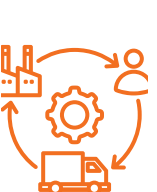


OPERATIONAL EXCELLENCE POLICY

At **ZAGOPE - CONSTRUÇÕES E ENGENHARIA, S.A.** we believe that Operational Excellence is an ongoing commitment to efficiency, innovation, sustainability, planning and value creation for our Clients, Collaborators, Partners, Shareholders and other Stakeholders.

By disseminating this policy, we aim to reinforce our culture of continuous improvement and involve the teams and our value chain in our commitments and goals.

Our commitments

-  **Promoting Performance Management**, based on productivity indicators and our Integrated Management System
-  **Identifying and implementing ideas for improving processes and methodologies**, based on good practices, innovation, benchmarking and lessons learned
-  **Promoting waste reduction and efficient management**, based on Lean Construction principles and tools such as 5S, Kaizen or BIM
-  **Ensuring continuous improvement and learning** through structured training programs, technical training and skills development
-  **Promoting planning**, organization and preparation of activities, with a focus on the efficient, predictable and safe execution of projects
-  **Promoting best practices among our supply chain and partners**, through selection criteria, performance assessment, knowledge sharing and joint development
-  **Integrating Operational Excellence with our Sustainability Strategy**, and with our Integrated Management System, including safety, health, quality, environment, compliance and social responsibility
-  **Actively involve the leadership in promoting a culture of Operational Excellence**, ensuring the example, support and systematic monitoring of results

Our goals

-  **Reinforcing Continuous Improvement in our Culture**
-  **Generating sustainable value for the company, our clients and society**
-  **Being a benchmark in terms of innovation, operational efficiency and client satisfaction**
-  **Maintaining compliance with international standards** (ISO 9001, ISO 14001, ISO 37001 and ISO 45001)
-  **Reviewing our goals and indicators, ensuring continuous improvement**