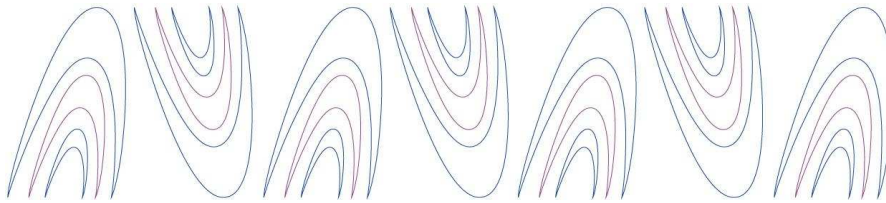




GENDER EQUALITY PLAN

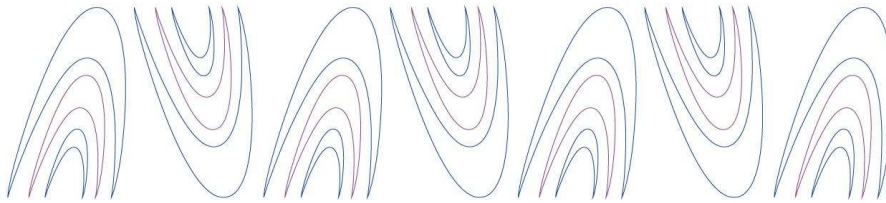
2026





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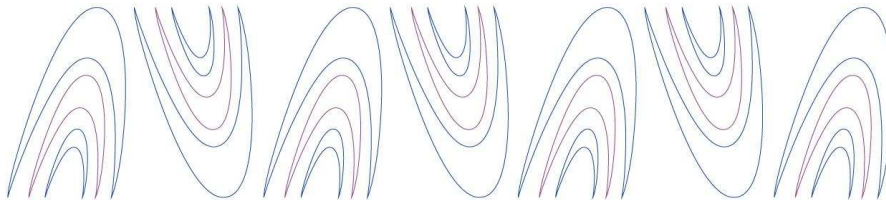


1 | Introduction

Aware of the importance of organisations' contribution to an egalitarian and inclusive society, Castros – Iluminações Festivas S.A. (hereinafter "Castros") conducts its activity and human relationships in accordance with the principle of equal treatment and opportunities.

The implementation of this principle applies to recruitment and selection, access to employment, training, career progression, salary levels, reconciliation between professional, family and personal life, and working conditions.

Within Castros' strategic planning, equality between men and women is a collective commitment that the organisation seeks to preserve through the adoption of policies promoting non-discriminatory behaviour towards any individual, namely based on race, gender, age, physical disability, marital status, pregnancy, family or social status, sexual orientation, political ideology, religion or belief.

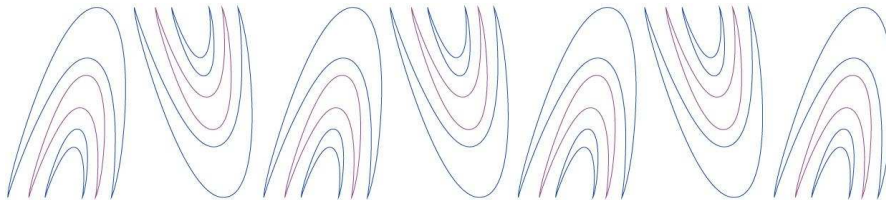


2 | Framework

As a result of measures arising from national and European legislation, gender equality has assumed a prominent position in the business environment.

According to Article 13 of the Constitution of the Portuguese Republic, gender equality is an essential human right and a condition of social justice for societal development. It also constitutes a fundamental principle of Community law, as set out in Article 2 of the Treaty on the European Community.

Accordingly, the Labour Code (Articles 23 to 65) has been successively amended to address the need to combat gender discrimination in the workplace. Issues such as equality and non-discrimination in access to employment, prohibition of discrimination and harassment, equality of working conditions, and parental rights have been reinforced.



3 | Description of Castros

Castros is a private entity founded in 1921, with an intergenerational legacy. Located in São Félix da Marinha, in the municipality of Vila Nova de Gaia, it is the largest national company in the festive lighting sector and operates internationally.

Mission

Castros' mission is to offer people environments enhanced by the beauty of light.

Values

The activity carried out by Castros is guided by the following values:

- Valuing employees
- Promoting a culture of safety
- Creating value for all stakeholders
- Building lasting relationships based on ethics and transparency
- Promoting innovation-driven creativity
- Contributing to sustainable development
- Passionately pursuing excellence

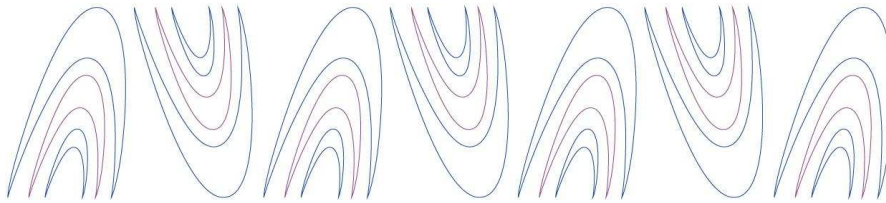
3.1 | Workforce Profile

During the 2024–2025 biennium, Castros had a workforce of 127 employees in 2024 and 121 employees in 2025, including one executive member of Management.

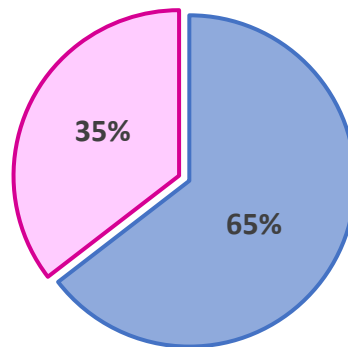
3.1.1 | Gender Distribution (Men/Women)

Data shows a predominance of male employees, justified by the nature of the organisation's activity, where physical robustness remains relevant in certain roles.

However, Castros maintains its commitment to promoting measures that enhance gender balance, as established in the previous plan. The data shows stability in gender distribution compared to 2022.

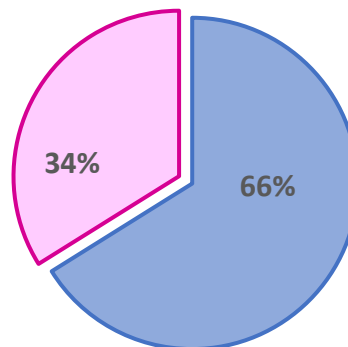


2024



■ Homens ■ Mulheres

2025



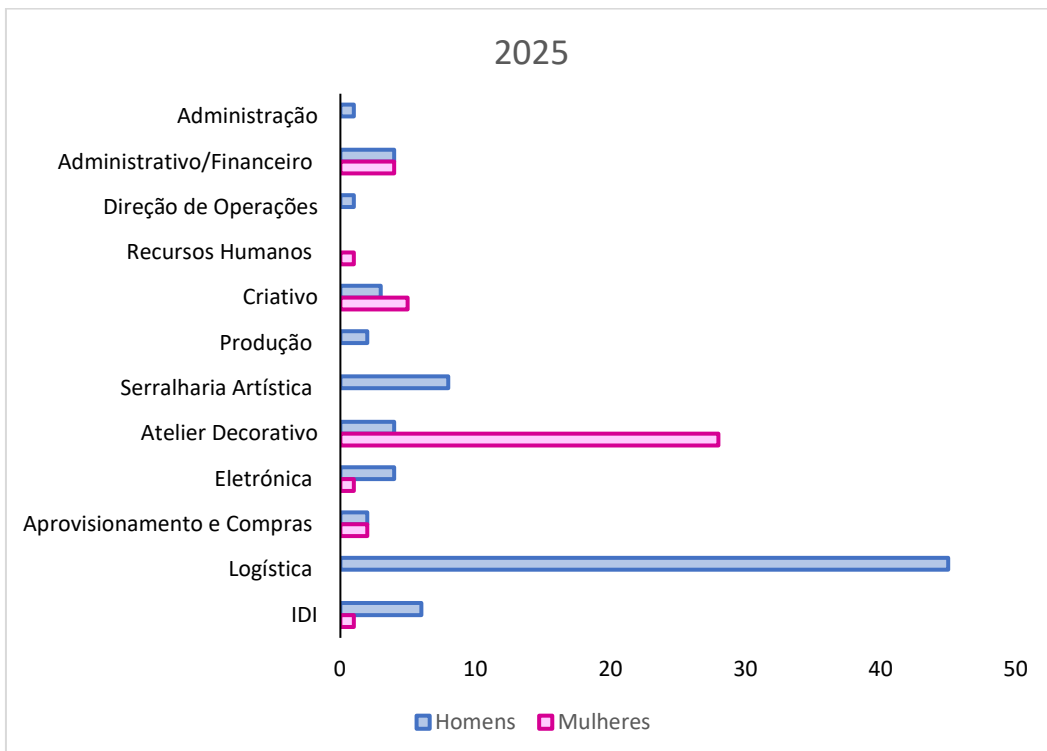
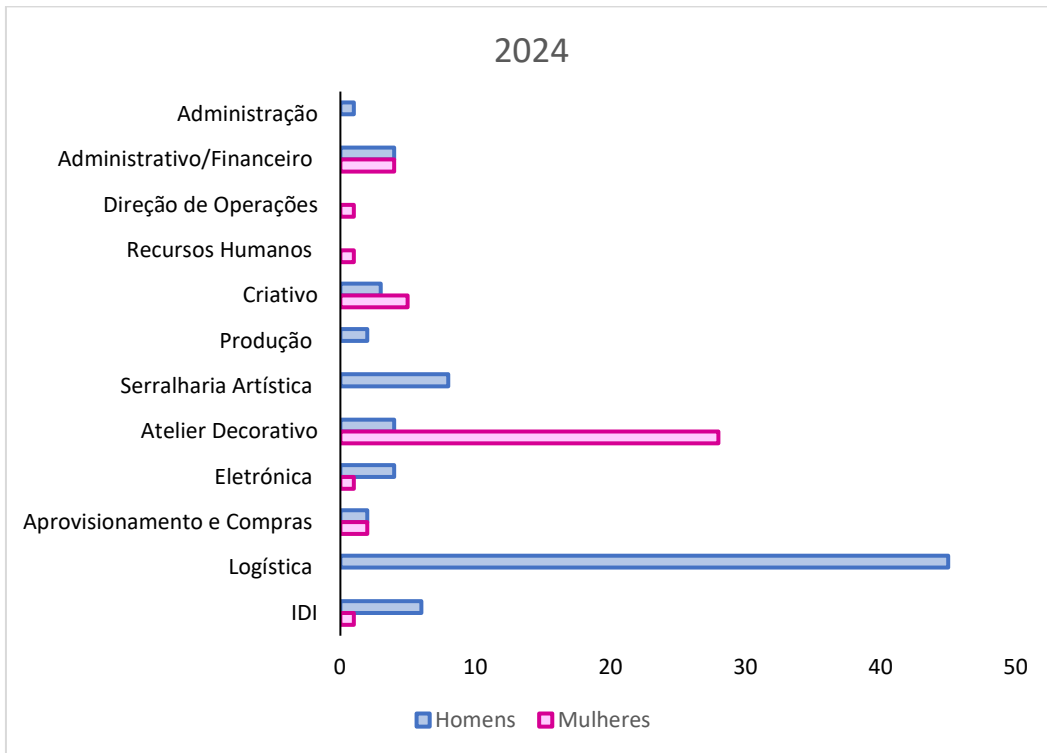
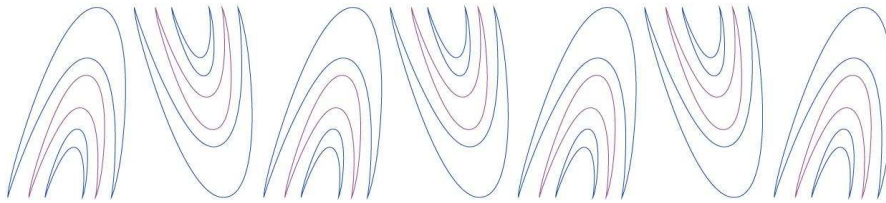
■ Homens ■ Mulheres

3.1.2 | Gender distribution by department

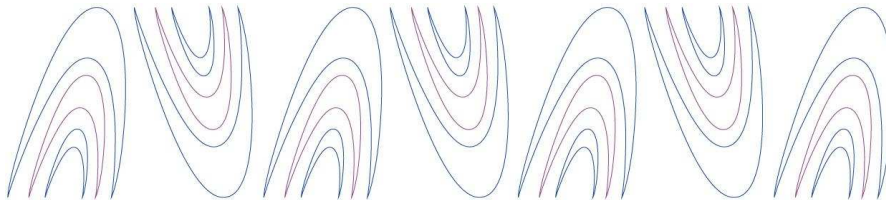
There remains a gender asymmetry across departments:

- Male predominance in Logistics
- Female predominance in the Decorative Workshop

This reflects traditional occupational segmentation linked to the nature of functions performed.



Management – Administrative/Financial – Management System – Human Resources – Creative – Production – Artistic Metalworks
 – Decorative Workshop – Electronics – Provisions and Purchases – Logistics – R&D

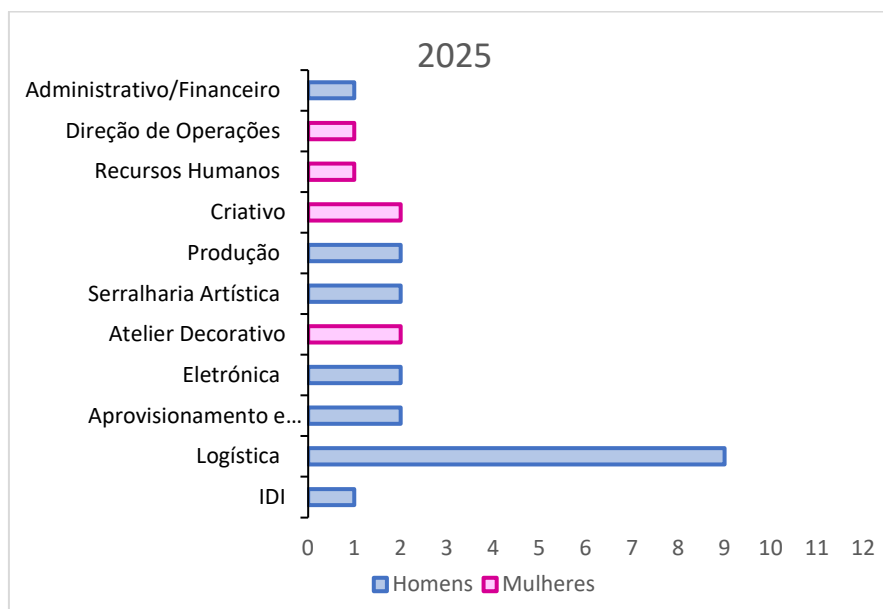
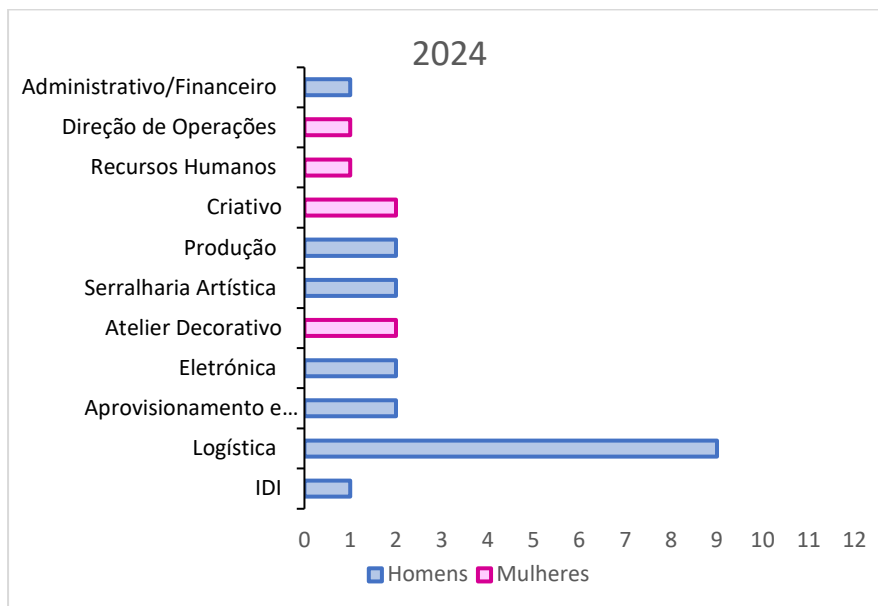


3.1.3 | Gender distribution by Heads of Department, Managers and Sub-managers

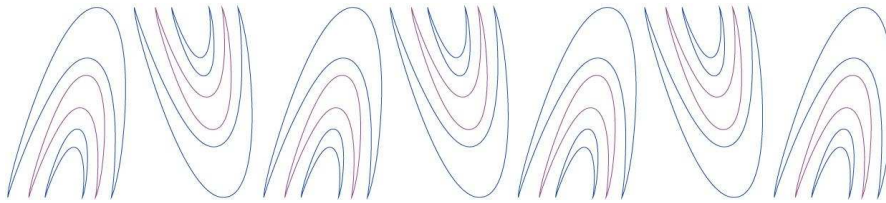
There continues to be a gender imbalance in leadership:

- 2024: 79% male / 21% female
- 2025: 76% male / 24% female

There is a gradual improvement in female representation (from 19% in 2022 to 24% in 2025), indicating positive impact from implemented measures.



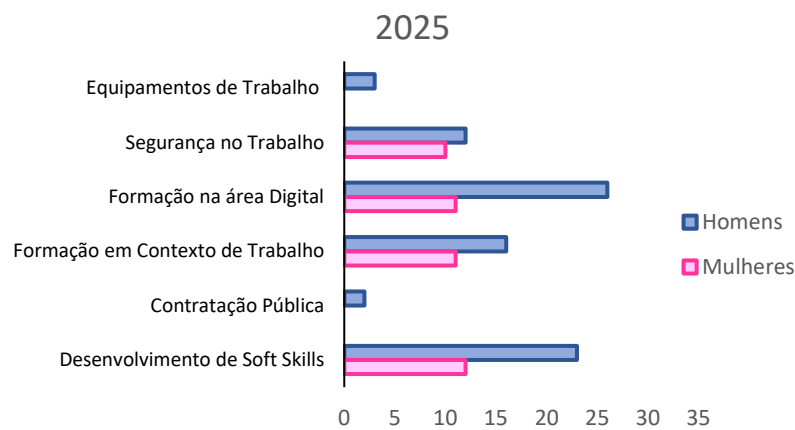
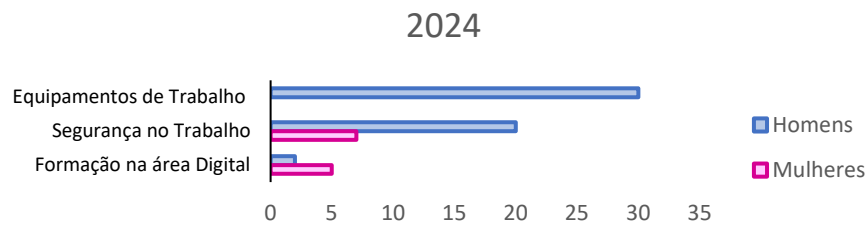
Management – Administrative/Financial – Management System – Human Resources – Creative – Production – Artistic Metalworks
– Decorative Workshop – Electronics – Provisions and Purchases – Logistics – R&D



3.1.4 | Gender distribution by training hours

During 2024–2025:

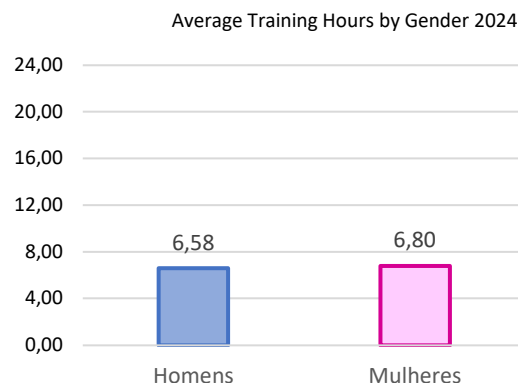
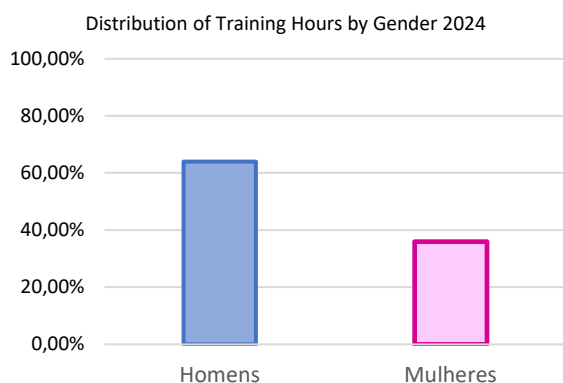
- 23 training sessions were carried out
- Total of 3,073 training hours

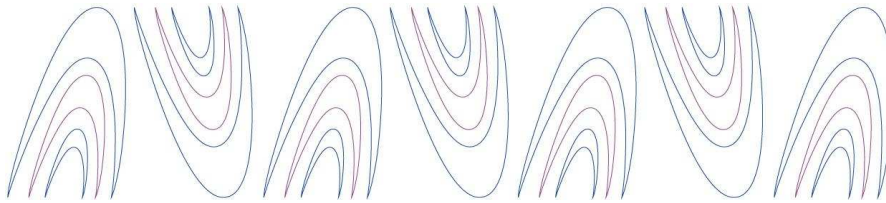


Work Equipment | Occupational Safety | Digital Skills Training | On-the-Job Training | Public Procurement | Soft Skills Development

2024:

- Men: 540 hours (64%)
- Women: 306 hours (36%)

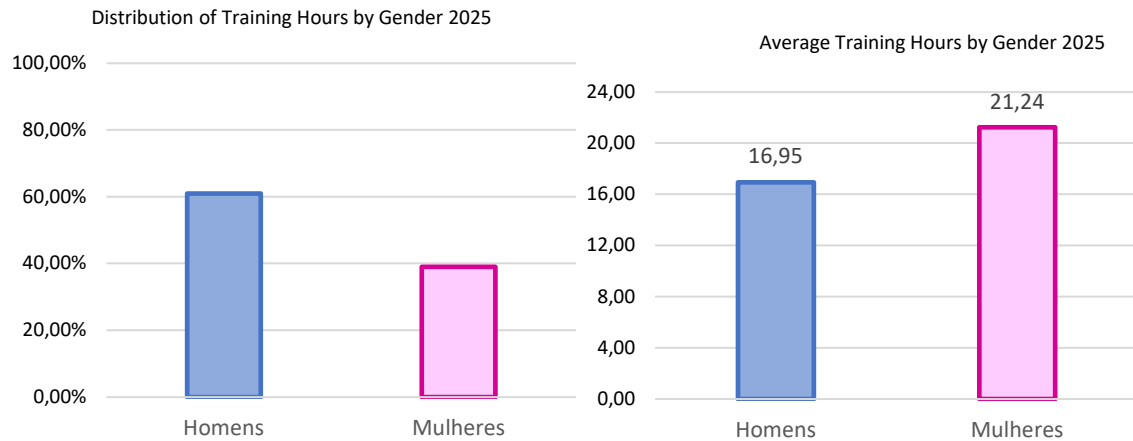




2025:

Men: 1,356 hours (61%)

Women: 871 hours (39%)

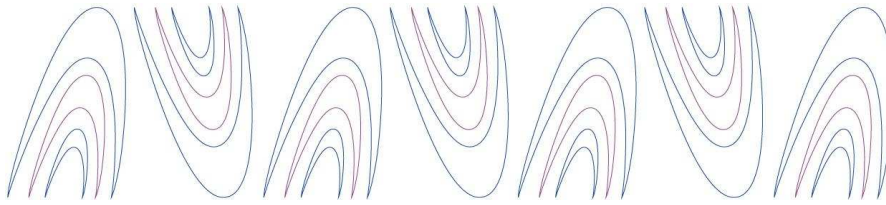


Although men accumulated more total hours, women consistently recorded higher average training hours per participant, indicating stronger individual training intensity.

In summary, it can be observed that, in both 2024 and 2025, men accounted for the largest share of total training hours (64% vs. 36% in 2024 and 61% vs. 39% in 2025). However, a reduction in the gender disparity is evident in 2025, as reflected by the closer percentages.

In absolute terms, there was a significant increase in the number of training hours in 2025 for both genders, with this growth being more pronounced among women (from 306 to 871 hours) than among men (from 540 to 1,356 hours). This contributed to a more balanced distribution of training.

Additionally, although men recorded a higher total volume of hours in both years, women show a higher average number of training hours per participant, which may indicate higher average training intensity per participant.



4 | Gender Equality Plan

This Gender Equality Plan is a dynamic diagnostic tool and a reference in the equality pillar with a view to progressively improving existing asymmetries. At the same time, as an agent of change, it intends to make an active contribution to reducing gender imbalances and equal opportunities for Castros' employees and job seekers.

This plan aims to comply with legal requirements and to:

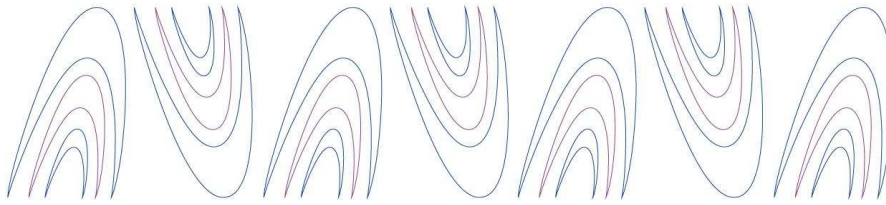
- Identify and improve the good practices already developed.
- Establish new measures to eliminate existing imbalances and inequalities in Talent Management (specifically, reduce the gap between men and women and increase the number of women in leadership positions).
- Adopt best practices based on national and international references.
- Promote the publicising of internal rules and ethical principles, for a safe and healthy work environment, free from harassment and inequality, defined in the Code of Good Conduct.

Castros' Plan is based on the analysis of the following areas of intervention: Strategic Planning (a), Talent Management (b) and Communication (c).

4.1 | Current Outlook – Good Practices

- a) Strategic planning
 - Strategy, Mission and Values

For Castros, preventing Psychosocial Hazards, namely Gender Equality, is a principle already included in the Code of Good Conduct. Thus, the organisation and employees undertake to act with high standards of integrity and individual dignity, mitigating possible discriminatory practices.



b) Talent management

- Recruitment & Selection

Recruitment & Selection, regardless of the type of profile, is an objective and transparent process, based on the principle of the right to equality in access to employment and work. Discrimination in the treatment of the candidate is prohibited, and they cannot be benefited or harmed on the basis of their ancestry, age, sex, sexual orientation, marital status, nationality, ethical origin or race, religion, political or ideological convictions, union membership or among others, as set out in Article 24 of the Labour Code.

In addition to this, Castros complies with the legislation in force regarding the rules for advertising job vacancies (article 30 of the Labour Code).

- Initial and Continuing Training

In Castros' strategic planning, professional training is critical to increase quality and profitability and, subsequently, development and competitiveness. In this sense, Castros complies with article 131 of the Labour Code, ensuring that all employees have access to professional training, both internal and external. It ensures broad and equitable access, providing the necessary resources and encouraging participation.

Each annual training plan is designed having as guidelines equality and non-discrimination between men and women, seeking to ensure that all training sessions carried out have balanced gender representation. However, due to the gender discrepancy among all employees, this representation is not always achieved.

- Equality in working conditions and pay

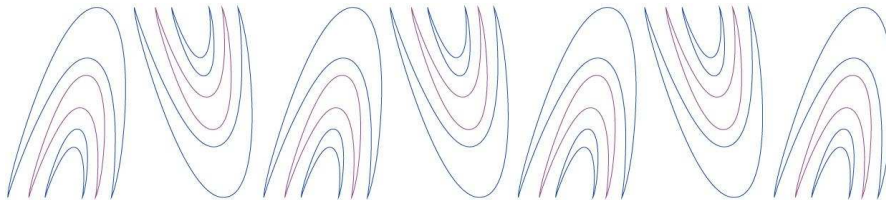
Castros provides the same conditions of access to a professional career and in terms of remuneration, without any discrimination based on gender, based on the principle of meritocracy.

- Reconciliation between professional, family and personal life and Parenting Protection

The organisation of employees' working time, as a balancing factor between professional, family and personal life, has been a constant concern of Castros.

Other features that stand out to reconcile professional, family and personal life are:

- guarantee to all employees of the right to take parental leave.
- simultaneous holidays for spouses.



- Preventing the practice of harassment in the workplace

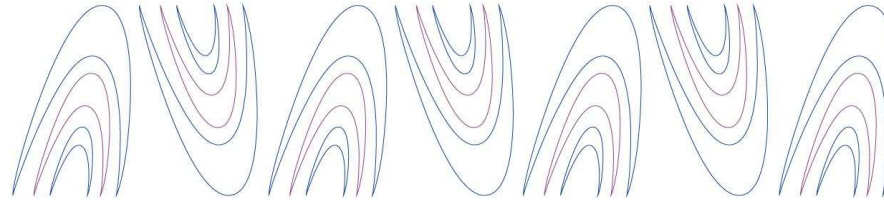
The Castros Code of Good Conduct is a regulatory instrument for preventing and combating harassment at work. Under the terms of this code, Castros does not condone any abusive practice of harassment or any other behaviour that jeopardises the dignity of employees. Accordingly, any employee who believes they are the target of harassment at work or outside the workplace, for reasons related thereto, must report the situation as soon as possible via the Whistleblowing Portal available at Portal Denúncias accessible through the company's website (<https://castros.workky.com/portal-denuncias>).

c) Communication

With regard to internal and external communication, Castros favours neutral, inclusive and non-discriminatory language. Terminology, grammatical or visual forms that could have a differentiating impact between men and women are completely avoided.

Internally, in the communication content for employees, there is strict use of the term "everyone" so that the dimension of gender equality is guaranteed.

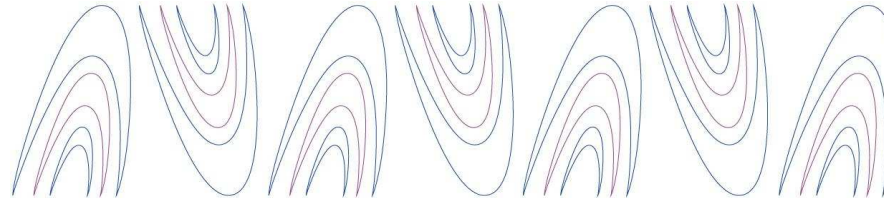
Castros has additional internal communication tools oriented towards onboarding at Castros (for example, the Welcome Manual and Castros PIB – "Integrate with Brilliance" Programme) that are promoters and facilitators of gender equality.



4.2 | Action plan

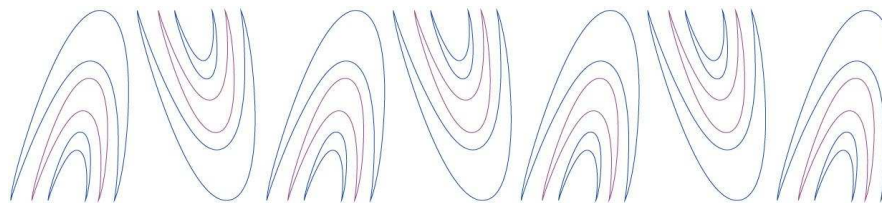
STRATEGY, MISSION AND VALUES

	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Strategy, Mission and Values	1. Provide employees with information on rights and duties in the field of gender equality and non-discrimination;	Publish , in the internal communication channels, information on the rights and duties of employees in terms of equality and non-discrimination based on sex	R_RH	R_RH	AD_C_EST	In place since 2022
	2. Ensure the implementation of the Gender Equality Plan, its monitoring, follow-up and sustainability;	Share with employees the Castros Gender Equality Plan	R_RH	rd LOL	R_RH	In place since 2022
	3. Raise awareness of the entire Castros community to the importance of Gender Equality;	Organise a lighting/decorative project with the entire Castros community to promote Gender Equality	R_RH R_CR R_PR	rd LOL	AD_C_EST	Until the end of 2027
	4. Publish internally and externally Castros' commitment to the promotion of Gender Equality.	Publicise on the Castros website the Gender Equality Plan	R_CR_CD	External	R_RH	In place since 2022
		Generate internal procedures that encourage employees to submit suggestions in the field of recruitment and selection, reconciling professional, family and personal life, parental protection, career progression and development policy and salary policy.	R_MC R_RH	rd LOL	AD_C_EST	Until the end of 2027

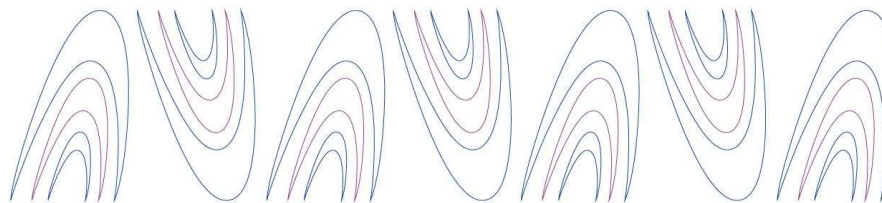


TALENT MANAGEMENT

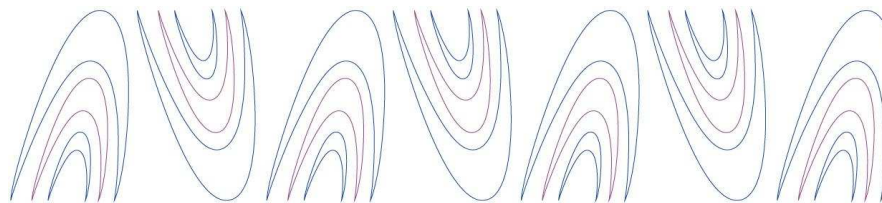
	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Recruitment & Selection	- Contribute to fair and objective recruitment and selection processes for men and women; - Counteract the perpetuation of gender stereotypes and promote a better balance between the number of men and women in the organisation; - Guarantee the principle of equality and non-discrimination in access to employment.	Promote awareness-raising and training sessions aimed at the teams responsible for recruitment and selection on procedures for attracting talent, without gender bias	R_RH R_RH_F	R_RH External	AD_C_EST	Until the end of the 1 st semester of 2027
		Encourage the application and selection of men and women for roles where gender is underrepresented, in internal and external recruitment and selection processes	R_RH rd LOL	R_RH rd LOL	AD_C_EST	In place since 2022
		Prepare programmes aimed at attracting the underrepresented gender for certain roles	R_RH R_RH_F	R_RH R_RH_F rd LOL	AD_C_EST	Until the end of the 1 st semester of 2027
	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Initial and Continuing Training	- Ensure that Castros' Annual Training Plan implements the principle of gender equality; - Promote a culture of equality in the workplace, providing training in work practices, according to the duties; - Allow balanced access for men and women to leadership positions.	Prepare the Annual Training Plan including training sessions on the subject of gender equality to raise awareness of the entire Castros community about it	R_RH R_RH_F	R_RH External	AD_C_EST	Until the end of the 1 st semester of 2027
		Hold workshops with all department heads and managers (top-down), increasing their management skills and raising awareness of the culture of gender equality	R_RH R_RH_F	R_RH External	AD_C_EST	
		Ensure access for both genders to the number of hours of certified vocational training	R_RH R_RH_F	R_RH R_RH_F	AD_C_EST	



	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Equality in working conditions and pay	1. Provide gender equality in the field of professional progression and development; 2. Encourage the balanced participation of men and women in decision-making positions; 3. Ensure the same job opportunities, guaranteeing gender equality;	Design succession plans based on gender equality and non-discrimination rules	R_RH R_MC	R_RH rd LOL	AD_C_EST	Until the end of 2027
		Acknowledge female employees with high potential to occupy top positions in order to have the opportunity to occupy the same	R_RH rd LOL	R_RH rd LOL	AD_C_EST	
		Reduce the risk of attrition among high-potential female employees with high talent and potential	R_RH rd LOL	R_RH rd LOL	AD_C_EST	



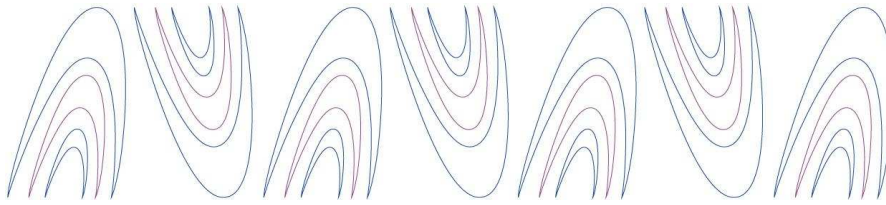
	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Reconciliation between professional, family and personal life and Parenting Protection	- Promote the reconciliation of employees' professional, family and personal life; - Create a true culture of support for parenting policy. - Allow the simultaneous enjoyment of holidays to spouses, people living in a de facto union or in a common economy.	Flexibilise working hours and other forms of work organisation	AD R_RH R_MC	rd LOL R_PR	AD_C_EST	In place since 2022
		Facilitate teleworking, where possible	AD	rd LOL	AD_C_EST	In place since 2022
		Refrain from contacting employees during the rest period	rd LOL	All	AD_C_EST	In place since 2022
		Establish protocols and benefit agreements that allow access to goods and services under advantageous conditions	R_RH	R_RH	AD_C_EST	In place since 2024
		Ensure the right of employees to take parental leave	R_RH	R_RH rd LOL	AD_C_EST	Implemented
		Encourage male employees to share initial parental leave	R_RH	R_RH rd LOL	AD_C_EST	Implemented
		Create and implement internal procedures that ensure respect for the right of pregnant, postpartum or breastfeeding employees to special occupational safety and health conditions	R_RH R_MC	rd LOL	AD_C_EST	Implemented
		Ensure that couples can take at least half of the holiday period simultaneously.	R_RH R_MC	rd LOL	AD_C_EST	Implemented



	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Preventing the practice of harassment in the workplace	1. Prevent and combat harassment at work; 2. Prevent and combat the practice of other offenses to the physical or moral integrity, freedom, honour or dignity of employees.	Ensure disclosure of the Code of Good Conduct to all employees	R_RH	rd LOL	AD_C_EST	In place since 2022
		Provide access to the Welcome Manual, module of the Code of Good Conduct during onboarding	R_RH	R_RH	AD_C_EST	In place since 2023
		Establish and appoint an ethics committee	AD	AD	AD_C_EST	Until the end of 2027
		Establish a specific channel for reports related to discrimination and/or harassment at work	AD R_RH	R_RH R_MC	AD_C_EST	In place since 2025

COMMUNICATION

	GOALS	MEASURES	AREA RESPONSIBLE			SCHEDULE
			Planning	Execution	Verification	
Communication	1. Include in internal and external communication the dimension of gender equality in written and visual language; 2. Publicise good practices within the scope of Gender Equality and Non-Discrimination.	Apply neutral, inclusive and non-discriminatory language throughout Castros documentation – internal and external	R_RH R_MC rd LOL	All	AD_C_EST	Implemented
		Create and post an Organisational Poster guiding behaviours aimed at Gender Equality	R_RH	CR_DE CR_IL	AD_C_EST	Until the end of 2027
		Promote activities for International Women's Day (8 March) and International Men's Day (19 November)	R_RH	R_RH rd LOL	AD_C_EST	In place since 2022



5 | Implementation of the Planned Measures

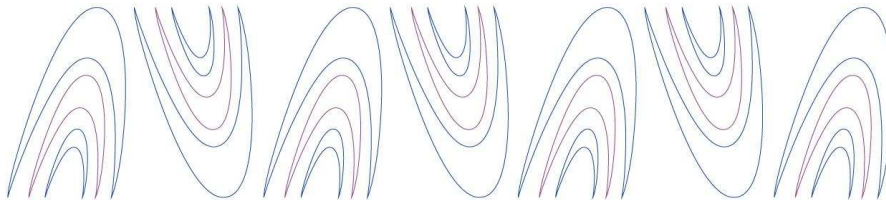
By implementing the measures defined in this Plan, we believe that gender equality will spread, affirm and endure in our corporate culture, oriented towards the satisfaction and well-being of all, regardless of gender.

6 | Monitoring, Assessment and Validity

This Plan, approved by the Board, is in force for the 2026-2027 period and validates Castros' commitment to the measures contained therein.

The Gender Equality Plan involves Management, the Strategic Committee, Human Resources Department, Heads of Department and Middle Managers, to ensure the implementation of the actions planned and identify opportunities for improvement.

Its monitoring will be biannual and its review annual, to readjust measures already defined and/or introduce new ones.



ACRONYMS

AD	Management
AD_C_EST	Management Strategic Committee
CR_DE	Creative Design
CR_IL	Creative Illustration
R_AF	Head of Administrative and Financial
R_CR	Head of Creative
R_CR_CD	Head of Creative Digital Communication
R_MC	Head of Continuous Improvement
R_PR	Head of Production
R_RH	Head of Human Resources
R_RH_F	Head of Human Resources Training
rd	Department Head
LOL	Section Head

