computer software

Software acquired from third parties is recognised in this caption.

Internal expenses associated with the maintenance and development of software are expensed when incurred, since they are considered not reliably measurable and/or not generating future economic benefits.

c) Industrial property

Under this caption are reflected the patents registered in the name of the companies included in the consolidation, for which there is an exclusive right of use. The amortisation is carried out over each patent's period of exclusive use.

d) Rights

d.1) Concession rights

This caption reflects the right to operate a car park for a period of 50 years; it also includes the key money of two clinics and the right to operate under an agreement radiology services.

d.2) Emission rights

The CO₂ emission licences awarded to the Group under PNALE (Plano Nacional de Atribuição de Licenças de Emissão de CO₂ – National Plan for the Award of CO₂ Emission Licences) are recognised in accordance with IAS 38 – Intangible assets, under the Intangible assets caption against Retained earnings, at market value on the award date.

The acquired licences are recognised in Intangible assets against the corresponding account payable or cash and cash equivalents.

For the Group’s CO₂ emissions, and based on the FIFO criterium, an expense is recognised in Amortisation and depreciation against Accumulated amortisation of intangible assets and, simultaneously, an amount equivalent to the reduction of the share of the corresponding subsidy is transferred to Other operating income, against Retained earnings.

When the Group makes CO₂ emissions without holding the corresponding licences, a provision is recognised, in accordance with IAS 37 – Provisions, Contingent liabilities and Contingent assets, for the amount corresponding to the best price estimate for obtaining same, plus the estimated amount of penalties which will be incurred for the emission of CO₂ without a licence.

The sale of emission rights gives rise to a gain or loss ascertained between the sale value and the respective acquisition cost, which is recorded in Other operating income or Other operating expenses, respectively.

Since there is an active market for emission rights, they are revalued at the end of each period at market value, with the Retained earnings

caption also being adjusted, depending on whether the licences were awarded or acquired.

2.4.7. Leases

A contract constitutes, or contains, a lease if it establishes the right to control the use of an identified asset for a certain period in return for a consideration.

a) Group as Lessee

The Group assesses whether a contract contains a right-of-use asset at the beginning of the contract. The Group recognises a right-of-use asset and a corresponding lease liability in respect of all contracts in which it is a lessee, except for short-term (term of twelve months or less) and low-value contracts. For these contracts, the Group recognises lease expenses on a straight-line basis as an operating expense.

Right-of-use assets

The Group recognises a right-of-use asset at the time the asset is available for use. The right-of-use asset includes the initial costs incurred to make the asset available for its intended use.

Right-of-use assets use are measured at the initial value of the corresponding lease liability, plus lease payments made before or on the lease start date and any initial direct charges, less any amounts received. Right-of-use assets are subsequently measured at cost less depreciation and accumulated impairment losses.

Right-of-use assets are depreciated at the lower of the lease terms and the useful lives of the subjacent assets, as follows:

| | Useful life (years) |
|-----------------------------------|---------------------|
| Buildings and other constructions | 10 - 50 |
| Basic and office equipment | 3 - 8 |
| Transport equipment | 4 |
| Surface rights | 40 |
| Other | 4 - 8 |

The impairment of these assets is determined according to the criteria set forth in Note 2.4.11, Impairment of non-current assets.

Lease liabilities

Lease liabilities are initially measured at the present value of the future lease payments. Payments include fixed and variable payments. Variable payments, which do not depend on an index or rate, are recognised as an expense in the period.

Lease liabilities are subsequently measured by: (i) increasing and reducing the carrying amount to reflect interest on the lease liability; (ii) remeasuring the carrying amount to reflect any re-evaluation or change in the lease term or rate; and (iii) reducing the carrying amount by the lease payments made.

Short-term and low-value contracts

The Group adopted the exception permitted regarding the recognition of short-term leases (contracts with a duration of less than 12 months) and low-value leases (less than Euros 5 000). For short-term and low-value contracts, the Group recognises the expenses associated with these leases in each financial year during the life of the contracts.

b) Group as Lessor

Leases in which the Group does not substantially transfer all the risks and rewards associated with the ownership of an asset are classified as operating leases. Income earned through rents is accounted for, on a straight-line basis, during the period of the lease and is presented in revenue, due to its operational nature.

The leases in which the Group is the lessor concern the assignment of existing spaces in hospitals (for the operation of non-clinical activities) and in the Headquarters building (for the realisation of administrative and management-support activities).

2.4.8. Tangible fixed assets

Tangible fixed assets used in production, provision of services or for administrative use, are valued at their acquisition cost, including all costs associated with their acquisition and installation, less the corresponding accumulated depreciation and impairment losses, when applicable.

The Group considers Properties Allocated to the Healthcare Services (“PAHS”) (which include Land and natural resources and Buildings and other constructions) and the Land and natural resources of the real estate segment (hereinafter, for simplicity, referred to as “TAI”) as a separate class of assets, carried at their revalued amount, which is their fair value at the revaluation date. Where the carrying amount of that class is increased or decreased as a result of a revaluation, the excess is recognised in equity; in the case of decreases, the decrease is recognised to the extent of any remaining balance existing in equity in respect of that asset.

Current maintenance and repair expenses, insurance and property taxes are recognised as expenses in the year they are incurred. Betterments and improvements are only recognised as assets when it is demonstrated that these increase the corresponding assets’ useful lives or increase their normal efficiency, resulting in increased future economic benefits.

Interest on loans directly attributable to the acquisition or construction of assets are capitalised as part of the cost of these assets.

Depreciation is calculated on a linear monthly basis, from the time the asset is available for use, such that the value of the assets is fully depreciated by the end of their estimated useful lives:

| | Useful life (years) |
|-----------------------------------|---------------------|
| Buildings and other constructions | 3 - 50 |
| Basic equipment | 1 - 20 |
| Office equipment | 1 - 17 |
| Other tangible fixed assets | 3 - 16 |

The impairment of these assets is determined based on the criteria described in Note 2.4.11.

Any gain or loss arising from the derecognition of a tangible fixed asset (calculated as the difference between the sale price less selling expenses and the carrying amount) is recognised in profit or loss for the year as Other operating income or Other operating expenses (Notes 8 and 13), in the year in which the asset is derecognised.

For existing assets, the residual value is considered to be zero, whereby the depreciable value on which the depreciation is based coincides with the cost.

Tangible fixed assets in progress represent assets still under construction, installation or development and are recorded at acquisition cost, being depreciated only when available for use.

2.4.9. Investment properties

Investment properties comprise property held to earn rent and is not intended for the provision of goods and services or for administrative purposes.

The Group adopted the cost model as the measurement criterium for Investment properties. The value of Investment properties includes their acquisition cost, stamp duty (paid at acquisition) and the Municipal Property Transfer Tax (IMT – Imposto Municipal sobre as Transmissões Onerosas de Imóveis). Expenses incurred in relation to investment properties in use, namely, maintenance, repairs, insurance and taxes, such as the Municipal Property Tax (IMI – Imposto Municipal sobre Imóveis) and the Additional Municipal Property Tax (AIMI – Adicional ao Imposto Municipal sobre Imóveis), are expensed in the year to which they refer. Betterments and improvements on investment properties for which there is an expectation of the generation of additional future economic benefits beyond the initial estimates, are capitalised under Investment properties; if not, they are expensed in the year to which they refer.

Investment properties are depreciated according to the straight-line method during their estimated useful lives, which vary between 10 and 50 years.

2.4.10. Non-current assets held for sale and discontinued operations

This caption includes non-current assets (or disposal groups) which carrying amount will be recovered mostly through a sale transaction, rather than through continued use, and which meet the following conditions:

- They are available for immediate sale in their present condition, subject only to terms that are usual and customary for the sale of this type of assets; and
- Their sale is highly probable, i.e.: (i) the responsible management hierarchy is committed to a plan to sell the assets (or disposal groups); (ii) a programme to find a buyer and complete the plan was initiated; (iii) the assets were widely advertised for sale at a price that is reasonable in relation to their current fair value; and, (iv) the sale will be completed within one year from the date of classification.

The events or circumstances that may extend the period to complete the sale for more than a year do not exclude that an asset is classified as held for sale if the delay is caused by events or circumstances beyond the control of the entity and if there is sufficient evidence that the entity remains committed to its plan to sell the assets.

On the date of initial recognition, non-current assets (or disposal groups) held for sale are measured at the lower of their carrying amount before the classification and their fair value less selling expenses or, if purchased as part of a business combination, at fair value less selling expenses.

Any subsequent reduction of the asset (or disposal group) to the fair value less selling expenses is recognised as an impairment loss. Any gain resulting from a subsequent increase in the fair value less selling expenses of an asset is recognised, but not beyond the previously recognised cumulative impairment loss.

Non-current assets, while classified as held for sale or while they are part of a disposal group classified as held for sale, are not depreciated (or amortised).

A discontinued operation is a component or business unit comprising operations and cash flows that can be clearly distinguished operationally from the rest of the Group. Classification of an operation as discontinued occurs upon disposal, or when the operation meets the criteria to be classified as held for sale. On 31 December 2022 and 2021, as provided for by IFRS 5, the consolidated income statement for those years reflects in a single caption (net profit from discontinued operations), the net profit, after tax, of the discontinued operating units (Note 5.4).

2.4.11. Impairment of non-current assets, excluding goodwill

At each reporting date, a review of the recorded amounts of non-current assets is carried out to determine whether there is any indication that they might be impaired. If there are any indications, the recoverable value of the corresponding assets is estimated to determine the extent of the impairment loss (if any). When it is impossible to determine the recoverable value of an individual asset, the recoverable value of the cash-generating unit to which that asset belongs is estimated. The recoverable value of the asset or cash-generating unit is the highest of (i) the fair value less selling expenses and (ii) the value in use. In the determination of the value in use, the estimated future cash flows are discounted using a discount rate that reflects the market's expectations regarding the time value of money and the specific risks of the asset or cash-generating unit for which the future cash flow estimates have not been adjusted. Whenever the recorded amount of the asset or cash-generating unit exceeds its recoverable value, an impairment loss is recognised. Impairment losses are recorded immediately in profit or loss for the period, unless such losses compensate for a revaluation surplus recorded in equity.

The reversal of impairment losses recognised in prior years is recorded whenever there are changes in the estimates used to determine the asset's recoverable value. The reversal of impairment losses is recognised in profit or loss for the period. The reversal is carried out up to the limit of the amount that would be recognised (net of amortisation or depreciation) if the previous impairment loss had not been recorded.

2.4.12. Inventories and Cost of goods sold and materials consumed

Goods and raw, subsidiary and consumable materials are valued at acquisition cost, which is lower than their market value, using the average cost as costing method.

Finished products, by-products and work in progress are valued at the average cost of production, which includes the cost of incorporated raw materials, labour and general manufacturing costs (considering depreciation of the production equipment calculated based on normal usage levels), which is lower than the net realisable value. This corresponds to the normal selling price less the costs to complete the production and the marketing expenses.

The cost of inventories includes: (i) purchase costs; (ii) conservation costs; and (iii) other costs incurred to place inventories in the desired conditions.

Whenever their net realisable value (sale price estimated in the ordinary course of business, less respective selling expenses) is less than the acquisition cost, the net value of the corresponding inventories is reduced through the recognition of an impairment loss, with this value being restored when the reasons that led to its decrease cease to exist.

Sale price estimates consider the changes related to events taking place after the end of the year in so far as those events confirm conditions existing at the end of the period.

2.4.13. Liabilities for employee benefits

Staff expenses are recognised when the service is provided by the employees regardless of their payment date.

The following are a few specificities regarding each of the benefits:

a) Employment termination

Employment termination benefits are due when there is employment termination before the usual retirement age or when an employee agrees to leave voluntarily in exchange for these benefits. The Group recognises these benefits when it can be shown that it is committed to a termination of employment of current employees, according to a formal detailed plan for the termination, and there is no realistic possibility of its withdrawal or if these benefits are granted to encourage voluntary departure. When the employment termination benefits are due more than 12 months after the statement of financial position date, they are discounted to their present value.

b) Holiday pay and subsidy

According to labour law, employees are entitled to 22 working days of paid annual leave, as well as a month of holiday subsidy, acquired in the year prior to its payment. These Group liabilities are recorded when incurred, regardless of the time of payment, and are reflected under the caption Other current liabilities, against profit or loss.

c) Retirement pension benefits

The liabilities for retirement, disability and survival pensions are recorded according to the criteria described in IAS 19 – Employee benefits.

The expenses incurred with awarding these benefits are recognised as the services are rendered by the beneficiary employees.

At the end of each accounting period, actuarial studies by independent entities are produced to determine the value of the liabilities at that date and the pension expenses to be recorded in the period, according to the projected credit unit method.

The liabilities estimated in this manner are recognised in the consolidated statement of financial position under the Employee benefits caption.

Pension expenses are recorded under the Staff expenses caption as provided for in the referred standard, based on the values determined by actuarial studies and include the current service expense (accrued liability), which corresponds to the additional benefits earned by employees during the period, and the interest expense, which result from the update of past liabilities.

The return on net defined benefit liabilities / (assets), including actuarial gains / (losses) are recognised in Other comprehensive income, in Equity.

Expenses with past services are recognised immediately to the extent that the associated benefits have already been recognised or, otherwise, recognised linearly in the period in which it is estimated that the benefits are obtained.

d) Healthcare benefits

Some of the Group's companies maintain with some of their former and current employees a healthcare insurance scheme that complements the official Health and Social Security services. The liabilities arising from the aforementioned scheme are recorded as indicated for the defined benefit plans, under Staff expenses.

Similarly to the treatment given to the retirement benefits, at the end of each accounting period, an actuarial study prepared by an independent entity is obtained to ascertain the liabilities on that date.

e) Work Compensation Fund ("WCF") and Work Compensation Guarantee Fund ("WCGF")

With the publication of Law No. 70/2013 and subsequent regulation through Ordinance No. 294-A/2013, the Work Compensation Fund (WCF) and the Work Compensation Guarantee Fund (WCGF) schemes entered into force on 1 October of that year. In this context, companies hiring a new employee are required to deduct a percentage of his/her salary for these two new funds (0.925% for the WCF and 0.075% for the WCGF), with the aim of ensuring, in the future, the partial payment of the compensation in case of dismissal. Considering the characteristics of each Fund, the following was considered:

- the monthly payments to the WCF, made by the employer, are recognised as a financial asset, measured at fair value, with the corresponding changes being recognised in comprehensive income; and
- the monthly payments to the WCGF, made by the employer, are recognised as an expense in the period to which they relate.

2.4.14. Provisions

Provisions are established when the Group has a present (legal or constructive) obligation as a result of past actions, when economic resources are likely to be used to meet this obligation and same can be reliably measured. Provisions are measured at the best estimate of the amount required to settle the present obligation at the date of each consolidated statement of financial position, reviewed periodically and adjusted to reflect the best estimate at that date.

In particular, provisions are made for the costs of dismantling and removing tangible fixed assets and for the costs of restoring the place where they are located, the obligation of which is incurred when the assets are acquired or as a result of having been used for a period of time for purposes other than the production of inventories.

Present obligations that result from onerous contracts are recorded and measured as provisions. It is considered that there is an onerous contract when the Groups is an integral part of the provisions of a contract which compliance with has associated expenses that are unavoidable and exceed its resulting economic benefits.

2.4.15. Equity captions

a) Subscribed capital

In compliance with Art. 272 of the Portuguese Commercial Companies Code, the Company's articles of association specify the deadline for paying-up the subscribed and unpaid capital at the time of the deed.

Common shares are classified in equity as share capital.

Treasury shares are accounted at acquisition value, in the case of spot purchases, or at their estimated fair value if the purchase is deferred, as a reduction from equity. The income or expenses associated with the disposal of treasury shares are recorded under the Retained earnings caption.

b) Legal reserve

In accordance with Article 295 of the CCC, at least 5% of the net profit, calculated based on the separate financial statements of the parent company, must be allocated to the legal reserve until same represents at least 20% of the share capital. The legal reserve is not distributable except in the event of liquidation and can only be used to absorb losses after all other reserves are exhausted, or for incorporation in share capital (Article 296 of the CCC).

c) Retained earnings

This caption reflects (i) the appropriation of the net profit / (loss) of previous years that are realised and not distributed, of the Company, controlled companies and associated companies; and (ii) changes in fair value of revalued assets that, in accordance with Article 32(2) of the CCC, will only be available for distribution when the elements or rights giving rise to same are disposed of, exercised, realised, extinguished or liquidated.

d) Interim dividends

This caption reflects any advances on profits made during the year under the provisions of Article 297 of the CCC, provided that they comply with the following terms: (i) they are made in the second half of each year; and, (ii) they do not exceed half of the amount that would be distributable on the date to which the interim statement of financial position refers.

2.4.16. Contingent assets and liabilities

A contingent asset is a possible asset that results from past events and which existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly under the control of the Group. Contingent assets are not recognised in the consolidated financial statements but are disclosed in the notes thereto when a future economic benefit is probable.

A contingent liability arises when there is:

- a possible obligation that arises from past events and which existence will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly under the control of the Group; or
- a present obligation that results from past events but is not recognised because:

it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

- the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognised in the consolidated financial statements. They are disclosed in the notes to the consolidated financial statements, unless the possibility of an outflow of resources embodying future economic benefits is remote, in which case they are not subject to disclosure.

2.4.17. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

a) Financial assets

Initial recognition and measurement

Financial assets are initially classified and subsequently measured in categories.

The initial classification of financial assets depends on the contractual characteristics of the cash flows and on the business model that the Group adopts to manage them. The Group measures a financial asset at its fair value, adding, in the case of an asset not classified at fair value through profit or loss, the transaction costs at initial recognition. Customer balances that do not contain a significant financial component, or for which the Group adopts the practical expedient, are measured at the transaction price determined in accordance with IFRS 15.

For a financial asset to be classified and measured at amortised cost or at fair value through other comprehensive income, it must provide cash flows that represent solely payments of principal and interest (“SPPI”) on the outstanding principal. This assessment, known as the “the cash flows from solely payments of principal and interest” test, is performed for each financial instrument.

The business model established for the management of financial assets concerns the way in which the Group manages the financial assets to obtain cash flows. The business model may be designed to obtain the contractual cash flows, to dispose of the financial assets or both.

A financial asset is classified as current when (i) the Group expects to realise the asset in the normal course of its operating cycle or within twelve months after the date of the consolidated statement of financial position, (ii) the asset is held essentially for trading purposes, or (iii) the asset is cash or a cash equivalent, as defined in IAS 7 – Cash Flow Statement, unless its exchange or use to settle a liability is limited for at least twelve months after the consolidated statement of financial position date.

Subsequent measurement

For their subsequent measurement, the financial assets are classified into four categories:

- Financial assets at amortised cost;
- Financial assets at fair value through other comprehensive income, with recycling of accumulated gains and losses;

- Financial assets at fair value through other comprehensive income, without recycling of accumulated gains and losses at the time of their derecognition; and
- Financial assets at fair value through profit or loss.

i) Financial assets at amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within the scope of a business model which objective is to hold the financial asset to obtain the cash flows contractually provided for; and
- the contractual terms of the financial asset give rise, on defined dates, to cash flows that correspond solely to repayments of the principal and payments of interest on the outstanding principal.

Financial assets at amortised cost are subsequently measured using the effective interest rate method and are subject to impairment tests. Gains and losses are recognised in the income statement when the asset is derecognised, modified or is impaired.

The financial assets that the Group measures at amortised cost include Clients, Other debtors, Other assets and Other financial instruments.

The Group considers that the fair value of these accounts approximates their book value.

ii) Financial assets at fair value through other comprehensive income

On initial recognition, the Group may elect to irrevocably classify the equity instruments held as equity instruments designated at fair value through other comprehensive income when they meet the definition of equity in IAS 32 Financial instruments: Presentation and are not held for trading. The classification is determined instrument by instrument.

Gains and losses on these financial assets are never recycled to results. Dividends are recorded as a financial gain in the income statement when the right to receive the payment of the dividend is established, except when the Group benefits from these dividends as recovery of part of the cost of the financial asset and, in this case, the dividends are recorded in other comprehensive income. Equity instruments held as equity instruments designated at fair value through other comprehensive income are not subject to impairment assessment.

The Group decided to irrevocably classify its investments in equity instruments of unlisted entities in this category.

Derecognition

A financial asset (or, when applicable, a part of a financial asset or a part of a group of financial assets) is derecognised (i.e., removed from the consolidated statement of financial position) when:

- The contractual rights to receive cash flows from the financial asset expire; or
- The Group has transferred its contractual rights to receive cash flows from the financial asset or assumed an obligation to pay the cash flows received, under an arrangement in which the Group (i) has no obligation to pay amounts to the final recipients unless it receives equivalent amounts from the original asset; (ii) is prohibited by the terms of the contract from transferring, selling or pledging the original asset other than as security to the final recipients for the obligation to pay them cash flows; and (iii) the Group has an obligation to remit any cash flows it receives on behalf of the final recipients without significant delays; and
- The Group has substantially transferred all the risks and benefits of the asset, or the Group has neither transferred nor substantially retained all the risks and benefits of the asset but has transferred control over the asset.

When the Group transfers its rights to receive cash flows from an asset or is part of an arrangement that may enable derecognition, it assesses whether, and to what extent, the risks and rewards

associated with ownership of the asset have been retained. When all the risks and benefits arising from ownership of an asset have not been substantially transferred or retained, nor has control of the asset been transferred, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In this case, the Group also recognises the corresponding liability. The transferred asset and the corresponding liability are measured on a basis that reflects the rights and obligations retained by the Group.

Impairment of financial assets

Clients, Other debtors and Other financial assets

The Group recognises impairment for expected losses of all debt instruments not measured at fair value through profit or loss. The expected credit losses are based on the difference between the contractual cash flows that are due and all the cash flows that the Group expects to receive, discounted at a rate close to the original effective interest rate. Cash flows expected to be received include cash flows arising from collateral held or from other credit guarantees that are an integral part of the contractual terms.

For customer balances and accounts receivable related to contracts with clients, the Group adopts the simplified approach when determining expected credit losses. Thus, the Group does not monitor changes in credit risk, instead, it recognises an impairment loss at each reporting date based on the expected credit loss over the lifetime of the asset. The Group established an impairment matrix based on the credit granted lost in the past, adjusted for prospective factors specific to the debtors and to the economic environment.

Other financial instruments

The Group applies the simplified approach for low credit risks. At each reporting date, the Group assesses whether the debt instrument can be considered to be of low credit risk using all relevant and reasonable information that is available at an acceptable cost / effort. In making this assessment, the Group considers the credit rating of the debt instrument.

Investments held to maturity exclusively concern bonds issued by a related entity and are therefore considered investments with low credit risk. The Group uses the DB Agency's rating information

to determine whether the debt instrument has significantly increased its credit risk. Additionally, the most recent available financial information is analysed to detect risk situations.

The Group considers that a financial asset is in default when it is more than 90 days overdue. However, in certain cases, the Group may also consider a financial asset to be in default when there is internal and external information indicating that it is unlikely that the Group will receive the full amount of the credit without having to activate the guarantees it has. A financial asset is derecognised when there is no reasonable expectation of recovering the contractual cash flows.

b) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified as loans (including bank overdrafts), accounts payable to suppliers, other creditors, other liabilities.

All financial liabilities are initially recognised at fair value and, in the case of loans and accounts payable, net of directly attributable transaction costs.

Financial liabilities are classified as current when (i) they are expected to be settled in the normal course of the Group's operating cycle, (ii) the liability is held essentially for trading purposes, (iii) the settlement of the liability is expected within the period of twelve months after the consolidated statement of financial position date or the Group does not have the unconditional right to defer settlement of the liability for at least twelve months after the consolidated statement of financial position date.

Subsequent measurement

The measurement of financial liabilities depends on their initial classification, as follows:

Loans obtained

After initial recognition, financings are subsequently measured at amortised cost using the effective interest rate method.

Gains and losses are recorded in profit or loss when liabilities are derecognised and through amortisation arising from the application of the effective interest rate method. The amortised cost is calculated considering any discount or premium on the acquisition and the fees and other costs that are an integral part of the effective interest rate. The effect of the actual interest rate is recorded in financial expenses in the income statement.

Suppliers, Other creditors and Other liabilities

The balances of suppliers, Other creditors and Other financial liabilities are initially recorded at their nominal value, which is understood to correspond to their fair value and, subsequently, whenever applicable, are recorded at their amortised cost, according to the effective interest rate method.

Derecognition

A financial liability is derecognised when the underlying obligation is met or cancelled, or when it expires.

When an existing financial liability is replaced by another of the same counterparty and with substantially different terms, or the terms of a financial liability are substantially modified, the exchange or modification is treated as a derecognition of the original financial liability and a recognition of a new liability. The difference between the corresponding book values is recognised in the income statement.

The Group considers that the fair value of the financial liabilities is close to their book value.

c) Instrumentos financeiros derivados e contabilidade de cobertura

Initial and subsequent recognition

The Group's policy is to contract derivative financial instruments for the hedging of financial risks to which it is exposed, which are mainly due to interest rate changes.

These derivative financial instruments are initially recorded at fair value on the date on which the derivative is contracted and are subsequently measured at fair value. Derivatives are presented in assets when their fair value is positive and in liabilities when their fair value is negative.

At the start of the hedging relationship, the Group formally designates and documents the hedging relationship for which it seeks to apply hedge accounting as well as the management purpose and strategy of that hedge.

Under the terms of IFRS 9, the documentation includes the identification of the hedging instrument, the hedged item or transaction, the nature of the risk to be hedged and how the Group assesses whether the hedging relationship complies with hedge accounting requirements. The hedging relationship qualifies for hedge accounting if it meets all the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of the credit risk does not dominate the changes in value that result from that economic relationship; and
- The hedging ratio of the hedging relationship is the same as the one resulting from the quantity of the hedged item that an entity actually hedges and that resulting from the quantity of the hedging instrument that the entity actually uses to hedge that quantity of the hedged item.

Hedging relationships that meet the above eligibility criteria are accounted as follows:

Cash Flow Hedging

The effective portion of the gain or loss on the hedging instrument is recognised in Equity, whereas the ineffective portion is recognised immediately in the income statement.

If cash flow hedge accounting is interrupted, the cumulative amount in Equity shall remain there if the hedged future cash flows are still expected to occur. Otherwise, the cumulative

amount is reclassified immediately to the income statement as a reclassification adjustment. After the interruption (as soon as the hedged cash flow occurs), any cumulative amount remaining in comprehensive income is accounted according to the nature of the underlying transaction.

2.4.18. Cash and cash equivalents

The amounts included in the Cash and cash equivalents caption correspond to cash amounts, demand deposits, term deposits and other short-term investments maturing in under three months, and which may be immediately redeemed at insignificant risk of change in value.

For the purposes of the Cash flow statement, this caption also includes bank overdrafts included in the Loans obtained caption, in the consolidated statement of financial position.

2.4.19. Cash flow statement

The cash flow statement is prepared according to the direct method, through which the cash inflows and outflows in operating, investing and financing activities are disclosed.

2.4.20. Segmental reporting

An operating segment is a component of an entity:

- i. developing business activities from which income can be obtained and expenses may be incurred (including income and expenses concerning transactions with other components of the same entity);
- ii. which operating results are regularly reviewed by the main agent in charge of the entity's operating decisions for purposes of making decisions on the allocation of resources to the segment and on the evaluation of its performance; and
- iii. for which separate financial information is available.

The operating segments are reported consistently using the internal management information model provided to the main decision makers of the Group's operating decisions. These are responsible for allocating resources to the segment and for the evaluation of its performance, as well as for strategic decision-making.

2.4.21. Accrual-based accounting principle

Dividends from financial investments classified as Financial assets available for sale are recognised as income in the year in which they are attributed.

Interest and financial income are recognised in accordance with the accrual-based accounting principle and according to the applicable effective interest rate.

The expenses and income are accounted for in the financial year they relate to, regardless of the date of their payment or receipt. The expenses and income whose actual values are unknown are estimated.

The expenses and income attributable to the current year and which payment and receipt will take place in future years, as well as payments and receipts that have already occurred but concern future years and that will be attributed to the results of each of those years, at their corresponding values, are recorded in the Other current assets, Other non-current assets, Other current liabilities and Other non-current liabilities captions.

2.4.22. Assets, liabilities and transactions in foreign currency

Transactions in currencies other than Euros, are recorded at the rates in effect on the transaction date.

On each consolidated statement of financial position date, the monetary assets and liabilities stated in foreign currencies are converted to Euros using the exchange rates in effect at that date. Non-monetary assets and liabilities recorded in accordance with their fair value in a foreign currency are converted to Euros using the exchange rate in effect on the date on which the fair value was determined.

The differences in foreign exchange, both favourable and unfavourable – which are caused by differences between the exchange rates in effect on the date of the transactions and those in effect on the date of the collections / payments or on the consolidated statement of financial position date –, are recorded as income and expenses

in the consolidated income statement for the year, except those concerning non-monetary captions, which change in fair value is recorded directly in equity, namely:

- exchange rate differences arising from the currency conversion of medium- and long-term intra-group balances in foreign currency which, in practice, are an extension of the financial investments;
- exchange differences arising from financial operations of foreign exchange risk hedging for financial investments stated in foreign currency, as stated in IAS 21 and provided they comply with the effectiveness criteria set out in IFRS 9.

The conversion of the financial statements of subsidiaries and associated companies expressed in foreign currency is performed considering the exchange rate in effect at the consolidated statement of financial position date, for the conversion of assets and liabilities, the historical exchange rate for the conversion of the balances of the equity captions and the average exchange rate of the period, for the conversion of income and cash flow statement captions.

In accordance with IAS 21, the goodwill and the fair value adjustments determined on the acquisition of foreign entities are considered to be stated in the reporting currency of those entities, being converted to Euros at the exchange rate in effect on the consolidated statement of financial position date.

2.4.23. Subsidies

Government subsidies are recognised according to their fair value when there is reasonable assurance that they will be received and that the Group will comply with the required conditions for their granting.

Non-repayable investment subsidies related to tangible and intangible fixed assets are recognised net of deferred taxes. These subsidies are only recognised when there is reasonable assurance that the Group met / will meet the conditions associated with them and that the subsidies will be received.

Operating subsidies, namely for employee training, are recognised in the consolidated income statement for the year according to the expenses incurred.

Subsequent to initial recognition, this account is reduced:

- regarding subsidies concerning depreciable / amortisable tangible fixed assets and intangible assets with a defined useful life, systematically to income during the period required to balance the subsidies with the related expenses that they are intended to offset;
- regarding non-depreciable / amortisable tangible fixed assets and intangible assets with an undefined useful life, by the allocation to income in the years when it is necessary to offset any impairment loss recognised for those assets.

These subsidies are not available for distribution until they are allocated to income during the periods necessary to: (i) balance the subsidies with the related expenses that they are intended to compensate, i.e., amortisation and depreciation and/or (ii) compensate any impairment loss that is recognised regarding such assets.

2.5. Subsequent events

Events that have occurred after the consolidated statement of financial position date that provide additional information about situations existing on that date are reflected in the consolidated financial statements.

Events that have occurred after the consolidated statement of financial position date that provide information about significant situations that have taken place after that date are disclosed in the notes to the consolidated financial statements, if they give rise to a material impact.

2.6. Main estimates and Judgments by Management

The preparation of the financial statements in accordance with the recognition and measurement principles of IFRS requires that the Board of Directors formulates judgements, estimates and assumptions that may affect the value of the assets and liabilities presented, as well as the income and expenses.

These estimates are based on the best existing knowledge at every moment, on the experience from past and/or recurring events and on the planned actions, being continuously reviewed based

on the available information. Changes in facts and circumstances may lead to the revision of estimates, so the actual results in the future may differ from those estimates.

The most significant accounting estimates shown in the consolidated financial statements are as follows:

Goodwill impairment analysis

The goodwill value is tested annually and whenever there is evidence of impairment. The recoverable values of cash-generating units were determined based on the value-in-use methodology. The use of this method requires the estimate of future cash flows arising from the operations of each cash-generating unit and the choice of an appropriate discount rate. To this end, the Group prepares projections based on the most recent budgets and business plans approved by the Board of Directors.

Useful Life of Tangible, Intangible, Right-of-use assets and Investment properties

The useful life of an asset is the period during which the Group expects that asset to be available for its intended use and is reviewed at least at the end of each economic year.

The amortisation / depreciation method to apply and the estimated losses arising from the replacement of equipment before the end of its useful life, for reasons of technological obsolescence, are crucial to determining the effective useful life of an asset.

These parameters are defined according to management's best estimate, for the assets and businesses in question, and consider the practices adopted by companies of the sectors in which the Group operates.

Revaluation of assets

The Properties Allocated to the Healthcare Services ("PAHS") and the Land and natural resources of the real estate segment ("TAI") category, included in Tangible fixed assets, are, at the statement of financial position date, valued at their revalued amount, based on valuations performed by independent external entities, using the income method. When, at the statement of financial position

date, the fair value of the Properties Allocated to the Healthcare Services in progress is not reliably measurable, they are stated at cost until their fair value can be reliably measured, which usually happens when their construction is completed.

Leases – Estimate of the incremental rate, lease term and valuation method

The recognition of leases includes the determination of the interest rate implicit in the leases and the lease terms.

The Group cannot easily determine the rate implicit in the lease, so it uses the incremental interest rate to measure the lease liabilities. The incremental interest rate is the interest rate the Group would have to pay on a loan with similar terms, which requires the rate to be estimated when no observable data are available on the market or when the rate has to be adjusted to reflect the terms of the loan. In fact, the Group estimates the incremental interest rate based on the market reference rate it has access to.

The lease term is determined based on management's best expectation of remaining in the lease contract. The Group assesses the term of the leases by contract type, considering the possibility of exercising, with reasonable certainty, the option to extend the lease:

- Hospitals and clinics – the Group assesses the possibility of exercising with "reasonable certainty the option to extend" the lease of this type of assets. In this sense, and considering the Group's growth in recent years and its growing need to expand, the Group cannot state with reasonable certainty that these lease contracts will be renewed at the end of the initial term;
- Other properties – for this category, the Group analyses every contract, and when there is a renewal option the reasonableness and expectation of renewing the contract is assessed;
- Equipment and Vehicles – this contract type has no renewal option, so the lease term considered is the contract term.

Impairment of accounts receivable

The credit risk of the balances of accounts receivable is assessed at each reporting date, considering the expected credit loss over the lifetime of the asset. The Group established an impairment

matrix based on credit lost over a statistically relevant period of 5 years, adjusted by specific prospective factors identified by the Group as the most appropriate for each group of clients, with similar characteristics and history of default. Additionally, the Group considers the following aspects:

- Debtor's significant financial difficulty;
- Breach of contract, such as failure to pay or non-compliance with interest payments or debt amortisation;
- Probability of the debtor becoming insolvent.

Impairment of non-current assets

The impairment occurs when the accounting value of an asset or of a cash-generating unit exceeds its recoverable value, which is the highest between the fair value net of selling expenses and its value in use.

The calculation of fair value net of selling expenses is based on existing information from contracts already signed in respect of transactions of similar assets, with entities which have no relationships among them, or prices observable in the market net of incremental expenses of selling the asset.

The value in use is calculated based on a discounted cash flow model that considers a budget for the next five years which does not include restructuring activities for which there still is no commitment, or significant future investments seeking to improve the future economic benefits that will arise from the cash-generating unit that is being tested.

The recoverable value is sensitive, mainly, to judgement-based assumptions, namely:

- The growth rate used to extrapolate the cash flows beyond the explicit projection period;
- The discount rates used to discount future cash flows.

Income tax and deferred taxes

The determination of the amounts of income tax and deferred taxes requires the exercise of judgement and is subject to interpretation. Different interpretations could result in a different level of taxes on income, both current and deferred, being recognised in the period.

Deferred tax assets are recognised in so far as it is likely that there will be taxable income against which they can be used.

Recognition and measurement of provisions

Recognition of provisions is inherent in determining the probability of future outflows and measuring them reliably, for which the Group relies, where necessary, on experts in the field.

These factors are often dependent on future events and not always under the control of the Group and, as such, may lead to significant future adjustments, both via changes in the assumptions used and via the future recognition of provisions previously disclosed as contingent liabilities.

Contractual provisions

The CUF Group carries out a detailed assessment of the potential risks associated with the valuation of the part of its activity carried out on behalf of the Portuguese National Health Service (NHS), regarding the eligibility of clinical acts reported to the public contracting entity, and also regarding the risks associated with the contractual performance parameters.

In the specific case of Estabelecimento Hospitalar de Vila Franca, Clause 123 (Reversion of Assets) of the Management Contract (“MC”) provides that the assets to revert to the Public Contracting Entity must be in good working order and fully operational, with all conservation, maintenance and renewal obligations met. Considering that all medical equipment that reaches the end of its useful life before the end of the MC must be the target of investment, an investment plan was prepared where the future liability associated with replacing the equipment in question will be recognised until the end of the contract. As a result, a provision was set up in 2013 for that liability.

Escala Vila Franca – Sociedade Gestora do Estabelecimento, S.A. (“Escala Vila Franca”)

Verification procedures are currently taking place with the Regional Health Authority for Lisbon and the Tejo Valley (Administração Regional de Saúde de Lisboa e Vale do Tejo, I.P. – “ARSLVT”), regarding adjustments made to Estabelecimento Hospitalar de Vila Franca’s accounts from 2013 to 2021.

Regarding the adjustments to the accounts of financial years 2013 through 2021, the closure processes to determine the Actual production, which should have been completed each June of the following year, respectively, are presently ongoing.

The CUF Group’s Board of Directors believes that it is duly substantiated to assert its claims, in the scope of those provisions and impairment losses, without any negative financial impact that has a significant negative effect on the accounts resulting therefrom.

Provisions for dismantling and restoration

Provisions for the costs of dismantling and removing tangible fixed assets and for the costs of restoring the place where they are located depend on estimated assumptions that make them sensitive to:

- Expected cost to be incurred;
- Expected date of occurrence of the costs; and
- Discount rate used to discount the expected cash outflows.

Post-employment benefits

The measurement of liabilities for Retirement and Healthcare Benefits attributed to some of the Bondalti Group's former and current employees is carried out annually using actuarial studies prepared by independent experts, based on actuarial assumptions associated with economic and demographic indicators. All indicators used are specific to the countries where employee benefits are granted and include, among others:

- Salary Growth Rate, Fund Yield Rate and Technical Interest Rate;
- Mortality tables available to the public in Portugal; and
- Future salary and pension increases based on expected future inflation rates specific to Portugal.

Changes in assumptions can have a material impact on the liabilities.

Business continuity

The Board of Directors assessed the Group's ability to operate on a going concern basis considering all relevant information, facts and circumstances of a financial, commercial and other nature, including events subsequent to the reference date of the consolidated financial statements, available for the future. As a result of the assessment carried out, the Board of Directors concluded that the Group has adequate resources to maintain its activities and to fully meet its obligations and that there is no intention to terminate them in the short term. The Board therefore considered it appropriate to use the going concern assumption in the consolidated financial statements.

2.7. Financial Risk Management

2.7.1. General principles

The Group, like most business groups, is exposed to several financial risks capable of altering its equity value.

The Group’s Financial Risk Management Policy seeks to ensure proper identification of all the risks associated with the businesses carried out, as well as to adopt and implement the necessary measures to minimise the negative impacts that adverse developments in the factors underlying these risks may have on the financial structure of the Group and on its sustainability.

Within the scope of the risk management process, the Group identified a set of risks associated with the financial performance of each company included in the consolidation considered materially more relevant, of which market, credit and liquidity risk stand out.

The Group has a risk management model that seeks to minimise the potential adverse effects, using appropriate instruments to cover the risks to which it is exposed. All financial risk management operations are subject to prior approval by the Finance Director or the Executive Committee.

In greater detail, the main financial risks to which the Group is exposed, and the main measures implemented within the scope of its management, are the following:

2.7.2. Market risk

The market risk is the risk of changes in market prices, such as interest rates, foreign exchange fluctuations or the evolution of the stock markets, affecting the Group's results and its financial position.

The Group is essentially exposed to risks arising from changes in interest rates, for which reason market risk management is essentially focused on monitoring the evolution of interest rates, which influence remunerated financial liabilities (contracted based on interest rates indexed to the evolution of the markets) and their impact on the consolidated financial statements.

a) Interest rate risk

The interest rate risk management policy seeks to minimise exposure to changes in interest rates and their impact on the consolidated financial statements.

Through the control policy adopted, it seeks to select suitable strategies for each business area to ensure that this risk factor does not adversely affect the operational capacity. On the other hand, the exposure to interest rate risk is also monitored via the simulation of adverse scenarios with a certain degree of probability, which can negatively affect the Group's results.

Periodically, the Group analyses the market situation, seeking the right balance between fixed and variable rates.

2.7.3. Credit risk

Credit risk is the risk of the counterparty not meeting its contractual obligations related to financial instruments or contracts with clients, which may give rise to the recognition of a loss. The credit risk mainly comes from the Company's operating activities, specifically the risks of credit granted to clients, and its investment activities.

a) Clients and Other debtors

The credit risk is related to balances receivable from customer and other debtors. This risk is monitored as follows: following previously established policies, procedures and controls; establishing credit limits for clients based on internal assessment criteria (average collection period); impairment analyses of amounts receivable, on a regular basis; and regular monitoring of outstanding amounts.

The Group has no significant credit risk with any specific customer, as accounts receivable derive from a large number of clients.

The Group has in place non-recourse factoring contracts whereby it assigns the receivables and whereby control of the receivables and a part of the risks and rewards are transferred to the factoring entity.

The movement in Impairment losses of accounts receivable is disclosed in Note 39.

On 31 December 2022, the Board of Directors considers that the estimated impairment losses on accounts receivable are adequately reflected in the consolidated financial statements.

b) Financial assets available for sale

The balances shown under the Financial assets available for sale caption predominantly concern the WCF, which is guaranteed by Instituto de Gestão e Fundos de Capitalização da Segurança Social, I.P. and by Instituto de Gestão Financeira da Segurança Social, I.P..

c) Investments held to maturity

Investments held to maturity are monitored periodically by management, through an analysis of the reports and accounts of the issuers, considering the following indicators: analysis of the equity of the companies; analysis of the degree of solvency; capacity to generate liquid resources from the use of assets and analysis of the evolution of the financial situation; and, analysis of the opinions of the respective auditors. Additionally, the rating of these entities by the DB Agency is analysed.

2.7.4. Liquidity risk

Liquidity risk results from the potential inability to finance the Group's assets, or to meet contracted liabilities on their due dates.

The financing and liquidity risk management policy is guided by the following objectives:

- ensure a timetable of debt maturity staggered over time;
- decrease short-term indebtedness; and,
- continue to lengthen the average maturity of the debt to make it more consistent with the long-term assets held by the Group.

Within the fulfilment of the above objectives, the Group monitors the financing markets carefully, rigorously selecting the alternatives that appear to be the most efficient at any given time.

3. Fair Value Estimate

The hierarchy for the purposes of determining the fair value shall have the following levels and measurement bases:

Level 1: active market quotations, which the Group can access as of the consolidated statement of financial position reference date;

Level 2: generally accepted valuation models, based on inputs observable in the market, alternative to those mentioned in level 1;

Level 3: valuation models which main inputs are not observable in the market.

The Group measures at fair value the assets and liabilities listed in the tables below, in which their corresponding hierarchy is also specified:

| | 31 Dec 2022 | | |
|--|-------------|-----------|-------------|
| | Level 1 | Level 2 | Level 3 |
| Assets measured at fair value | | | |
| Emission rights (Note 46) | - | - | 5 783 489 |
| Tangible fixed assets [PAHS and TAI] (Note 21) | - | - | 484 793 340 |
| Financial assets available for sale (Note 25) | - | 2 150 585 | 49 869 |
| | 31 Dec 2021 | | |
| | Level 1 | Level 2 | Level 3 |
| Assets measured at fair value | | | |
| Emission rights (Note 46) | - | - | 3 540 869 |
| Tangible fixed assets [PAHS and TAI] (Note 21) | - | - | 470 287 792 |
| Financial assets available for sale (Note 25) | - | 1 832 725 | 336 071 |
| Non-current assets held for sale (Nota 21) | - | - | 7 400 000 |

The fair value (revalued cost) of the PAHS Land and Buildings captions was determined by independent external appraisers, based on inputs not observable in the market.

The fair value of Financial assets available for sale is determined by the market quotation and does not differ substantially from their cost.

4. Consolidation Perimeter

4.1. Companies consolidated

The companies included in the consolidation, their registered offices and proportion of share capital held on 31 December de 2022, are as follows:

| Company | Registered office | Percentage | |
|---|-------------------|----------------|------------|
| | | effective | of control |
| Common services and other: | | | |
| JOSÉ DE MELLO CAPITAL, S.A. (“JM Capital”) | Lisbon | Parent company | |
| Tecnocapital, SGPS, S.A. | Lisbon | 100.00% | 100.00% |
| M Dados, Sistemas de Informação S.A. | Lisbon | 100.00% | 100.00% |
| Infrastructure: | | | |
| José de Mello Investimentos, SGPS S.A. (Madeira International Business Centre) (“JM Investimentos”) | Funchal | 100.00% | 100.00% |
| José de Mello International, S.à r.l. | Luxembourg | 100.00% | 100.00% |
| Healthcare: | | | |
| CUF, S.A. (“CUF”) and subsidiaries (“CUF Group”) | Lisbon | 65.85% | 65.85% |
| CUF - Sociedade Gestora de Participações Sociais, SGPS, S.A. | Porto | 65.85% | 100.00% |
| CUF - Serviços de Saúde, Administrativos e Operacionais, ACE | Oeiras | 65.46% | 99.41% |
| CUF - Serviços de Logística, ACE | Oeiras | 65.38% | 99.29% |
| Academia CUF, Sociedade Unipessoal, Lda. | Oeiras | 65.85% | 100.00% |
| Hospital CUF Descobertas, S.A. (a.) | Oeiras | 65.85% | 100.00% |
| Hospital CUF Tejo, S.A. (b.) | Oeiras | 65.85% | 100.00% |
| Hospital CUF Porto, S.A. (c.) | Oeiras | 65.85% | 100.00% |
| Hospital CUF Torres Vedras, S.A. (d.) | Oeiras | 65.85% | 100.00% |
| Hospital CUF Cascais, S.A. (e.) | Cascais | 65.85% | 100.00% |
| Hospital CUF Viseu, S.A. | Viseu | 65.85% | 100.00% |
| Hospital CUF Santarém, S.A. | Oeiras | 65.85% | 100.00% |
| Hospital CUF Coimbra, S.A. | Coimbra | 65.85% | 100.00% |
| Hospital CUF Trindade, S.A. (f.) | Carnaxide | 65.85% | 100.00% |

Percentage

| Company | Registered office | effective | of control |
|---|-------------------|-----------|------------|
| Clínica CUF Alvalade, S.A. | Lisbon | 65.85% | 100.00% |
| Clínica CUF Belém, S.A. | Lisbon | 41.36% | 62.81% |
| Clínica de Serviços Médicos Computorizados de Belém, S.A. | Lisbon | 41.36% | 62.81% |
| HD Medicina Nuclear, S.A. | Lisbon | 46.09% | 70.00% |
| Ecografia de Cascais, Lda. | Cascais | 65.85% | 100.00% |
| SIM-X - Serviço de Imagem Médica, Lda. | Viseu | 65.85% | 100.00% |
| Clínica Dr. Luís Álvares, S.A. | Lisbon | 65.85% | 100.00% |
| CENES - Centro de Reprocessamento de Dispositivos Médicos, Lda. | Lisbon | 65.85% | 100.00% |
| Digihealth, S.A. | Carnaxide | 57.95% | 88.00% |
| CUF - Gestão de Clients e de Serviços de Saúde, S.A. | Lisbon | 65.85% | 100.00% |
| Centro Logístico CUF Unipessoal, Lda. | Carnaxide | 65.85% | 100.00% |
| Sagies - Segurança e Saúde no Trabalho, S.A. (“Sagies”) (g.) | Oeiras | 65.85% | 100.00% |
| Infrahealth – Gestão de Infraestruturas, Lda. | Oeiras | 65.85% | 100.00% |
| CUF – Investimentos Imobiliários, S.A. (“CUF Investimentos”) | Lisbon | 65.85% | 100.00% |
| Imo Health Cascais - Investimentos Imobiliários, S.A. | Carnaxide | 65.85% | 100.00% |
| SIMPLYGREEN - Investimentos Imobiliários, S.A. | Carnaxide | 65.85% | 100.00% |
| Hospimob - Imobiliária, S.A. | Carnaxide | 65.85% | 100.00% |
| Vigorous Proposal, Lda. | Carnaxide | 65.85% | 100.00% |
| José de Mello Residências e Serviços, SGPS S.A. and subsidiaries (“JM Residências Group”) | Lisbon | 69.58% | 69.58% |
| S.P.S.I. - Sociedade Portuguesa de Serviços de Apoio e Assistência a Idosos S.A. | Lisbon | 48.71% | 70.00% |
| Burkina - Sociedade Imobiliária, S.A. | Lisbon | 48.71% | 70.00% |
| Real estate: | | | |
| José de Mello Imobiliária, SGPS, S.A. and subsidiaries (“JM Imobiliária Group”) | Lisbon | 100.00% | 100.00% |
| Comitur Imobiliária, S.A. | Lisbon | 100.00% | 100.00% |
| Sociedade Imobiliária e Turística do Cojo, S.A. | Lisbon | 100.00% | 100.00% |
| Herdade do Vale da Fonte – Sociedade Agrícola, Turística e Imobiliária S.A. | Sesimbra | 66.67% | 66.67% |

Percentage

| Company | Registered office | effective | of control |
|--|-------------------|-----------|------------|
| Chemical industry: | | | |
| Bondalti Capital, S.A. and subsidiaries (“Bondalti Group”) | Lisbon | 100.00% | 100.00% |
| Bondalti Chemicals, S.A. (“B. Chemicals”) | Estarreja | 100.00% | 100.00% |
| Renoeste - Valorização de Recursos Naturais, S.A. | Estarreja | 100.00% | 100.00% |
| Elnosa - Eletroquímica del Noroeste, S.A. | Pontevedra | 100.00% | 100.00% |
| Nutriquim - Produtos Químicos, S.A. | Barreiro | 100.00% | 100.00% |
| Bondalti Cantábria, S.A. | Pontevedra | 100.00% | 100.00% |
| Miralcalis - Activos de Produção de Cloro, S.A. (“Miralcalis”) | Porto Salvo | 100.00% | 100.00% |
| Innovnano Materiais Avançados, S.A. | Coimbra | 100.00% | 100.00% |
| Dolopand - Investimentos Imobiliários e Turísticos, S.A. | Oeiras | 100.00% | 100.00% |
| Bondalti Water Solutions, S.A. (h.) | Porto Salvo | 100.00% | 100.00% |
| Enkrott - Gestão e Tratamento de Águas, S.A. (“Enkrott”) | Sintra | 100.00% | 100.00% |
| Enkrott Madeira - Gestão e Tratamento de Águas, Lda. | Funchal | 100.00% | 100.00% |
| Enkrott África - Gestão e Tratamento de Águas, Lda. | Luanda | 80.00% | 80.00% |
| Enkrott España, S.L.U. | Barcelona | 100.00% | 100.00% |
| Grupo Aguas Alfaro, S.L. | Alfaro | 100.00% | 100.00% |
| Agua, Energía y Medioambiente, Servicios Integrales, S.L.U. (“AEMA”) | Alfaro | 100.00% | 100.00% |
| Laboratorios Alfaro, S.L.U. | Alfaro | 100.00% | 100.00% |
| Aguas Rioja Medioambiente, S.L.U. | Alfaro | 100.00% | 100.00% |
| Agua, Gestion y Tratamientos, Servicios Integrales, S.L. | Alfaro | 100.00% | 100.00% |

- a. The activity of this company includes the management of Clínica CUF Montijo, which opened to the public on 5 December 2022.
- b. Hospital CUF Infante Santo, S.A. changed its name, in May 2022, to Hospital CUF Tejo, S.A.. The activity of this company includes the management of Hospital CUF Tejo, Clínica CUF Miraflores and Clínica CUF Almada; it also includes CUF Group’s domiciliary services business.
- c. The activity of this company includes the management of Hospital CUF Porto and Clínica CUF São João da Madeira.

- d. The activity of this company includes the management of Hospital CUF Torres Vedras and Clínica CUF Mafra.
- e. The activity of this company includes the management of Hospital CUF Cascais, Clínica CUF São Domingos de Rana, Clínica CUF Nova SBE and Hospital CUF Sintra.
- f. On 7 October 2022, Hospital CUF Porto, S.A. and Celestial Ordem Terceira da Santíssima Trindade signed a share purchase and sale agreement for the acquisition of 53.22% of the shares representing the share capital of Hospital CUF Trindade, S.A. (previously named Hospital da Ordem da Trindade, S.A.) for approximately Euros 3.8 million. Hospital CUF Trindade started its activity on 12 October 2022.
- g. On 17 November and 14 December 2022, CUF, S.A. entered share purchase and sale agreements for the acquisition of the remaining non-controlling interests representing the share capital of Sagies, previously held by Montepio Geral and by Cruz Vermelha Portuguesa, for approximately Euros 1 million.
- h. In September 2022, the company Bondalti Water Solutions, S.A. was incorporated with the aim of bringing together the water treatment companies in a business unit, which thus came to hold the financial holdings in Grupo Aguas Alfaró and in the Enkrott Group.

4.2. Associated companies

- a. The associated companies recorded using the equity method, in the year ended 31 December 2022, are as follows:

| Company | Registered office | Percentage | |
|---|-------------------|------------|------------|
| | | effective | of control |
| MGICAPITAL - Sistemas de Gestão, S.A. | Lisbon | 50.00% | 50.00% |
| Rubicone Bidco, S.A. (a.) | Lisbon | 17.10% | 17.10% |
| Centro Gamma Knife - Radiocirurgia, S.A. | Lisbon | 22.39% | 34.00% |
| Greenimolis - Investimentos, S.A. | Carnaxide | 32.93% | 50.00% |
| AQP - Aliada Química Portugal, Lda. ("AQP") | Estarreja | 49.90% | 49.90% |
| Enkrott Química Cabo Verde (b.) | Cidade da Praia | 50.00% | 50.00% |

- a. Preliminary unaudited accounts.
- b. The company Enkrott Química Cabo Verde has been practically dormant in the last few years.

5. Changes in Consolidation Perimeter and Business Combinations

5.1. Incoming in 2022

The main changes in the consolidation perimeter, in the years ended 31 December de 2022 and 2021, mainly concern:

| Subsidiary | Registered office | Acquisition date | Percentage | |
|----------------------------------|-------------------|------------------|------------|---------|
| | | | effective | control |
| Vigorous Proposal, Lda. (a.) | Lisboa | Jul/22 | 65.85% | 100.00% |
| Hospital CUF Trindade, S.A. (b.) | Carnaxide | Oct/22 | 65.85% | 100.00% |

- a. On 29 July 2022, the Group acquired 100% of the share capital of Vigorous Proposal, Lda., an entity which company object is the purchase and sale of real estate.
- b. On 7 October 2022, the Group acquired 53.22% of the shares representing the share capital of Hospital CUF Trindade, S.A., coming to control the operations of that entity on that date.

The entry of these entities into the consolidation perimeter had the following impact on these consolidated financial statements:

| | Vigorous Proposal, Lda. | Hospital CUF Trindade, S.A. | Total |
|-------------------------------------|-------------------------|-----------------------------|-----------|
| Net assets acquired: | | | |
| Intangible assets | - | 147 835 | 147 835 |
| Right-of-use assets | - | 610 714 | 610 714 |
| Tangible fixed assets | - | 2 574 415 | 2 574 415 |
| Financial assets available for sale | - | 17 366 | 17 366 |
| Inventories | - | 4 354 | 4 354 |
| Clients and advances to suppliers | - | 1 001 100 | 1 001 100 |
| Other debtors | 35 | 6 884 | 6 919 |
| Other assets | - | 325 496 | 325 496 |
| Cash and cash equivalents | - | 90 993 | 90 993 |
| Lease liabilities | - | (594 600) | (594 600) |

| | Vigorous Proposal, Lda. | Hospital CUF Trindade, S.A. | Total |
|--|-------------------------|-----------------------------|--------------------|
| Provisions | - | (6 800) | (6 800) |
| Suppliers and advances from clients | - | (795 745) | (795 745) |
| State and other public entities | - | (28 111) | (28 111) |
| Other liabilities | - | (7 232 430) | (7 232 430) |
| Other creditors | (35) | (129 878) | (129 878) |
| Equity acquired | 0 | (4 008 409) | (4 008 409) |
| Holding percentage | 100,00% | 100.00% | 100.00% |
| Goodwill (Note 18) | - | 9 894 551 | 9 894 551 |
| Valor de aquisição | 5 000 | 5 886 142 | 5 886 142 |
| Settled through monetary means (Note 43) | 5 000 | 2 189 160 | 2 194 160 |
| Amount outstanding (Note 40) | - | 1 504 781 | 1 504 781 |

The results included in the consolidated income statement only comprise the results generated in the periods occurring after the dates of these transactions, respectively, five and three months.

5.2. Incoming in 2021

Subsidiaries

| Subsidiary | Registered office | Acquisition date | Percentage | |
|--|-------------------|------------------|------------|---------|
| | | | effective | control |
| Grupo Aguas Alfaro, S.L. | Alfaro | Jun/21 | 100.00% | 100.00% |
| Agua, Energia y Medioambiente, Servicios Integrales, S.L.U. ("AEMA") | Alfaro | jun /21 | 100.00% | 100.00% |
| Laboratorios Alfaro, S.L.U. | Alfaro | jun /21 | 100.00% | 100.00% |
| Aguas Rioja Medioambiente, S.L.U. | Alfaro | jun /21 | 100.00% | 100.00% |
| Agua, Gestion y Tratamientos, Servicios Integrales, S.L. | Alfaro | jun /21 | 100.00% | 100.00% |

In financial year 2021, the company Grupo Aguas Alfaro, S.L. was acquired, one of the main Spanish operators in the wastewater treatment segment, company registered in Alfaro, in the province of Rioja, Spain. Its main activities focus on engineering solutions, construction, operation and maintenance of facilities for treating process and wastewater, controlling legionella, treating waste and sludge, supplying chemicals, analyses and laboratory inspections, among others.

The entry of these entities into the consolidation perimeter had the following impact on these consolidated financial statements as of 31 December 2021:

| | Grupo Aguas Alfaro |
|--|--------------------|
| Net assets acquired: | |
| Intangible assets | 10 310 |
| Tangible fixed assets | 124 663 |
| Financial assets available for sale | 5 481 040 |
| Deferred tax assets | 2 392 |
| Clients and advances to suppliers | 97 894 |
| Other debtors | 146 328 |
| Cash and cash equivalents | 41 187 |
| Loans | (90 963) |
| Deferred tax liabilities | (710) |
| Suppliers and advances from clients | (2 227) |
| State and other public entities | (125 450) |
| Other creditors | (103 096) |
| Equity acquired | 5 581 369 |
| Holding percentage | 100.00% |
| Goodwill (Note 18) | 4 418 631 |
| Acquisition cost | 10 000 000 |
| Settled through monetary means (Note 43) | 8 000 000 |
| Amount outstanding (Note 40) | 2 000 000 |

5.3. Outgoing in 2021

In 2021, the operations of Greenimolis - Investimentos, S.A. (“Greenimolis”) were no longer controlled by the CUF Group. This follows from the addendum to the shareholder agreement signed in December, whereby the CUF Group came to hold only 50% of the company's capital. The Company is therefore no longer included in the Group’s consolidated financial statements.

On 30 September 2021, Tagus Holdings S.à.r.l. (“Tagus”) ceased its activity, which led to its removal from the consolidation perimeter.

The removal of these entities from the consolidation perimeter on 31 December 2021, had the following impact on the consolidated financial statements:

| | Tagus | Greenimolis | Total |
|-----------------------------------|----------------|------------------|------------------|
| Tangible fixed assets | - | 5 902 337 | 5 902 337 |
| Deferred tax assets | - | 234 995 | 234 995 |
| Clients and advances to suppliers | - | 1 528 | 1 528 |
| Cash and cash equivalents | 141 566 | 868 003 | 1 009 569 |
| Total assets | 141 566 | 7 006 863 | 7 148 429 |
| Suppliers | - | 41 119 | 41 119 |
| Other creditors | - | 995 | 995 |
| Total liabilities | - | 42 114 | 42 114 |

5.4. Other operations

Rubicone Bidco

In October 2020, JM Investimentos, Tagus and Arcus European Infrastructure Fund GP LLP sold 90 208 089, 243 497 061 and 114 557 795 shares representative of the share capital of Brisa – Auto-Estradas de Portugal, S.A. (“Brisa”), respectively, to the company Rubicone Bidco, S.A. (“Bidco”), indirectly held by a consortium of international investors. Within the scope of the sale agreement, JM Investimentos remained the reference shareholder of Brisa with a stake of around 15.41%, to which corresponded 16.73% of the voting rights, with Brisa being considered an associated company in which the Group exercised a significant influence, since its vote was required in strategic and financial decisions.

In January 2021, Brisa extinguished all its 47 352 614 treasury shares, with JM Investimentos’ shareholding changing to 16.73% of Brisa's capital.

During the 2022 financial year, JM Investimentos and Bidco considered it strategically important to concentrate their holdings in the share capital of Brisa in a common vehicle – Bidco – whereby, in November 2022, JM Investimentos now holds 17.1% of the share capital of Bidco and supplementary capital contributions (subject to the regime provided for in article 213(1) of the Portuguese Commercial Companies Code), in exchange for the Brisa shares it held, as well as a significant influence in Bidco.

Digihealth and Haspac

The Ministry of Health terminated the concession contract with the company Hospital Amadora Sintra – Sociedade Gestora, S.A. (“HAS”), currently named Digihealth, S.A. (“Digihealth”), on 6 November 2007. This company had managed Hospital Prof. Dr. Fernando Fonseca EPE. The transfer of management took effect from 1 January 2009. For this reason, this activity was discontinued. Consequently, the activity of another company of the Group (directly owned by Digihealth), HASPAC – Patologia Clínica, S.A. (“Haspac”), which operated the Clinical Pathology Department of Digihealth on an exclusive basis, was also discontinued.

On 12 December 2012, the arbitration court, in the ongoing arbitration process, issued a ruling ordering the Administração Regional de Saúde de Lisboa e Vale do Tejo, I.P. (“ARSLVT”) to pay Digihealth the sum of Euros 18 123 526, as compensation for the termination of the concession contract. Although ordered and given notice to pay, ARSLVT never paid the ordered amount. ARSLVT filed an action to annul the arbitration ruling in the South Administrative Central Court and the decision is still pending.

At the end of the first quarter of 2014, Digihealth noted that the efforts put into collecting from the ARSLVT were not producing the desired outcome. Therefore, and with the aim of paying off, even if only partially, the liabilities contracted with its creditors, Digihealth sounded out the market and managed to find an entity, Finanfarma – Sociedade de Factoring, S.A., a company controlled by a related entity, willing to sign a factoring contract and to pay a very large sum for the acquisition of Digihealth’s credit over ARSLVT, expressly envisaging the possibility of appealing to the Special Revitalisation Process (“PER”). The strategy advocated by Digihealth merited the agreement of a large majority of creditors (74.46%), representative of its liabilities. On 1 August 2014, Digihealth filed the PER process, obtaining approval from 84% of the creditors, which was subsequently ratified by the Commercial Court of Lisbon on 5 March 2015.

Even though it had obtained support from different creditors (47.98%) representative of HASPAC’s liabilities, the truth is that it was not possible to achieve the qualified majority of 67% that would enable entering a creditor arrangement. In this context, HASPAC’s Board was forced to submit a voluntary insolvency request to the Tribunal da Comarca de Lisboa Oeste, having been declared insolvent on 19 February 2015, with the respective Insolvency Administrator being appointed.

As in previous accounting periods, CUF Group considered that there is no effective control of the Haspac subsidiary, which is being managed by an Insolvency Administrator and, as such, it was excluded from the consolidation scope.

Regarding the subsidiary currently known as Digihealth, the Board of Directors carried out its activity in accordance with the context and commitments taken on with the creditors, namely the Special Revitalisation Process (PER). This process limits the Board's actions to the realisation of assets for the sole purpose of settling liabilities related to creditors recognised within the scope of the PER.

Nevertheless, after the final and unappealable decision on the PER, Digihealth remained in activity, with a new company object, a change materialised at the Shareholders' General Meeting.

Digihealth began redirecting its activity (company object) to a new sector, which will enable it to generate income over the coming years. Except for the use of the contingent assets that may be recovered, which will be used to settle the liabilities that materialise in respect of the part of those contingent assets that are effectively recovered, the Group understands that it has effective control over said entity, as well as the power and capacity to use that power to affect the value of the results of the new activity.

Discontinued operations

The contracts for the management and operation of the Braga and Vila Franca de Xira hospital establishments ended on 31 August 2019 and 31 May 2021, respectively.

During financial years 2022 and 2021, the economic operations associated with these contracts were fundamentally related to the management of the transfer process of the two hospitals to the State and the management of clients and suppliers and of the respective accounts receivable and payable. The activity included the litigation with the State.

As provided for by IFRS 5, the consolidated income statement for the years ended 31 December 2022 and 2021 reflects in a single caption (net profit from discontinued operations), the net profit, after tax, of this discontinued operating unit.

In the years ended 31 December 2022 and 2021, the net profit from discontinued operations were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|------------------|---------------------|
| Operating income: | | |
| Sales and services rendered | 44 189 | 30 462 752 |
| Other operating income | 570 063 | 2 354 311 |
| Total operating income | 614 252 | 32 817 063 |
| Operating expenses: | | |
| Cost of sales | (276 956) | (7 619 102) |
| External supplies and services | (183 071) | (6 426 959) |
| Staff expenses | (109 465) | (13 801 971) |
| Amortisation and depreciation | (4 375) | (2 001 804) |
| Provisions and impairment losses | 1 218 737 | 1 773 430 |
| Other operating expenses | (230 198) | (950 309) |
| Total operating expenses | 414 672 | (29 026 716) |
| Operating results | 1 028 924 | 3 790 347 |
| Financial expenses | - | (154 405) |
| Financial income | 371 | - |
| Financial results | 371 | (154 405) |
| Pre-tax profit | 1 029 295 | 3 635 942 |
| Income Tax | (89) | (509 952) |
| Net profit from discontinued operations | 1 029 205 | 3 125 990 |

Other

During financial year 2022, the following operations also occurred:

- In December 2022, the company Ecoclínica – Diagnóstico por Imagem, Lda. was merged by incorporation into Hospital CUF Cascais, S.A., with effects reported to 1 January 2022;
- In December 2022, the company Escala Vila Franca – Entidade Gestora do Estabelecimento, S.A. was merged into CUF, S.A., with accounting and tax effects reported to 1 January 2022;
- During the 2022 financial year, Bondalti Capital, S.A. increased its stake in Enkrott by 28.78%, currently holding 100% of its share capital; and
- In 2022, 33.5% of the capital of Enkrott Madeira - Gestão e Tratamento de Águas, Lda. was acquired, with Enkrott now holding 100% of its capital.

6. Business Segments

As recommended in IFRS 8, the Group presents the operating segments based on the internal management information model. The identification of the Group’s reporting segments is consistent with the manner in which the Board of Directors allocates resources to the segments, evaluates their performance, makes strategic decisions and controls the businesses.

Thus, the Group presents the following reporting segments:

- Healthcare (includes Residences);
- Chemical industry;
- Others (including Shared services, Real estate and Other services).

The “Healthcare” segment includes the CUF and JM Residences Groups. CUF Group’s main activity is healthcare provision in the following areas: (i) Private healthcare provision, through the operation of ten hospitals, ten outpatient clinics and four clinical imaging units; (ii) Real estate and infrastructure sector, which includes ten entities which company object is the purchase, sale, management and leasing of healthcare infrastructures, commercial spaces and car parks; (iii) Provision of services within the scope of occupational medicine, hygiene and health; (iv) Provision of personalised healthcare at home; and (v) Provision of IT, operational, administrative and logistical services. The JM Residences Group, in close articulation with the CUF Group, focuses its activity on developing residential solutions for the elderly and on orthopaedic, geriatric and neurological recovery and rehabilitation programmes, through the management and operation of two residential units.

The “Chemical Industry” segment is composed of the Bondalti Group, an industrial chemical producer that operates in three areas: i) Chemicals, with production and sale of industrial chemical products in the organic (aniline and derivatives) and inorganic (chlor-alkali) segments; ii) Real Estate, with purchase and sale of real estate; and iii) Water Treatment, with production and sale of products and technologies for water treatment.

The “Others” segment includes entities which activities range from consulting and accounting services, centralised procurement services for goods and services, and real estate activities (promotion and management of real estate and tourism investments).

The results of each segment (after excluding intersegment transactions) for the years ended 31 December 2022 and 2021, were as follows:

| | 31 Dec 2022 | | | | |
|---|---------------|-------------------|--------------|--------------|-----------------|
| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
| Sales and services rendered | 637 704 321 | 595 072 827 | 2 732 400 | (773 322) | 1 234 736 225 |
| Other operating income | 10 418 079 | 13 990 274 | 3 375 340 | (5 124) | 27 778 569 |
| Other operating expenses | (590 795 793) | (528 668 043) | (19 141 246) | 793 446 | (1 137 811 635) |
| Operating results of the segment | 57 326 607 | 80 395 058 | (13 033 506) | 15 000 | 124 703 159 |
| Financial expenses | (17 931 195) | (14 520 667) | (10 251 387) | 683 655 | (42 019 594) |
| Financial income | 1 150 226 | 1 715 266 | 1 029 574 | (698 655) | 3 196 411 |
| Gains / (Losses) from associated companies | (669 801) | 132 803 | 35 291 722 | - | 34 754 724 |
| Gains / (Losses) from investment activities | (87 084) | (38 600) | 2 982 436 | (2 910 000) | (53 249) |
| Financial results | (17 537 854) | (12 711 198) | 29 052 345 | (15 000) | (4 121 708) |
| Pre-tax profit | 39 788 753 | 67 683 859 | 16 018 839 | - | 120 581 451 |
| Income Tax | (6 717 606) | (15 858 185) | 5 142 392 | - | (17 433 399) |
| Net profit from discontinued operations | 1 029 205 | - | - | - | 1 029 205 |
| Non-controlling interests | (11 698 141) | (31 863) | 11 852 | - | (11 718 151) |
| Net profit attributable to shareholders | 22 402 212 | 51 793 811 | 21 173 084 | - | 92 459 106 |

31 Dec 2021

| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
|---|---------------|-------------------|--------------|--------------|-----------------|
| Sales and services rendered | 587 097 692 | 443 872 961 | 3 042 851 | (779 167) | 1 033 234 337 |
| Other operating income | 7 930 619 | 11 213 422 | 79 945 023 | (15 471) | 99 073 593 |
| Other operating expenses | (545 162 849) | (416 096 270) | (92 900 704) | 807 837 | (1 053 351 987) |
| Operating results of the segment | 49 865 461 | 38 990 113 | (9 912 831) | 13 200 | 78 955 943 |
| Financial expenses | (19 919 186) | (15 646 286) | (9 103 678) | 326 306 | (44 342 843) |
| Financial income | 731 078 | 501 127 | 737 055 | (339 506) | 1 629 753 |
| Gains / (Losses) from associated companies | (644 681) | 391 137 | 31 931 371 | - | 31 677 827 |
| Gains / (Losses) from investment activities | 82 071 | (96 570) | (1 869) | - | (16 368) |
| Financial results | (19 750 719) | (14 850 591) | 23 562 879 | (13 200) | (11 051 631) |
| Pre-tax profit | 30 114 742 | 24 139 522 | 13 650 048 | - | 67 904 312 |
| Income Tax | 1 568 783 | (4 605 033) | 2 503 795 | - | (532 456) |
| Net profit from discontinued operations | 3 125 990 | - | - | - | 3 125 990 |
| Non-controlling interests | (12 071 015) | (169 955) | (44 078) | - | (12 285 048) |
| Net profit attributable to shareholders | 22 738 500 | 19 364 533 | 16 109 765 | - | 58 212 798 |

Intersegment transactions are carried out at market prices, on a similar base to third-party transactions.

The accounting policies in the various segments are consistent with the Group's policies.

The segments' assets and liabilities and their corresponding reconciliation with the consolidated total, on 31 December 2022 and 2021, were as follows:

31 Dec 2022

| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
|-------------------------------------|-------------|-------------------|---------------|---------------|---------------|
| Goodwill | 57 230 053 | 23 281 599 | 574 808 525 | - | 655 320 177 |
| Intangible assets | 26 371 641 | 7 001 499 | 181 002 | - | 33 554 142 |
| Tangible fixed assets | 529 194 705 | 124 495 370 | 24 258 646 | - | 677 948 722 |
| Clients and advances to suppliers | 86 847 175 | 73 630 595 | 507 952 | (113 408) | 160 872 313 |
| Cash and cash equivalents | 46 874 782 | 35 626 885 | 58 071 127 | - | 140 572 794 |
| Other assets | 165 110 555 | 75 222 947 | 729 423 109 | (155 049 201) | 814 707 410 |
| Segment assets | 911 628 911 | 339 258 895 | 1 387 250 362 | (155 162 610) | 2 482 975 558 |
| Loans and lease liabilities | 536 540 691 | 108 093 718 | 413 281 043 | - | 1 057 915 453 |
| Suppliers and advances from clients | 86 205 715 | 67 678 418 | 1 161 731 | (66 586) | 154 979 279 |
| Other liabilities | 110 300 134 | 46 694 880 | 195 086 022 | (119 163 077) | 232 917 960 |
| Segment liabilities | 733 046 540 | 222 467 017 | 609 528 797 | (119 229 663) | 1 445 812 691 |

31 Dec 2021

| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
|-------------------------------------|-------------|-------------------|---------------|---------------|---------------|
| Goodwill | 49 345 114 | 23 281 599 | 574 808 525 | - | 647 435 238 |
| Intangible assets | 29 120 763 | 4 744 677 | 153 249 | - | 34 018 689 |
| Tangible fixed assets | 508 391 333 | 129 673 725 | 24 254 260 | - | 662 319 318 |
| Clients and advances to suppliers | 73 431 546 | 69 524 969 | 344 095 | (204 745) | 143 095 864 |
| Cash and cash equivalents | 51 229 299 | 22 947 095 | 45 211 506 | - | 119 387 900 |
| Other assets | 178 218 444 | 68 086 139 | 745 423 644 | (172 501 990) | 819 226 237 |
| Segment assets | 889 736 498 | 318 258 205 | 1 390 195 278 | (172 706 735) | 2 425 483 246 |
| Loans and lease liabilities | 564 798 684 | 139 111 869 | 414 379 432 | - | 1 118 289 985 |
| Suppliers and advances from clients | 65 209 580 | 72 330 455 | 1 575 503 | (166 108) | 138 949 431 |
| Other liabilities | 126 798 493 | 37 897 276 | 214 036 240 | (144 867 718) | 233 864 291 |
| Segment liabilities | 756 806 757 | 249 339 600 | 629 991 176 | (145 033 825) | 1 491 103 708 |

Relevant additional information in terms of segmental reporting, is as follows:

| 31 Dec 2022 | | | | | |
|----------------------------------|--------------|-------------------|--------------|--------------|--------------|
| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
| Capital expenditure | 58 730 750 | 17 822 218 | 790 475 | - | 77 343 443 |
| Amortisation and depreciation | (41 674 383) | (23 699 743) | (708 360) | - | (66 082 487) |
| Provisions and impairment losses | (4 868 573) | (641 504) | (2 878 186) | - | (8 388 264) |
| 31 Dec 2021 | | | | | |
| | Healthcare | Chemical industry | Other | Eliminations | Consolidated |
| Capital expenditure | 39 437 469 | 11 041 409 | 738 187 | - | 51 217 065 |
| Amortisation and depreciation | (40 345 429) | (21 388 783) | (736 912) | - | (62 471 124) |
| Provisions and impairment losses | (5 589 597) | (114 099) | (76 158 447) | - | (81 862 143) |

7. Revenue (Sales and Services Rendered)

In the years ended 31 December 2022 and 2021, sales and services rendered were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|----------------------|----------------------|
| Sales: | | |
| Finished and semi-finished products | 542 783 627 | 413 424 750 |
| Goods | 52 915 488 | 28 906 312 |
| By-products and waste | 264 492 | 318 307 |
| Other | 4 013 697 | 224 322 |
| Discounts and returns | (18 597 320) | (8 362 342) |
| | 581 379 985 | 434 511 350 |
| Services rendered: | | |
| Clinical and hospital activity | 619 174 717 | 569 672 170 |
| Water management and treatment | 14 081 557 | 9 115 877 |
| Support to assistance services | 7 274 149 | 6 530 409 |
| Occupational hygiene, safety and medicine | 5 574 282 | 4 992 618 |
| Parking | 4 922 589 | 3 756 958 |
| Rents | 234 117 | 303 502 |
| Other | 2 094 830 | 4 351 454 |
| | 653 356 241 | 598 722 987 |
| | 1 234 736 225 | 1 033 234 337 |

The increase in Sales in the 2022 financial year is due not only to the increase in the quantities sold, but also to the increase in prices. The mechanism for sales pricing is indexed to the market value of several raw materials, which in 2022 once again reached historic highs.

The 2022 financial year shows a strong recovery of the CUF Group's clinical and hospital activity compared to the previous year, with more surgeries being carried out and a greater influx to emergency services, as well as strong growth in some areas such as Orthopaedics, Urology, among others.

8. Other Operating Income

Other operating income in the years ended 31 December 2022 and 2021 has the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------------|-------------------|
| Gains obtained on the sale of assets (a.) | 5 425 989 | 486 423 |
| Use of CO ₂ emission rights (b.) | 2 047 761 | 2 268 545 |
| Operational foreign exchange differences (c.) | 1 144 351 | 314 185 |
| Assignment of space and materials (d.) | 976 842 | 691 030 |
| Assignment of exploration (e.) | 924 040 | 919 619 |
| Gains from the sale of CO ₂ emission rights | 688 019 | 315 833 |
| Investment subsidies | 671 217 | 2 233 142 |
| VAT reimbursements | 734 854 | - |
| Services rendered to Kemira | 591 000 | 355 000 |
| Rehabilitation works to the ammonia tank | 555 000 | 544 000 |
| Assignment of tank use in Barreiro | 470 000 | 714 000 |
| Tests, exams, clinical analyses and consumables | 435 692 | 237 304 |
| Regularisation of balances and estimates | 430 689 | 292 073 |
| Other subsidies | 401 486 | 232 232 |
| Equipment rental | 379 190 | 374 324 |
| Indemnities and compensation received (works and contracts) | 367 826 | 2 634 |
| Own works for the company | 315 042 | 229 126 |
| Retirement benefits | 256 974 | - |
| Contractual and prompt payment discounts | 230 601 | 260 467 |
| Subsidies from State and other entities | 122 497 | 74 426 |
| Debt recovery | 49 719 | 9 112 |
| IMT reimbursement (f.) | - | 631 980 |
| Other operating and supplementary income | 3 476 807 | 2 750 931 |
| | 20 695 595 | 13 936 386 |

- This caption includes accounting gains obtained on the disposal of Investment properties (Note 22) and Tangible fixed assets (Note 21).
- These amounts are related to emission rights and refer to the subsidy granted by the Fundo Português de Carbono (Portuguese Carbon Fund), for the reduction of CO₂ emissions (Note 46).
- The operational foreign exchange differences recorded in the years ended 31 December 2022 and 2021, result exclusively from the exchange fluctuations of the UD Dollar against the Euro and result from the acquisition of raw materials.
- The caption Assignment of space and materials includes, essentially, the amounts related to the operation of car parks and cafeteria areas of the Group's hospital units.
- The caption Assignment of exploration includes the assignment of the exploration to the company Dr. Campos Costa – Consultório de Tomografia Computorizada, S.A..
- In 2021, Banco Comercial Português, S.A. reimbursed the Municipal Tax on Real Estate Transfers (Imposto Municipal sobre as Transmissões Onerosas de Imóveis (“IMT”)) in the amount of Euros 631 980, related to the sale operation of the Quinta da Marinha property that had been carried out in 2016 through a transfer in lieu of payment contract.

9. Cost of Sales

During the years ended 31 December 2022 and 2021, the cost of the sales was determined as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------------|-------------------|
| Opening balance (Note 29) | 41 209 273 | 42 162 343 |
| Change in perimeter: | | |
| - outgoing | - | (8 924 984) |
| Inventory regularisations | 805 303 | (16 364) |
| Transfers of Investment properties (Note 22) | 4 121 750 | - |
| Transfers to Other debtors (Note 27) (a.) | - | (1 239 172) |
| Discontinued activities | (276 956) | - |
| Purchases | 444 481 384 | 361 960 497 |
| Cost of sales | (438 866 947) | (352 733 047) |
| Closing balance (Note 29) | 51 473 807 | 41 209 273 |

a. In the year ending 31 December 2021, the inventory value carried over from Escala Vila Franca – Entidade Gestora do Estabelecimento, S.A. after termination of the private public partnership contract was transferred to an account receivable from Hospital de Vila Franca de Xira EPE (Note 27) due to the inclusion of the account in the final closing of the accounts and falling within the context of the respective transfer.

10. Variation in Production

During the years ended 31 December 2022 and 2021, the variation in production was determined as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------------|--------------|-------------|
| Opening inventories (Note 29) | 6 148 340 | 4 204 778 |
| Inventory regularisations | (399 188) | 455 354 |
| Change in perimeter: | | |
| - incoming | - | 1 120 422 |
| Closing inventories (Note 29) | (11 536 062) | (6 148 340) |
| | 5 786 910 | 367 786 |

11. External Supplies and Services

In the years ended 31 December 2022 and 2021, the external supplies and services have the following composition:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------------------|-------------|-------------|
| Fees (a.) | 196 580 554 | 178 927 902 |
| Electricity (b.) | 51 270 649 | 44 332 445 |
| Specialised work (c.) | 34 732 029 | 28 525 020 |
| Subcontracts (d.) | 30 285 369 | 30 832 677 |
| Transport of staff and goods (e.) | 27 134 424 | 20 292 990 |
| Maintenance and repairs | 24 784 481 | 22 864 449 |
| Fuel | 7 757 863 | 5 150 305 |
| Rents | 5 318 058 | 7 212 446 |
| Advertising | 4 160 227 | 3 333 680 |
| Insurance | 4 062 721 | 3 558 077 |
| Other fluids | 3 474 103 | 1 753 412 |
| Communication | 3 379 693 | 3 475 139 |
| Water | 2 790 257 | 2 358 246 |
| Travel and accommodation | 1 853 708 | 1 043 993 |
| Waste collection | 1 056 873 | 1 037 364 |
| Vigilance and security | 793 852 | 853 806 |
| Office consumables | 656 869 | 637 038 |
| Tools and utensils | 632 314 | 954 788 |
| Cleaning, hygiene and comfort | 592 212 | 616 642 |
| Litigation and notarial fees | 361 247 | 325 315 |
| Operational services and consumables | 353 230 | 227 541 |
| Gift items | 110 314 | 82 022 |
| Commissions | 30 648 | 95 156 |
| Other supplies and services | 1 888 231 | 1 771 430 |
| | 404 059 925 | 360 261 883 |

The caption External supplies and services recorded a change of around 12% compared to the previous year, which is justified by the significant increase in Sales of 34% and in Services rendered of 9%.

- a. The caption Fees includes, essentially, the amounts paid to healthcare professionals (doctors, nurses, diagnostic technicians and assistants) of the different clinical and hospital units of the CUF Group.
- b. The significant increase in the Electricity caption of around Euros 6.9 million is due to the escalating price increase in the electricity market.
- c. The caption Specialised work includes Clinical work, Outsourcing of information systems, Consultancy (related to new projects) and Administrative technical assistance.
- d. The Subcontracts caption includes the contracting of specific services such as (i) Catering, (ii) Cleaning, (iii) Transport of patients and (iv) Complementary diagnostic and therapeutic resources (Meios complementares de diagnóstico e terapêutica (“MCDT”)).
- e. During the 2022 financial year, the increase in sales and the rise in transport expenses, driven by the increase in fuel prices, led to an increase in the caption Transport of staff and goods.

Fees, Specialised Work and Subcontracts are among the most relevant and are directly linked to Turnover. The degree to which the Group resorts to subcontracting and specialised work reflects the mix of the Group's businesses and the segments in which they are carried out.

12. Staff Expenses

Staff expenses in the years ended 31 December 2022 and 2021, were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|--------------------|--------------------|
| Remuneration | 147 994 871 | 130 812 070 |
| Mandatory social charges | 34 034 582 | 30 258 905 |
| Social action costs | 10 354 501 | 9 212 818 |
| Insurance | 5 903 874 | 4 829 496 |
| Compensation on contract termination / Indemnities | 1 549 281 | 1 022 206 |
| Training | 377 984 | 330 177 |
| Employee benefits | 108 805 | 80 663 |
| Other staff expenses | 14 447 924 | 8 694 931 |
| | 214 771 822 | 185 241 266 |

The increase in staff expenses is essentially due to the increase in the number of employees. Additionally, and in order to address the impacts of the economic situation on the purchasing power of its employees, namely the inflation effect verified in 2022, the CUF Group decided to award an extraordinary bonus to all its employees at the end of 2022 (which justifies the change in the caption Other staff expenses).

Other staff expenses include, but are not limited to, expenditure on training, performance bonuses and medical care.

The number of employees working for the companies included in the consolidation perimeter by the full consolidation method in the years ended on those dates, by business segment, was as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------|--------------|--------------|
| Healthcare | 6 693 | 6 220 |
| Chemical industry | 702 | 691 |
| Other | 93 | 89 |
| | 7 488 | 7 000 |

13. Other Operating Expenses

The caption Other operating expenses in the years ended 31 December 2022 and 2021, has the following breakdown:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------------|-------------------|
| Impostos diretos e indiretos (a.) | 4 855 189 | 4 367 714 |
| Donativos (b.) | 2 098 495 | 2 507 116 |
| Diferenças de câmbio operacionais (c.) | 1 831 213 | 1 094 323 |
| Quotizações | 939 977 | 807 285 |
| Dívidas incobráveis | 530 256 | 636 464 |
| Taxas (d.) | 510 282 | 657 892 |
| Perdas na alienação e abate de ativos | 43 425 | 9 450 |
| Multas e penalidades contratuais | 24 866 | 39 513 |
| Ofertas e amostras de inventários | 506 | 140 |
| Perdas em inventários | - | 181 205 |
| Outros | 594 892 | 849 208 |
| | 11 429 101 | 11 150 310 |

- a. The caption Direct and indirect taxes mainly reflect the amounts related to IMI (Municipal Property Tax), AIMI (Additional Municipal Property Tax) and Stamp Duty.
- b. In the year ended 31 December 2022, the caption Donations includes the amount of Euros 1 000 000 (Euros 2 150 000 in the year ended 31 December 2021) made to Universidade Católica Portuguesa (under a protocol concluded between the Group and this educational institution) and Euros 500 thousand made to the event “Jornada Mundial da Juventude” (World Youth Day).
- c. In the years ended 31 December 2022 and 2021, the Operational exchange rate differences result exclusively from exchange rate fluctuations between the US Dollar against the Euro and arise from raw material purchases.
- d. The caption Levies includes, in the years ended 31 December 2022 and 2021, water and waste levies, in the amounts of Euros 336 thousand and Euros 381 thousand, respectively.

14. Financial Results

The financial results for the years ended 31 December 2022 and 2021 have the following composition:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------------|-------------------|
| Financial expenses and losses: | | |
| Interest incurred (a.) | 26 585 009 | 28 778 078 |
| Commodity swaps – raw materials (b.) | 10 612 574 | 9 439 313 |
| Commissions and bank charges | 4 324 894 | 5 280 654 |
| Factoring charges | 468 334 | 526 266 |
| Derivative financial instrument valuation losses | - | 224 919 |
| Other financial expenses and losses | 28 783 | 93 613 |
| | 42 019 594 | 44 342 843 |
| Financial income and gains: | | |
| Interest earned | 1 293 067 | 1 121 374 |
| Rents from properties | 218 952 | 185 981 |
| Commodity swaps – raw materials (b.) | 1 293 847 | 7 112 |
| Other financial income and gains | 390 544 | 315 286 |
| | 3 196 411 | 1 629 753 |
| Gains / (losses) from associated companies: | | |
| Application of the equity method | 34 812 122 | 31 646 258 |
| Other results of investments in associated companies | (79 482) | (6 151) |
| Gains / (Losses) on disposal of associated companies | 22 084 | 37 720 |
| | 34 754 724 | 31 677 827 |
| Gains / (Losses) from investment activities: | | |
| Gains / (Losses) on disposal of investments | - | 4 607 |
| Gains / (Losses) on financial instruments at fair value (c.) | (53 249) | (20 975) |
| | (53 249) | (16 368) |

- a. The caption Interest incurred includes interest on Bank loans, Bond loans, Commercial paper, Secured current accounts, Other bank loans, Factoring, Leasing and Bank overdrafts.
- b. Expenses and income from Commodity swaps – raw materials relate to non-speculative transactions to mitigate the impact of changes in commodity prices on the operational cash flows of B. Chemicals.
- c. On 31 December 2022 and 2021, the detail of the Gains / (Losses) on financial instruments at fair value is as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|------------------------|-------------|-------------|
| Work Compensation Fund | (127 632) | (20 975) |
| Fundo Faber Tech II | 74 383 | - |
| | (53 249) | (20 975) |

15. Income Tax

With effect from 2014, JM Capital and its domestic subsidiaries owned, directly or indirectly, in more than 75% have paid Corporate Income Tax (“IRC”) under the Special Taxation Scheme for Groups of Companies (“RETGS”); a further two groups co-exist under this scheme - the CUF Group and the SPSI Group, together with their respective domestic subsidiaries owned, directly or indirectly, in more than 75%. RETGS consists of the algebraic sum of the taxable income of all the undertakings included within the taxation perimeter, less the dividends distributed, on which the corporate income tax rate applies, plus the respective surcharges. The entities included in the RETGS assess and record income tax as if taxed on an individual basis; the tax payable estimate is recorded as due to the dominant company of each tax group, which is responsible for the overall assessment and payment of the tax. In relation to companies not included in the RETGS, current tax is calculated based on their respective taxable income, according to the rules and tax regimes applicable in the territory where the registered office of each company is located.

The Company and its subsidiaries domiciled in Portugal are subject to corporate income tax at the nominal tax rate of 21%, to which can be added the municipal surcharge at the maximum rate of 1.5% on the taxable income. Moreover, if applicable, a State surcharge of 3% is also payable on the excess of taxable income between Euros 1 500 000 and Euros 7 500 000, 5% between Euros 7 500 000 and Euros 35 000 000 and 9% over Euros 35 000 000. Pursuant to Article 88 of the Corporate Income Tax Code, the Group is also liable to autonomous taxation on a set of charges, at the rates set out in the referred Article.

According to the legislation in force in Portugal, tax returns are subject to review and correction by the tax authorities for a period of four years (five years for Social Security), except when tax losses have occurred (in which case this is extended for a period of ten years), tax benefits have been granted, or inspections, complaints or challenges are underway, in which cases, depending on the circumstances, deadlines can be extended or suspended. Thus, the tax returns of the Company and its subsidiaries domiciled in Portugal from 2019 through 2022 may still be subject to review.

The Board of Directors is of the opinion that any corrections to those tax returns resulting from reviews / tax inspections will not have a significant effect on the consolidated financial statements as of 31 December 2022.

Income tax recognised in the years ended 31 December 2022 and 2021, is as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------|-------------|
| Current tax: | | |
| Relating to the current year | 22 764 637 | 10 090 247 |
| Tax estimate (excess) / shortfall of the previous year | (6 407 570) | (3 515 923) |
| | 16 357 067 | 6 574 324 |
| Deferred tax (Note 26) | 1 076 332 | (6 041 868) |
| Charge for the year | 17 433 399 | 532 456 |

Temporary differences between the book values of assets and liabilities and the corresponding tax base were recognised in accordance with IAS 12 - Income taxes (Note 26).

16. Dividends

Following deliberation at the General Meeting of 19 May 2021, the Company distributed Retained earnings in an amount of Euros 6 300 000.

In relation to the current year, the Board of Directors proposes not to pay dividends. This proposal is subject to approval at the Shareholders’ General Meeting, to occur in May.

17. Earnings per Share

The basic and diluted earnings per share of the years ended 31 December 2022 and 2021 were calculated considering the following amounts:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|--------------|--------------|
| Basic earnings per share | | |
| Net profit for the purpose of calculating basic earnings per share (net profit for the year) | 92 459 106 | 58 212 798 |
| Average weighted number of shares outstanding for the purpose of calculating the basic earnings per share | 5 000 000 | 5 000 000 |
| Basic net earnings per share | 18.49 | 11.64 |

Since there were no diluting effects of the earnings per share in the years ended 31 December 2022 and 2021, the diluted earnings per share is equal to the basic earnings per share.

18. Goodwill

The goodwill value in the years ended 31 December 2022 and 2021 concerns the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------|-------------|
| Window Blue, SGPS, S.A. and Impegest, SGPS, S.A. (a.) | 23 293 281 | 23 293 281 |
| José de Mello, SGPS, S.A. (b.) | 342 701 952 | 342 701 952 |
| Guimarães de Mello Investimentos, SGPS, S.A. (b.) | 208 451 745 | 208 451 745 |
| CUF, S.A. | 2 627 945 | 2 627 945 |
| Comitur Imobiliária, S.A. | 361 547 | 361 547 |
| Bondalti Capital, S.A. | 18 862 408 | 18 862 408 |
| Dolopand - Investimentos Imobiliários e Turísticos, S.A. | 561 | 561 |
| Grupo Águas Alfaro | 4 418 631 | 4 418 631 |
| Hospital CUF Tejo, S.A. | 11 791 702 | 11 791 702 |
| Hospital CUF Coimbra, S.A. | 7 703 735 | 9 713 347 |
| Hospital CUF Porto, S.A. (c.) | 17 277 982 | 7 383 431 |

| | 31 Dec 2022 | 31 Dec 2021 |
|---|--------------------|--------------------|
| Hospital CUF Santarém, S.A. | 7 035 102 | 7 035 102 |
| VALIR - SGPS, S.A. | 5 220 465 | 5 220 465 |
| Clínica Dr. Luís Álvares, S.A. | 2 145 867 | 2 145 867 |
| Sagies - Segurança e Saúde no Trabalho, S.A. | 1 584 193 | 1 584 193 |
| SIM-X - Serviço de Imagem Médica, Lda. | 624 000 | 624 000 |
| CENES - Centro de Reprocessamento de Dispositivos Médicos, Lda. | 616 412 | 616 412 |
| Hospital CUF Cascais, S.A. | 491 285 | 491 285 |
| Hospital CUF Descobertas, S.A. | 97 265 | 97 265 |
| CUF - Investimentos Imobiliários, S.A. | 13 261 | 13 261 |
| Clínica de Serviços Médicos e Computorizados de Belém, S.A. | 837 | 837 |
| | 655 320 177 | 647 435 238 |

- In the 2010 and 2011 financial years, to concentrate the Brisa shareholders into a single vehicle, merger operations occurred in the Group through the incorporation of the subsidiaries Window Blue, SGPS, S.A. and Egadi, SGPS, S.A. into JM Investimentos, of Impegest, SGPS, S.A. into Orla, SGPS, S.A. and, later, of Orla, SGPS, S.A. into JM Investimentos. These operations had no impact on the consolidated accounts. Arising from the sale of about 40% of Brisa's holding (Note 5.4), goodwill values were included, proportionately, in calculating the gain on the sale transaction; the remaining amount, corresponding to the 16.73% share in Brisa, is shown under the caption Investments in associated companies (Note 23).
- In financial year 2017, the companies José de Mello - Sociedade Gestora de Participações Social, S.A. and Guimarães de Mello Investimentos, SGPS, S.A. were incorporated by merger into SOGEFI - Sociedade de Gestão e Financiamentos, SGPS, S.A. (currently José de Mello Capital, S.A.). These merger transactions did not have any impact on the consolidated accounts and therefore the goodwill value remains unchanged from that recorded on 31 December 2016.
- On 7 October 2022, Hospital CUF Porto, S.A. and Celestial Ordem Terceira da Santíssima Trindade signed a share purchase and sale agreement for the acquisition of shares representing 53.22% of the share capital of Hospital CUF Trindade, S.A. (previously named Hospital da Ordem da Trindade, S.A.) for approximately Euros 3.8 million, on which date the Group came to control that entity. Hospital CUF Trindade started its activity on 12 October 2022, with its main object being the operation of healthcare establishments, with the possibility of assigning spaces, and the provision of medical services, of any nature or specialty, including medical appointments, exams, surgery and hospitalisation. This operation resulted in goodwill arising from the acquisition of control of the company (Note 5.1), allocated to the cash-generating unit.

These figures do not include the goodwill recognised in companies that consolidate using the equity method, which present goodwill in the Investments in associated companies caption.

For the purposes of the impairment analysis, goodwill was distributed among the operating segments (sets of cash-generating units), considering the benefit generated in them by the synergies resulting from the business combinations that originated the goodwill. Each healthcare unit is a cash-generating unit (“UGC”). However, certain healthcare units are analysed jointly since they are part of an integrated, complementary and interdependent management of services provision and which presupposes a high financial interdependence, constituting operating segments as a whole, for which performance and decisions are taken jointly and inseparably by management, namely:

- Hospital CUF Cascais, S.A. and Ecografia de Cascais, Lda.;
- Hospital CUF Descobertas S.A. and HD - Medicina Nuclear, S.A.;
- Clínica de Serviços Médicos Computorizados de Belém, S.A. and Clínica CUF Belém, S.A.;
- Hospital CUF Viseu, S.A. and SIM-X - Serviço de Imagem Médica, Lda.;
- Hospital CUF Porto, S.A. and Hospital CUF Trindade, S.A..

Impairment tests were carried out on the goodwill values, using the following assumptions and methods:

- the recoverable values of cash-generating units were determined based on the value-in-use calculation. The use of this method requires an estimate of future cash flows arising from the operations of each cash-generating unit and the choice of an appropriate discount rate;
- the valuation amounts are supported by past results and by prospects regarding the future development of the markets in which the Group operates, with 5-year projections of future cash flows being prepared for each of the businesses, in accordance with the plans defined by the Board of Directors.

In financial year 2022, impairment tests were carried out, having concluded on the existence of impairment at Hospital CUF Coimbra, S.A., in the amount of, approximately, Euros 2 010 thousand (Note 39.1).

19. Intangible Assets

The changes in the value of intangible assets as well as the corresponding amortisation and impairment losses, during the years ended 31 December 2022 and 2021, were as follows:

| | Development projects | Software | Industrial property and Rights (a.) | Other intangibles (b.) | Intangibles in progress (c.) | aTotal |
|--|----------------------|-------------|-------------------------------------|------------------------|------------------------------|--------------|
| Gross assets: | | | | | | |
| Balance on 1 January 2021 | 2 065 031 | 17 743 668 | 18 057 575 | 5 180 268 | 13 183 877 | 56 230 418 |
| Changes in perimeter (Note 5) | 1 040 253 | 653 859 | 2 077 | - | - | 1 696 189 |
| Additions | 184 687 | 1 639 003 | 6 387 | - | 9 610 558 | 11 440 635 |
| Transfer on term of exploration contract | - | (2 137 496) | (15 450 023) | - | - | (17 587 519) |
| Attributed emission rights | - | - | 4 030 864 | - | - | 4 030 864 |
| Use of emission rights | - | - | (875 163) | - | - | (875 163) |
| Fair value changes (Note 46) | - | - | 810 789 | - | - | 810 789 |
| Write-offs and regularisations | - | 1 780 | (316 126) | (1 407 563) | - | (1 721 910) |
| Reclassifications and transfers | - | 51 811 | - | - | (51 811) | - |
| Balance on 31 December 2021 | 3 289 971 | 17 952 625 | 6 266 379 | 3 772 704 | 22 742 623 | 54 024 303 |
| Changes in perimeter (Note 5) | - | 316 416 | - | - | - | 316 416 |
| Additions | - | 2 056 340 | 989 600 | - | 7 437 747 | 10 483 687 |
| Attributed emission rights | - | - | 4 043 034 | - | - | 4 043 034 |
| Use of emission rights | - | - | (2 268 545) | - | - | (2 268 545) |
| Fair value changes (Note 46) | - | - | 247 347 | - | - | 247 347 |
| Disposals | - | - | - | - | (1 653 543) | (1 653 543) |
| Reclassifications (Other debtors) | - | - | - | - | (2 499 975) | (2 499 975) |
| Write-offs and regularisations | (118 004) | (40 518) | (61 864) | (34 604) | (6 315 117) | (6 570 107) |
| Reclassifications (internal) | (20 000) | 10 742 093 | 1 611 706 | (3 054 703) | (10 709 564) | (1 430 468) |
| Balance on 31 December 2022 | 3 151 967 | 31 026 956 | 10 827 657 | 683 397 | 9 002 172 | 54 692 149 |

| | Development projects | Software | Industrial property and Rights (a.) | Other intangibles (b.) | Intangibles in progress (c.) | Total |
|---|----------------------|--------------|-------------------------------------|------------------------|------------------------------|--------------|
| Accumulated amortisation and impairment losses: | | | | | | |
| Balance on 1 January 2021 | (2 061 698) | (15 372 565) | (16 860 012) | (578 032) | - | (34 872 307) |
| Changes in perimeter (Note 5) | (286 764) | (616 296) | (2 077) | - | - | (905 136) |
| Write-offs and regularisations | - | (466 150) | 1 197 277 | 1 407 564 | - | 2 138 691 |
| Use of impairment | - | 389 412 | - | - | - | 389 412 |
| Transfer on term of exploration contract | - | 2 137 496 | 15 450 023 | - | - | 17 587 519 |
| Amortisation | - | (1 956 678) | (2 386 017) | (1 099) | - | (4 343 794) |
| Balance on 31 December 2021 | (2 348 462) | (15 884 780) | (2 600 806) | 828 433 | - | (20 005 614) |
| Changes in perimeter (Note 5) | - | (166 581) | - | - | - | (166 581) |
| Write-offs and regularisations | 8 070 | 8 095 | 2 332 142 | 41 189 | - | 2 389 496 |
| Use of impairment | - | - | 404 | - | - | 404 |
| Reclassifications (internal) | 16 667 | 2 008 255 | 946 262 | (1 540 716) | - | 1 430 468 |
| Amortisation | - | (2 630 047) | (2 156 133) | - | - | (4 786 180) |
| Balance on 31 December 2022 | (2 323 725) | (16 665 058) | (1 478 131) | (671 094) | - | (21 138 007) |
| Carrying amount: | | | | | | |
| On 31 December 2021 | 941 510 | 2 067 845 | 3 665 574 | 4 601 137 | 22 742 623 | 34 018 689 |
| On 31 December 2022 | 828 243 | 14 361 898 | 9 349 526 | 12 303 | 9 002 172 | 33 554 142 |

a. The caption Rights includes:

- i. Hospital concession rights: on 1 June 2011, the Management Contract between the Ministries of Health and Finance and Escala Vila Franca - Sociedade Gestora do Estabelecimento, S.A., establishing the management and operation of the Estabelecimento Hospitalar de Vila Franca de Xira in a public-private partnership began. On the date of the transfer, Escala Vila Franca - Sociedade Gestora do Estabelecimento, S.A. paid, under the hospital management contract, the amount of Euros 15 million, from which were deducted the values relating to Inventories and Tangible Fixed Assets, with the remainder being denominated as Concession rights. This value was amortised over 10 years, the length of the contract, which ended on 31 May 2021, with an impairment being recognised on the carrying value as of 31 December 2020 as a result of this contract being considered onerous for which reason, on 31 December 2022, the value of this caption is zero;

- ii. Exploration rights: the amount of Euros 2.47 million corresponds to a car park operating right. Initially, a partnership was entered into between Hospital CUF Tejo, S.A., ESLI - Parques de Estacionamento, S.A. and the Lisbon City Council, which granted the right to operate the car park for a period of 50 years. In 2016, Hospital CUF Tejo, S.A. ceded its contractual position to Infrahealth - Gestão de Infraestruturas, Lda.;
 - iii. Key money: the caption also includes the amount of Euros 990 thousand related to key money on the cession of Clínica CUF Montijo (acquired in financial year 2022), key money on the cession of Clínica CUF São Domingos de Rana in the amount of Euros 150 thousand and the amount of Euros 350 thousand in respect of the agreement celebrated for the rendering of radiology services by Hospital CUF Sintra; and
 - iv. Gas emission rights: includes the amount of Euros 6.7 million, corresponding to the CO₂ emission licenses awarded under the Plano Nacional de Atribuição de Licenças (National Plan for the Award of Licenses) (Note 46).
- b. In 2020, under the caption Other intangibles, the gross amount of Euros 1 587 thousand was recorded, corresponding to the total estimated value of the investments expected until the end of the Management Contract of Estabelecimento Hospitalar de Vila Franca, arising from the obligations foreseen in Appendix V of said contract. This amount was written off following the termination of the Management Contract in May 2021.
- c. The value recorded in the caption Intangibles in progress includes:
- i. Go Forward project: expenses incurred in 2022 and 2021 with the development and implementation of the Go Forward project, which consists of reformulating the operational systems of the healthcare service delivery units of CUF Group. Part of said project was concluded in 2022, having started to be amortised. The remaining components of the project were still under development and implementation on 31 December 2022, so they were classified as intangible assets in progress, with their conclusion being expected during financial year 2023. Additionally, during the year ended 31 December 2022, the CUF Group made changes to the design of said project and reached a partial agreement to terminate the software licensing and service provision agreement with the main supplier of the Go Forward project. This agreement resulted in the reimbursement, by way of compensation, of approximately Euros 5 million (of which approximately Euros 2.5 million had been received by 31 December 2022 (Note 27)). The Group also carried out an assessment of the recoverable value of the capitalised components, having expensed approximately Euros 3.8 million (Euros 0.7 million via the caption Staff expenses and Euros 3.1 million via the caption External supplies and services); and

- ii. Surface right: concerns underground surface rights, in the amount of Euros 1.7 million, on a plot of land adjacent to the car park of Edifício Expansão (Building) of Hospital das Descobertas, granted by the Lisbon City Council, for which there is a project for the construction of a car park. In the year ended 31 December 2022, a purchase and sale agreement was signed with Placeguard, in which a sale price for that right was agreed of Euros 1.8 million; of this total of Euros 1.8 million receivable, Euros 1.5 million are still outstanding.

During the 2022 and 2021 financial years, the Amortisation, depreciation and impairment losses caption had the following counter-entries in the statement of financial position:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------------|-------------------|
| Intangible assets | | |
| Amortisation | 4 786 180 | 4 343 794 |
| Right-of-use assets (Note 20) | | |
| Depreciation | 18 111 578 | 15 856 388 |
| Tangible fixed assets (Note 21) | | |
| Depreciation | 43 068 757 | 42 097 338 |
| Estimate revision | (4 048 593) | - |
| Impairment losses | 127 640 | 1 391 083 |
| Investment properties (Note 22) | | |
| Depreciation | 115 972 | 173 605 |
| Impairment losses | - | 64 546 |
| Non-current assets held for sale | | |
| Impairment losses | - | 369 622 |
| Total of Amortisation and depreciation | 66 082 487 | 62 471 124 |
| Total of Impairment losses (Note 39) | 127 640 | 1 825 251 |

20. Right-of-Use Assets

During the years ended 31 December 2022 and 2021, the changes in the value of the right-of-use assets, as well as in their corresponding accumulated depreciation and impairment losses, were the following:

| | Buildings and other constructions | Basic equipment | Office equipment | Transport equipment | Surface right | Other assets | Total |
|--|-----------------------------------|---------------------|------------------|---------------------|------------------|------------------|---------------------|
| Gross assets: | | | | | | | |
| Balance on 1 January 2021 | 90 877 573 | 82 386 249 | 1 311 683 | 4 815 163 | 2 210 007 | 200 695 | 181 801 370 |
| Additions | 153 062 | 7 212 339 | - | 873 210 | - | - | 8 238 612 |
| Sales, write-offs and regularisations | - | (3 966) | - | (64 757) | - | - | (68 723) |
| Reclassification (a.) | (49 817 911) | - | - | - | - | - | (49 817 911) |
| Transfer on term of exploration contract | - | (3 322 756) | (463 929) | (563 397) | - | - | (4 350 082) |
| Balance on 31 December 2021 | 41 212 725 | 86 271 865 | 847 754 | 5 060 220 | 2 210 007 | 200 695 | 135 803 266 |
| Changes in perimeter (Note 5) | - | 711 879 | - | - | - | - | 711 879 |
| Additions (b.) | 13 128 510 | 8 507 874 | - | 1 429 705 | - | - | 23 066 089 |
| Sales, write-offs and regularisations | - | 73 036 | 200 | (542 573) | - | - | (469 337) |
| Balance on 31 December 2022 | 54 341 235 | 95 564 654 | 847 955 | 5 947 352 | 2 210 007 | 200 695 | 159 111 898 |
| Accumulated depreciation and impairment losses: | | | | | | | |
| Balance on 1 January 2021 | (13 486 683) | (32 906 443) | (985 264) | (2 403 889) | (208 471) | (200 695) | (50 191 444) |
| Depreciation | (3 318 200) | (11 399 585) | (118 454) | (908 849) | (54 712) | (56 589) | (15 856 388) |
| Sales, write-offs and regularisations | 44 114 | 24 139 | (20 173) | 95 343 | - | 56 589 | 200 011 |
| Reclassification (a.) | 3 362 527 | - | - | - | - | - | 3 362 527 |
| Transfer on term of exploration contract | - | 3 322 756 | 463 929 | 563 395 | - | - | 4 350 080 |
| Balance on 31 December 2021 | (13 398 242) | (40 959 133) | (659 962) | (2 653 999) | (263 183) | (200 695) | (58 135 214) |
| Depreciation | (4 827 788) | (11 837 703) | (118 454) | (1 272 920) | (54 713) | - | (18 111 578) |
| Sales, write-offs and regularisations | (1 377 225) | (48 859) | - | 254 438 | 1 002 | - | (1 170 644) |
| Balance on 31 December 2022 | (19 603 255) | (52 845 695) | (778 416) | (3 672 480) | (316 894) | (200 695) | (77 417 436) |
| Valor líquido: | | | | | | | |
| On 31 December 2021 | 27 814 483 | 45 312 732 | 187 792 | 2 406 221 | 1 946 824 | - | 77 668 053 |
| On 31 December 2022 | 34 737 980 | 42 718 959 | 69 538 | 2 274 872 | 1 893 113 | - | 81 694 462 |



- a. The reclassification recorded in 2021 in the amount of Euros 46.5 million, respects Hospital CUF Descobertas (Building 1). This property was under lease, with the contract having been amortised in advance in the first half of 2021. As a result, the corresponding book value was reclassified to Tangible fixed assets.
- b. The increase verified in 2022, in the caption Buildings and other constructions, is justified by the lease contract of Hospital CUF Trindade, S.A., which operation began in October 2022 (Note 5.1). The CUF Group is currently responsible for managing the provision of hospital healthcare at Hospital CUF Trindade, S.A., with the property being owned by Celestial Ordem Terceira da Santíssima Trindade. Consequently, on the date control was acquired, a right-of-use asset and a liability associated with the respective lease contract, that entered into force on that date, was also recognised. Additionally, in December 2022 the contract related to the start of activity of Clínica CUF Montijo was booked, guaranteeing access to differentiated healthcare in the municipality of Montijo and neighbouring areas. Works were also carried out in the Coimbra and Santarém Hospitals, as well as in Clínica Luís Álvares, which justify the remaining additions of the year.

Buildings and other constructions relate, essentially, to contracts for the lease of healthcare facilities and contracts for the lease of premises used for administrative services and for support to assistance services (shared services and call centre, respectively).

Basic equipment mainly includes right-of-use assets under medical equipment leasing contracts.

The value recorded under the caption Surface right concerns a contract for the assignment of surface rights, by the Cascais City Council to Hospital CUF Cascais, S.A.. This contract concerns the assignment of the surface rights of Hospital Ortopédico José de Almeida, composed of two properties located in the municipality of Cascais, and was granted for a period of 40 years.

All right-of-use assets are measured at cost.

21. Tangible Fixed Assets

During the years ended 31 December 2022 and 2021, the changes in the value of other tangible fixed assets, as well as in their corresponding accumulated depreciation and impairment losses, were the following:

| | PAHS and TAI (a.) (b.) | Land and natural resources | Buildings and other constructions | Basic equipment | Office equipment | Other tangible fixed assets | Down payments and tangible fixed assets in progress (c.) | Total |
|---|---------------------------|-------------------------------|--------------------------------------|--------------------|---------------------|--------------------------------|--|----------------------|
| Gross assets: | | | | | | | | |
| Balance on 1 January 2021 | 463 138 796 | 10 779 003 | 112 268 481 | 493 940 231 | 40 006 055 | 9 761 991 | 10 002 180 | 1 139 896 737 |
| Changes in perimeter (Note 5) | - | 120 118 | 936 501 | 2 716 758 | 685 278 | 1 802 978 | (5 904 985) | 356 648 |
| Additions | 11 729 862 | 257 993 | 1 076 844 | 11 950 699 | 1 238 107 | 218 144 | 5 066 168 | 31 537 817 |
| Sales and write-offs | - | - | (2 124 311) | (7 079 842) | (471 671) | (453 775) | - | (10 129 600) |
| Transfers | 2 881 936 | (468 219) | (2 676 809) | 1 746 913 | 131 924 | 137 357 | (1 753 102) | - |
| Reclassification (d.) | 49 817 910 | - | - | - | - | - | - | 49 817 910 |
| Regularisations | 21 178 | - | - | - | - | - | (39 266) | (18 088) |
| Transfer at term of exploration contract (e.) | - | - | (1 979 471) | (16 939 595) | (2 746 940) | - | - | (21 666 005) |
| Revaluation surplus | 437 713 | - | - | - | - | - | - | 437 713 |
| Balance on 31 December 2021 | 528 027 395 | 10 688 895 | 107 501 235 | 486 335 164 | 38 842 753 | 11 466 695 | 7 370 995 | 1 190 233 132 |
| Changes in perimeter (Note 5) | - | - | 309 191 | 3 297 640 | 435 902 | - | 18 986 | 4 061 718 |
| Additions | 11 438 197 | 2 703 244 | 2 488 213 | 16 834 750 | 3 164 634 | 206 867 | 6 957 762 | 43 793 668 |
| Sales and write-offs | - | (29 271) | (10 788) | (3 387) | (20 166) | (232 136) | - | (295 748) |
| Transfers | - | - | 1 507 712 | 870 378 | 116 099 | 80 444 | (2 523 295) | 51 338 |
| Foreign exchange effect | - | (338 636) | (2 438 944) | (199 112) | (282 006) | (925 481) | - | (4 184 179) |
| Regularisations | - | - | - | - | (156 007) | 4 760 | - | (151 247) |
| Revaluation surplus | 10 341 899 | - | - | - | - | - | - | 10 341 899 |
| Balance on 31 December 2022 | 549 807 491 | 13 024 232 | 109 356 619 | 507 135 434 | 42 101 208 | 10 601 150 | 11 824 447 | 1 243 850 582 |



| | PAHS and TAI (a.) (b.) | Land and natural resources | Buildings and other constructions | Basic equipment | Office equipment | Other tangible fixed assets | Down payments and tangible fixed assets in progress (c.) | Total |
|---|---------------------------|-------------------------------|--------------------------------------|----------------------|---------------------|--------------------------------|--|----------------------|
| Accumulated depreciation and impairment losses: | | | | | | | | |
| Balance on 1 January 2021 | (44 191 564) | (219 308) | (62 262 042) | (367 227 289) | (31 244 668) | (5 569 234) | - | (510 714 105) |
| Depreciation | (11 971 573) | - | (3 144 086) | (23 198 240) | (3 448 797) | (334 642) | - | (42 097 338) |
| Constitution of impairment losses | (1 391 083) | - | - | - | - | - | - | (1 391 083) |
| Use of impairment losses | - | - | (69 851) | (746 834) | (47 907) | - | - | (864 593) |
| Reclassification (d.) | (3 362 527) | - | - | - | - | - | - | (3 362 527) |
| Regularisations | 3 177 144 | - | 218 041 | 31 540 | 61 600 | (66 400) | - | 3 421 926 |
| Sales and write-offs | - | - | 1 855 894 | 7 030 183 | 471 120 | 439 867 | - | 9 797 064 |
| Transfer at term of exploration contract (e.) | - | - | 1 979 471 | 16 939 595 | 2 746 940 | - | - | 21 666 005 |
| Changes in perimeter (Note 5) | - | - | (504 403) | (2 045 182) | (448 118) | (1 371 461) | - | (4 369 164) |
| Balance on 31 December 2021 | (57 739 603) | (219 308) | (61 926 975) | (369 216 228) | (31 909 830) | (6 901 870) | - | (527 913 814) |
| Depreciation | (11 349 948) | - | (3 907 160) | (23 679 638) | (3 638 464) | (493 547) | - | (43 068 757) |
| Constitution of impairment losses | (127 640) | - | - | - | - | - | - | (127 640) |
| Reversal of impairment losses | 3 973 976 | - | 74 617 | - | - | - | - | 4 048 593 |
| Regularisations | 229 063 | - | (846) | (104 178) | (15) | 1 | - | 124 025 |
| Foreign exchange effect | - | - | 1 093 900 | 160 773 | 204 849 | 998 169 | - | 2 457 691 |
| Sales and write-offs | - | - | 559 | 3 387 | 17 210 | 44 190 | - | 65 346 |
| Changes in perimeter (Note 5) | - | - | (329 268) | (968 676) | (189 359) | - | - | (1 487 303) |
| Balance on 31 December 2022 | (65 014 151) | (219 308) | (64 995 173) | (393 804 561) | (35 515 609) | (6 353 057) | - | (565 901 859) |
| Carrying amount: | | | | | | | | |
| On 31 December 2021 | 470 287 792 | 10 469 587 | 45 574 260 | 117 118 936 | 6 932 923 | 4 564 825 | 7 370 995 | 662 319 318 |
| On 31 December 2022 | 484 793 340 | 12 804 924 | 44 361 446 | 113 330 872 | 6 585 599 | 4 248 093 | 11 824 447 | 677 948 722 |

Group determined that the Property Allocated to Healthcare Services (“PAHS”) and the Land and natural resources of the real estate segment (“TAI”), constitutes a separate asset class, based on the nature, characteristics, use and risks associated with it. This class is recorded at the revalued amount and the gain / loss on revaluation, net of the deferred tax effect, is recognised in other comprehensive income.

a. Property valuations are carried out annually by management decision and prepared by an external entity registered with the CMVM. With reference to 31 December 2022, the valuation was carried out by an independent specialised entity - Ktesios Appraisal - Consultoria e Avaliação Imobiliária, Lda. The valuations follow different methods, according to the characteristics of each property:

i. Hospital CUF Tejo, Hospital CUF Sintra, Hospital CUF Descobertas 1 and 2, Clínica CUF Almada, Clínica CUF S. João da Madeira, Clínica CUF Belém, Hospital CUF Cascais, Instituto CUF, Hospital CUF Torres Vedras and Hospital CUF Porto

The Income Method was used for the valuation of these properties. The income capitalisation method is used to determine the value of a property based on its ability to produce income. It relates future income (on an optimisation basis and considering its economic lifetime) to its present value and in such a way as to obtain the market value (on a going concern basis). This method is used to determine the present value of future income, according to the current value and state of repair.

Under this method, the capitalisation rates used reflect the behaviour of the housing market in Portugal when analysing the profitability of medium- / long-term investment projects. An analysis of the average capitalisation rates in the Portuguese property market found that a 6.5% rate (6.5% in 2021) reflects the value of the return expected by an investor in the market of spaces intended for services, for vacant property (property on the market for rent).

Under the income method, the value of the completed property, considering the lease of same, was estimated considering the direct capitalisation of the current rent. The direct income capitalisation method is used in cases where the rent can be considered as perpetual and constant; for property, the perpetuity of the income is considered in scenarios of 20 to 25 years.

ii. Hospital CUF Santarém

This property is the only property dedicated to healthcare services that does not have a lease, since it is owned by the healthcare company (Hospital CUF Santarém). For the valuation of this property the Cost Method is used.

The Cost Method is based on a “new construction” (built using modern technology and materials) which is identical to that of the asset being valued, plus all indirect charges incurred in the

development of the investment project and a normal market margin and the risk of the investment under consideration.

The construction cost will be affected by a factor (asset state of repair factor or coefficient) to reflect the asset's state of repair at the time of valuation. Use of the cost method requires the estimation of the values of the built-up land and the public space (with infrastructure or free of infrastructure). The land value is estimated based on the principle of maximum utility (or aptness) and optimised use, as if it were vacant.

The valuations of the properties identified above were also carried out considering the current state of repair of the properties. For the purposes of the calculation, the transaction value of similar properties obtained from the prospecting carried out was used, having been adjusted to the characteristics of the properties under valuation.

iii. Edifício Infante Santo 34

In December 2020, the property “Edifício Infante Santo 34” was reclassified to the caption Non-current assets held for sale. With the transfer of outpatient activity to the new Hospital CUF Tejo, the Group took steps to sell this building. In December 2021, a sale and purchase promissory contract was signed which agreed a sale value of Euros 7.4 million. An advance of Euros 2.22 million was made on the date of the signing of the promissory contract. At the end of 2021, an impairment loss of Euros 369 thousand was recorded for this property. In July 2022, the sale of the property was executed for the amount agreed in the sale and purchase promissory contract.

Property considered strategic for private healthcare operations, such as Hospital CUF Torres Vedras, Instituto CUF, Hospital CUF Cascais, Hospital CUF Sintra, Hospital CUF Porto, Clínica CUF Almada, Hospital CUF Descobertas 1, Hospital CUF Descobertas 2, and Hospital CUF Tejo were used as collateral for loans obtained by the Group (Notes 36 and 45).

b. The balance of the PAHS and TAI class also includes a plot of land (with a total area of 3 685 000 m²), located in Sesimbra, for real estate development purposes (belonging to the subsidiary Herdade do Vale da Fonte - Sociedade Agrícola, Turística e Imobiliária S.A.). This land was revalued in 2008, based on a valuation report issued by CB Richard Ellis, S.A., that assigned it a value of Euros 18 million. During 2021, CBRE Consultoria e Avaliação de Imóveis, Unipessoal, Lda. carried out a new valuation, determining that the market value of the land is Euros 12 million; as a result, a negative adjustment was made in the land’s revaluation surplus in the amount of Euros 5.5 million.

Group determined that the Property Allocated to Healthcare Services (“PAHS”) and the Land and natural resources of the real estate segment (“TAI”) constitute a separate class, based on the nature, characteristics, use and risks associated with it. This class is recorded at the revalued amount and the gain / loss on revaluation, net of the deferred tax effect, is recognised in other comprehensive income.

- c. Assets that qualify as Tangible fixed assets in progress are essentially assets that will be recognised as Land and natural resources or as Buildings and other constructions when they are available for use in the conditions intended by the Board. These assets are valued at cost at the date of the consolidated statement of financial position.
- d. The reclassification recorded in 2021 for a net amount of Euros 46.5 million relates to Hospital CUF Descobertas (Building 1). This property was under lease in the 2020 financial year and the contract was amortised in advance in the first half of 2021. As a result, its book value was reclassified to Tangible fixed assets
- e. With the end of the Concession Contract for Hospital de Vila Franca de Xira, in a public-private partnership, on 31 May 2021, all the fixed assets of this company were transferred to Hospital Vila Franca de Xira E.P.E., as provided for in the Transfer Agreement.

22. Investment Properties

Investment properties are held for rental income or for capital appreciation or for both purposes. Therefore, an investment property generates cash flows that are highly independent of the other assets held by the entity, which are either monetised through their use in producing goods and services or are occupied by Group companies. In the latter case, the property does not qualify as an investment property in the consolidated financial statements but is reclassified to Tangible fixed assets because the property is occupied by the owner from the Group perspective; however, from the perspective of the entity that owns it, that property is an investment property in its separate financial statements.

As described in Note 2.4.9, the Group uses the cost model to measure its investment properties.

During the years ended 31 December 2022 and 2021, the movements in the value of Investment properties, as well as in the corresponding accumulated depreciation, were as follows:

| | Land and natural resources | Buildings and other constructions | Total |
|--|----------------------------|-----------------------------------|--------------------|
| Gross assets: | | | |
| Balance on 1 January 2021 | 19 090 103 | 12 286 874 | 31 376 977 |
| Changes in perimeter (Note 5) | 155 246 | 624 150 | 779 395 |
| Sales and write-offs | (26 948) | (962 502) | (989 450) |
| Transfers and regularisations | - | 30 660 | 30 660 |
| Balance on 31 December 2021 | 19 218 401 | 11 979 182 | 31 197 583 |
| Sales and write-offs | (4 846 123) | (1 319 653) | (6 165 776) |
| Transfer to inventories (a.) | - | (4 487 120) | (4 487 120) |
| Transfers and regularisations | 66 443 | 565 848 | 632 290 |
| Balance on 31 December 2022 | 14 438 721 | 6 738 256 | 21 176 977 |
| Accumulated depreciation and impairment losses: | | | |
| Balance on 1 January 2021 | - | (5 375 173) | (5 375 173) |
| Changes in perimeter (Note 5) | - | (149 403) | (149 403) |
| Depreciation | - | (173 605) | (173 605) |
| Reversal of impairment losses | - | 221 639 | 221 639 |
| Constitution of impairment losses | - | (64 546) | (64 546) |
| Transfers and regularisations | - | (30 660) | (30 660) |
| Sales | - | 144 440 | 144 440 |
| Balance on 31 December 2021 | - | (5 427 308) | (5 427 308) |
| Depreciation | - | (115 972) | (115 972) |
| Use of impairment losses | - | 77 558 | 77 558 |
| Transfer to inventories (a.) | - | - | - |
| Depreciation | - | 365 371 | 365 371 |
| Impairment losses | - | 1 851 456 | 1 851 456 |
| Sales | - | 1 042 445 | 1 042 445 |
| Balance on 31 December 2022 | - | (2 206 451) | (2 206 451) |
| Carrying amount: | | | |
| On 31 December 2021 | 19 218 401 | 6 551 874 | 25 770 275 |
| On 31 December 2022 | 14 438 721 | 4 531 805 | 18 970 526 |

a. In 2022, the Group transferred 11 stores in the “Aveiro Centrum” development registered under Investment properties, with a net value of Euros 2 270 294, to Inventories, as it considers that it will sell them in the near future.

On 31 December 2022, this caption had the following composition:

| | 31 Dec 2022 |
|--------------------------------|-------------------|
| 2 shops and 195 parking spaces | 1 086 703 |
| 19 apartments - Junqueira | 2 920 817 |
| Land - Estarreja | 4 300 113 |
| Land - Lavradio | 3 831 278 |
| Land (Mina) - Loulé | 1 592 000 |
| Other | 5 239 614 |
| | 18 970 526 |

23. Investments in Associated Companies

The detail of the investments in associated companies on 31 December 2022 and 2021 is as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|--------------------|--------------------|
| Brisa - Auto-Estradas de Portugal, S.A. | - | 459 146 399 |
| Rubicone Bidco, S.A. (a.) | 462 381 482 | - |
| Greenimolis - Investimentos, S.A. | 4 542 678 | 3 474 611 |
| AQP - Aliada Química de Portugal, Lda. | 807 027 | 1 014 088 |
| Centro Gamma Knife - Radiocirurgia, S.A. | 302 181 | 464 460 |
| Hospital da Ordem da Trindade, S.A. | - | 146 107 |
| Enkrott Química Cabo Verde | 9 153 | 9 429 |
| | 468 042 521 | 464 255 094 |

a. Preliminary unaudited accounts.

This caption includes equity holdings, supplementary capital contributions, shareholder loans and goodwill.

The holdings in associated companies had the following movements in the years ended 31 December 2022 and 2021:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------------------|--------------------|--------------------|
| Balance on 1 January | 464 255 094 | 463 189 020 |
| Acquisitions and increases | 61 053 311 | - |
| Application of equity method: | | |
| Effect on results | 7 772 982 | 31 646 259 |
| Effect on equity | 269 718 | (1 900 541) |
| Dividends received | (19 641 505) | (32 439 866) |
| Other | (78 646) | 40 679 |
| Ancillary capital contributions | 426 005 708 | - |
| Supplementary capital contributions | 1 084 878 | - |
| Changes in perimeter (Note 5) | 576 000 | 3 719 542 |
| Disposals and write-offs | (473 255 019) | - |
| Balance on 31 December | 468 042 521 | 464 255 094 |

The detail of the values recognised in the income statement concerning holdings in associated companies in the years ended 31 December 2022 and 2021, is as follows:

| | 31 Dec 2022 | | | 31 Dec 2021 | | |
|--|-------------------------|--|------------|-------------------------|--|------------|
| | Equity method (Note 14) | Gains / (Losses) on disposal (Note 14) | Total | Equity method (Note 14) | Gains / (Losses) on disposal (Note 14) | Total |
| Brisa - Auto-Estradas de Portugal, S.A. | 32 930 119 | - | 32 930 119 | 31 893 652 | - | 31 893 652 |
| Rubicone Bidco, S.A. | 2 361 603 | - | 2 361 603 | - | - | - |
| Greenimolis - Investimentos, S.A. | (16 811) | - | (16 811) | (170 899) | - | (170 899) |
| AQP - Aliada Química de Portugal, Lda. | 190 226 | - | 190 226 | 397 288 | - | 397 288 |
| Centro Gamma Knife - Radiocirurgia, S.A. | 68 472 | - | 68 472 | 149 455 | - | 149 455 |
| Hospital CUF Trindade, S.A. | (721 462) | - | (721 462) | (623 237) | - | (623 237) |
| Enkrott Química Cabo Verde | (25) | - | (25) | - | - | - |
| Tagus Holdings S.à r.l. | - | - | - | - | 37 719 | 37 719 |
| Other | - | 22 084 | 22 084 | (1) | 1 | - |
| | 34 812 122 | 22 084 | 34 834 206 | 31 646 258 | 37 720 | 31 683 978 |

The goodwill concerning investments in associated companies is not subject to amortisation and is subject to annual impairment tests, or when there are indications of possible loss of value, as provided for in Note 2.3. d).

24. Investments Held to Maturity

On 31 December 2022 and 2021, the investments held to maturity were as follows:

| | 31 Dec 2022 | | | 31 Dec 2021 | |
|-----------------------|-------------|-----------|-------------|-------------|-------------|
| | Maturity | Current | Non-current | Current | Non-current |
| Farminveste 2020-2023 | Jun / 23 | 7 000 000 | - | - | 7 000 000 |
| | | 7 000 000 | - | - | 7 000 000 |

At the end of June 2020, the bonds issued by Farminveste — Investimentos, Participações e Gestão, S.A. (“Farminveste”), amounting to Euros 10 million, matured and were redeemed in full. In June 2020 a new bond loan of Euros 7 million was issued, initially set to mature in June 2022, being fully subscribed by the Group. In March 2022, as a result of ongoing negotiations, this maturity was extended until June 2023 following an agreement between the Group and that Entity, which formalised the new expected date for its maturity, in exchange for better conditions and additional guarantees; consequently, the amount of Euros 7 million was reclassified to current assets.

Based on the periodic review, the Group concluded that there is no evidence of impairment in the bond amounts identified above.

25. Financial Assets Available for Sale

The financial assets available for sale, recorded at their market value on 31 December 2022 and 2021, are as follows:

| | 31 dez 2022 | | | 31 dez 2021 | | |
|--|------------------|-----------------------------|------------------|------------------|------------------------------|------------------|
| | Gross value | Impairment losses (Note 39) | Valor líquido | Valor bruto | Impairment losses (Notae 39) | Net value |
| Assets with market value available: | | | | | | |
| Shares: | | | | | | |
| Ynvisible Interactive Inc | 24 219 | - | 24 219 | 61 224 | - | 61 224 |
| Other: | | | | | | |
| Work Compensation Fund ("WCF") | 2 195 860 | (369 658) | 1 826 202 | 2 158 908 | (326 182) | 1 832 726 |
| Fundo Faber Tech II (a.) | 324 383 | - | 324 383 | - | - | - |
| | 2 544 462 | (369 658) | 2 174 804 | 2 220 132 | (326 182) | 1 893 950 |
| Assets without market value available: | | | | | | |
| Loans granted: | | | | | | |
| SCAURI - Consultadoria Económica e Participações, S.A. | 30 000 | - | 30 000 | 30 000 | - | 30 000 |
| Equity holdings: | | | | | | |
| Fundo Shilling Founders | 3 090 000 | - | 3 090 000 | 3 090 000 | - | 3 090 000 |
| Fundo Bem Comum FCR | 500 000 | - | 500 000 | 500 000 | - | 500 000 |
| Faber Partners, S.A. | 244 208 | - | 244 208 | 249 196 | - | 249 196 |
| Guimarães de Mello, S.A. | 97 500 | - | 97 500 | 97 500 | - | 97 500 |
| Bem Comum, Sociedade de Capital de Risco, S.A. | 80 000 | - | 80 000 | 80 000 | - | 80 000 |
| Erase - Agrupamento para a Regeneração Ambiental dos Solos de Estarreja, ACE | 22 628 | (13 400) | 9 228 | 22 628 | (13 400) | 9 228 |
| Hytlantic, S.A. (b.) | 209 750 | - | 209 750 | - | - | - |
| SCAURI - Consultadoria Económica e Participações, S.A. | 5 050 | - | 5 050 | 5 050 | - | 5 050 |

| | 31 Dec 2022 | | | 31 Dec 2021 | | |
|-------|------------------|-----------------------------|------------------|------------------|-----------------------------|------------------|
| | Gross value | Impairment losses (Nota 39) | Net value | Gross value | Impairment losses (Nota 39) | Net value |
| Other | 26 204 | - | 26 204 | 29 037 | (2 835) | 26 202 |
| | 4 305 340 | (13 400) | 4 291 940 | 4 103 412 | (16 235) | 4 087 177 |
| | 6 849 801 | (383 058) | 6 466 743 | 6 323 544 | (342 417) | 5 981 127 |

- a. (a.) In the year ended 31 December 2022, 250 participation units in Fundo Faber Tech II (Venture Capital Fund) were subscribed, in the amount of Euros 250 thousand; on 31 December 2022, the fair value of this investment corresponds to Euros 324 383, with the corresponding appreciation having been recorded in the amount of Euros 74 383 (Note 14); the unpaid capital amounts to Euros 121 337 (Note 40).
- b. In 2022, a 13.5% stake was acquired in the company Hytlantic, S.A., a company dedicated to the development of a hydrogen production project from renewable sources (green hydrogen).

On 31 December 2022 and 2021, the Financial assets available for sale for which there is no available market value (because no market prices or comparable transactions exist) are recorded at their cost value less any impairment losses.

26. Deferred Taxes

The Group recorded deferred taxes related to temporary differences between the tax and the accounting base of the assets and liabilities. The detail of the deferred tax assets and liabilities on 31 December 2022 and 2021, according to the temporary differences that originated them, was as following:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|---------------------------------|---------------------|--------------------------|---------------------|--------------------------|
| | Deferred tax assets | Deferred tax liabilities | Deferred tax assets | Deferred tax liabilities |
| Non-deductible provisions | 6 338 869 | - | 6 075 221 | - |
| Tax losses carried forward (a.) | 3 993 671 | - | 7 137 593 | - |
| Impairment | 1 118 665 | - | 1 070 700 | - |
| Employee benefits (b.) | 1 070 707 | - | 1 268 341 | - |
| Revaluation of assets (c.) | 673 693 | 20 709 068 | 755 872 | 18 513 393 |
| Subsidies | - | 1 596 702 | - | 1 397 228 |
| Tax benefits | - | - | 275 618 | - |
| Other | 3 206 394 | 24 777 | 3 293 308 | - |
| | 16 401 999 | 22 330 547 | 19 876 653 | 19 910 621 |

a. The deferred tax assets relating to tax losses carried forward derive, essentially, from income generated by the subsidiaries of the Bondalti and CUF Groups. In the year ended 31 December 2022, the CUF Group used all available tax losses brought forward within the scope of its RETGS.

As of 31 December 2022, there are temporary differences relating to tax losses carried forward which, according to the corporate income tax rates currently in force, may result in deferred tax assets.

Under the terms of the legislation in force, the year in which the tax losses were generated, their use by date, the respective deduction limits and the amounts of tax losses carried forward, are as follows:

| Tax period | Use by date | Deduction limit | Tax losses carried forward |
|------------|-------------|-----------------|----------------------------|
| 2014 | 2028 | 70% | 10 739 048 |
| 2015 | 2029 | 70% | 75 111 715 |
| 2016 | 2030 | 70% | 210 773 |
| 2017 | 2024 | 70% | 284 042 |
| 2018 | 2025 | 70% | 89 876 |
| 2019 | 2026 | 70% | 827 184 |
| 2020 | 2032 | 80% | 4 080 922 |
| 2021 | 2033 | 80% | 87 091 646 |
| 2022 | 2027 | 70% | 2 993 194 |
| | | | 181 428 399 |

With the approval of the State Budget for 2017 (Law No. 42/2016), the rules for the use of tax losses (which provided for the deduction in the first place of those that were also generated in the first place - FIFO criterium) were revoked, coming to allow the deduction in the first place of those losses which carry forward period expires first. These rules were revoked with the approval of the 2023 State Budget ("SB 2023") – tax losses will no longer have a carry forward deadline, but their deduction will be limited to 65% of taxable income.

b. The amount of deferred tax assets relating to employee benefits includes Euros 0.6 thousand relating to life annuity insurance taken out by CUF in January 2016. This insurance made it possible to comply with a contract existing since 2000, whereby CUF is responsible for ensuring a lifetime annuity payment to an employee who retired in terms of Social Security on 1 January 2016. The respective expense is tax deductible as it is paid.

c. As regards deferred tax liabilities, these relate to the revaluation of tangible fixed assets and to temporary differences arising from the depreciation considered for tax purposes.

Deferred taxes to be recognised as a result of temporary differences between taxable income and accounting income were assessed. Where these differences gave rise to deferred tax assets, these were only recorded to the extent considered probable that taxable income will occur in the future, and which can be used to recover the tax losses, or deductible tax differences. This assessment was based on the business plans of the Group's companies, which are periodically reviewed and updated, and on the available and identified opportunities for tax optimisation.

27. Other Current and Non-current Debtors

On 31 December 2022 and 2021, these captions had the following composition:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|--|-------------|-------------|-------------|-------------|
| | Current | Non-current | Current | Non-current |
| Related entities | 35 601 680 | - | 40 689 614 | - |
| Go Forward project (a.) | 2 499 975 | - | - | - |
| Têxtil Manuel Gonçalves, S.A. (b.) | 2 033 069 | 69 659 991 | 2 750 000 | 70 956 000 |
| Doubtful debtors | 1 567 071 | - | 1 555 386 | - |
| Sale of surface right (c.) | 1 254 882 | - | - | - |
| Hospital de Vila Franca de Xira, E.P.E. (d.) | 795 851 | - | 1 239 172 | - |
| Staff | 674 323 | - | 1 217 842 | - |
| Expropriations and guarantees | 449 163 | - | 528 962 | - |
| Security deposit (e.) | 230 826 | - | - | - |
| Suppliers – debit balances | 111 356 | - | 6 941 | - |
| Advances for acquisition of holdings (f.) | 120 000 | 112 296 | 120 000 | 599 214 |
| Tax and legal claims | 93 076 | - | 93 688 | - |
| Advances to suppliers of fixed assets | - | - | 1 214 | - |
| Other debtors (g.) | 3 108 180 | 660 825 | 3 311 057 | 1 199 692 |
| | 48 539 451 | 70 433 113 | 51 513 875 | 72 754 906 |
| Impairment losses - Other debtors (Note 39) | (1 567 071) | - | (1 555 386) | - |
| | 46 972 380 | 70 433 113 | 49 958 489 | 72 754 906 |

- a. On 31 December 2022, the amount receivable of Euros 2.5 million, results from the agreement to terminate the contract with the main supplier of the Go Forward project (Note 19).
- b. The Group holds a claim arising from the exercise, by credit institutions, of put options on Compulsorily Convertible Securities issued by MGI Capital.
- c. In the year ended 31 December 2022, a purchase and sale agreement was signed with Placeguard, in which a sale price for that right was agreed for Euros 1.8 million. Of the total amount of Euros 1.8 million receivable, Euros 1.2 million are still outstanding.
- d. On 31 December 2022 and 2021, the amounts of Euros 796 thousand and Euros 1 239 thousand, respectively, refer to the values of inventories that were transferred to Hospital Vila Franca de Xira upon the termination of the public-private partnership contract in 2021, and for which an impairment loss in the amount of Euros 661 thousand was recognised in that year. In the 2022 financial year, approximately Euros 407 thousand were received, with the balance remaining to be received at the statement of financial position date, there being the expectation that it will be reimbursed with the final closing of the balances of the respective transmission.
- e. In 2022, under the “SISA Expocomitur” process, collateral (real estate) provided to the Autoridade Tributária e Aduaneira (Tax and Customs Authority), by the subsidiary SIT Cojo, was replaced by the corresponding amount in cash.
- f. On 31 December 2022, the amount recorded under Advances for acquisition of holdings relates to the sale agreement of the Group's holding in Campos Costa.
- g. On 31 December 2022, the amount recorded in non-current assets of Euros 660 825 relates to a financial investment by the subsidiary AEMA in a customer's facilities.

28. Other Current Assets

On 31 December 2022 and 2021, this caption had the following composition:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------------|-------------------|
| Accrued income: | | |
| Income from unbilled production (a.) | 14 847 293 | 21 759 861 |
| Rendering of medical services not invoiced (c.) | 17 804 097 | 15 882 239 |
| Rappel receivable | 5 973 270 | 5 740 414 |
| Rendering of services to Swiss Life | 1 277 089 | 1 268 115 |
| Interest receivable | 1 067 540 | 1 617 194 |
| Other accrued income | 19 893 | 27 520 |
| | 40 989 182 | 46 295 343 |
| Deferred expenses: | | |
| Insurance | 1 378 373 | 1 578 461 |
| IT outsourcing contracts | 223 284 | 231 816 |
| Deferral of the sale price | 148 093 | 315 494 |
| Deferred interest | 57 129 | 73 451 |
| Rents | 25 544 | 85 875 |
| Other deferred expenses | 437 217 | 673 450 |
| | 2 269 640 | 2 958 547 |
| Impairment losses (Note 39) (b.) | (11 284 555) | (11 479 184) |
| | 31 974 267 | 37 774 706 |

a. Income from unbilled production includes accruals of income with ARS Norte, IP and ARSLVT, IP, arising from the calculation of actual production from 2013 through 2021 (and which is still in the process of verification and closure), as provided for in the Management Contract, as well as accruals for services rendered and not invoiced to third parties and, also, medicines to be invoiced. This caption has the following breakdown on 31 December 2022 and 2021:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|----------------------------------|-------------|-------------------|------------------|-------------------|
| | ARS Norte | ARSLVT | ARS Norte | ARSLVT |
| Production of the year 2013 | - | 2 443 757 | - | 2 443 757 |
| Production of the year 2014 | - | 2 770 113 | - | 2 770 113 |
| Production of the year 2015 | - | 115 595 | - | 115 595 |
| Production of the year 2016 | - | 388 617 | 51 462 | 388 617 |
| Production of the year 2017 | - | 663 633 | 174 122 | 662 929 |
| Production of the year 2018 | - | 3 406 400 | 1 062 171 | 3 784 000 |
| Production of the year 2019 | - | 4 120 400 | 5 438 094 | 4 457 000 |
| Production of the year 2020 | - | 938 778 | - | 412 000 |
| | - | 14 847 293 | 6 725 850 | 15 034 011 |
| Impairment losses (Note 39) (b.) | - | (11 284 555) | - | (11 479 184) |
| | - | 3 562 738 | 6 725 850 | 3 554 827 |

The amount that was accrued in the year ended 31 December 2021 relating to the Hospital de Braga Management Contract was billed to ARS Norte, IP and received during the year 2022.

b. The Group set up provisions for disputes with ARS Norte, IP and ARSLVT, IP concerning the recoverability risks of some of the above amounts.

c. Rendering of medical services not invoiced relates to medical acts rendered and not yet invoiced to clients. These invoices pending issue result, essentially, from the following situations: lack of consent form, billing only at the end of the treatment and lack of confirmation of billing codes.

29. Inventories

On 31 December 2022 and 2021, this caption had the following composition:

| | 31 Dec 2022 | | | 31 Dec 2021 | | |
|--|-------------|-----------------------------|------------|-------------|-----------------------------|------------|
| | Gross value | Impairment losses (Nota 39) | Net value | Gross value | Impairment losses (Nota 39) | Net value |
| Raw materials (a.) | 25 741 497 | (1 224 500) | 24 516 997 | 21 601 803 | (1 117 552) | 20 484 251 |
| Subsidiary materials | 4 659 952 | - | 4 659 952 | 5 023 699 | - | 5 023 699 |
| Packaging materials | 192 293 | - | 192 293 | 135 588 | - | 135 588 |
| Miscellaneous materials | 8 016 094 | - | 8 016 094 | 7 151 977 | - | 7 151 977 |
| Materials in transit | 821 531 | - | 821 531 | 757 152 | - | 757 152 |
| Goods | 12 042 440 | (3 782 400) | 8 260 040 | 6 539 054 | (1 930 944) | 4 608 110 |
| Goods and raw materials (Note 9) | 51 473 807 | (5 006 899) | 46 466 907 | 41 209 273 | (3 048 496) | 38 160 777 |
| Products and work in progress | 1 152 467 | - | 1 152 467 | 1 449 084 | - | 1 449 084 |
| Finished and semi-finished products | 10 851 244 | (467 648) | 10 383 595 | 5 166 904 | (467 648) | 4 699 256 |
| Finished products and work in progress (Note 10) | 12 003 710 | (467 648) | 11 536 062 | 6 615 988 | (467 648) | 6 148 340 |
| | 63 477 517 | (5 474 548) | 58 002 969 | 47 825 261 | (3 516 143) | 44 309 117 |

a. In the year ended 31 December 2021, the Group had recognised impairment losses of Euros 675 thousand, for inventories related to personal protective equipment (“PPE”), which were increased in 2022 by Euros 1 million, with impairment losses in the amount of Euros 972 thousand (Note 39) having been used in the context of write-offs carried out.

30. Clients and Advances to Suppliers

On 31 December 2022 and 2021, the Clients and advances to suppliers caption had the following composition:

| | 31 Dec 2022 | | | 31 Dec 2021 | | |
|----------------------------|-------------|-----------------------------|-------------|-------------|-----------------------------|-------------|
| | Gross value | Impairment losses (Nota 39) | Net value | Gross value | Impairment losses (Nota 39) | Net value |
| Clients - current accounts | 159 877 058 | (1 517 232) | 158 359 826 | 142 242 269 | (4 097 773) | 138 144 496 |
| Doubtful debts | 16 138 528 | (15 489 013) | 649 514 | 18 540 447 | (14 599 336) | 3 941 111 |
| Clients - bills receivable | 914 990 | - | 914 990 | 462 436 | - | 462 436 |
| Advances to suppliers | 947 983 | - | 947 983 | 547 821 | - | 547 821 |
| | 177 878 559 | (17 006 246) | 160 872 313 | 161 792 973 | (18 697 108) | 143 095 864 |

The amounts shown in the consolidated statement of financial position are net of impairment losses (Note 39.2).

The Board of Directors believes that the carrying value of clients and advances to suppliers is close to their fair value.

The Group has no significant concentration of credit risk, as the risk is diluted over a vast range of clients.

At the end of 2022, customer receivables amounting to Euros 35.6 million (Euros 36.3 million on 31 December 2021) were derecognised under factoring contracts with a banking entity, considering that, as a result of the respective contractual conditions, the Group no longer retains control over such receivables and does not retain the respective significant services and benefits at the statement of financial position date.

31. State and Other Public Entities

On 31 December 2022 and 2021, the balances of State and other public entities were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|----------------------------------|-------------------|-------------------|
| Balances receivable: | | |
| Corporate Income Tax | 2 359 925 | 1 007 453 |
| Value Added Tax | 6 373 730 | 5 303 647 |
| Personal Income Tax | - | 16 737 |
| Other | 14 775 | 149 979 |
| | 8 748 430 | 6 477 816 |
| Balances payable: | | |
| Corporate Income Tax | 17 745 831 | 6 279 723 |
| Value Added Tax | 4 230 843 | 3 349 605 |
| Personal Income Tax | 3 180 589 | 1 900 640 |
| Contributions to Social Security | 4 014 324 | 3 669 272 |
| Other | 5 786 | 6 971 |
| | 29 177 373 | 15 206 211 |

32. Cash and Cash Equivalents

On 31 December 2022 and 2021, this caption had the following composition:

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------|--------------------|--------------------|
| Demand deposits | 128 017 636 | 117 308 862 |
| Term deposits | 10 237 225 | 130 505 |
| Cash | 2 315 343 | 1 944 436 |
| Other negotiable securities | 6 580 | 93 171 |
| | 140 576 784 | 119 476 974 |
| Impairment losses | (3 990) | (89 074) |
| | 140 572 794 | 119 387 900 |
| Bank overdrafts (Note 36) | (79 804) | (23 531) |
| | 140 496 981 | 119 453 443 |

Cash and cash equivalents include cash amounts, demand deposits, treasury investments and term deposits maturing in under three months, and for which there is insignificant risk of a change in value. Bank overdrafts record credit balances in demand deposit accounts with financial institutions.

On 31 December 2022 and 2021, the caption Demand deposits includes Euros 15 122 thousand and Euros 11 242 thousand, respectively, relating to customer receivables ceded to banks under factoring contracts.

33. Capital

On 31 December 2022, the fully subscribed and paid-up capital in the amount of Euros 25 000 000 was represented by 5 000 000 shares, with the nominal value of five Euros each.

34. Reserves

Legal reserve

On 31 December 2022 and 2021, the Legal reserve amounted to Euros 5 000 000, being fully constituted. In accordance with the legislation in force, the Company is obligated to transfer to the legal reserve at least 5% of the annual net profit, until the legal reserve reaches at least 20% of the capital. This reserve is not distributable to the shareholders but may, however, be used to absorb losses after all other reserves are exhausted or incorporated into the capital.

Retained earnings

In accordance with Portuguese legislation, the amount of retained earnings distributable is determined according to the Company's separate financial statements, presented in accordance with IFRS.

35. Non-controlling Interests

On 31 December 2022 and 2021, the share of non-controlling interests in the consolidated net profit and equity has the following composition:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|---|---------------------|------------|---------------------|------------|
| | Net profit / (loss) | Equity | Net profit / (loss) | Equity |
| Healthcare: | | | | |
| CUF, S.A. | 11 975 696 | 65 820 156 | 12 197 679 | 51 579 627 |
| José de Mello Residências e Serviços, SGPS S.A. | (277 555) | 1 748 562 | (126 664) | 2 022 155 |
| Chemical industry: | | | | |
| Bondalti Capital, S.A. | 31 863 | (294 958) | 169 955 | 1 981 582 |
| Other: | | | | |
| José de Mello Imobiliária, SGPS S.A. | (11 852) | 2 388 200 | 44 078 | 2 403 321 |
| | 11 718 151 | 69 661 960 | 12 285 048 | 57 986 685 |

36. Loans Obtained

On 31 December 2022 and 2021, the loans obtained were as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------------------|-------------|---------------|
| Non-current liabilities: | | |
| Bank loans | 627 418 399 | 691 940 436 |
| Bond loans | 96 687 387 | 120 185 786 |
| Commercial paper | 77 239 274 | 82 817 784 |
| Other loans obtained | 604 881 | - |
| | 801 949 941 | 894 944 006 |
| Current liabilities: | | |
| Bank loans | 99 790 408 | 87 829 478 |
| Commercial paper | 40 406 011 | 46 803 347 |
| Bond loans | 20 147 807 | 909 305 |
| Factoring (a.) | 15 741 988 | 10 382 963 |
| Bank overdrafts (Note 32) | 79 804 | 23 531 |
| Secured current accounts | - | 1 656 312 |
| Other loans obtained | - | 5 019 |
| | 176 166 018 | 147 609 955 |
| | 978 115 959 | 1 042 553 961 |

a. On 31 December 2022 and 2021, this caption refers to customer receivables transferred under factoring with recourse agreements.

On 31 December 2022 and 2021, the Group had contracted with the banking system but not used, short-term credit lines and secured current accounts in a total maximum amount of Euros 101.6 million and Euros 74.45 million, respectively.

36.1. Bond loans

On 31 December 2022 and 2021, the bond loans were composed of the following issues:

Amount outstanding at 31 Dec 2022

| Issuer | Interest rate | Maturity | Nominal | Current | Non-current |
|--|------------------|----------|------------|------------|-------------|
| Guimarães de Mello Portugal, SGPS, S.A. (a.) | Euribor6M+2.00% | Jun/25 | 310 000 | - | 310 000 |
| José de Mello, SGPS, S.A. (a.) | Euribor6M+0.75% | Jun/23 | 53 180 000 | 1 450 617 | - |
| José de Mello, SGPS, S.A. (a.) | Euribor6M+2.00% | Dec/25 | 200 000 | - | 200 000 |
| CUF, S.A. (b.) | Fixed rate - 4% | Sep/23 | 21 720 000 | 17 678 018 | - |
| CUF, S.A. (b.) | Euribor6M+3.875% | Jan/27 | 61 710 000 | 827 403 | 61 370 143 |
| CUF, S.A. (b.) | Euribor6M+3.75% | May/25 | 35 000 000 | 191 769 | 34 807 244 |
| | | | | 20 147 807 | 96 687 387 |

Amount outstanding at 31 Dec 2022

| Issuer | Interest rate | Maturity | Nominal | Current | Non-current |
|--|------------------|----------|------------|---------|-------------|
| Guimarães de Mello Portugal, SGPS, S.A. (a.) | Euribor6M+2.00% | Jun/25 | 310 000 | - | 310 000 |
| José de Mello, SGPS, S.A. (a.) | Euribor6M+0.75% | Jun/23 | 53 180 000 | 98 | 2 100 000 |
| José de Mello, SGPS, S.A. (a.) | Euribor6M+2.75% | Dec/25 | 200 000 | - | 200 000 |
| CUF, S.A. (b.) | Fixed rate - 4% | Sep/23 | 21 720 000 | 323 533 | 21 593 282 |
| CUF, S.A. (b.) | Euribor6M+3.875% | Jan/27 | 61 710 000 | 469 007 | 61 133 379 |
| CUF, S.A. (b.) | Euribor6M+3.75% | May/25 | 35 000 000 | 116 667 | 34 849 126 |
| | | | | 909 305 | 120 185 786 |

a. In 2017, four merger transactions occurred in the Group by incorporation of the subsidiaries José de Mello Participações II, SGPS, S.A., Guimarães de Mello Portugal, SGPS, S.A., Guimarães de Mello Investimentos, SGPS, S.A. and José de Mello, S.G.P.S. into the company SOGEFI - Sociedade de Gestão e Financiamentos, SGPS, S.A., which became José de Mello Capital, S.A..

b. The bond loans issued by CUF, S.A. were placed with institutional investors and admitted to trading in the regulated markets of Euronext Lisbon - Sociedade Gestora de Mercados Regulamentados, S.A. and Bourse de Luxembourg - Société de la Bourse de Luxembourg, S.A.. These contracts include Net Financial Debt / EBITDA debt ratio obligations. On 31 December 2022, CUF, S.A. was compliant with the financial covenants on all bond loans.

In the year ended 31 December 2021, there was a partial redemption of Euros 16 570 thousand on the “José de Mello Saúde 2017/2023” issue. An exchange operation on the bond loans 2019/2027 and 2017/2023, amounting to Euros 11 710 thousand, was also completed. This operation reduced the nominal amount of the 2017/2023 bonds to Euros 21 720 thousand and increased the 2019/2027 bonds to Euros 61 710 thousand.

In July 2022, Euros 4 170 thousand of the José de Mello Saúde 2017/2023 bonds were reacquired, with the balance outstanding at year-end 31 December 2022, standing at Euros 17 678 thousand.

For the years ended 31 December 2022 and 2021, the figures shown under this caption are net of own bonds held in the portfolio, amounting to Euros 37 800 thousand and Euros 37 159 thousand, respectively.

36.2. Bank loans

The Banks loans caption has the following composition on 31 December 2022:

| | 31 Dec 2022 | |
|-----------------------|-------------|-------------|
| | Current | Non-current |
| Syndicated loans (a.) | 74 587 804 | 435 646 191 |
| Loans (b.) | 22 918 518 | 170 638 590 |
| Other financings | 2 284 085 | 21 738 498 |
| | 99 790 408 | 628 023 280 |

a. This caption includes the amount of approximately Euros 99.4 million relating to a long-term syndicated loan contracted by B. Chemical, which made it possible to refinance its entire debt and create conditions for new investments in the coming years.

This loan presupposes compliance with ratios of financial autonomy with a minimum of 25% and Net Financial Debt to EBITDA with a maximum of 4.0X. At the close of the financial year, the ratios were being complied with.

b. The reference index used in variable rate loans is the EURIBOR, which term varies between 3M and 12M, plus a spread in line with market practice for similar operations. These bank loans have the following associated covenants: (i) Net Financial Debt; (ii) LTV and Debt Service, and (iii) Net Financial Debt / EBITDA and EBITDA / Financial expenses. On 31 December 2022, the Group complied with said covenants.

Some of these loans have associated guarantees and collateral, described in Note 45.

Bank loans have the following repayment terms on 31 December 2022 and 2021:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------|-------------|
| Up to 1 year | 99 790 408 | 87 829 478 |
| | 99 790 408 | 87 829 478 |
| Over one year but not more than five years | 280 930 695 | 402 481 522 |
| Over five years | 347 092 585 | 289 458 914 |
| | 628 023 280 | 691 940 436 |
| | 727 813 688 | 779 769 914 |

36.3. Commercial paper

On 31 December 2022 and 2021, the commercial paper debt presented the following breakdown:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|------------|-------------|-------------|-------------|-------------|
| | Current | Non-current | Current | Non-current |
| Healthcare | 40 406 011 | 77 239 274 | 46 803 347 | 82 817 784 |
| | 40 406 011 | 77 239 274 | 46 803 347 | 82 817 784 |

The Group has contracted four Commercial paper programmes for short-term treasury financing with a limit of Euros 76 million, of which Euros 37.1 million had been used at the statement of financial position date.

The Group has also contracted two long-term Commercial paper programmes to finance the work at Hospital CUF Tejo with a limit of Euros 95 million, and at the statement of financial position date an amount of Euros 80.5 million is outstanding.

Although there are programmes with a maturity exceeding one year, there are annual renewals, so the Commercial paper is all classified as current, except for the Commercial paper programme for the subsidiary CUF Inverimentos (contracted with Caixa de Crédito Agrícola to finance the construction of Hospital CUF Tejo), given that there is a firm commitment by the bank up to the programme's contracted maturity date.

These commercial paper programmes include financial covenants that are common in financing contracts. The contracts include obligations to meet the following debt ratios: Net Financial Debt (considered as gross financial debt less cash and bank deposits and other financial instruments) / EBITDA (corresponding to the Operating Result plus amortisation and depreciation, provisions and impairment losses); Debt service coverage ratio (EBITDA / Financial expenses) and Financial autonomy (Equity / Assets). The financial covenants are calculated based on the consolidated financial statements of the CUF Group.

On 31 December 2022, the CUF Group was compliant with all financial covenants in commercial paper programmes. It should be noted that, although there were no changes to the contracted amounts or terms, two amendments to the Hospital CUF Tejo financing were signed, which include ESG ("Environmental, Social and Governance") covenants, namely the annual measurement of performance in terms of Clinical Quality and Safety, as well as Sustainability indicators according to the GRI indicators, with gradual KPIs ("Key Performance Indicators") being defined from 2023 until the end of the financing programmes.

The Hospital CUF Tejo property is pledged as collateral in the Commercial paper programme for an agreed amount of Euros 95 million.

37. Lease Liabilities

The outstanding rents of lease contracts in force on 31 December 2022 and 2021 had the following maturities:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------|-------------|
| Pagamentos mínimos da locação financeira: | | |
| Não mais de um ano | 17 855 530 | 16 824 675 |
| Mais de um ano e não mais de cinco anos | 37 210 220 | 41 234 414 |
| Mais do que cinco anos | 24 733 743 | 17 676 936 |
| | 79 799 494 | 75 736 024 |

In the years ended 31 December 2022 and 2021, the following amounts were recognised as expenses:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------|-------------|
| Valor dos gastos reconhecidos no exercício: | | |
| Amortizações do direito de uso | 18 056 865 | 21 607 609 |
| Juros dos contratos de locação | 1 081 350 | 1 989 243 |
| Rendas dos contratos de curta duração e de baixo valor | 5 318 058 | 7 212 446 |

The Group also has a few lease contracts with a duration of less than 12 months and of low value. In these situations, the Group recognises the respective rents as expenses.

38. Employee Benefits

The Group has defined benefit plans for retirement pensions and healthcare plans, the liabilities of which are determined annually based on actuarial studies carried out by independent bodies, and the cost determined by these studies is expensed in the year determined. These plans are as follows:

38.1. Retirement benefits

HEALTHCARE SEGMENT

The subsidiary Hospital CUF Tejo, S.A. (“HCT”) has the responsibility of topping up the retirement pensions of some of its employees, with whom this was agreed. Although it has not established any fund or insurance to cover this liability, a provision has been set up for this purpose, which is updated annually according to an actuarial study conducted by a specialised and independent entity.

The expiry of the Collective Labour Agreement was requested and formally agreed with the Ministry of Labour, in accordance with legislation in force, and the effects of same were applied as from 6 February 2013 in relation to employees still in active service. The law envisages, according to a legal opinion, the maintenance of the “remuneration, category and respective definition, duration of working hours and social protection schemes which benefits substitute those of the general social security scheme or under a protocol substituting the National Health Service”. The pension top-up does not fall under this requirement and ceases to have effect from February 2013. Accordingly, the liability remains in force for retired employees of HCT.

According to the actuarial valuation report submitted by CFPO Consulting - Soluções Actuariais e Financeiras, the current value of past service liabilities in respect of retirement pensions is estimated at Euros 872 thousand and Euros 1 130 thousand on 31 December 2022 and 2021, respectively, with the provision for retirement pensions having been adjusted accordingly.

The actuarial valuation of pension plan liabilities was performed using the Projected Credit Unit method, considering the following assumptions and technical actuarial bases:

| | 31 Dec 2022 | 31 Dec 2021 |
|-------------------------|-------------|-------------|
| Discount rate | 3.00% | 0.80% |
| Growth rate of pensions | 0.00% | 0.00% |
| Mortality table: | | |
| Men | TV 88/90 | TV 88/90 |
| Women | TV 88/90 | TV 88/90 |
| Number of retirees | 47 | 51 |
| Average age | 78.57 | 77.45 |

Chemical industry segment

As indicated in Note 2.4.13, some Bondalti Group companies have commitments to some of their former and current employees, with whom this responsibility has been assumed, and solely to these, for the payment of old-age, disability and survivor pension supplements.

To estimate their liabilities, the companies of the Bondalti Group have a procedure of obtaining an actuarial valuation report at the end of each year, presented by Actuariado - Estudos Actuariais Económicos e Financeiros. On 31 December 2022 and 2021, the actuarial studies quantified the amount of past service commitments at Euros 1 851 thousand and Euros 2 379 thousand, respectively.

The above actuarial studies were carried out using the Projected Credit Unit method and have the following assumptions and technical actuarial bases:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|-------------|-------------|
| Growth rate of salaries for Social Security | 2.00% | 2.00% |
| Growth rate of salaries | 2.00% | 2.00% |
| Discount rate | 0.75% | 3.00% |
| Growth rate of pensions | 0.00% | 0.00% |
| Technical rate (annuities) | 0.75% | 0.75% |
| Revaluation of salaries for Social Security | 1.00% | 1.00% |
| Mortality table | TV 88/90 | TV 88/90 |
| Disability table | EKV 80 | EKV 80 |

38.2. Healthcare benefits

B. Chemicals also has the responsibility to cover costs of hospitalisation, medical appointments and surgical procedures according to the regulations of this subsidiary and the agreement in force with HCIS, as well as the part not co-funded of medicines partially co-funded by the National Health Service (only for medicines subject to co-funding by the National Health Service) for some of its former (from the former Quimigal) and current employees, with whom this responsibility was assumed, and only to these. Although it has not established any fund or insurance to cover this liability, a provision has been set up for this purpose, which is updated according to an actuarial study conducted by a specialised and independent entity. According to the actuarial valuation report presented by Actuariado - Estudos Actuariais Económicos e Financeiros, the value of B. Chemicals' past service liabilities for medical procedures on 31 December 2022 and 2021, is estimated at Euros 271 thousand and Euros 266 thousand, respectively, and are recorded under the caption Employee benefits.

The movement in Employee benefits during the years ended 31 December 2022 and 2021 was as follows:

| | Retirement pension plan | Medical procedures plan | Total |
|-----------------------------|-------------------------|-------------------------|-----------|
| Balance on 1 January 2021 | 4 039 945 | 475 390 | 4 515 335 |
| Benefits paid | (104 560) | - | (104 560) |
| Reversal | (437 201) | (208 995) | (646 196) |
| Actuarial gains and losses | 10 825 | - | 10 825 |
| Balance on 31 December 2021 | 3 509 008 | 266 396 | 3 775 404 |
| Interest expense | 16 844 | - | 16 844 |
| Benefits paid | (366 529) | - | (366 529) |
| Actuarial gains and losses | (435 740) | 4 288 | (431 452) |
| Balance on 31 December 2022 | 2 723 584 | 270 684 | 2 994 268 |

39. Provisions and Accumulated Impairment Losses

39.1. Impairment losses of non-current assets

The movement in the accumulated impairment losses of non-current assets during the years ended 31 December 2022 and 2021, was as follows:

| | Goodwill (Note 18) | Intangible assets (Note 19) | Tangible fixed assets (Note 21) | Right-of-use assets (Note 20) | Investment properties (Note 22) | Investments in associated companies (Note 23) | Financial Assets available for sale (Note 25) | Non-current assets held for sale (Note 21) | Total |
|-----------------------------|-----------------------|--------------------------------|------------------------------------|----------------------------------|------------------------------------|---|---|---|--------------|
| Balance on 1 January 2021 | 1 135 390 | 793 411 | 19 702 161 | 102 321 | 2 593 684 | 11 440 112 | 342 417 | - | 36 109 494 |
| Impairment | - | - | 1 391 083 | - | 64 546 | 76 000 000 | - | 369 622 | 77 825 250 |
| Reversal | - | - | (3 394 186) | - | - | - | - | - | (3 394 186) |
| Use | - | (389 412) | (1 132 900) | - | - | (76 000 000) | - | - | (77 522 312) |
| Balance on 31 December 2021 | 1 135 390 | 403 998 | 16 566 157 | 102 321 | 2 658 230 | 11 440 112 | 342 417 | 369 622 | 33 018 246 |
| Impairment | 2 009 612 | - | 127 640 | - | - | - | - | - | 2 137 252 |
| Regularisations | (15 896) | - | 571 985 | - | - | - | - | - | 556 089 |
| Transfer of impairment | - | - | - | - | (1 851 456) | - | - | - | (1 851 456) |
| Reversal | - | - | (4 048 593) | - | - | - | - | - | (4 048 593) |
| Discontinued operations | - | - | - | - | - | - | 43 476 | - | 43 476 |
| Use | - | (403 998) | - | - | (77 558) | - | (2 835) | (369 622) | (854 013) |
| Balance on 31 December 2022 | 3 129 106 | - | 13 217 188 | 102 321 | 729 216 | 11 440 112 | 383 058 | - | 29 001 001 |

39.2. Impairment losses of current assets

The movement in the accumulated impairment losses of current assets during the years ended 31 December 2022 and 2021, was as follows:

| | Other debtors (Note 27) | Other assets (Note 28) | Inventories (Note 29) | Clients (Note 30) | Total |
|------------------------------------|----------------------------|------------------------------|--------------------------|----------------------|-------------------|
| Balance on 1 January 2021 | 847 567 | 16 436 527 | 3 916 967 | 17 443 915 | 38 644 977 |
| Increase | - | - | - | 958 050 | 958 050 |
| Use | - | (2 233 395) | (1 044 754) | (318 375) | (3 596 524) |
| Reversal | - | - | - | (500 806) | (500 806) |
| Regularisations | - | 679 | (30 660) | 509 234 | 479 253 |
| Reclassification of provisions | - | - | 674 590 | - | 674 590 |
| Reclassification | 707 819 | (707 819) | - | - | - |
| Discontinued operations | - | (2 016 808) | - | 539 854 | (1 476 954) |
| Changes in perimeter (Note 5) | - | - | - | 65 236 | 65 236 |
| Balance on 31 December 2021 | 1 555 386 | 11 479 184 | 3 516 143 | 18 697 108 | 35 247 822 |
| Increase | 57 610 | - | 1 079 051 | 1 314 122 | 2 450 783 |
| Use | - | - | (972 103) | 228 037 | (744 065) |
| Reversal | - | - | - | (225 636) | (225 636) |
| Regularisations | 15 167 | (179 571) | - | (39 622) | (204 026) |
| Discontinued operations | (76 150) | - | - | (2 967 765) | (3 043 915) |
| Reclassification | 15 058 | (15 058) | - | - | - |
| Transfers | - | - | 1 851 456 | - | 1 851 456 |
| Balance on 31 December 2022 | 1 567 071 | 11 284 555 | 5 474 548 | 17 006 246 | 35 332 419 |

39.3. Provisions

The movement in provisions during the years ended 31 December 2022 and 2021, was the following:

| | Tax and legal contingencies (a.) | Other responsibilities (b.) (c.) (d.) (e.) | Investments in associated companies (f.) | Other (g.) | Total |
|------------------------------------|--|--|---|------------------|-------------------|
| Balance on 1 January 2021 | 2 114 890 | 9 083 398 | 152 000 000 | 18 770 717 | 181 969 005 |
| Increase | 148 938 | 105 330 | - | 2 824 574 | 3 078 843 |
| Use | - | (2 369 736) | - | (11 421 037) | (13 790 773) |
| Reversal | (29 920) | (2 275 628) | (78 870 373) | (66 295) | (81 242 216) |
| Transfers | - | - | - | (673 590) | (673 590) |
| Reclassification | 15 202 | 3 123 444 | - | (3 138 646) | - |
| Discontinued operations | (15 000) | - | - | (281 475) | (296 475) |
| Changes in perimeter (Note 5) | - | 105 750 | - | 23 213 | 128 963 |
| Regularisations | - | - | - | (112) | (112) |
| Balance on 31 December 2021 | 2 234 110 | 7 772 558 | 73 129 627 | 6 037 350 | 89 173 645 |
| Increase | 2 656 568 | 500 000 | 576 373 | 67 288 | 3 800 229 |
| Use | - | (62 741) | - | (23 213) | (85 954) |
| Reversal | (764 712) | - | (2 012 940) | (31 093) | (2 808 745) |
| Discontinued operations | (55 201) | (1 562 431) | - | 15 660 | (1 601 972) |
| Changes in perimeter (Note 5) | 6 601 | - | - | 31 433 | 38 034 |
| Foreign exchange effect | 1 961 | - | - | - | 1 961 |
| Regularisations | - | - | - | 7 559 | 7 559 |
| Balance on 31 December 2022 | 4 079 327 | 6 647 386 | 71 693 060 | 6 104 983 | 88 524 756 |

a. This caption includes the following provisions:

- i. **Legal proceedings:** provisions resulting from legal proceedings lodged by the clients of the various units of the CUF Group, amounting to Euros 1 465 thousand, in connection with the provision of hospital services; these provisions are made based on an assessment and ranking of the risk of the proceedings. On 31 December 2022, proceedings had been brought against the Group and the responsibility estimated by the Group is for that not covered by its insurance contracts. In addition, this caption includes the aggregate amount of Euros 337 thousand, set up in 2022 by the subsidiary S.P.S.I. to cover a process involving a “scam” and “account closure”.
 - ii. **Tax contingencies:** in March 2022, the Constitutional Court conceded on an appeal by the Public Prosecutor's Office and ordered the reformulation of the decision of the Supreme Administrative Court, regarding an action filed by JM Imobiliária opposing the tax enforcement related to a debt of land transfer tax (SISA) imputed by the Autoridade Tributária e Aduaneira to the company, in its capacity as a shareholder of Expocomitur - Promoção e Gestão Imobiliária, S.A., which had been liquidated in the meantime. Despite the process not having yet been finalised but based on the assessment of its lawyers and legal advisers, the company constituted a provision for the entire amount in question of Euros 2 264 314.
- b. The subsidiary Electroquímica del Noroeste, S.A. (“Elnosa”) has its plants on land subject to a concession for a period of 50 years. Since the beginning of 2018, work has been underway to clean and decontaminate the land, as well as to dismantle the facilities. On 31 December 2022 this provision amounts to Euros 58 thousand.
- c. Within the context of Nutriquim - Produtos Químicos, S.A. and to accommodate the restructuring plan of the company's activity, a provision was made in 2013 totalling Euros 1 150 thousand; during financial years 2015 through 2022, this provision has been used, with the amount of the provision available on 31 December 2022 being Euros 474 thousand.
- d. In February 2009, the Bondalti Group decided to permanently discontinue the production of urea and ammonia. To meet the liabilities arising from that discontinuation decision, the Group had initially made a provision amounting to Euros 58 million; in financial years 2009 through 2017, the provision was reduced by Euros 53 million due to settling compensation liabilities with employees, terminating contracts with suppliers, dismantling decommissioned facilities and cleaning up land. During financial year 2022, the provision was increased in Euros 500 thousand as it was considered that due to the price increases verified in the last few years, the existing provision was not adequate considering market values. The amount of the provision available on 31 December 2022 amounts to Euros 5.5 million, which, in the opinion of the Group's Board of Directors, will be sufficient to meet any remaining liabilities arising from the discontinuation of this productive activity.
- e. In 2022, the cancellation of provisions in the line Discontinued operations includes the amount of approximately Euros 1 071 thousand, which concerns a provision constituted in 2014, in respect of Escala Braga (merged in CUF, S.A., by incorporation, in 2021) referring to values imputed to CUF but

not accepted (related to financial years 2009 through 2014), due to it being understood that there was a risk of same being claimed within the scope of the negotiation process for the termination of the public-private partnership. Considering the closure of the negotiation process in 2022 and their ageing, it is considered that that amount was not enforceable on 31 December 2022.

- f. In the year ended 31 December 2021, put options on Compulsory Convertible Securities of MGI Capital were exercised by the credit institutions that held them; following the operations described, the Group reversed provisions in the amount of Euros 78 870 373. In the year ended 31 December 2022, part of the provision made in the previous year, in the amount of Euros 2 012 940, was reversed, as it was received in the year. On the other hand, during the 2022 financial year, this provision was reinforced by Euros 576 373, an amount that corresponds to the amount of interest, commissions and stamp duty owed, by an entity involved in the agreement, to credit institutions on the date on which the put options on the Compulsory Convertible Securities were exercised.
- g. **Other – Provisions in respect of Management Contracts in the Public-Private Partnership Regime:** these provisions derive from the Management Contracts in a public-private partnership with the companies Escala Braga - Sociedade Gestora do Estabelecimento, S.A. and Escala Vila Franca - Sociedade Gestora do Estabelecimento, S.A., of which the following stand out:
 - i. i.) **Liability for future investments – provision that follows from Clause 123 (Reversion of Assets) of the Hospital de Vila Franca Management Contract.** According to this clause, the assets being returned to the Contracting Public Entity must be in a good working order and fully operational. Considering that all medical equipment reaching the end of its useful life before the end of the Management Contract must be subject to investment, a provision for against Intangible assets was set up in 2013 (Note 19) and an investment plan was prepared in which the future obligation to replace such equipment by the end of the contract was recognised;
 - ii. ii.) **Contractual risks – Provisions for other contractual risks were made to address a set of risks arising from the Management Contracts, of which those related to differences in interpreting contractual clauses are highlighted; in 2020, the Group concluded that the unavoidable costs of meeting the obligations of the Management Contract at Hospital de Vila Franca de Xira exceeded the economic benefits expected to be received under the Management Contract; indeed, on the basis of the information available and the best estimate of the Group, the contract proved to be onerous considering that the projected activity until its completion would yield a negative return, with a negative equity situation expected for Hospital de Vila Franca de Xira; a provision was made to this end for Euros 5 396 thousand, which was used in 2021.** The amounts provisioned for these Management Contracts were approved based on the Group's experience and supported by the opinion of its legal advisors, and the Group considers that it has no liability in those processes that are not recorded in the consolidated financial statements as of 31 December 2022. In addition, there are disputed amounts which are included under Other current assets, as disclosed in Note 28.

Durante os exercícios de 2022 e 2021, os movimentos ocorridos nas rubricas de Perdas por imparidade e Provisões, tiveram as seguintes contrapartidas em resultados:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|----------------------------------|-------------|-------------|-------------|--------------|
| | Increase | Reversal | Increase | Reversal |
| Impairment of non-current assets | 2 137 252 | (4 048 593) | 77 825 251 | (3 394 186) |
| Impairment of current assets | 2 450 783 | (225 636) | 958 050 | (500 806) |
| | 4 588 035 | (4 274 229) | 78 783 301 | (3 894 992) |
| Provisions | 3 800 229 | (2 808 745) | 3 078 842 | (81 242 215) |
| | 3 800 229 | (2 808 745) | 3 078 842 | (81 242 215) |

40. Other Current and Non-current Creditors

On 31 December 2022 and 2021, these captions had the following composition:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|---|-------------|-------------|-------------|-------------|
| | Current | Non-current | Current | Non-current |
| Related entities | - | 2 530 454 | - | 2 508 269 |
| Investment suppliers (a.) | 5 350 860 | 1 699 568 | 3 375 259 | 1 477 264 |
| Down-payment on property sale (b.) | - | - | 2 220 000 | - |
| Acquisition of financial investments (c.) | 320 719 | 3 283 864 | 284 079 | 2 174 114 |
| Fees (d.) | 6 002 908 | - | 1 174 331 | - |
| Advances to staff and trade unions | 795 416 | - | 751 159 | - |
| Guarantees and security bonds | 51 154 | - | 51 805 | - |
| Creditors to regularise | 6 136 | - | 14 737 | - |
| Creditors for unreleased subscriptions (e.) | - | 3 902 337 | - | 4 781 000 |
| Other creditors | 1 839 510 | - | 2 307 526 | - |
| | 14 366 703 | 11 416 223 | 10 178 896 | 10 940 647 |

- This caption includes Bondalti Cantabria's debt (Euros 1 699 568) to the main supplier (Solvay) in respect of the conversion of the chlor-alkali plant, located in Torrelavega, which started production in 2020, and which will be settled in a period exceeding one year.
- On 31 December 2021, this amount corresponds to a down-payment received under the promissory contract for the purchase and sale of Edificio Infante Santo 34 (Building) (Note 21 a) iii).
- This caption, for the year ended 31 December 2022, includes the amounts payable in respect of the acquisition of the following financial investments: Clínica CUF Montijo (Euros 300 thousand); Clínica Dr. Luís Álvares, S.A. (Euros 450 thousand); Hospital CUF Trindade (Euros 1 186 thousand, net of the cost amortised); ICIL (Euros 1 355 thousand).
- The caption Fees refers to amounts to be paid to CUF Group employees without a permanent contractual relationship. The increase seen in 2022 is due to a change in the accounting policy, in that these fees are no longer recorded solely as accrued expenses but are now accounted for under this caption and under the caption Suppliers.
- This caption, for the year ended 31 December 2022, includes one million Euros, payable to the former shareholders of Grupo Aguas Alvaro (within three years), relating to the acquisition of an investment in a Venture Capital Fund; unpaid capital, in the amount of Euros 2 781 thousand, of the investment in Fundo Shilling Founders (Venture Capital Fund); and unpaid capital, in the amount of Euros 121 thousand, to be paid within a maximum period of 6 years, of the investment in Fundo Faber Tech II (Venture Capital Fund) (Note 25).

41. Other Current and Non-current Liabilities

On 31 December 2022 and 2021, these captions had the following composition:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|---|-------------------|-------------|-------------------|-------------|
| | Current | Non-current | Current | Non-current |
| Accrued expenses: | | | | |
| Remuneration payable to staff | 39 364 272 | - | 33 300 270 | - |
| Medical fees payable (a.) | 6 262 500 | - | 31 485 303 | - |
| Operating expenses (b.) | 7 284 179 | - | 6 636 000 | - |
| Liability for credit notes pending issue (c.) | 4 708 666 | - | 4 708 666 | - |
| IT | 1 337 326 | - | 2 935 646 | - |
| Municipal Property Tax ("IMI") | 1 096 320 | - | 741 752 | - |
| Interest, fees and bank charges | 322 727 | - | 250 110 | - |
| Insurance payable | 175 610 | - | 151 819 | - |
| Multi-annual contracts | 33 793 | - | 119 668 | - |
| Financial expenses with swaps | - | - | 1 738 003 | - |
| Other accrued expenses | 2 134 889 | - | 1 267 070 | - |
| | 62 720 282 | - | 83 334 307 | - |
| Deferred income: | | | | |
| Surface rights | 439 560 | - | 494 550 | - |
| Rights of use and housing - Residential Condominium | 82 635 | - | 82 635 | - |
| Rents | 25 681 | - | 17 219 | - |
| Equipment sale | - | - | 320 000 | - |
| Other deferred income | 839 932 | - | 430 157 | - |
| | 1 387 809 | - | 1 344 561 | - |
| | 64 108 091 | - | 84 678 868 | - |

- The caption Medical fees payable refers to the estimated amounts to be paid to the employees of the CUF Group who have no permanent contractual relationship. This estimate is based on the monthly amount paid historically, the agreements made with each service provider and the time worked. During the 2022 financial year, the decrease verified in the caption Accrued expenses – Medical fees payable, results from the recording of the liabilities for fees in the captions Suppliers (Note 42) and Other creditors (Note 40) following their effective determination in the period.
- This caption includes the accrued expenses at the end of the year related to Cost of sales, External supplies and services (Supplementary Diagnostic and Therapeutic Resources ("MCDT"), Insurance and Specialised Clinical Work), Staff expenses and Other operating expenses.
- The caption Liability for credit notes pending issue relates to recognised liabilities in favour of ARSLVT, IP as a result of the difference between the amounts advanced over the years 2020 and 2021 and the actual production. This situation results from the final closing of the invoiced value, which is the contracted value, being higher than the actual value of production determined by the CUF Group in those years.

42. Suppliers and Advance Payment from Clients

On 31 December 2022 and 2021, these captions had the following composition

| | 31 Dec 2022 | 31 Dec 2021 |
|---------------------------------------|--------------------|--------------------|
| Suppliers - current account | 131 502 855 | 111 243 580 |
| Suppliers - invoices pending approval | 14 766 296 | 17 153 397 |
| Suppliers - notes payable | 4 009 | 1 921 647 |
| Advances from clients | 8 706 118 | 8 630 807 |
| | 154 979 279 | 138 949 431 |

43. Notes to the Consolidated Cash Flow Statement

43.1. Receipts related to financial investments

The most significant receipts related to financial investments, occurring during the years ended 31 December 2022 and 2021, concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|----------------|----------------|
| Work Compensation Fund | 197 500 | 7 597 |
| Dr. Campos Costa - Cons. de Tomografia Computorizada, S.A. | 120 000 | 120 000 |
| Faber Partners, S.A. | 4 988 | - |
| | 322 488 | 127 597 |

43.2. Dividends received

The dividends received during the years ended 31 December 2022 and 2021 concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------------|-------------------|
| Brisa - Auto-Estradas de Portugal, S.A. | 19 244 217 | 31 996 632 |
| AQP - Aliada Química de Portugal, Lda. | 397 288 | 443 234 |
| Centro Gamma Knife - Radiocirurgia, S.A. | 153 000 | 60 642 |
| | 19 794 505 | 32 500 508 |

43.3. Payments related to financial investments

The most significant payments related to financial investments, occurring during the years ended 31 December 2022 and 2021, concern the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|------------------|--------------------|
| Hospital CUF Trindade, S.A. | 2 189 160 | - |
| Sagies - Segurança e Saúde no Trabalho, S.A. | 1 147 000 | - |
| Greenimolis - Investimentos, S.A. (Supplementary capital contributions) | 1 085 000 | - |
| Enkrott - Gestão e Tratamento de Águas, S.A. | 727 171 | - |
| Hytlantic, S.A. (Shareholder loans) | 203 000 | - |
| Fundo Faber Tech II | 128 633 | - |
| Work Compensation Fund | 77 507 | 9 671 |
| Vigorous Proposal, Lda. | 5 000 | - |
| Compulsory convertible securities | - | 152 224 833 |
| Grupo Aguas Alfaro | - | 8 000 000 |
| Miralcalis - Activos de Produção de Cloro S.A. | - | 5 141 526 |
| Fundo Shilling Founders | - | 309 000 |
| Fundo Bem Comum | - | 148 000 |
| Hospital CUF Coimbra, S.A. | - | 113 643 |
| Clínica Dr. Luís Álvares, S.A. | - | 90 000 |
| SIM-X - Serviço de Imagem Médica, Lda. | - | 59 280 |
| | 5 562 472 | 166 095 953 |

43.4. Dividends paid

The dividends paid during the years ended 31 December 2022 and 2021 were distributed by the following entities:

| | 31 Dec 2022 | 31 Dec 2021 |
|-----------------------------|------------------|-------------------|
| José de Mello Capital, S.A. | 6 300 000 | 10 000 000 |
| Clínica CUF Belém, S.A. | 177 229 | - |
| | 6 477 229 | 10 000 000 |

44. Related Parties

The balances and transactions between JM Capital (“parent company”) and the Group’s companies were eliminated in the consolidation process.

The balances between the Group and other related parties are described below:

| | 2022 | | | | |
|---|---------------------|--------------------------|--------------|-------------------|----------------------------|
| | Balances receivable | | | Balances payables | |
| | Clients | Debtors and shareholders | Other assets | Suppliers | Creditors and shareholders |
| Ageas Portugal Holdings SGPS, S.A. | - | - | - | - | 2 589 900 |
| Centro Gamma Knife-Radiocirurgia, S.A. | 84 718 | - | - | 19 280 | 55 687 |
| AQP-Aliada Quimica de Portugal, Lda. | - | - | - | - | 2 107 |
| Farminveste - Investimentos, Participações e Gestão, S.A. | - | - | 7 000 000 | - | - |
| Greenimolis - Investimentos Imobiliários, S.A. | - | - | 84 769 | - | - |
| Rubicone Bidco Group | 101 745 | 133 761 | - | 321 | - |
| MGI Capital Group | 296 847 | 31 611 | 21 879 | 881 672 | 10 726 |
| Guimarães de Mello, S.A. | 2 706 | 35 601 680 | - | 202 833 | - |
| L.A.R.F. - Imobiliária, S.A. | 289 | - | - | - | - |
| LHEA - Association For Lifelong Health | - | - | 250 000 | - | - |
| SCAURI - Consultadoria Económica e Participações, S.A. | 308 | 25 000 | 30 000 | - | - |
| Sociedade Agrícola D.Diniz, S.A. | 2 669 | - | - | 854 | 4 998 |
| Ravasqueira Vinhos, S.A. | 127 257 | 635 | - | - | - |
| Ana Maria Godinho Silveira | - | - | - | - | 69 760 |
| João Gonçalves da Silveira | - | - | - | - | 91 718 |
| | 616 539 | 35 792 688 | 7 386 648 | 1 104 960 | 2 824 896 |

| | 2021 | | | | |
|---|---------------------|--------------------------|--------------|-------------------|----------------------------|
| | Balances receivable | | | Balances payables | |
| | Clients | Debtors and shareholders | Other assets | Suppliers | Creditors and shareholders |
| Ageas Portugal Holdings SGPS, S.A. | - | - | - | 166 389 | 2 368 791 |
| Centro Gamma Knife-Radiocirurgia, S.A. | - | - | - | 390 733 | 1 500 |
| AQP-Aliada Quimica de Portugal, Lda. | - | - | - | - | 2 605 |
| Farminveste - Investimentos, Participações e Gestão, S.A. | 84 | - | 7 000 000 | 11 504 | - |
| Greenimolis - Investimentos Imobiliários, S.A. | - | - | - | 40 507 | - |
| Brisa - Auto-estradas de Portugal Group | 81 200 | 123 267 | - | - | 298 |
| MGI Capital Group | 370 572 | 491 | 23 904 | 1 491 832 | 2 505 |
| Guimarães de Mello, S.A. | 2 706 | 35 601 680 | - | 202 833 | - |
| Hospital da Ordem da Trindade, S.A. | 215 609 | 5 156 013 | - | 353 216 | - |
| L.A.R.F. - Imobiliária, S.A. | 289 | - | - | - | 44 000 |
| MGICAPITAL - Sistemas de Gestão, S.A. | - | 9 041 212 | - | - | - |
| SCAURI - Consultadoria Económica e Participações, S.A. | 308 | 25 000 | 30 000 | - | - |
| Sociedade Agrícola D.Diniz, S.A. | 21 710 | 1 020 | - | 18 165 | 1 216 |
| Ana Maria Godinho Silveira | - | - | - | - | 69 760 |
| João Gonçalves da Silveira | - | - | - | - | 69 718 |
| Impairment losses | - | (9 041 212) | - | - | - |
| | 692 477 | 40 907 471 | 7 053 904 | 2 675 179 | 2 560 392 |

Additionally, the transactions between the Group and the associated companies and other related parties for the years ended 31 December 2022 and 2021 are described below:

| 2022 | | | | | |
|---|-------------------|------------------|--------------------------------|--------------------|------------------|
| Transactions | | | | | |
| | Services rendered | Operating income | External supplies and services | Financial expenses | Financial income |
| Ageas Portugal Holdings SGPS, S.A. | - | - | - | 54 720 | - |
| Centro Gamma Knife-Radiocirurgia, S.A. | 381 931 | - | 1 132 511 | 13 400 | - |
| Farminveste - Investimentos, Participações e Gestão, S.A. | 4 531 | - | - | - | - |
| Greenimolis - Investimentos Imobiliários, S.A. | - | - | 12 000 | - | - |
| Rubicone Bidco Group | 172 539 | 863 | 660 340 | - | - |
| MGI Capital Group | 699 449 | 92 046 | 7 843 942 | - | - |
| Guimarães de Mello, S.A. | 26 400 | - | 952 020 | - | - |
| L.A.R.F. - Imobiliária, S.A. | 1 613 | - | - | - | - |
| SCAURI - Consultadoria Económica e Participações, S.A. | 3 000 | - | - | - | - |
| Sociedade Agrícola D.Diniz, S.A. | 220 331 | 28 582 | 19 876 | - | - |
| Ravasqueira Vinhos, S.A. | 123 093 | 9 485 | - | - | - |
| Ana Maria Godinho Silveira | - | - | - | 1 012 | - |
| João Gonçalves da Silveira | - | - | - | 1 035 | - |
| | 1 632 887 | 130 976 | 10 620 689 | 70 167 | - |

| 2021 | | | | | |
|---|-------------------|------------------|--------------------------------|--------------------|------------------|
| Transactions | | | | | |
| | Services rendered | Operating income | External supplies and services | Financial expenses | Financial income |
| Ageas Portugal Holdings SGPS, S.A. | - | - | - | 54 720 | - |
| Centro Gamma Knife-Radiocirurgia, S.A. | 360 777 | 12 678 | - | - | 8 316 |
| Greenimolis - Investimentos Imobiliários, S.A. | - | - | 1 491 000 | - | 126 000 |
| Hospital da Ordem da Trindade, S.A. | 4 974 | 17 223 | 354 986 | - | 128 638 |
| Farminveste - Investimentos, Participações e Gestão, S.A. | 4 341 | - | 113 014 | - | - |
| Brisa - Auto-estradas de Portugal Group | 866 374 | 1 141 200 | 486 056 | - | - |
| MGI Capital Group | 591 114 | 92 197 | 6 778 756 | - | - |
| Guimarães de Mello, S.A. | 26 400 | - | 933 315 | - | - |
| L.A.R.F. - Imobiliária, S.A. | 1 839 | - | - | 54 000 | - |
| SCAURI - Consultadoria Económica e Participações, S.A. | 3 000 | - | - | - | - |
| Ana Maria Godinho Silveira | - | - | - | 678 | - |
| João Gonçalves da Silveira | - | - | - | 678 | - |
| Sociedade Agrícola D.Diniz, S.A. | 225 375 | 34 815 | 47 102 | - | - |
| | 2 084 194 | 1 298 113 | 10 204 229 | 110 076 | 262 954 |

The terms or conditions practiced between the Group and the other related parties are substantially identical to those which would usually be contracted, accepted and practiced between independent entities in comparable operations.

Benefits attributed to members of the Board of Directors

The benefits attributed to the members of the Board of Directors of José de Mello Capital, S.A., in the years ended 31 December 2022 and 2021, were Euros 4 846 thousand and Euros 4 011 thousand, respectively.

45. Contingencies

45.1. Guarantees

On 31 December 2022 and 2021, the companies included in the consolidation had provided guarantees to third parties as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|--------------------------------|----------------|----------------|
| Local municipalities (a.) | 74 282 | 194 439 |
| Autoridad Portuaria de Vigo | 24 500 | 24 500 |
| Instituto Superior Técnico | 23 500 | 23 500 |
| Agência Portuguesa do Ambiente | 21 122 | 21 122 |
| Sundry supplies | 14 964 | 14 964 |
| Canal Isabel II, S.A. | - | 228 353 |
| Other | 6 500 | 7 000 |
| | 164 868 | 513 878 |

- a. On 31 December 2022, the amount of Euros 74 282 corresponds to the guarantee required by the Loulé City Council in the scope of the infrastructure's execution under of Permit No. 2/2002, issued in respect of the Betunes development

45.2. Security bonds

The security bonds assumed on 31 December 2022 and 2021, are as follows:

| | 31 Dec 2022 | 31 Dec 2021 |
|---|----------------|----------------|
| Autoridade Tributária e Aduaneira | 230 826 | - |
| Autoridade Tributária e Aduaneira - Alfândega de Aveiro | 200 000 | 200 000 |
| Autoridade Tributária e Aduaneira - Alfândega de Aveiro | 75 000 | 75 000 |
| Autoridade Tributária e Aduaneira - Alfândega de Aveiro | 75 000 | 75 000 |
| AdP - Águas de Portugal Serviços Ambientais | 16 875 | 36 343 |
| | 597 701 | 386 343 |

45.3. Debts to third parties covered by real collateral

On 31 December 2022 and 2021, the companies included in the consolidation had provided the following real collateral to third parties (in favour of banking institutions to guarantee financing), which consists of pledge on the following shares (number of shares):

| | 31 Dec 2022 | 31 Dec 2021 |
|--|-------------|-------------|
| Bondalti Capital, S.A. shares | 4 084 400 | 4 084 400 |
| CUF, S.A. shares | 1 679 040 | 1 679 040 |
| Brisa - Auto-Estradas de Portugal, S.A. shares | - | 92 475 815 |

45.4. Real collateral provided to third parties

On 31 December 2022, the Group had provided real collateral to financial institutions, through mortgages of the following properties: Hospital CUF Sintra, Hospital CUF Porto, Instituto CUF, Hospital CUF Descobertas (Expansão), Hospital CUF Descobertas, Clínica CUF Almada, Hospital CUF Tejo, Hospital CUF Cascais and Hospital CUF Torres Vedras.

Additionally, in the year ended 31 December 2022, CUF Cascais constituted in favour of financial institutions a first-degree mortgage on the Surface Right held by it, free of encumbrances or charges, until the full payment of the obligations arising from the financing agreement between LHEA - Association for Lifelong Health Education, which CUF Cascais is a member of, and Caixa Central – Caixa Central de Crédito Agrícola Mútuo, C.R.L., Caixa de Crédito Agrícola Mútuo de Entre Tejo e Sado, C.R.L. and Caixa de Crédito Agrícola Mútuo de Loures Sintra e Litoral, C.R.L..

Other guarantees

- Under a financing contract celebrated (in June 2019) by B. Chemicals and to ensure the proper performance of the obligations arising from it, a mortgage on land, a pledge on equipment, a pledge on bank account balances, a pledge on the shares representing the share capital of Elnosa and Bondalti Cantabria, Miralcalis shares and shareholder loans, and some receivables and shareholder loans were assigned as collateral.
- Collateral in the form of a mortgage on units A, B, D, I and M of the urban building located at Rua D. Luís I, nos. 19, 19-A, 19-B and 19-C and on units A, B, C, D, E, F, G, H and I of the urban building located at Avenida 24 de Julho, no. 24, both in Lisbon, to guarantee a financing.
- Surety provided by José de Mello Capital, S.A. to cover all obligations arising from bank financing in the amount of Euros 265 000.

- Surety provided by José de Mello Investimentos, S.G.P.S., S.A. (Madeira International Business Centre) to cover all obligations arising from bank loans.
- Financial pledge on the available balance of Euros 37 959 800 in bank accounts at credit institutions.
- Promissory pledge on new CUF, S.A. and Bondalti Capital, S.A. shares to guarantee a financing.
- CUF, S.A. is a guarantor for finance leasing contracts for medical equipment celebrated with several CUF Group companies.
- Blank promissory note signed by CUF Investimentos Imobiliários, S.A. and endorsed by CUF, S.A. and Hospital CUF Infante Santo, S.A.. For the commercial paper contracted by CUF Investimentos, the consignment of the rent paid by Hospital CUF Infante Santo, S.A. was presented as a guarantee.
- Consignment of any and all income arising from lease contracts relating to the Hospital CUF Cascais and Hospital CUF Sintra properties presented as a guarantee for the financing contracted by Imo Health Cascais - Investimentos Imobiliários, S.A. and Simplygreen - Investimentos Imobiliários, S.A., respectively.
- Two blank promissory notes signed by Hospimob - Imobiliária, S.A. and endorsed by CUF, S.A. and Hospital CUF Porto, S.A..
- Two blank promissory notes signed by CUF Investimentos and endorsed by CUF, S.A., in the context of contracting of two mortgage loans.
- In the context of a loan, CUF Investimentos signed a blank promissory note endorsed by CUF, S.A..
- Blank promissory note signed by CUF, S.A., as a guarantee for a loan.
- For the commercial paper, for each contract, a blank promissory note was signed by the issuing entities CUF, S.A., Hospital CUF Descobertas, S.A. and Hospital CUF Tejo, S.A..
- Blank promissory note signed by Hospital CUF Tejo, S.A., Clínica CUF Alvalade, S.A., Hospital CUF Santarém, S.A., Hospital CUF Descobertas, S.A., Hospital CUF Porto, S.A., Hospital CUF Coimbra, S.A., Hospital CUF Torres Vedras, S.A., Hospital CUF Viseu, S.A. Hospital CUF Cascais, S.A., Clínica CUF Belém, S.A. and HD Medicina Nuclear, S.A. in the context of various leasing contracts.
- Endorsement given by CUF, S.A. and Hospital CUF Descobertas, S.A. under a loan.
- Blank promissory note signed by CUF Investimentos Imobiliários, S.A., under a loan.
- Under the lease contracted by CUF, S.A., a promissory note was signed and any and all income from the leasing contract for the medical equipment was consigned as a guarantee.
- In the context of the factoring operation, a blank promissory note was signed by all the grouped entities, Hospital CUF Descobertas, S.A., Hospital CUF Tejo, S.A., Hospital CUF Porto, S.A., Hospital CUF Santarém, S.A., Hospital CUF Cascais, S.A., Hospital CUF Torres Vedras, S.A. and Hospital CUF Viseu, S.A..

- Two blank promissory notes signed by S.P.S.I. – Sociedade Portuguesa de Serviços de Apoio e Assistência a Idosos, S.A. and pela José de Mello – Residências e Serviços, SGPS S.A., to guarantee the loan contracted by Burkina – Sociedade Imobiliária, S.A..
- First degree mortgage on two buildings allocated to Assisted Residences, one in Rua Arquitecto Resende Carvalheira, in the union of the parishes of Carcavelos e Parede, municipality of Cascais, and the other in Travessa da Praia, 1 and 1-A, in the parish of Alcântara, municipality of Lisbon, to guarantee financing entered into with Banco de Sabadell, S.A..
- Mortgage on the autonomous units designated by the letters A and E of the urban building “Aveiro Centrum” in favour of Autoridade Tributária e Aduaneira.
- Security deposit of Euros 230 826 provided to Autoridade Tributária e Aduaneira on account of a tax process (Note 27).

45.5. Other commitments and contingencies

- As part of a project to replace the electrolyzers at the chlorine plant in Estarreja, B. Chemicals contracted a documentary credit in the amount of Euros 10 200 thousand, which matures in 2025.
- The Group is involved in various legal proceedings during the normal course of its business activities with a total value of Euros 21 million. In view of the nature of these and the provisions made, the current expectation is that their outcome will not result in any material effects which are not already recognised in the financial statements as of 31 December 2022 and 2021.
- In 2021, CUF became aware of the existence of a case linked to the Hospital CUF Tejo project, in which its subsidiary CUF - Investimentos Imobiliários S.A. was also a defendant, as well as two of its directors, in their capacity as directors of that company, in which technical aspects of the project are under consideration. In the year ended 31 December 2022, the Public Prosecutor issued an order dismissing said investigation in relation to all the defendants because sufficient evidence had not been collected to verify the existence of the crimes investigated, with it having been shown that neither CUF nor its directors committed any irregularity within the scope of the licensing process and construction of Hospital CUF Tejo.
- As a result of an administrative procedure initiated by the Competition Authority (“AdC”) essentially concerning alleged restrictive competition practices in negotiations with the Instituto de Proteção e Assistência na Doença, I.P. (“ADSE”) and the Instituto de Ação Social das Forças Armadas (“IASFA”) through and with the participation of Associação Portuguesa de Hospitalização Privada (Portuguese Association for Private Hospitalisation (“APHP”)), CUF was notified during 2021 of the respective Statement of Objections. On 1 July 2022, CUF was notified by the Competition Authority (“AdC”) of the decision on the administrative offense brought against Associação Portuguesa de Hospitalização Privada (APHP) and the hospital groups CUF, Trofa Saúde, Hospital Particular do Algarve, Lusíadas and Luz Saúde for alleged involvement in an agreement or concerted practice restricting competition

in the contracting of private hospital healthcare services by the public healthcare subsystems ADSE and IASFA and which Statement of Objections had been notified on 29 July 2021. The AdC closed the administrative offense proceedings regarding any coordination and/or concerted behaviour to put pressure on the achievement of a debt settlement by IASFA, in particular, by the targeted Luz Saúde and CUF, as it concluded that there was not enough evidence to demonstrate the culpability of the targets. Differently, with regard to the negotiations with ADSE, the AdC concluded that, allegedly, the targeted companies coordinated their interests and behaviour within the scope of the negotiations with ADSE, regarding its price list and rules, as well as the settlement process of the invoices of 2015 and 2016, above all, through and with the participation of APHP, which allegedly constitutes an agreement or concerted practice, under the terms of Article 9(1)(a) and (b) of the Competition Law, with the object of preventing, distorting or restricting, in an appreciable way, competition. Accordingly, fines were imposed on all the companies concerned, and in the case of CUF, S.A. the fine amounts to Euros 74.98 million, with José de Mello Capital, S.A. being jointly and severally liable for the payment of the fine. Convinced of the scrupulous compliance with the Competition Law, CUF S.A. and José de Mello Capital, S.A., absolutely reject the decision of the AdC and its legal basis, having already filed an appeal with the competent judicial body, with a view to guaranteeing the full clarification of the truth of the facts and the restoration of justice, in a situation that seriously undermines their good conduct and good name. For this reason, the Group did not recognise any provision for the respective process. The process awaits its further terms.

46. Environmental Matters

Climate change measures have been a key element of environmental policy, with obvious implications for the near future, and an innovative set of policies and measures has been outlined within this framework, through which important elements of interaction with economic actors have been successfully introduced, in a true realisation of shared responsibility.

As part of this theme, the European Emissions Trading Scheme (ETS) is worth highlighting, in activities that account for about 45% of the European Union's GHG emissions, such as fuel burning, mineral oil refining, metallurgy, clinker, lime and glass production, ceramics, pulp and paper, chemicals and aviation.

The global GHG emission cap set at EU level has been lowered over time. In the fourth ETS implementation period (2021-2030) a linear reduction factor of 2.2% was introduced for the total quantity of emission licences available (instead of 1.74% in the period 2013-2020).

An emission licence permits the emission of the equivalent of one tonne of carbon dioxide (CO₂) during a given period. The obtaining of emission licences is done, as a rule, through auction. The revenues generated from auctioning the licences allocated to Portugal integrate the Environmental Fund.

Some of the emission licences are awarded free of charge as a transitional rule of this scheme, notably to prevent “carbon leakage” - the transfer of production to countries where emission restrictions are less stringent. The free awarding of emission licences does not include the production of electricity or the capture, transport and storage of carbon dioxide. The free awarding of licences has been reducing and, except for urban heating, will be eliminated by 2030.

In this context, 50 299 licences have been awarded to B. Chemicals for the 2022 financial year.

APA - Agência Portuguesa do Ambiente (Portuguese Environment Agency) - has not yet published the quantity of licences that will be awarded in the remaining years (2022-2030) within the fourth ETS implementation period.

The movement, in tonnes of carbon dioxide and its respective value, in respect of greenhouse gas emission licences, during the years ended 31 December 2022 and 2021, was as follows:

| | 31 Dec 2022 | | 31 Dec 2021 | |
|--------------------------------|---------------|------------------|---------------|------------------|
| | Tonnes | Value | Tonnes | Value |
| Opening balance | 67 536 | 3 540 869 | 53 578 | 961 668 |
| Use (Note 8) | (25 476) | (2 047 761) | (28 380) | (2 268 545) |
| Change in fair value (Note 19) | - | 247 347 | - | 810 789 |
| Award | 50 299 | 4 043 034 | 52 053 | 4 037 251 |
| Reversal | (8 582) | - | (9 715) | (293) |
| Balance on 31 December | 83 777 | 5 783 489 | 67 536 | 3 540 869 |

Actual emissions in the course of 2022 were 25 476 tonnes of CO₂, with a positive difference being verified, vis-à-vis for the awarded emissions, over the years since the implementation of the system, of 83 777 tonnes of CO₂, which are available for future use.

47. Approval of the Financial Statements

These financial statements were approved, and their publication authorised by the Board of Directors, on 11 May 2023, and will be subject to approval at the Shareholders’ General Meeting. The Board of Directors expects these to be approved without significant changes.

48. Other matters

48.1. Subsequent events

An agreement in principle was signed in October 2022 with the shareholders of HIA - Hospital Internacional dos Açores, S.A., for the acquisition of the entire share capital of that hospital unit, located in the municipality of Lagoa, in São Miguel, with the respective transaction having been finalised in March 2023. Inaugurated in March 2021, Hospital Internacional dos Açores is already a reference healthcare unit, with a differentiated installed capacity and a wide range of services, namely, emergency care, operating theatre, hospitalisation, intensive care, day hospital and special exams. The CUF Group will contribute to the quality of the work carried out so far by the current HIA team, which CUF hopes to continue to rely on in the future.

Additionally, on 27 January 2023, Clínica CUF Leiria began its activity, ensuring a wide range of differentiated healthcare services and experience for residents of Leiria and neighbouring municipalities. With this step, the CUF Group consolidates the national dimension of its network, with reference units in the cities, on the coast and in the hinterland of the country, thus placing itself at the service of more and more Portuguese people. The opening of the clinic represents the first phase of a project that will be concluded with the opening of the future Hospital CUF Leiria.

On 2 January 2023, the Company signed a Share Purchase and Sale and Credit Cession Agreement with Guimarães de Mello, S.A., under which it undertook to acquire a financial stake of 100% in the share capital of Ravasqueira Vinhos, S.A., for the global amount of Euros 18 856 320.

There are no other events between the statement of financial position date and the date of authorisation of their publication that have not already been recorded or disclosed in these financial statements.

49. Note Added for Translation

The accompanying consolidated financial statements are a translation of consolidated financial statements originally issued in Portuguese, in accordance with the IFRS as endorsed by the European Union. In the event of discrepancies or misinterpretations, the Portuguese language version prevails

LEGAL CERTIFICATION OF THE CONSOLIDATED ACCOUNTS

LEGAL CERTIFICATION OF ACCOUNTS

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Qualified Opinion

We have audited the attached consolidated financial statements of José de Mello Capital, S.A. (the Group), which comprise the consolidated statement of financial position as of December 31, 2022 (showing a total of 2,482,975,558 euros and total equity attributable to shareholders of 967,500,906 euros, including a net profit of 92,459,106 euros), the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated statement of cash flows for the year then ended, and the accompanying notes to the consolidated financial statements, which include a summary of significant accounting policies.

In our opinion, except for the effects (or potential effects) of the matter described in the "Basis for Qualified Opinion" section, the attached consolidated financial statements present fairly, in all material respects, the consolidated financial position of José de Mello Capital, S.A. as of December 31, 2022, and its consolidated financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted in the European Union.

Basis for Qualified Opinion

As of December 31, 2022, the Legal Certification of the Consolidated Accounts of the subsidiary (100% owned by José de Mello Capital, S.A.), José de Mello Investimentos, SGPS, S.A., included in the consolidation scope of José de Mello Capital, S.A., contains the following qualification due to a limitation of scope:

"As of December 31, 2022, José de Mello Investimentos has recorded an investment in associated company Rubicone Bidco, S.A., representing 17.10% of its share capital, using the equity method, with a carrying value of 36,375,774 euros. As disclosed in Note 11 to the separate financial statements and Note 13 to the consolidated financial statements, the allocation of the net profit of this Associate to José de Mello Investimentos, based on the percentage held, is based on preliminary and unaudited accounts. Therefore, we are unable to express an opinion on the potential effects, including the valuation of this investment."

Our audit has been conducted in accordance with International Standards on Auditing (ISA) and other applicable technical and ethical standards and guidelines issued by the Order of Chartered Accountants. Our responsibilities under those standards are described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section

below. We are independent of the entities that make up the Group in accordance with the law and comply with other ethical requirements under the code of ethics of the Order of Chartered Accountants.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Management's Responsibilities for the Consolidated Financial Statements

Management is responsible for:

- the preparation of the consolidated financial statements that present fairly, in all material respects, the financial position, financial performance, and cash flows of the Group in accordance with International Financial Reporting Standards (IFRS) as adopted in the European Union;
- the preparation of the management report in accordance with legal and regulatory requirements;
- the design, implementation, and maintenance of adequate internal control over financial reporting to enable the preparation of financial statements free from material misstatement, whether due to fraud or error;
- the adoption of appropriate accounting policies and accounting estimates in the circumstances; and
- the assessment of the Group's ability to continue as a going concern, disclosing, when applicable, matters that may cast significant doubt on the Group's ability to continue its activities.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibility is to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement due to fraud or error, and to issue a report containing our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA) will always detect a material misstatement when it exists. Misstatements may arise from

LEGAL CERTIFICATION OF THE CONSOLIDATED ACCOUNTS

fraud or error and are considered material if, individually or in aggregate, they are reasonably expected to influence the economic decisions of users based on these financial statements.

As part of an audit in accordance with ISA, we make professional judgments and maintain professional skepticism throughout the audit, including:

- Identifying and assessing the risks of material misstatement of the consolidated financial statements due to fraud or error, designing and performing audit procedures to respond to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting a material misstatement due to error, as fraud may involve collusion, forgery, intentional omissions, false representations, or override of internal controls.
- Obtaining an understanding of the relevant internal control for the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluating the adequacy of the accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of management's use of the going concern assumption and, based on the audit evidence obtained, whether there is a material uncertainty related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that there is a material uncertainty, we must draw attention in our report to the related disclosures included in the financial statements or, if such disclosures are inadequate, modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Group to cease its activities.
- Evaluating the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether these financial statements represent the underlying transactions and events in a manner that achieves appropriate presentation.
- Obtaining sufficient and appropriate audit evidence regarding the financial information of entities or activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the Group's audit and are the ultimate responsible party for our audit opinion.

- Communicating with those charged with governance, among other matters, the scope and planned timing of the audit, and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Our responsibility also includes verifying that the information contained in the management report is consistent with the audited consolidated financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Regarding the management report

In compliance with Article 451, paragraph 3, letter e) (*Código das Sociedades Comerciais*), we are of the opinion that the management report has been prepared in accordance with the applicable legal and regulatory requirements, the information contained is consistent with the audited financial statements, and, based on our knowledge and understanding of the Group, we have not identified material misstatements.

Lisbon, May 12, 2023

RSM & ASSOCIADOS - SROC, LDA

Represented by Joaquim Patrício da Silva (ROC nº 320)

Registered with CMVM under no. 20160076



REPORT AND OPINION OF THE SOLE SUPERVISOR Consolidated Accounts

José de Mello Capital, S.A.

REPORT AND OPINION OF THE STATUTORY AUDITOR

Consolidated Financial Statement

Year 2022

1. In accordance with article 508º D (*“Código das Sociedades Comerciais”*), we have examined the consolidated management report and consolidated Financial Statement of the companies belonging to the Consolidating Company - José de Mello Capital, S.A.
2. According to the information provided in the Consolidated Management Report, the consolidated financial statement now presented reflect the results of the operations recorded during the year.
3. Based on the analysis conducted on the documentation made available to us and the information provided in the Legal Certification of the Consolidated Financial Statement, which we also issued, it is our

OPINION

a) that the aforementioned elements of the consolidated financial statements are prepared in accordance with applicable legal provisions, in compliance with international financial reporting standards as adopted in the European Union; and

b) that they reflect the financial position as of December 31, 2022, of the group of companies included in the Consolidation.

Lisbon, May 12, 2023

STATUTORY AUDITOR

RSM & ASSOCIADOS - SROC, LDA

represented by Joaquim Patrício da Silva (ROC No. 320)

Registered with CMVM under No. 20160076

7.3 Shareholder positions

Article No. 447 of the Portuguese Commercial Companies Code

| In the capital of the Company | Shares | Percentage |
|--|---------|------------|
| Vasco Maria Guimarães José de Mello | 192,853 | 3.86% |
| Pedro Maria Guimarães José de Mello | 296,701 | 5.93% |
| Gonçalo Maria Guimarães José de Mello | 370,877 | 7.42% |
| João Maria Guimarães José de Mello | 203,981 | 4.08% |
| Salvador Maria Guimarães José de Mello | 278,157 | 5.56% |
| Maria Amélia Guimarães José de Mello Bleck | 333,789 | 6.68% |
| João Pedro Ribeiro de Azevedo Coutinho | 12,369 | 0.25% |
| João Pedro Stilwell Rocha e Melo | 12,369 | 0.25% |
| Luís Eduardo Brito Freixial de Goes | 12,369 | 0.25% |
| Rui Alexandre Pires Diniz | 12,369 | 0.25% |

In companies that are in a relationship of dominion or group with the Company
Not applicable

7.4 GRI table

Declaration of use

José de Mello reported in accordance with the GRI Standards for the period between 1 January and 31 December 2022

GRI 1 used

GRI 1: Fundamentals 2021

Sectoral standard applicable

—

| GRI Content | Location | Omission |
|---|---|----------|
| GRI 2: General Content 2021 | | |
| 2-1 Organisation details | <ul style="list-style-type: none"> 3. Who we are 3.5. Where we operate <p>José de Mello Capital, SA Avenida 24 de Julho, 24 1200-480 Lisbon</p> | |
| 2-2 Entities included in the organisation's sustainability report | <ul style="list-style-type: none"> 1. Introduction 1.1. About this Report | |
| 2-3 Reporting period, frequency and contacts | <ul style="list-style-type: none"> 1. Introduction 1.1. About this Report | |
| 2-4 Reformulation of information | <ul style="list-style-type: none"> 1. Introduction 1.1. About this Report | |
| 2-5 External verification | <ul style="list-style-type: none"> 1. Introduction 1.1. About this Report | |
| 2-6 Activities, value chain and other business relationships | <ul style="list-style-type: none"> 3. Who we are 3.4. Portfolio 6. Our governance model 6.2. Ethics, transparency and integrity | — |

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|-------|------|-----------|----------|-------|-----------|---|---|---|-------|----------|-------|------|-----|----------|-----|------|----------------------------------|---|----|-----|----|---|----|-----|-----|-----|---|----|-----|----|---|----|-----|----|-------|---|----|-----|----|---|----|-----|----|----------------------------------|----|-----|-------|----|----|-----|-------|----|-----|----|-----|-----|----|----|-----|-------|----|-------|----|-----|-------|----|----|-----|-------|----|----------------------------------|---|----|-----|----|---|----|-----|----|-----|---|---|-----|---|---|---|-----|---|-------|---|----|-----|---|---|----|-----|---|----------------------------------|----|-----|-------|-----|----|-----|-------|-----|-----|----|-----|-------|----|----|-----|-------|----|-------|----|-----|-------|-----|----|-----|-------|-----|
| 2-7 Employees | <ul style="list-style-type: none"> 3. Who we are 3.6. Talent | Information on the number of employees by region unavailable. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Total temporary employees</td> <td>0</td> <td>51</td> <td>840</td> <td>93</td> <td>0</td> <td>46</td> <td>926</td> <td>107</td> </tr> <tr> <td>Men</td> <td>0</td> <td>40</td> <td>144</td> <td>16</td> <td>0</td> <td>28</td> <td>171</td> <td>17</td> </tr> <tr> <td>Women</td> <td>0</td> <td>11</td> <td>696</td> <td>77</td> <td>0</td> <td>18</td> <td>755</td> <td>90</td> </tr> <tr> <td>Total permanent employees</td> <td>87</td> <td>640</td> <td>5 207</td> <td>89</td> <td>90</td> <td>683</td> <td>5 555</td> <td>79</td> </tr> <tr> <td>Men</td> <td>44</td> <td>477</td> <td>981</td> <td>19</td> <td>44</td> <td>513</td> <td>1 037</td> <td>14</td> </tr> <tr> <td>Women</td> <td>43</td> <td>163</td> <td>4 226</td> <td>70</td> <td>46</td> <td>170</td> <td>4 518</td> <td>65</td> </tr> <tr> <td>Total part-time employees</td> <td>4</td> <td>26</td> <td>453</td> <td>13</td> <td>4</td> <td>27</td> <td>545</td> <td>10</td> </tr> <tr> <td>Men</td> <td>4</td> <td>5</td> <td>103</td> <td>6</td> <td>4</td> <td>3</td> <td>122</td> <td>3</td> </tr> <tr> <td>Women</td> <td>0</td> <td>21</td> <td>350</td> <td>7</td> <td>0</td> <td>24</td> <td>423</td> <td>7</td> </tr> <tr> <td>Total full-time employees</td> <td>83</td> <td>665</td> <td>5 593</td> <td>170</td> <td>86</td> <td>717</td> <td>5 936</td> <td>177</td> </tr> <tr> <td>Men</td> <td>40</td> <td>512</td> <td>1 022</td> <td>29</td> <td>40</td> <td>550</td> <td>1 086</td> <td>28</td> </tr> <tr> <td>Women</td> <td>43</td> <td>153</td> <td>4 571</td> <td>141</td> <td>46</td> <td>167</td> <td>4 850</td> <td>149</td> </tr> </tbody> </table> | | | | 2021 | | | | 2022 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Total temporary employees | 0 | 51 | 840 | 93 | 0 | 46 | 926 | 107 | Men | 0 | 40 | 144 | 16 | 0 | 28 | 171 | 17 | Women | 0 | 11 | 696 | 77 | 0 | 18 | 755 | 90 | Total permanent employees | 87 | 640 | 5 207 | 89 | 90 | 683 | 5 555 | 79 | Men | 44 | 477 | 981 | 19 | 44 | 513 | 1 037 | 14 | Women | 43 | 163 | 4 226 | 70 | 46 | 170 | 4 518 | 65 | Total part-time employees | 4 | 26 | 453 | 13 | 4 | 27 | 545 | 10 | Men | 4 | 5 | 103 | 6 | 4 | 3 | 122 | 3 | Women | 0 | 21 | 350 | 7 | 0 | 24 | 423 | 7 | Total full-time employees | 83 | 665 | 5 593 | 170 | 86 | 717 | 5 936 | 177 | Men | 40 | 512 | 1 022 | 29 | 40 | 550 | 1 086 | 28 | Women | 43 | 153 | 4 571 | 141 | 46 | 167 | 4 850 | 149 |
| | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total temporary employees | 0 | 51 | 840 | 93 | 0 | 46 | 926 | 107 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 0 | 40 | 144 | 16 | 0 | 28 | 171 | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 0 | 11 | 696 | 77 | 0 | 18 | 755 | 90 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total permanent employees | 87 | 640 | 5 207 | 89 | 90 | 683 | 5 555 | 79 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 44 | 477 | 981 | 19 | 44 | 513 | 1 037 | 14 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 43 | 163 | 4 226 | 70 | 46 | 170 | 4 518 | 65 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total part-time employees | 4 | 26 | 453 | 13 | 4 | 27 | 545 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 4 | 5 | 103 | 6 | 4 | 3 | 122 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 0 | 21 | 350 | 7 | 0 | 24 | 423 | 7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total full-time employees | 83 | 665 | 5 593 | 170 | 86 | 717 | 5 936 | 177 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 40 | 512 | 1 022 | 29 | 40 | 550 | 1 086 | 28 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 43 | 153 | 4 571 | 141 | 46 | 167 | 4 850 | 149 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2-8 Workers who are not employees | Most workers who are not José de Mello Group employees are healthcare service providers, namely Doctors, Nurses, Diagnostic and Therapeutic Technicians and Senior Health Technicians, who carry out functions at CUF or at José de Mello Residências e Serviços. | Information regarding external providers, belonging to companies providing maintenance, food, security services, among others, from JdM, Bondalti and JMRS, is unavailable. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th></th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM Group</th> </tr> </thead> <tbody> <tr> <td>Workers who are not employees but whose work and/or workplace is controlled by the organisation</td> <td>2</td> <td>2</td> <td>7 227</td> <td>25</td> <td>7 256</td> </tr> </tbody> </table> | | | | JdM | Bondalti | CUF | JMRS | JdM Group | Workers who are not employees but whose work and/or workplace is controlled by the organisation | 2 | 2 | 7 227 | 25 | 7 256 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM Group | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workers who are not employees but whose work and/or workplace is controlled by the organisation | 2 | 2 | 7 227 | 25 | 7 256 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRI Content | Location | Omission |
|--|---|----------|
| 2-9 Governance structure and its composition | <ul style="list-style-type: none"> 6. Our governance model 6.1. Governance model | — |
| 2-10 Nomination and selection to the highest governance body | <ul style="list-style-type: none"> 6. Our governance model 6.1. Governance model | — |
| 2-11 Chairman of the highest governance body | <ul style="list-style-type: none"> 6. Our governance model 6.1. Governance model | — |
| 2-12 Role played by the highest governance body in supervising the management of impacts | <ul style="list-style-type: none"> 6. Our governance model 6.1. Governance model | — |
| 2-13 Delegation of responsibility for managing impacts | <ul style="list-style-type: none"> 6. Our governance model 6.1. Governance model 4. Our strategy 4.3. ESG approach | — |
| 2-14 Role played by the highest governance body in sustainability reporting | <ul style="list-style-type: none"> 1. Introduction 1.1. About this report | — |
| 2-15 Conflicts of interest | <ul style="list-style-type: none"> 6. Our governance model 6.2. Ethics, transparency and integrity | — |
| 2-16 Communication of critical concerns | <ul style="list-style-type: none"> 4. Our strategy 4.5. Involvement with stakeholders 6. Our governance model 6.2. Ethics, transparency and integrity | — |
| 2-17 Collective knowledge of the highest governance body | <ul style="list-style-type: none"> 6. Our governance model 6.2. Ethics, transparency and integrity | — |

| GRI Content | Location | Omission |
|---|--|----------|
| 2-18 Performance appraisal of the highest governance body | <p>A significant part of the remuneration of the executive directors of José de Mello Capital is determined by the level of success and the results of the Group and of the investees. Thus, the level of performance shown is intended to demonstrate the sustainable growth seen in the business and the commitment to pre-defined objectives, measured through KPIs.</p> <p>This approach, through an assessment of compliance with performance objectives, annual and multiannual, reviewed annually, also aims to ensure alignment between management interests, shareholder interests and medium-term performance, aiming at the long-term sustainability of the Group's businesses.</p> | — |
| 2-19 Remuneration policy | <p>Determining the remuneration of the members of the Board of Directors is the responsibility of the Remuneration Committee, appointed by the Shareholders' General Meeting, which ensures that remuneration is adequate, contributes to the Company's business strategy and sustainability, reflects the risk profile and the Company's long-term objectives and interests, and is also in line with best practices in the sector. The Remuneration Committee is also attentive to market references, in particular national and international market criteria and practices, and resorts, whenever appropriate, to market studies and benchmarking.</p> <p>The remuneration of management staff and other José de Mello Capital employees is the responsibility of the Executive Committee.</p> <p>Regarding the Board of Directors, non-executive Directors earn a fixed remuneration, which must be defined in accordance with the best practices in the sector, considering the respective responsibilities and availability, and reviewed periodically. It should also bear in mind the need to maintain the focus on the activity and the proper monitoring of the corporate life.</p> | — |

| GRI Content | Location | Omission |
|--|---|---|
| 2-20 Process for determining remuneration | <p>Determining the remuneration of the members of the Board of Directors is the responsibility of the Remuneration Committee, appointed by the Shareholders' General Meeting.</p> <p>The definition of the Directors' remuneration must support the alignment with the interests of shareholders, be centred on the creation of long-term value and be compatible with adequate and rigorous risk management, contributing to José de Mello Group's strategy, to its values, long-term interests and to its sustainability.</p> <p>For management staff and other José de Mello Capital employees, the remuneration determination decision is the responsibility of the Executive Committee, which necessarily pays attention to the criteria of internal equity and external competitiveness</p> | — |
| 2-21 Total annual remuneration ratio | <p>JdM: 7.67 Bondalti: 4.67 CUF: 11.9 JMRS: 4</p> <p>For the purpose of calculating the total annual remuneration ratio, the members of the corporate bodies were not considered.</p> | Information on the percentage increase in the remuneration of the highest paid individual and the average of the remaining people excluding the highest paid individual is unavailable. To be able to present this information, it will be necessary to define a methodology agreed between all the companies of the Group. |
| 2-22 Statement on sustainable development strategy | <ul style="list-style-type: none"> 2. Our leadership commitment <ul style="list-style-type: none"> 2.1. Message from the Chairman 2.2. Message from the Chief Executive Officer | — |
| 2-23 Policies | <ul style="list-style-type: none"> 4. Our strategy <ul style="list-style-type: none"> 4.6. Risk management 6. Our governance model <ul style="list-style-type: none"> 6.2. Ethics, transparency and integrity | — |

| GRI Content | Location | Omission |
|--|--|----------|
| 2-24 Incorporation of Policies | <ul style="list-style-type: none"> 4. Our strategy 4.6. Risk management 6. Our governance model 6.2. Ethics, transparency and integrity | – |
| 2-25 Processes to remedy negative impacts | <ul style="list-style-type: none"> 4. Our strategy 4.3. ESG approach 4.5. Involvement with stakeholders 4.6. Risk management 6. Our governance model 6.2. Ethics, transparency and integrity | – |
| 2-26 Mechanisms for counselling and raising concerns | <ul style="list-style-type: none"> 4. Our strategy 4.5. Involvement with stakeholders 6. Our governance model 6.2. Ethics, transparency and integrity | – |
| 2-27 Compliance with laws and regulations | <ul style="list-style-type: none"> 6. Our governance model 6.2. Ethics, transparency and integrity | – |

| GRI Content | Location | Omission |
|--|---|----------|
| 2-28 Participation in associations | <ul style="list-style-type: none"> 4. Our strategy 4.3. ESG approach <p>José de Mello Capital is associated, among others, with the following entities:</p> <ul style="list-style-type: none"> Associação das Empresas Familiares Pedro de Mello, Member of the Senior Council (on behalf of Grupo José de Mello) Associação Business Roundtable Portugal Vasco de Mello, Chairman (on behalf of José de Mello Capital) ACEGE – Associação Cristã de Empresários e Gestores Salvador de Mello, Chairman of the General Meeting Board and member of the Strategic Council (on behalf of Grupo José de Mello) Vasco de Mello, Member of the Strategic Council (on behalf of Brisa) Rui Diniz, Member of the Board Raúl Galamba, Member of the Strategic Council Câmara de Comércio e Indústria Portuguesa COTEC Portugal – Associação Empresarial para a Inovação Vasco de Mello, Chairman of the General Meeting Board Instituto Português de Corporate Governance | – |
| 2-29 Stakeholder engagement approach | <ul style="list-style-type: none"> 4. Our strategy 4.5. Involvement with stakeholders | – |
| 2-30 Collective bargaining agreements | <ul style="list-style-type: none"> 3. Who we are 3.6. Talent | – |
| GRI 3: Material Themes | | |
| 3-1 Process for defining material themes | <ul style="list-style-type: none"> 1. Introduction 1.2. Materiality | – |

| GRI Content | Location | Omission |
|---|--|----------|
| 3-2 List of material themes | <ul style="list-style-type: none"> 1. Introduction 1.2. Materiality | – |
| Attraction, retention and development of human capital | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 3. Who we are 3.6. Talent <p>José de Mello Group monitors the information associated with this theme and reports it annually, namely through GRI indicators: 2-7, 2-21, 2-30, 401-1, 401-2, 401-3, 404-1, 404-1, 405-2 E 406-1.</p> | – |
| Diversity and inclusion | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 3. Who we are 3.6. Talent <p>José de Mello Group monitors the information associated with this theme and reports it annually, namely through GRI indicators: 405-2 E 406-1.</p> | – |
| Innovation | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 4. Our strategy 4.4. Innovation <p>José de Mello Group monitors the information associated with this theme and reports it annually, using its own KPIs.</p> | – |

| GRI Content | Location | Omission |
|--|---|----------|
| Economic performance and operational efficiency | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 5. Our performance 5.1. Financial and operational <p>José de Mello Group monitors the information associated with this theme and reports it annually, namely through GRI indicators: 201-1, 201-4.</p> | – |
| Responsible investment | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 4. Our strategy 4.2. The business strategy 5. Our performance 5.1. Financial and operational | – |
| Ethics, transparency and integrity | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 6. Our governance model 6.2. Ethics, transparency and integrity <p>José de Mello Group monitors the information associated with this theme and reports it annually, namely through GRI indicators: 2-23, 2-26, 2-27, 201-4, 204-1, 205-3 E 206-1</p> | – |
| Brand and reputation management | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 4. Our strategy 4.5. Involvement with stakeholders | – |
| Climate change | | |
| 3-3 Management of material themes | <ul style="list-style-type: none"> 5. Our performance 5.3. Planet <p>José de Mello Group monitors the information associated with this theme and reports it annually, namely through GRI indicators: 302-1, 302-3, 305-1, 305-2</p> | – |

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|-----------------|-----------------|-------|-----------|------|--------------------------|---------------|-----------------|-----------------|----------------------------|---------------|---------------|-----------------|--------------------|---------------|---------------|---------------|--------------------------------|---------------|---------------|---------------|-------------------------------|--------------|-----------------------|--------------|----------------|-------------|-------------|-------------|------------------------------|-----------|-------------|-------------|----------------------------|--------------|---------------|---------------|
| Involvement with society | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-3 Management of material themes | • 5. Our performance 5.2. Society | – | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Thematic standards | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 201: 2016 Economic performance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 201-1 Direct economic value generated and distributed | • 5. Our performance 5.1. Financial and operational | – | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Economic value generated</td> <td>724 188 758 €</td> <td>1 046 403 655 €</td> <td>1 256 277 735 €</td> </tr> <tr> <td>Economic value distributed</td> <td>699 830 330 €</td> <td>935 664 900 €</td> <td>1 087 266 267 €</td> </tr> <tr> <td>Operating expenses</td> <td>484 581 448 €</td> <td>718 711 105 €</td> <td>842 783 919 €</td> </tr> <tr> <td>Employee salaries and benefits</td> <td>163 825 079 €</td> <td>184 300 728 €</td> <td>213 853 305 €</td> </tr> <tr> <td>Payments to capital suppliers</td> <td>45 933 774 €</td> <td>25 197 619 €</td> <td>24 820 435 €</td> </tr> <tr> <td>Taxes</td> <td>4 653 542 €</td> <td>4 503 317 €</td> <td>3 080 252 €</td> </tr> <tr> <td>Investments in the community</td> <td>836 485 €</td> <td>2 952 131 €</td> <td>2 728 356 €</td> </tr> <tr> <td>Economic value accumulated</td> <td>24 358 428 €</td> <td>110 738 755 €</td> <td>169 011 467 €</td> </tr> </tbody> </table> | | | | 2020 | 2021 | 2022 | Economic value generated | 724 188 758 € | 1 046 403 655 € | 1 256 277 735 € | Economic value distributed | 699 830 330 € | 935 664 900 € | 1 087 266 267 € | Operating expenses | 484 581 448 € | 718 711 105 € | 842 783 919 € | Employee salaries and benefits | 163 825 079 € | 184 300 728 € | 213 853 305 € | Payments to capital suppliers | 45 933 774 € | 25 197 619 € | 24 820 435 € | Taxes | 4 653 542 € | 4 503 317 € | 3 080 252 € | Investments in the community | 836 485 € | 2 952 131 € | 2 728 356 € | Economic value accumulated | 24 358 428 € | 110 738 755 € | 169 011 467 € |
| | 2020 | 2021 | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Economic value generated | 724 188 758 € | 1 046 403 655 € | 1 256 277 735 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Economic value distributed | 699 830 330 € | 935 664 900 € | 1 087 266 267 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating expenses | 484 581 448 € | 718 711 105 € | 842 783 919 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employee salaries and benefits | 163 825 079 € | 184 300 728 € | 213 853 305 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Payments to capital suppliers | 45 933 774 € | 25 197 619 € | 24 820 435 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Taxes | 4 653 542 € | 4 503 317 € | 3 080 252 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Investments in the community | 836 485 € | 2 952 131 € | 2 728 356 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Economic value accumulated | 24 358 428 € | 110 738 755 € | 169 011 467 € | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 201-4 Financial aid received from the government | • 6. Our governance model 6.2. Ethics, transparency and integrity | – | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th></th> <th colspan="5">2021</th> <th colspan="5">2022</th> </tr> <tr> <th></th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM Group</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM Group</th> </tr> </thead> <tbody> <tr> <td>Government grants (€)</td> <td>2 995</td> <td>—⁸</td> <td>62 348</td> <td>9 084</td> <td>74 426</td> <td>998</td> <td>1 062 879</td> <td>35 965</td> <td>15 848</td> <td>1 115 739</td> </tr> </tbody> </table> | | | | 2021 | | | | | 2022 | | | | | | JdM | Bondalti | CUF | JMRS | JdM Group | JdM | Bondalti | CUF | JMRS | JdM Group | Government grants (€) | 2 995 | — ⁸ | 62 348 | 9 084 | 74 426 | 998 | 1 062 879 | 35 965 | 15 848 | 1 115 739 | | | |
| | 2021 | | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM Group | JdM | Bondalti | CUF | JMRS | JdM Group | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Government grants (€) | 2 995 | — ⁸ | 62 348 | 9 084 | 74 426 | 998 | 1 062 879 | 35 965 | 15 848 | 1 115 739 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

⁸ Information unavailable.

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|-------|-------|-----------|-------|----------|-------|-------|-----------|--|--|--|--|-----|----------|-----|------|-----------|-----|----------|-----|------|-----------|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GRI 204: Procurement practices 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 204-1 Proportion of expenditure with local suppliers | • 6. Our governance model 6.2. Ethics, transparency and integrity | – | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th></th> <th colspan="5">2021</th> <th colspan="5">2022</th> </tr> <tr> <th></th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM Group</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM Group</th> </tr> </thead> <tbody> <tr> <td>Percentage of expenditure with local suppliers</td> <td>99.4%</td> <td>49.3%</td> <td>99.2%</td> <td>99.8%</td> <td>40.7%</td> <td>96.9%</td> <td>11.4%</td> <td>99.3%</td> <td>99.8%</td> <td>66.9%</td> </tr> </tbody> </table> | | | | 2021 | | | | | 2022 | | | | | | JdM | Bondalti | CUF | JMRS | JdM Group | JdM | Bondalti | CUF | JMRS | JdM Group | Percentage of expenditure with local suppliers | 99.4% | 49.3% | 99.2% | 99.8% | 40.7% | 96.9% | 11.4% | 99.3% | 99.8% | 66.9% |
| | 2021 | | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM Group | JdM | Bondalti | CUF | JMRS | JdM Group | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of expenditure with local suppliers | 99.4% | 49.3% | 99.2% | 99.8% | 40.7% | 96.9% | 11.4% | 99.3% | 99.8% | 66.9% | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 205: Fighting Corruption 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 205-3 Confirmed cases of corruption and measures taken | • 6. Our governance model 6.2. Ethics, transparency and integrity In 2022, no cases of corruption were registered. | For reasons of confidentiality, information about Bondalti is not considered. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 206: Unfair Competition 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 206-1 Lawsuits for unfair competition, antitrust practices and monopoly | • 6. Our governance model 6.2. Ethics, transparency and integrity | – | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|-------------|-----------|-----------------|---------|-------------|-----------|---------|--|--|--|-----|----------|-----|------|-----|----------|-----|------|--|---------|-------------|-----------|-----------------|---------|-------------|-----------|---------|--|--|--|------|--|--|--|--|--|--|--|--|-----|----------|-----|------|--|--|--|--|--|---------|-------------|-----------|---------|--|--|--|--|
| GRI 302: Energy 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 302-1 Energy consumption within the organisation | • 5. Our performance 5.3. Planet | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2020</th> <th colspan="4">2021</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Energy consumption (Gj)</td> <td>1 131.2</td> <td>2 418 034.0</td> <td>281 516.4</td> <td>—⁹</td> <td>1 052.1</td> <td>2 660 030.0</td> <td>237 700.8</td> <td>5 506.5</td> </tr> <tr> <td colspan="3"></td> <td colspan="4">2022</td> <td colspan="4"></td> </tr> <tr> <td></td> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <td colspan="4"></td> </tr> <tr> <td>Energy consumption (Gj)</td> <td>1 251.6</td> <td>2 639 555.0</td> <td>247 377.6</td> <td>5 419.9</td> <td colspan="4"></td> </tr> </tbody> </table> | | | | 2020 | | | | 2021 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Energy consumption (Gj) | 1 131.2 | 2 418 034.0 | 281 516.4 | — ⁹ | 1 052.1 | 2 660 030.0 | 237 700.8 | 5 506.5 | | | | 2022 | | | | | | | | | JdM | Bondalti | CUF | JMRS | | | | | Energy consumption (Gj) | 1 251.6 | 2 639 555.0 | 247 377.6 | 5 419.9 | | | | |
| | 2020 | | | | 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Energy consumption (Gj) | 1 131.2 | 2 418 034.0 | 281 516.4 | — ⁹ | 1 052.1 | 2 660 030.0 | 237 700.8 | 5 506.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Energy consumption (Gj) | 1 251.6 | 2 639 555.0 | 247 377.6 | 5 419.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 305: Emissions 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 305-1 Direct emissions (scope 1) of greenhouse gases (GHG) | • 5. Our performance 5.3. Planet | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2020</th> <th colspan="4">2021</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Scope 1 emissions (tCO₂e)¹⁰</td> <td>136.1</td> <td>29 069.0</td> <td>3 910.0</td> <td>—¹¹</td> <td>180.5</td> <td>30 957.0</td> <td>7 694.5</td> <td>351.5</td> </tr> <tr> <td colspan="3"></td> <td colspan="4">2022</td> <td colspan="4"></td> </tr> <tr> <td></td> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <td colspan="4"></td> </tr> <tr> <td>Scope 1 emissions (tCO₂e)¹⁰</td> <td>185.7</td> <td>27 692.0</td> <td>6 804.7</td> <td>402.5</td> <td colspan="4"></td> </tr> </tbody> </table> | | | | 2020 | | | | 2021 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Scope 1 emissions (tCO ₂ e) ¹⁰ | 136.1 | 29 069.0 | 3 910.0 | — ¹¹ | 180.5 | 30 957.0 | 7 694.5 | 351.5 | | | | 2022 | | | | | | | | | JdM | Bondalti | CUF | JMRS | | | | | Scope 1 emissions (tCO ₂ e) ¹⁰ | 185.7 | 27 692.0 | 6 804.7 | 402.5 | | | | |
| | 2020 | | | | 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 1 emissions (tCO ₂ e) ¹⁰ | 136.1 | 29 069.0 | 3 910.0 | — ¹¹ | 180.5 | 30 957.0 | 7 694.5 | 351.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 1 emissions (tCO ₂ e) ¹⁰ | 185.7 | 27 692.0 | 6 804.7 | 402.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>^{9,11}Information unavailable.</p> <p>¹⁰Emissions were calculated based on the approaches defined by the IPCC and the GHG Protocol, considering emissions of three greenhouse gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O). Emissions are presented in CO₂ equivalent (CO₂e), and the Global Warming Potential (GWP) values adopted are those contained in the fourth IPCC report for a 100-year horizon, in line with the Portuguese National Inventory.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|------------------------|----------|-----------------|------|------------------------|---------|-------|--|--|--|-----|------------------------|-----|------|-----|------------------------|-----|------|---------------------------------|------|----------|---------|-----------------|------|-----------|---------|-------|-----|---|----|------|----|---|----|-----|----|-----------|---|---|-----|----------|-----|------|-----|---|-------------|---|---------------------------------|------|----------|----------|-------|-----|---|-----------|---|---|----|---|---|---|----|---|-------|---|---|-------|----|---|----|-------|----|-----------|---|---|-----|----|---|---|-----|----|-------------|---|---|-----|----|---|---|-----|----|-----------|---|---|----|----|---|---|-----|----|
| 305-2 Indirect emissions (scope 2) of greenhouse gases (GHG) from energy acquisition | • 5. Our performance 5.3. Planet | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2020</th> <th colspan="4">2021</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Scope 2 emissions¹²</td> <td>62.8</td> <td>79 529.0</td> <td>8 056.0</td> <td>—¹³</td> <td>62.8</td> <td>109 208.0</td> <td>6 406.6</td> <td>417.7</td> </tr> <tr> <td colspan="3"></td> <td colspan="4">2022</td> <td colspan="4"></td> </tr> <tr> <td></td> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <td colspan="4"></td> </tr> <tr> <td>Scope 2 emissions¹²</td> <td>76.5</td> <td>79 644.0</td> <td>13 641.8</td> <td>395.8</td> <td colspan="4"></td> </tr> </tbody> </table> | | | | 2020 | | | | 2021 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Scope 2 emissions ¹² | 62.8 | 79 529.0 | 8 056.0 | — ¹³ | 62.8 | 109 208.0 | 6 406.6 | 417.7 | | | | 2022 | | | | | | | | | JdM | Bondalti | CUF | JMRS | | | | | Scope 2 emissions ¹² | 76.5 | 79 644.0 | 13 641.8 | 395.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2020 | | | | 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 2 emissions ¹² | 62.8 | 79 529.0 | 8 056.0 | — ¹³ | 62.8 | 109 208.0 | 6 406.6 | 417.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 2 emissions ¹² | 76.5 | 79 644.0 | 13 641.8 | 395.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 401: Employment 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 401-1 New hirings and employee turnover | • 3. Who we are 3.6. Talent | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti¹⁴</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti¹⁴</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>New hirings</td> <td>13</td> <td>30</td> <td>1 522</td> <td>74</td> <td>10</td> <td>40</td> <td>1 774</td> <td>117</td> </tr> <tr> <td>Men</td> <td>7</td> <td>22</td> <td>312</td> <td>19</td> <td>3</td> <td>25</td> <td>362</td> <td>22</td> </tr> <tr> <td><30 years</td> <td>0</td> <td>8</td> <td>149</td> <td>5</td> <td>1</td> <td>7</td> <td>167</td> <td>8</td> </tr> <tr> <td>30-50 years</td> <td>1</td> <td>12</td> <td>149</td> <td>13</td> <td>0</td> <td>15</td> <td>167</td> <td>9</td> </tr> <tr> <td>>50 years</td> <td>6</td> <td>2</td> <td>14</td> <td>1</td> <td>2</td> <td>3</td> <td>28</td> <td>5</td> </tr> <tr> <td>Women</td> <td>6</td> <td>8</td> <td>1 210</td> <td>55</td> <td>7</td> <td>15</td> <td>1 412</td> <td>95</td> </tr> <tr> <td><30 years</td> <td>1</td> <td>3</td> <td>589</td> <td>12</td> <td>0</td> <td>6</td> <td>688</td> <td>30</td> </tr> <tr> <td>30-50 years</td> <td>4</td> <td>5</td> <td>533</td> <td>28</td> <td>7</td> <td>8</td> <td>606</td> <td>50</td> </tr> <tr> <td>>50 years</td> <td>1</td> <td>0</td> <td>88</td> <td>15</td> <td>0</td> <td>1</td> <td>118</td> <td>15</td> </tr> </tbody> </table> | | | | 2021 | | | | 2022 | | | | JdM | Bondalti ¹⁴ | CUF | JMRS | JdM | Bondalti ¹⁴ | CUF | JMRS | New hirings | 13 | 30 | 1 522 | 74 | 10 | 40 | 1 774 | 117 | Men | 7 | 22 | 312 | 19 | 3 | 25 | 362 | 22 | <30 years | 0 | 8 | 149 | 5 | 1 | 7 | 167 | 8 | 30-50 years | 1 | 12 | 149 | 13 | 0 | 15 | 167 | 9 | >50 years | 6 | 2 | 14 | 1 | 2 | 3 | 28 | 5 | Women | 6 | 8 | 1 210 | 55 | 7 | 15 | 1 412 | 95 | <30 years | 1 | 3 | 589 | 12 | 0 | 6 | 688 | 30 | 30-50 years | 4 | 5 | 533 | 28 | 7 | 8 | 606 | 50 | >50 years | 1 | 0 | 88 | 15 | 0 | 1 | 118 | 15 |
| | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti ¹⁴ | CUF | JMRS | JdM | Bondalti ¹⁴ | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New hirings | 13 | 30 | 1 522 | 74 | 10 | 40 | 1 774 | 117 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 7 | 22 | 312 | 19 | 3 | 25 | 362 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | 0 | 8 | 149 | 5 | 1 | 7 | 167 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30-50 years | 1 | 12 | 149 | 13 | 0 | 15 | 167 | 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 years | 6 | 2 | 14 | 1 | 2 | 3 | 28 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 6 | 8 | 1 210 | 55 | 7 | 15 | 1 412 | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | 1 | 3 | 589 | 12 | 0 | 6 | 688 | 30 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30-50 years | 4 | 5 | 533 | 28 | 7 | 8 | 606 | 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 years | 1 | 0 | 88 | 15 | 0 | 1 | 118 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>¹² Emissions were calculated based on the approaches defined by the IPCC and the GHG Protocol, following the location-based methodology. The emission factor used was 2021's, since, at the time of its calculation, the 2022 value had not yet been disclosed by official sources.</p> <p>¹³ Information unavailable.</p> <p>¹⁴ Does not include Water Treatment employees.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | 2021 | | | | 2022 | | | |
|----------------------------------|-------|----------|-------|-------|-------|----------|-------|--------|
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS |
| Percentage of new hirings | 14.9% | 8.0% | 25.2% | 40.4% | 11.1% | 10.4% | 27.4% | 62.6% |
| Men | 15.9% | 7.5% | 27.7% | 50.0% | 6.8% | 8.3% | 30.0% | 66.7% |
| <30 years | 0.0% | 18.2% | 57.3% | 71.4% | 33.3% | 17.5% | 64.5% | 160.0% |
| 30-50 years | 8.3% | 9.5% | 21.3% | 59.1% | 0.0% | 10.8% | 21.2% | 50.0% |
| >50 years | 21.4% | 1.6% | 8.5% | 11.1% | 6.9% | 2.5% | 17.4% | 50.0% |
| Women | 14.0% | 10.1% | 24.6% | 37.9% | 15.2% | 5.0% | 26.8% | 65.5% |
| <30 years | 33.3% | 33.3% | 52.7% | 57.1% | 0.0% | 50.0% | 58.8% | 100.0% |
| 30-50 years | 16.0% | 10.6% | 18.0% | 39.4% | 23.3% | 15.4% | 18.6% | 71.4% |
| >50 years | 6.7% | 0.0% | 10.6% | 28.3% | 0.0% | 4.8% | 14.0% | 34.0% |
| Departures | 7 | 21 | 1 062 | 90 | 7 | 25 | 1 340 | 112 |
| Men | 6 | 17 | 221 | 20 | 3 | 15 | 279 | 26 |
| <30 years | 0 | 1 | 85 | 6 | 0 | 3 | 117 | 7 |
| 30-50 years | 2 | 5 | 114 | 12 | 0 | 4 | 131 | 14 |
| >50 years | 4 | 11 | 22 | 2 | 3 | 8 | 31 | 5 |
| Women | 1 | 4 | 841 | 70 | 4 | 10 | 1 061 | 86 |
| <30 years | 0 | 0 | 345 | 16 | 1 | 2 | 460 | 15 |
| 30-50 years | 1 | 4 | 412 | 36 | 2 | 3 | 493 | 54 |
| >50 years | 0 | 0 | 84 | 18 | 1 | 5 | 108 | 17 |
| Turnover | 8.0% | 5.6% | 17.6% | 49.2% | 7.8% | 6.5% | 20.7% | 59.9% |
| Men | 13.6% | 5.8% | 19.6% | 52.6% | 6.6% | 5.0% | 23.1% | 78.8% |
| <30 years | 0.0% | 2.3% | 32.7% | 85.7% | 0.0% | 7.5% | 45.2% | 140.0% |
| 30-50 years | 16.7% | 4.0% | 16.3% | 54.5% | 0.0% | 2.9% | 16.6% | 77.8% |
| >50 years | 14.3% | 8.8% | 13.4% | 22.2% | 10.3% | 6.6% | 19.3% | 50.0% |
| Women | 2.3% | 5.1% | 17.1% | 48.3% | 8.7% | 11.8% | 20.1% | 55.8% |
| <30 years | 0.0% | 0.0% | 30.9% | 76.2% | 50.0% | 16.7% | 39.3% | 50.0% |
| 30-50 years | 4.0% | 8.5% | 13.9% | 50.7% | 6.7% | 5.8% | 15.1% | 77.1% |
| >50 years | 0.0% | 0.0% | 10.1% | 34.0% | 7.1% | 23.8% | 12.8% | 31.5% |

| GRI Content | Location | Omission |
|--|--------------------------------|---|
| 401-2 Benefits offered to full-time employees that are not offered to temporary or part-time employees | • 3. Who we are 3.6. Talent | — |
| 401-3 Maternity/Paternity leave | • 3. Who we are 3.6. Talent | Return rate and retention rate unavailable. In the future, it will be necessary to align the calculation methodology between the investees and José de Mello Capital. |

| | 2021 | | | | 2022 | | | |
|--|------|----------|-------|------|------|----------|-------|------|
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS |
| Employees entitled to take parental leave¹⁵ | 87 | 691 | 6 046 | 183 | 90 | 744 | 6 481 | 187 |
| Men | 44 | 517 | 1 125 | 38 | 44 | 553 | 1 208 | 33 |
| Women | 43 | 174 | 4 921 | 145 | 46 | 191 | 5 273 | 154 |
| Employees who took parental leave | 3 | 9 | 280 | 2 | 3 | 21 | 289 | 3 |
| Men | 2 | 7 | 61 | 1 | 1 | 19 | 56 | 2 |
| Women | 1 | 2 | 219 | 1 | 2 | 2 | 233 | 1 |
| Employees who returned to work after the end of parental leave | 3 | 9 | 272 | 2 | 3 | 21 | 275 | 3 |
| Men | 2 | 7 | 56 | 1 | 1 | 19 | 52 | 2 |
| Women | 1 | 2 | 216 | 1 | 2 | 2 | 223 | 1 |
| Employees who returned to work after the end of parental leave and remained employed twelve months after their return to work | 1 | 9 | 305 | 2 | 3 | 21 | 353 | 3 |
| Men | 0 | 7 | 46 | 1 | 2 | 19 | 60 | 2 |
| Women | 1 | 2 | 259 | 1 | 1 | 2 | 223 | 1 |

¹⁵ It is considered that all employees are entitled to take parental leave.

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------------|------------------------|------|------|------|----------|------|------|--|--|-----|------------------------|-----|------|-----|----------|-----|------|------------------------|---|----|---|----|---|----|---|----|-------------------|---|---|-----|---|---|-----|---|---|-----|---|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|---|----------------|---|---|---|---|----|----|----|----|-----|---|---|---|---|---|----|----|---|-------|---|---|---|---|----|----|----|----|---------------------|---|----|---|----|---|----|----|----|-----|---|---|---|---|---|----|----|----|-------|---|---|---|----|---|----|----|----|--|
| GRI 404: Training and Education 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 404-1 Average training hours per year, by employee | • 3. Who we are 3.6. Talent | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti¹⁶</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Average training hours</td> <td>3</td> <td>37</td> <td>6</td> <td>11</td> <td>6</td> <td>43</td> <td>6</td> <td>42</td> </tr> <tr> <td>Governance bodies</td> <td>0</td> <td>0</td> <td>0.2</td> <td>8</td> <td>1</td> <td>0,8</td> <td>6</td> <td>0</td> </tr> <tr> <td>Men</td> <td>0</td> <td>—</td> <td>0</td> <td>8</td> <td>1</td> <td>1</td> <td>5</td> <td>0</td> </tr> <tr> <td>Women</td> <td>0</td> <td>—</td> <td>1</td> <td>0</td> <td>1</td> <td>0</td> <td>8</td> <td>0</td> </tr> <tr> <td>Top management</td> <td>6</td> <td>9</td> <td>3</td> <td>2</td> <td>12</td> <td>24</td> <td>15</td> <td>32</td> </tr> <tr> <td>Men</td> <td>7</td> <td>—</td> <td>3</td> <td>0</td> <td>5</td> <td>21</td> <td>14</td> <td>0</td> </tr> <tr> <td>Women</td> <td>6</td> <td>—</td> <td>3</td> <td>3</td> <td>21</td> <td>46</td> <td>17</td> <td>32</td> </tr> <tr> <td>Remaining employees</td> <td>4</td> <td>39</td> <td>6</td> <td>11</td> <td>6</td> <td>47</td> <td>13</td> <td>43</td> </tr> <tr> <td>Men</td> <td>0</td> <td>—</td> <td>6</td> <td>6</td> <td>4</td> <td>51</td> <td>11</td> <td>27</td> </tr> <tr> <td>Women</td> <td>6</td> <td>—</td> <td>6</td> <td>12</td> <td>8</td> <td>35</td> <td>14</td> <td>46</td> </tr> </tbody> </table> | | | 2021 | | | | 2022 | | | | JdM | Bondalti ¹⁶ | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Average training hours | 3 | 37 | 6 | 11 | 6 | 43 | 6 | 42 | Governance bodies | 0 | 0 | 0.2 | 8 | 1 | 0,8 | 6 | 0 | Men | 0 | — | 0 | 8 | 1 | 1 | 5 | 0 | Women | 0 | — | 1 | 0 | 1 | 0 | 8 | 0 | Top management | 6 | 9 | 3 | 2 | 12 | 24 | 15 | 32 | Men | 7 | — | 3 | 0 | 5 | 21 | 14 | 0 | Women | 6 | — | 3 | 3 | 21 | 46 | 17 | 32 | Remaining employees | 4 | 39 | 6 | 11 | 6 | 47 | 13 | 43 | Men | 0 | — | 6 | 6 | 4 | 51 | 11 | 27 | Women | 6 | — | 6 | 12 | 8 | 35 | 14 | 46 | |
| | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti ¹⁶ | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Average training hours | 3 | 37 | 6 | 11 | 6 | 43 | 6 | 42 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Governance bodies | 0 | 0 | 0.2 | 8 | 1 | 0,8 | 6 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 0 | — | 0 | 8 | 1 | 1 | 5 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 0 | — | 1 | 0 | 1 | 0 | 8 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Top management | 6 | 9 | 3 | 2 | 12 | 24 | 15 | 32 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 7 | — | 3 | 0 | 5 | 21 | 14 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 6 | — | 3 | 3 | 21 | 46 | 17 | 32 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Remaining employees | 4 | 39 | 6 | 11 | 6 | 47 | 13 | 43 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 0 | — | 6 | 6 | 4 | 51 | 11 | 27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 6 | — | 6 | 12 | 8 | 35 | 14 | 46 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

¹⁶Information by gender unavailable

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------------|----------|------|------|------|----------|------|------|--|--|-----|----------|-----|------|-----|----------|-----|------|-------------------|--|--|--|--|--|--|--|--|-----|-----|-----|-----|------|-----|-----|-----|------|-------|-----|-----|-----|----|-----|-----|-----|----|-----------|----|----|----|----|----|----|----|----|-------------|-----|-----|-----|----|-----|----|-----|----|-----------|-----|-----|-----|------|-----|-----|-----|------|----------------|--|--|--|--|--|--|--|--|-----|-----|-----|-----|-----|-----|-----|-----|----|-------|-----|-----|-----|-----|-----|-----|-----|------|-----------|----|----|----|----|----|----|----|----|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----------|-----|-----|-----|-----|-----|-----|-----|-----|---------------------|--|--|--|--|--|--|--|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----------|-----|-----|-----|-----|----|-----|-----|-----|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----------|-----|-----|-----|-----|-----|-----|-----|-----|--|
| GRI 405: Diversity and Equal Opportunities 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 405-1 Diversity in governance bodies and employees | • 3. Who we are 3.6. Talent | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Governance bodies</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Men</td> <td>87%</td> <td>83%</td> <td>79%</td> <td>100%</td> <td>88%</td> <td>77%</td> <td>69%</td> <td>100%</td> </tr> <tr> <td>Women</td> <td>13%</td> <td>17%</td> <td>21%</td> <td>0%</td> <td>13%</td> <td>23%</td> <td>31%</td> <td>0%</td> </tr> <tr> <td><30 years</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>30-50 years</td> <td>13%</td> <td>17%</td> <td>28%</td> <td>0%</td> <td>13%</td> <td>5%</td> <td>34%</td> <td>0%</td> </tr> <tr> <td>>50 years</td> <td>87%</td> <td>83%</td> <td>72%</td> <td>100%</td> <td>88%</td> <td>95%</td> <td>66%</td> <td>100%</td> </tr> <tr> <td>Top management</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Men</td> <td>62%</td> <td>82%</td> <td>44%</td> <td>25%</td> <td>57%</td> <td>89%</td> <td>45%</td> <td>0%</td> </tr> <tr> <td>Women</td> <td>38%</td> <td>18%</td> <td>56%</td> <td>75%</td> <td>43%</td> <td>11%</td> <td>55%</td> <td>100%</td> </tr> <tr> <td><30 years</td> <td>0%</td> <td>0%</td> <td>1%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>1%</td> <td>0%</td> </tr> <tr> <td>30-50 years</td> <td>38%</td> <td>36%</td> <td>79%</td> <td>50%</td> <td>43%</td> <td>46%</td> <td>81%</td> <td>33%</td> </tr> <tr> <td>>50 years</td> <td>62%</td> <td>64%</td> <td>20%</td> <td>50%</td> <td>57%</td> <td>54%</td> <td>19%</td> <td>67%</td> </tr> <tr> <td>Remaining employees</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Men</td> <td>39%</td> <td>73%</td> <td>17%</td> <td>17%</td> <td>37%</td> <td>74%</td> <td>18%</td> <td>17%</td> </tr> <tr> <td>Women</td> <td>61%</td> <td>27%</td> <td>83%</td> <td>83%</td> <td>63%</td> <td>26%</td> <td>82%</td> <td>83%</td> </tr> <tr> <td><30 years</td> <td>12%</td> <td>11%</td> <td>24%</td> <td>16%</td> <td>8%</td> <td>12%</td> <td>23%</td> <td>19%</td> </tr> <tr> <td>30-50 years</td> <td>51%</td> <td>63%</td> <td>60%</td> <td>51%</td> <td>53%</td> <td>63%</td> <td>62%</td> <td>48%</td> </tr> <tr> <td>>50 years</td> <td>37%</td> <td>26%</td> <td>16%</td> <td>33%</td> <td>38%</td> <td>25%</td> <td>15%</td> <td>33%</td> </tr> </tbody> </table> | | | 2021 | | | | 2022 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Governance bodies | | | | | | | | | Men | 87% | 83% | 79% | 100% | 88% | 77% | 69% | 100% | Women | 13% | 17% | 21% | 0% | 13% | 23% | 31% | 0% | <30 years | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 30-50 years | 13% | 17% | 28% | 0% | 13% | 5% | 34% | 0% | >50 years | 87% | 83% | 72% | 100% | 88% | 95% | 66% | 100% | Top management | | | | | | | | | Men | 62% | 82% | 44% | 25% | 57% | 89% | 45% | 0% | Women | 38% | 18% | 56% | 75% | 43% | 11% | 55% | 100% | <30 years | 0% | 0% | 1% | 0% | 0% | 0% | 1% | 0% | 30-50 years | 38% | 36% | 79% | 50% | 43% | 46% | 81% | 33% | >50 years | 62% | 64% | 20% | 50% | 57% | 54% | 19% | 67% | Remaining employees | | | | | | | | | Men | 39% | 73% | 17% | 17% | 37% | 74% | 18% | 17% | Women | 61% | 27% | 83% | 83% | 63% | 26% | 82% | 83% | <30 years | 12% | 11% | 24% | 16% | 8% | 12% | 23% | 19% | 30-50 years | 51% | 63% | 60% | 51% | 53% | 63% | 62% | 48% | >50 years | 37% | 26% | 16% | 33% | 38% | 25% | 15% | 33% | |
| | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Governance bodies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 87% | 83% | 79% | 100% | 88% | 77% | 69% | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 13% | 17% | 21% | 0% | 13% | 23% | 31% | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30-50 years | 13% | 17% | 28% | 0% | 13% | 5% | 34% | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 years | 87% | 83% | 72% | 100% | 88% | 95% | 66% | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Top management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 62% | 82% | 44% | 25% | 57% | 89% | 45% | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 38% | 18% | 56% | 75% | 43% | 11% | 55% | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | 0% | 0% | 1% | 0% | 0% | 0% | 1% | 0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30-50 years | 38% | 36% | 79% | 50% | 43% | 46% | 81% | 33% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 years | 62% | 64% | 20% | 50% | 57% | 54% | 19% | 67% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Remaining employees | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Men | 39% | 73% | 17% | 17% | 37% | 74% | 18% | 17% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women | 61% | 27% | 83% | 83% | 63% | 26% | 82% | 83% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | 12% | 11% | 24% | 16% | 8% | 12% | 23% | 19% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30-50 years | 51% | 63% | 60% | 51% | 53% | 63% | 62% | 48% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| >50 years | 37% | 26% | 16% | 33% | 38% | 25% | 15% | 33% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|-----------------------------|-----------------------------|-----------------|---------------|---------------|-----------------|------------------|----------------------|-------------------------|-------------|-------------|--------------------|-------------------|--------------|---------------------------|------------|----------------------------|---------------------------|-----------------------------|---------|----------------------|---------------|-----------------------|---------|---------------------------|-----------------------------|------------|---|-----------------------------|-----------------------|---|---|------------------------------|-----------------------------|-----|----------|-----|------------|-----|----------|-----|------|----------------------------|-------|-----------|---------|--------|--|--|--|--|--|--|
| 405-2 Proportion between base salary and the remuneration received by women and that received by men | • 3. Who we are 3.6. Talent | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Managers 0.59</td> <td>Managers 0.91</td> <td>Assistants 1.00</td> <td>Assistants 15.60</td> </tr> <tr> <td>Technical staff 0.83</td> <td>Assistant Managers 0.97</td> <td>Nurses 1.00</td> <td>Nurses 3.00</td> </tr> <tr> <td>Support staff 0.94</td> <td>Coordinators 0.85</td> <td>Doctors 0.90</td> <td>Administrative staff 1.43</td> </tr> <tr> <td>Other 0.18</td> <td>Supervisors 0.82</td> <td>Administrative staff 1.00</td> <td>Senior Technical staff 0.50</td> </tr> <tr> <td>—</td> <td>Technical staff 0.75</td> <td>Managers 0.90</td> <td>General Services 3.23</td> </tr> <tr> <td>—</td> <td>Administrative staff 1.16</td> <td>Senior Technical staff 0.90</td> <td>Other 3.00</td> </tr> <tr> <td>—</td> <td>Technical - Functional 0.88</td> <td>General Services 1.00</td> <td>—</td> </tr> <tr> <td>—</td> <td>Technical - Operational 1.58</td> <td>Health Technical staff 0.90</td> <td>—</td> </tr> <tr> <td>—</td> <td>—</td> <td>Other 1.00</td> <td>—</td> </tr> </tbody> </table> | JdM | Bondalti | CUF | JMRS | Managers 0.59 | Managers 0.91 | Assistants 1.00 | Assistants 15.60 | Technical staff 0.83 | Assistant Managers 0.97 | Nurses 1.00 | Nurses 3.00 | Support staff 0.94 | Coordinators 0.85 | Doctors 0.90 | Administrative staff 1.43 | Other 0.18 | Supervisors 0.82 | Administrative staff 1.00 | Senior Technical staff 0.50 | — | Technical staff 0.75 | Managers 0.90 | General Services 3.23 | — | Administrative staff 1.16 | Senior Technical staff 0.90 | Other 3.00 | — | Technical - Functional 0.88 | General Services 1.00 | — | — | Technical - Operational 1.58 | Health Technical staff 0.90 | — | — | — | Other 1.00 | — | | | | | | | | | | | | | | |
| JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Managers 0.59 | Managers 0.91 | Assistants 1.00 | Assistants 15.60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Technical staff 0.83 | Assistant Managers 0.97 | Nurses 1.00 | Nurses 3.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Support staff 0.94 | Coordinators 0.85 | Doctors 0.90 | Administrative staff 1.43 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other 0.18 | Supervisors 0.82 | Administrative staff 1.00 | Senior Technical staff 0.50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| — | Technical staff 0.75 | Managers 0.90 | General Services 3.23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| — | Administrative staff 1.16 | Senior Technical staff 0.90 | Other 3.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| — | Technical - Functional 0.88 | General Services 1.00 | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| — | Technical - Operational 1.58 | Health Technical staff 0.90 | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| — | — | Other 1.00 | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 406: Non-discrimination 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 406-1 Cases of discrimination and corrective actions adopted | • 3. Who we are 3.6. Talent In 2022, no cases of discrimination were registered at José de Mello Group. | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GRI 303: Water and Wastewater 2018 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 303-3 Water catchment | • 5. Our performance 5.3. Planet | — | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2020</th> <th colspan="4">2021</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Total water catchment (m³)</td> <td>1 590</td> <td>2 872 201</td> <td>312 333</td> <td>—¹⁷</td> <td>1 295</td> <td>3 003 584</td> <td>281 193</td> <td>16 800</td> </tr> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4"></th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> <tr> <td>Total water catchment (m³)</td> <td>2 223</td> <td>2 904 949</td> <td>272 533</td> <td>15 770</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | 2020 | | | | 2021 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Total water catchment (m³) | 1 590 | 2 872 201 | 312 333 | — ¹⁷ | 1 295 | 3 003 584 | 281 193 | 16 800 | | 2021 | | | | | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Total water catchment (m³) | 2 223 | 2 904 949 | 272 533 | 15 770 | | | | | | |
| | | 2020 | | | | 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total water catchment (m³) | 1 590 | 2 872 201 | 312 333 | — ¹⁷ | 1 295 | 3 003 584 | 281 193 | 16 800 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total water catchment (m³) | 2 223 | 2 904 949 | 272 533 | 15 770 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

¹⁷Information unavailable.

| GRI Content | Location | Omission | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|------------|---------|-----|-----------|------------|---------|--|-----|----------|-----|------|-----|----------|-----|------|--|---|---|---|---|---|---|----|---|--|----------------------------|---|-----|------|---|---|---|------|---|--|----|---|---|---|----|----|---|---|---|---------|------------|---------|---|-----------|------------|---------|--|--|
| GRI 403: Occupational Health and Safety 2018 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 403-9 Accidents at work | • 3. Who we are 3.6. Talent | Information on workers who are not employees unavailable. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Deaths resulting from accidents at work</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Rate of deaths resulting from accidents at work</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Accidents at work with serious consequences (except deaths)</td> <td>0</td> <td>14</td> <td>9</td> <td>0</td> <td>0</td> <td>14</td> <td>11</td> <td>0</td> </tr> <tr> <td>Rate of accidents at work with serious consequences (except deaths)</td> <td>0</td> <td>14.05</td> <td>0.8</td> <td>0</td> <td>0</td> <td>10.21</td> <td>1</td> <td>0</td> </tr> </tbody> </table> | | 2021 | | | | 2022 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Deaths resulting from accidents at work | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Rate of deaths resulting from accidents at work | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Accidents at work with serious consequences (except deaths) | 0 | 14 | 9 | 0 | 0 | 14 | 11 | 0 | Rate of accidents at work with serious consequences (except deaths) | 0 | 14.05 | 0.8 | 0 | 0 | 10.21 | 1 | 0 | | |
| | | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deaths resulting from accidents at work | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate of deaths resulting from accidents at work | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accidents at work with serious consequences (except deaths) | 0 | 14 | 9 | 0 | 0 | 14 | 11 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate of accidents at work with serious consequences (except deaths) | 0 | 14.05 | 0.8 | 0 | 0 | 10.21 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Accidents at work with mandatory reporting</td> <td>0</td> <td>0</td> <td>9</td> <td>6</td> <td>0</td> <td>0</td> <td>11</td> <td>9</td> </tr> <tr> <td>Rate of accidents at work with mandatory reporting</td> <td>0</td> <td>0</td> <td>0.8</td> <td>15.5</td> <td>0</td> <td>0</td> <td>1</td> <td>26.6</td> </tr> <tr> <td>Main types of accidents at work</td> <td colspan="8">Falls, knocks, wricks, strains, contact with machinery and <i>in itinere</i>.</td> </tr> <tr> <td>Number of hours worked</td> <td>—</td> <td>995 957</td> <td>11 959 558</td> <td>386 146</td> <td>—</td> <td>1 371 832</td> <td>11 429 578</td> <td>337 458</td> </tr> </tbody> </table> | | 2021 | | | | 2022 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Accidents at work with mandatory reporting | 0 | 0 | 9 | 6 | 0 | 0 | 11 | 9 | Rate of accidents at work with mandatory reporting | 0 | 0 | 0.8 | 15.5 | 0 | 0 | 1 | 26.6 | Main types of accidents at work | Falls, knocks, wricks, strains, contact with machinery and <i>in itinere</i> . | | | | | | | | Number of hours worked | — | 995 957 | 11 959 558 | 386 146 | — | 1 371 832 | 11 429 578 | 337 458 | | |
| | | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accidents at work with mandatory reporting | 0 | 0 | 9 | 6 | 0 | 0 | 11 | 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate of accidents at work with mandatory reporting | 0 | 0 | 0.8 | 15.5 | 0 | 0 | 1 | 26.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Main types of accidents at work | Falls, knocks, wricks, strains, contact with machinery and <i>in itinere</i> . | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of hours worked | — | 995 957 | 11 959 558 | 386 146 | — | 1 371 832 | 11 429 578 | 337 458 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 403-10 Occupational diseases | • 3. Who we are 3.6. Talent No deaths were registered as a result of occupational diseases. | Information on workers who are not employees unavailable. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2021</th> <th colspan="4">2022</th> </tr> <tr> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> <th>JdM</th> <th>Bondalti</th> <th>CUF</th> <th>JMRS</th> </tr> </thead> <tbody> <tr> <td>Occupational diseases with mandatory reporting</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>5</td> <td>0</td> </tr> <tr> <td>Main types of occupational diseases</td> <td colspan="8">Musculoskeletal disorders.</td> </tr> </tbody> </table> | | 2021 | | | | 2022 | | | | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | Occupational diseases with mandatory reporting | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 0 | Main types of occupational diseases | Musculoskeletal disorders. | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2021 | | | | 2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | JdM | Bondalti | CUF | JMRS | JdM | Bondalti | CUF | JMRS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Occupational diseases with mandatory reporting | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Main types of occupational diseases | Musculoskeletal disorders. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



JOSÉ DE MELLO

josedemello.pt/en/

José de Mello Capital, SA
Avenida 24 de Julho, 24 | 1200-480 Lisboa