

Tradição do Futuro

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JOSE DE MELLO GROUP NEWS



BONDALTI

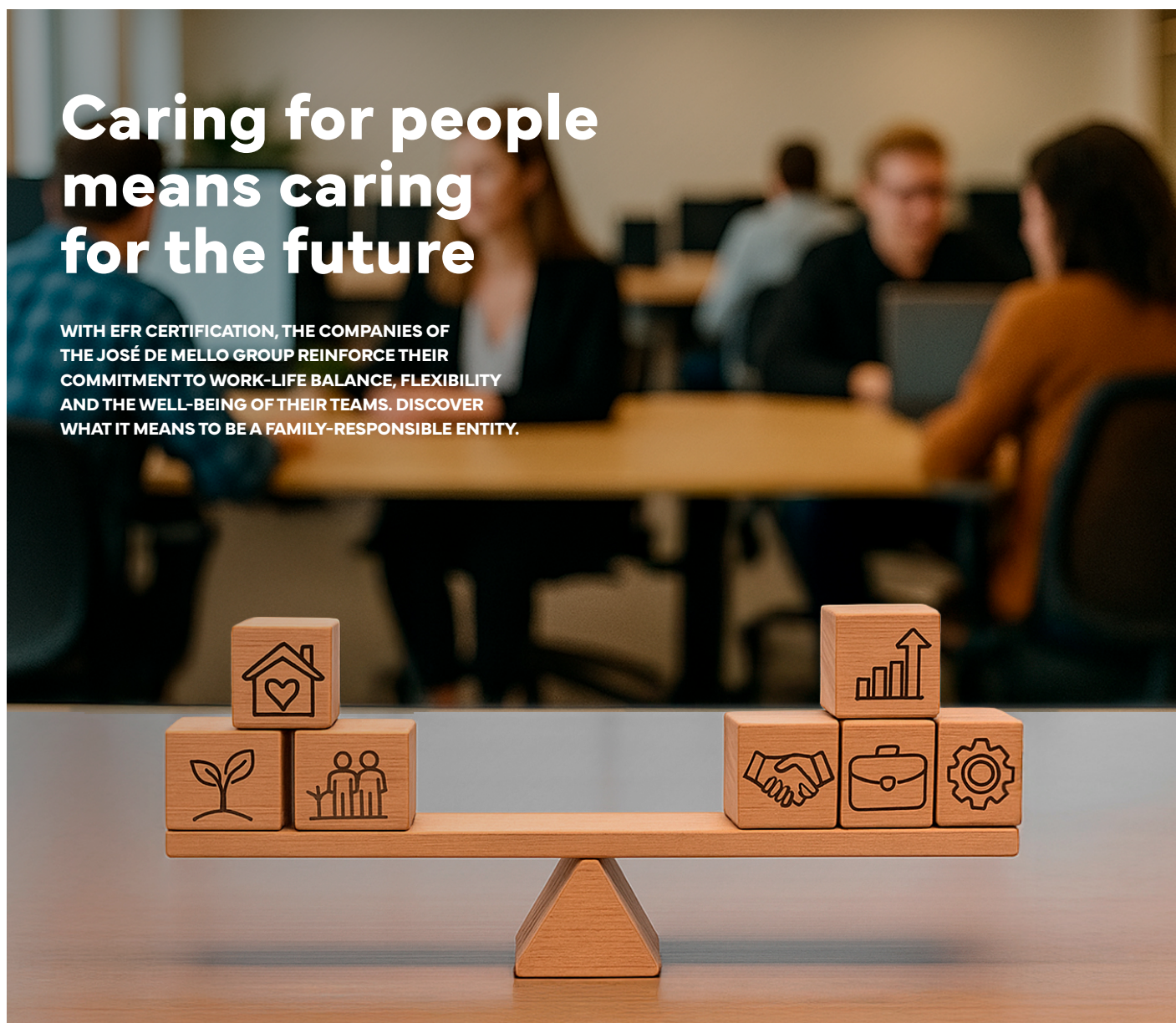


Lifthium



Caring for people means caring for the future

WITH EFR CERTIFICATION, THE COMPANIES OF THE JOSÉ DE MELLO GROUP REINFORCE THEIR COMMITMENT TO WORK-LIFE BALANCE, FLEXIBILITY AND THE WELL-BEING OF THEIR TEAMS. DISCOVER WHAT IT MEANS TO BE A FAMILY-RESPONSIBLE ENTITY.



Bondalti given green light to proceed with acquisition of ERCROS

Luís Wissmann: "At the José de Mello Group, strategy and human sensitivity are not opposing forces"

Together for the common good in Vale de Acór volunteering

Notícias

BONDALTI GETS THE GREEN LIGHT TO PROCEED WITH THE ACQUISITION OF ERCROS



The Spanish National Markets and Competition Commission (CNMC) has approved Bondalti's takeover bid for all shares in Ercros, a leading Spanish basic chemicals company. The decision represents a decisive step in the final stages of the process, which will now be assessed by the Spanish National Securities Market Commission.

Bondalti's proposal values each Ercros share at 3.505 euros, reflecting a premium of around 40% over the share price prior to the announcement of the transaction. Despite the challenging environment experienced by the chemical sector in 2025, which also influenced Ercros' recent results, the strategic rationale for the transaction remains strong: to strengthen scale in the

Iberian market and consolidate a long-term competitive position.

The completion of the acquisition remains subject to the acceptance of the majority of shareholders. Full integration will enable the pooling of expertise, strengthen investment capacity and accelerate the response to the challenges of energy transition, digitalisation and growing international competitive pressure.

With this transaction, Bondalti aims to create a more resilient Iberian and European leader. Once the process is complete, the company is committed to maintaining Ercros' headquarters in Barcelona, preserving all jobs and ensuring the continuity of its presence in the communities where it operates.

UNITY AND TEAM SPIRIT AT THE 1ST JOSÉ DE MELLO MEETING

José de Mello employees gathered in Valada do Ribatejo for the 1st José de Mello Meeting – a moment of celebration, sharing and reflection on the collective journey. The day included group activities, a trip on the Tagus River and a tribute to colleagues with 25 or more years of service.

See the best moments of the meeting [here](#).



THE LATEST EPISODE OF THE PODCAST "SAÚDE COM PROPÓSITO" OUT NOW

To celebrate its 80th anniversary, CUF launched the podcast 'Saúde com Propósito' ('Health with Purpose'), which brought together 20 guests over nine episodes to reflect on the history and impact of CUF on healthcare in Portugal. In the final episode, Rui Diniz, Chairman of the Executive Committee, talks to three employees about the present and future of CUF.

Listen to the episode [here](#).



APPLICATIONS NOW OPEN FOR THE AMÉLIA DE MELLO SCHOLARSHIP – SOCIAL INNOVATION

The Amélia de Mello Foundation and Nova SBE have launched a 150,000 euros grant to fund an innovative research project over three years that responds to social challenges and contributes to the Sustainable Development Goals.

[Applications](#) are open until 13 March 2026 and the winner will be announced on 30 June 2026.



THE WINESTONE CHRISTMAS CATALOGUE IS NOW AVAILABLE. VIEW IT [HERE](#).



OVER 350 PEOPLE ATTENDED THE BONDALTI FAMILY DAY. ENTERTAINMENT AND TOGETHERNESS WERE THE HIGHLIGHTS OF THIS DAY OF RELAXED CONVERSATIONS AND ACTIVITIES FOR ALL AGES.



JOSÉ DE MELLO IS THE 'FAMILY BUSINESS OF THE YEAR'

The José de Mello Group was honoured by the Portuguese Family Business Association as 'Empresa Familiar do Ano' ('Family Business of the Year'), recognising a century of excellence, resilience and innovation. The award was presented to Maria João de Mello and Bernardo Gross at the European Family Business Summit.



KROHN FINE PORT COLLECTION: SIX DECADES OF EXCELLENCE IN PORT WINE

In the year it celebrates 160 years of history, Krohn presented the Krohn Fine Port Collection, a launch that symbolises the strength of its legacy and the beginning of a new cycle. The exclusive wooden case brings together six exceptional vintages – 1958, 1960, 1970, 2003, 2009 and 2022 – chosen by David Baverstock, Chairman Winemaker at WineStone, as the ultimate expression of the terroir and the brand's tradition.



THE CUF ONCOLOGY REPORT WAS HONoured WITH TWO INTERNATIONAL DAVEY AWARDS 2025, IN THE DESIGN & PRINT – ANNUAL REPORT CATEGORY. [READ THE REPORT HERE.](#)

FUNDAÇÃO AMÉLIA DE MELLO LAUNCHES BIOGRAPHY ON ANTÓNIO PINTO BARBOSA

The Amélia de Mello Foundation presented *António Pinto Barbosa – o primeiro economista (António Pinto Barbosa – the first economist)*, the eighth volume of the 'Histórias de Liderança' ('Stories of Leadership') collection, in partnership with Nova SBE and the publisher Guerra e Paz. The ceremony, on 29 October, featured speeches by Vasco de Mello and the President of the Portuguese Republic.

COLIBRI LANDS IN ESTREMOZ

The new Colibri comfort area on the A6 motorway in Estremoz is now open to the public. The space offers a restaurant area, terrace and electric chargers, strengthening the Brisa Áreas de Serviço (Service Areas) network, which now has 31 locations across the country.

CUF OPENS FIRST UNIT DEDICATED EXCLUSIVELY TO IMAGIOLOGY

CUF has opened the new Clínica CUF Imagiologia Pombal – Almada, the network's first unit dedicated exclusively to imaging. With state-of-the-art technology and a highly qualified clinical team, the new unit strengthens the range of diagnostic tests on offer and improves access to healthcare.



'WE NEED COMPETITIVE ENERGY, CLEAR RULES AND QUICK DECISIONS'

The warning was issued by João de Mello, president of Bondalti, at the meeting 'Competitiveness & Decarbonisation – the Future of the Portuguese Chemical Industry'. Promoted by APQuímica at the Estarreja Chemical Complex, the event marked the launch of the new Competitiveness Study, which highlights the importance of affordable energy, balanced state aid and regulatory stability for the sector.

LIFTHIUM ENERGY EUROPEAN CONFERENCE

Lifthium Energy attended the European Battery Raw Materials Conference, held in Lisbon in September. Its CEO, Duarte Braga, discussed how Europe can expand its battery value chain to generate global impact. CTO Bart Packer reflected on the future of lithium refining in Europe.



NEW PLAY SLIP MODEL REINFORCES TRANSPARENCY AND FINANCIAL LITERACY

The companies of the José de Mello Group have adopted the new pay slip model developed by **Business Roundtable Portugal (BRP)**, an initiative that promotes greater **transparency in communication** and enhances the **financial literacy** of employees.

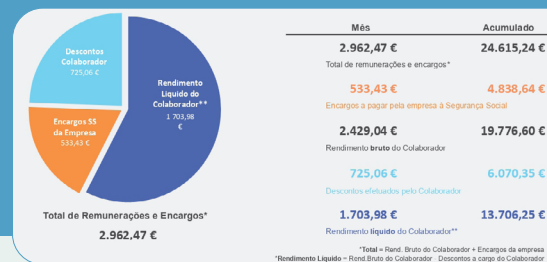
The **José de Mello Group** was a pioneer in this process: the holding company joined the working group responsible for creating the model

and was the first to implement it in 2024. The initiative was then extended to **Bondalti, WineStone and CUF**, consolidating a joint commitment to modern, transparent and socially responsible management practices.

The new format includes an **additional page with a graphical representation of salary components**, providing a better understanding of the net amount received and the **total cost of labour for the company**. In addition to the usual income tax and social security deductions, the **contributions paid by the company** on behalf of each employee are now also visible, information that was previously absent from traditional models.

Currently, this model is used by **29 organisations**, covering more than **90,000 people**. BRP's initiative has been gaining scale and has already been incorporated into several payroll processing systems, such as **SAP** and **Cegid**, which facilitates its adoption by new companies.

BRP ASSOCIAÇÃO BUSINESS ROUNDTABLE PORTUGAL



CUF LEADS REPUTATION IN THE HEALTHCARE SECTOR FOR THE FOURTH CONSECUTIVE YEAR

For the fourth consecutive year, **CUF** once again leads the reputation ranking in the healthcare sector in Portugal in the 'Merco Empresas Portugal 2025' survey. The results, released on 16 October, reinforce a journey of more than eight decades dedicated to excellence in care and proximity to people – the true focus of its mission. This distinction also reflects the commitment and daily dedication of the CUF teams, who work every day to do more and better, in all the geographical areas where the brand is present.

FAMILY VALUES HIGHLIGHTED IN / BY IMD MAGAZINE

The article 'Why adopting family values will help you ride out any storm' in *IMD magazine* highlights the José de Mello Group as an example of resilience and excellence in family and business governance, with values that remain as relevant today as they were 130 years ago.

Read the full article [here](#)!

LIFTHIUM ENERGY CREATES INNOVATIVE TECHNOLOGY FOR INDUSTRIAL REFINING OF LITHIUM CHLORIDE

Lifthium Energy has completed a testing programme in Canada that validates its pioneering technology for refining lithium chloride by electrolysis, a decisive advance in the production of battery-grade lithium hydroxide.

The tests confirmed high energy efficiency, process stability and high product purity.

The technology will enable the production of lithium hydroxide with lower emissions and greater efficiency, adding value to recycled raw materials. Lifthium is now preparing to integrate this solution into its first industrial unit, scheduled for 2027, with a capacity of around 28,000 tonnes per year – enough for more than one million electric vehicles.

BONDALTI CANTÁBRIA WAS ONE OF THE WINNERS OF THE EIGHTH EDITION OF THE CEOCEPYME CANTÁBRIA AWARDS, WHICH RECOGNISES THE BEST EXAMPLES OF BUSINESS MANAGEMENT

THE 'JÁ CHEGAMOS' PROGRAMME COVERS 72 SCHOOLS THROUGHOUT THE COUNTRY UNTIL CHRISTMAS

Brisa celebrates the 20th edition of the 'Já Chegámos' ('We've Arrived') educational programme, which this school year will cover 72 primary schools – twice as many as last year. Aimed at pupils in years 1 to 4, the project promotes road safety and citizenship, in line with the Visão Zero (Vision Zero) commitment, which aims to eliminate deaths and serious injuries on the roads by 2050.

Your opinion is fundamental. Tell us [here](#) what you thought of this issue.



The balance between personal, professional and family life

The companies of the José de Mello Group are family-friendly organisations. This is confirmed by the Fundación Másfamilia, responsible for the efr – Family-Friendly Organisation certification. But what does it mean, in practice, to be an organisation with this certification? And why is it so important to promote a balance between personal, family and professional life?



efr

Balancing work and life for a better quality of life – a common goal, different realities

Caring for its people has always been a priority for the José de Mello Group. The efr (Family Responsible Company) certification has reinforced this commitment, which is now shared by several companies in the Group, certified in different years: Brisa since 2019, Bondalti since 2020, and CUF and José de Mello since 2021.

More than just a seal, this certification confirms each company's dedication to creating conditions that enable a more balanced life. Whether through flexibility measures, family support, emotional health or personal development, they all share the same purpose: to promote well-being in a consistent and sustainable way.

This path is part of a broader vision of people management, which understands that the development of organisations goes hand in hand with the quality of life of their teams. The well-being programmes associated with efr certification are based on a logic of continuous improvement, ensuring that work-life balance evolves in line with the needs of employees.

It is important to note, however, that this certification does not correspond to a fixed set of benefits. Each company defines its own measures, according to its characteristics and challenges, applying them in line with its reality, size and mission.

Benefits for people and companies

A family-responsible organisation has a positive impact on everyone. For employees, it means greater balance and a better ability to reconcile what is essential. For companies, it translates into commitment, productivity and better performance.

The efr certification highlights organisations that value trust, flexibility and a culture capable of attracting and retaining talent. The data confirms this trend: according to the Randstad Brand Research 2025 study, work-life balance is already the second most valued criterion for Portuguese people when choosing a new employer.

In addition, it strengthens corporate reputation and demonstrates, in a concrete way, a genuine commitment to the well-being of people and their families.

Let us look at some examples:

At **José de Mello**, the children and grandchildren of employees receive a 'birth kit' and, between the ages of 6 and 17, a voucher for purchasing school supplies at the

beginning of the school year. Until they reach the age of 12, they can celebrate their birthday afternoon with their parents, who receive special leave for this purpose.

At **Bondalti**, the focus is on supporting emotional health and family life. Employees' children have access to online psychological consultations and specific support in cases of disability or incapacity. The company also grants 15 days per year of urgent family assistance, allowing its professionals to support ascendants, descendants or spouses.

In turn, **CUF** supports employees in managing their family life, covering expenses associated with the leisure activities of children and dependents aged between three and 15. Employees with children who have a disability equal to or greater than 60% and are between 16 and 30 years of age are awarded Bolsas para a Inclusão (Inclusion Grants), which contribute to part of the monthly expenses associated with

social, educational or training responses. Recently, CUF also extended the period of leave for pregnancy loss to five days, more than the Portuguese law requires, applicable to both mothers and fathers. These and other measures reflect a genuine and ongoing commitment to balancing personal, family and professional life. These are policies that evolve over time and with people's needs because, at the end of the day, the priority is – and always will be – their well-being.

Nota

The measures referred to in this article are merely illustrative examples. Some are common to several companies in the Group. To find out about the full set of measures at your company (José de Mello, Bondalti, CUF or Brisa), please ask your manager.

2 QUESTIONS TO

José Luis Carvalho

Director of People Management, CUF



01. In a sector that demands constant presence and intense rhythms, how does CUF manage to care for those who care, promoting balance and well-being among clinical and non-clinical teams?

At CUF, we believe that caring for those who care is the basis for the quality and humanisation of the care we provide. We also believe that the dimensions of 'personal life' and 'professional life' reinforce each other: when we are well at work, this has an impact on our personal lives, and when we are well at home, this also facilitates our professional performance. That is why we seek to provide our employees with the conditions to build their lives outside CUF and build their professional careers at CUF.

The healthcare sector is very demanding, both in terms of time availability and emotional intensity, with important decisions to be made, among other requirements. We are aware of and constantly attentive to the impact that these conditions have on the lives of our employees.

In a naturally demanding sector, we seek to create conditions that promote balance, recognition and well-being, both in clinical and non-clinical teams. In this sense, we have been strengthening measures for work-life balance, mental health and emotional support through psychological counselling programmes, training and personal development.

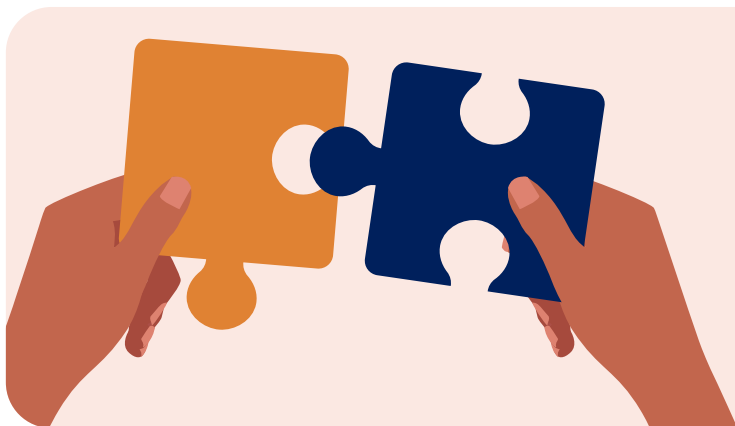
02. CUF has been innovating in its work-life balance policies – from inclusion grants to extending maternity leave. What new ways of caring for your people are you exploring for the future?

We are currently exploring new ways of providing emotional, family and financial care, reinforcing the personalisation of work-life balance measures. We want to continue innovating in the way we care for our teams, with more flexible, inclusive responses that are adapted to changes in society and professional life.

Over the next three years, we will strengthen two segments in particular:

1 - Longevity: As we know, the issue of longevity is on the agenda and we constantly monitor the different stages of our employees' lives, ensuring that they feel valued, supported and respected at all times. As a priority for the future, we want to ensure that everyone feels motivated and supported and that they also have the tools for a positive transition to retirement.

2 - Wellbeing: We are working with the occupational health and safety area to strengthen measures that have an impact on the mental and physical health of our employees. We want to strengthen these measures as our internal know-how in the area of health and ensure that they respond to the particular needs of our professionals and are as relevant as possible.



WINESTONE'S COMMITMENT

Although it does not yet have an **efr** certification, WineStone shares the same commitment to social responsibility and care for people. It offers gift vouchers to employees with school-age children and promotes 'Dia da Família' ('Family Day'), this year in collaboration with Café Joyeux, a brand that contributes to the inclusion and integration of people with intellectual and developmental difficulties.

2 QUESTIONS TO

Rosa Calinas
Director of People, BONDALTI



01. In an industrial sector with such diverse roles – from factory floor to management positions – what challenges have you encountered in promoting work-life balance and wellbeing, and how have you managed to ensure that all teams feel included in this commitment?

At Bondalti, we are fully aware that our sector is very heterogeneous: operational teams that ensure the continuous functioning of our industrial units coexist with more strategic or administrative functions, with different rhythms and demands. This diversity is a source of wealth, but also a challenge when it comes to work-life balance and well-being, because solutions cannot be unique or uniform.

Our starting point has been to listen to all employees, understand the specific needs of each group and co-create responses that seek to be tailored to each reality or, where appropriate, across the organisation. To this end, we regularly conduct workplace climate surveys and assess employee satisfaction with the **efr** measures.

Our goal is to promote a culture of true balance. This involves engaging and training leaders to recognise signs of overload in their teams and creating an environment where talking about well-being is not taboo, but a responsible management practice. The big challenge is to ensure that everyone – regardless of their role – feels that they are part of the same commitment to work-life balance.

02. The **efr** certification is now part of Bondalti's sustainability strategy. How has the People department been driving this integration and cultural transformation within the company?

The **efr** (Family Responsible Organisation) certification was a natural step in our sustainability journey. I often say that the José de Mello Group has been family responsible for over 100 years. At Bondalti, we understand sustainability in an integrated way – environmental, economic and social – and the human aspect is absolutely central. The People Department has been the driving force behind this integration, because it is from there that the cultural transformation necessary to bring our commitments to life is born.

The **efr** certification process has allowed us to structure and give coherence to existing practices, but it also challenges us to go further: to measure, evaluate and continuously improve. It was an opportunity to involve the entire organisation, from leadership to operational teams, in an open dialogue about work-life balance, equal opportunities and the role of each individual in building an inclusive, healthy and prosperous environment.

Today, Bondalti's culture incorporates work-life balance as a strategic pillar, not just as a human resources policy, but as a value that guides daily decisions and practices. Our commitment is to continue to evolve, listen to people and ensure that well-being is truly at the heart of our strategy.

“At the José de Mello Group, strategy and human sensitivity are not opposing forces”

Luís Wissmann is Director of People and Talent Management at José de Mello and was awarded the José Manuel de Mello 2025 Prize. Having been with the Group for over two decades, he has been a discreet and constant presence, capable of combining strategy and empathy, vision and serenity. Between the demands of management and attention to people, he has built a career marked by consistency, listening and commitment to the future.

Looking back on your career spanning more than two decades at the José de Mello Group, what moments do you consider most memorable in your professional trajectory?

I would highlight two memorable moments. The first was in 2000, when I joined the Group at Adubos de Portugal, with the challenge of integrating two cultures that coexisted in that company, one influenced by public management and the other by private management. It was a very challenging process that was carried out with great resilience. The second, which is still ongoing, relates to the consolidation of cross-functional talent management, with more robust, interconnected and sustainable practices, aligning talent strategy with business strategy.

People management in a Group with such diverse realities requires a balance between strategy and human sensitivity. How do you find that balance?

That balance is part of our identity. At the José de Mello Group, strategy and human sensitivity are not opposing forces. They are integrated dimensions that are part of the whole. We have a clear strategy and maintain a deep focus on people. Our Purpose, our Values and the way we do things demonstrate this.

Luís Wissmann

Director of People and Talent Management

- Born in Lisbon, he grew up in Campo de Ourique, a neighbourhood with which he maintains strong ties.
- He finds balance in reading and watching crime shows.
- The phrase that inspires him comes from Classical Greece: ‘I know that I know nothing.’
- The most important value in a team? Trust.



What did receiving the José Manuel de Mello Award 2025 mean to you?

It was an honour and a moment of great personal and professional significance. The José Manuel de Mello Award aims to highlight the values transmitted by José Manuel de Mello. I remember that, right at the beginning of my career with the Group, I learned a lesson that I have never forgotten: a promise is as good as a signed contract. Receiving this award is a source of pride and also gratitude. I share it with all those who are part of the People teams of the various companies in the Group and with everyone who contributes to making the Group do more and better.

The José de Mello Group is known for its strong culture and identity. What does the “José de Mello School” mean to you?

It is a school of courage, dynamism, creativity and vision for the future. Where risk coexists with prudence. Where the younger ones learn from the more experienced and vice versa. Above all, it is a school that places human dignity at the centre of its decisions. It is this culture that defines us and that we want to continue to pass on to future generations.

Leading transformation with confidence and ambition

The 2025 Management Meeting, under the motto 'Leading in a changing world', brought together around 200 leaders from José de Mello Group companies on 17 October for a day dedicated to strategic reflection, sharing experiences and collective mobilisation. In an innovative format that recreated the atmosphere of a television news programme, presented by Clara de Sousa, the meeting combined information, dynamism and engagement, reflecting the spirit of transformation that drives the Group. More than a management moment, it was a space for convergence – to look at the path already travelled, project the future and reinforce the common purpose of leading the transformation with confidence, ambition and vision.



The programme covered the main areas that shape the Group's course: *Achievements*, with the results and milestones achieved in recent years, presented by Luís Goes; *Forces of Change*, with Paulo Portas' global perspective; and *Opportunities*, with contributions from António Horta Osório and Luisa Delgado, who highlighted how uncertainty can be a catalyst for progress when faced with optimism, vision and prepared leadership.

In the *Strategy* section, the priorities and strategic paths that guide the Group's companies were presented. The *Culture* section, led by members of the shareholder family, recalled that transformation has always been part of the Group's identity, an expression of a history marked by vision, responsibility and the ability to reinvent itself in the face of each new challenge.

This was followed by concrete examples of *Transformation*, which highlighted how teams from various companies are translating strategy into action, giving shape to tangible change. Nadim Habib, professor at Nova SBE, closed this block with a reflection on the role of leadership in accelerating this transformation.

The leaders who participated represent teams united by a common purpose: to continue transforming the José de Mello Group with confidence, determination and a sense of the future.

During the meeting, the 4th edition of the award was presented to Luís Wissmann, Director of People and Talent Management at José de Mello. Discover the moment [here!](#)

"Be the leaders of transformation that your teams need. Don't wait for transformation to happen. Don't react to transformation. Lead it."

Salvador de Mello



Vale de Acór welcomes volunteers from the José de Mello Group

On 3 October, employees from the José de Mello Group took part in a volunteer initiative at the Vale de Acór Association in Almada, as part of the Group's Volunteer Programme. The day was marked by a spirit of sharing and a desire to make a positive and lasting impact.

Vale de Acór is a private social solidarity institution dedicated to the recovery and reintegration of people in situations of dependency, promoting autonomy and healthy living. The volunteers helped with maintenance and improvement tasks, making the space more welcoming for residents and staff.

To all who participated, our sincere thanks: it is through gestures of dedication and solidarity that the Purpose of the José de Mello Group becomes visible in these initiatives, an expression of a broader commitment to prosperity and sustainable development.



A touching testimony

"On behalf of everyone at Vale de Acór, we would like to thank the volunteers from the José de Mello Group for their visit and generosity. It was a very special day for our residents and staff, in a healthy and cheerful atmosphere of true sharing. We were surprised by the enthusiasm and commitment with which everyone worked, making our home even more beautiful! Thank you very much!"

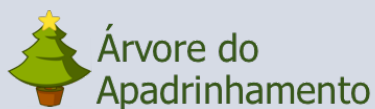


AT THIS TIME OF YEAR, WE CELEBRATE THE VALUES
THAT UNITE US. TAKE PART IN THE CHRISTMAS
INITIATIVES OF THE JOSÉ DE MELLO GROUP.

Concurso de Postal de Natal
(Christmas Card Competition)
until 21 November



Árvore do Apadrinhamento
(Sponsorship Tree)
until 5 December



MERRY CHRISTMAS AND A HAPPY NEW YEAR!



JOSÉ DE MELLO