



2025

Sustainability
Report



2025



Arkadio Ez by Ott

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01.

Sustainability Report
2025

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

01 Presentation

Eztec's 2025 Sustainability Report presents the main results recorded between January 1 and December 31, 2025, related to the conduct of business, impact management, and the Company's performance on economic, operational, environmental, and social topics. The content reported herein was defined based on the Materiality Matrix and the ESG Strategy, reflecting the organization's priorities and commitments during the period.

Prepared in accordance with the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB), this publication helps strengthen a culture of transparency and consolidate the guidelines that steer Eztec and its subsidiaries EZ INC, Eztec Vendas, Fit Casa, and Eztec Brokers, the Company's new in-house brokerage and second commercial



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operation, structured in 2025 to complement Eztec's commercial strategy for the next cycle. In this context, the report also serves as an instrument for dialogue with stakeholders by bringing together information on progress and challenges and recording the evolution of practices and initiatives that support both business longevity and long-term value creation.

This document is the result of an integrated corporate process, involving the teams responsible for collecting and validating data, as well as the participation of the relevant governance bodies, which monitor the process and ensure adherence to the Company's strategic guidelines.

For questions, comments, or suggestions, please contact us through the QR Code below:





Haute Brooklin by Ez

02.

Sustainability Report

2025

GRI 2-22

02

Message from Leadership

In 2025, Eztec reaffirmed the consistency of a management model guided by discipline, long-term vision, and commitment to delivery. Throughout the period, the Company made responsible decisions, preserved its financial security, and advanced in a structured manner, without compromising operational standards or the quality of what it delivers. Execution capacity, combined with focus and predictability, supported performance and team engagement.

The results reflect this approach. The Company recorded the highest delivery volume in its history, totaling **R\$ 2.6 billion in properties**. This performance expresses operational maturity, process control, and the ability to meet commitments. Strategic planning also advanced consistently: **100% of the objectives**

defined at the end of the previous cycle were achieved, evidencing alignment among leadership, clear priorities, and disciplined execution.

Portfolio direction was decisive for this performance. Combined operations in the **upper-middle and middle-income** segments made it possible to balance positioning, demand, and financial security. Projects intended for middle-income customers showed **good sales velocity** and margins compatible with the business model. On this basis, the Company is preparing for a new growth cycle, with **launch targets between R\$ 2.5 billion and R\$ 3.5 billion in Potential Sales Value (PSV)**, representing **growth of nearly 50%**, supported by efficiency, productivity, and consistent execution.

R\$ 2.6B

in properties

RECORD DELIVERY VOLUME

100%

of

CORPORATE TARGETS ACHIEVED



Strategic decisions reinforced long-term value creation. The **acquisition of 47% of real estate developer Adolpho Lindenberg** strengthens a partnership built consistently and adds relevant capabilities to the Company's strategy. In parallel, we moved forward with the professionalization process, expanding structures, bringing in new talent, and strengthening governance, in a movement that expresses our ability to learn, continuously update ourselves, and pursue innovations that enhance management and support the evolution of the business, always with integrity, commitment, and responsibility.

In the social field, the strengthening of internal capabilities in the People team has been consolidated over the past three years. We expanded our focus on the leadership pipeline, which translates into the development of our leaders, reinforcing skills, values, and responsibilities.

The **customer experience** has become consolidated as a strategic asset. Even with a significantly larger volume of customers, the team's targets were met, with deeper post-sales monitoring, supported by a **new CRM (Customer Relationship Management) system, satisfaction surveys, and service quality metrics**. Organic referrals remain one of the most legitimate and efficient vectors of growth, supported by trust in the product delivered and in the relationship built.

The period also highlighted structural challenges in the sector, especially the **shortage of labor in the construction industry**. This context accelerated the industrialization agenda, focusing on more efficient and predictable processes, lower dependence on labor-intensive activities, and waste reduction. In the corporate environment, we advanced in automating routines in areas such as **Human Resources (HR), customer**

satisfaction, and technical assistance, with the aim of increasing productivity, making workflows more agile, and strengthening service quality. In this movement, technology, including **artificial intelligence**, still in the early stages of implementation, is treated as a means of enhancing people's actions, reducing mechanical tasks, and freeing up time for higher value-added activities.

The sustainability agenda remained integrated into the business strategy. There was a focus on environmental fronts related to the production chain and construction sites, with priority given to controls, compliance, and eco-efficiency. Impact management is treated as an inseparable part of the Company's longevity, reconciling technical rigor and economic feasibility.

This rigor is reflected in concrete practices. The **management of contaminated areas** is conducted by a dedicated and specialized team. **Licensing for the EZ Esther Towers project** was completed after approximately **six years** of



EZ Mark

+R\$ 3M

in investment

IN LICENSING FOR THE EZ ESTHER TOWERS PROJECT



decontamination work and **investment exceeding R\$ 3 million**. Progress was also made in improving technical partnerships to make licensing processes more objective, while maintaining the necessary robustness.

At the end of the cycle, **Eztec** consolidates results and maintains clarity regarding the challenges ahead. The performance achieved reflects financial discipline, quality, and punctuality in deliveries. The Company will continue strengthening internal capabilities, investing in efficiency, and conducting the ESG agenda with responsibility and consistency, always aligning strategy, operations, and impacts.

We enter the next cycle with a solid foundation, clear goals, and a permanent commitment to responsible business conduct and excellence in every delivery.



Unique Green Tourmaline

03.

Sustainability Report
2025

SASB IF-HB-000.C, IF-HB-000.B, IF-HB-000.A, IF-HB-410B.2

03 Year Highlights

785 employees	ACQUISITION OF 47% of real estate developer Adolpho Lindenberg	Issuance of two Real Estate Receivables Certificates (CRIs), totaling approximately R\$ 775 million
R\$ 2.6 billion in properties <i>(sales record)</i>	1,854 residential units delivered	28 available plots of land
100% corporate targets met	100% of lots and residential units delivered developed on vacant or underused land, located in already consolidated urban areas	
12 projects launched in 2025	5.8 million m ² of built area	71 NPS
2,566 units sold in 71 distinct projects	R\$ 2.4 billion in launched PSV <i>(Potential Sales Value)</i> , of which R\$ 1.9 billion has already been sold	89% participation in the first engagement, climate, and culture survey



Recognitions

The recognitions earned by Eztec in 2025 represent the credibility and trust built throughout its history, supported by the consistency of its deliveries — with quality, punctuality, and permanent attention to the customer experience. Across different fronts, these results reflect the market’s and the public’s perception of the Company’s solidity and of the value generated by its projects.



Top Imobiliário

One of the traditional awards in the real estate market, recognizing the performance and relevance of developers and projects in the sector.



2nd
place

Most Loved Brands in São Paulo

2nd place in Veja São Paulo’s ranking, in the “Construction Company or Developer” category, evidencing the brand’s institutional positioning and the bond built with stakeholders.



Prix d'Excellence

An international award that recognizes projects with attributes of excellence and high quality, reinforcing the technical solidity and engineering standards that are part of Eztec’s competitive advantage.



Certifications

CRE8

Eztec seeks to incorporate sustainability criteria into the development of its projects, adopting benchmarks recognized by the market to qualify projects, construction sites, and operating assets. In this context, the Company has environmental certification initiatives that help guide more efficient choices, strengthen project performance, and demonstrate alignment with industry best practices.

Environmental certifications have been pursued in Eztec developments by adopting internationally recognized systems such as LEED - Leadership in Energy and Environmental Design; progress is monitored through the CRE8 (Construction and Real Estate) indicator of the Global Reporting Initiative (GRI). The adoption of rating, labeling, and certification schemes reinforces the Company's commitment to the continuous improvement of its assets, both in new buildings and in projects in operation.



EZ Towers



EZ Esther Towers



Among Eztec's environmentally certified projects, the following stand out:

EZ Towers, a commercial asset that obtained LEED (*Leadership in Energy and Environmental Design*) certification, an international system for assessing the environmental performance of buildings. The project obtained LEED v3 for Core & Shell certification, Gold level, during the construction stage, and LEED v3 O+M certification, Platinum level, during the operation and maintenance stage, reflecting attributes associated with efficiency and the quality of building management throughout its life cycle.

EZ Parque da Cidade, a residential project that obtained AQUA-HQE certification in 2023, a benchmark that attests to the adoption of practices focused on the environmental quality of construction. The presence of this certification in the portfolio reinforces the Company's attention to social and environmental aspects from the design and execution stages of projects.

In addition to already certified assets, Eztec is also moving forward in expanding this scope. **EZ Esther Towers**, currently under construction, is in the process of seeking LEED v3 for Core & Shell certification, demonstrating the continuity of the Company's efforts to incorporate recognized environmental criteria into new projects.

	2023	2024	2025
Active certifications in the portfolio	2	2	2
Percentage of certifications, assessments, or labels achieved within the portfolio	1.7	1.1	1.03
Total assets within the portfolio	177	184	194



EZ Parque da Cidade



04.

Sustainability Report
2025



04

GRI 2-1, 2-6

Eztec

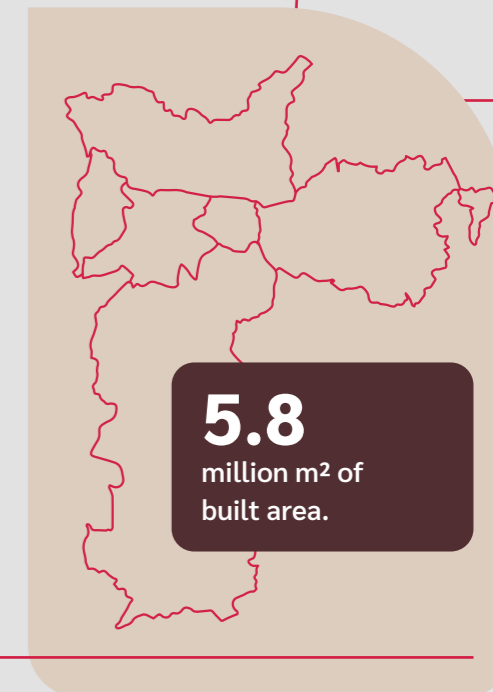
Eztec is one of Brazil's leading developers and construction companies, with specialized operations in the São Paulo market. Since its founding, the Company has operated exclusively in the state of São Paulo, which strengthens regional knowledge and proximity to customers, construction sites, and suppliers. **Its presence extends throughout the city of São Paulo and its metropolitan region,** consolidating its geographic reach and execution capacity in different urban contexts.

Throughout its history, Eztec has been building quality of life ahead of its time, materializing projects that become benchmarks in architecture, technology, design, and efficiency. More than developing residential and corporate projects, the Company aims to create new ways of living and relating to the city, combining technical repertoire and inspiration from global references to deliver solutions aligned with innovation and market transformations.

By 2025, the Company had:

194
projects launched

46,312
units delivered



With a lean structure, which facilitates portfolio adjustments to market dynamics, the Company operates across different income brackets, focusing on the middle and high-income segments, while maintaining a diversified portfolio that also includes corporate projects. This versatility is supported by an operating philosophy guided by transparency and close relationships with customers, with constant attention to architectural standards and the quality of finishes in each project.

Listed on B3's Novo Mercado since June 2007, Eztec is controlled by a family group that is present and active in day-to-day operations. Throughout its corporate evolution, the Company carried out reorganizations aimed at strengthening its corporate structure and enabling the trading of shares on the stock exchange, associated with EZ TEC Empreendimentos e Participações S.A., while preserving the essence that supports its trajectory: solidity, consistency, and commitment to quality in delivery.



Mission

Continuously seek the satisfaction of our customers, to further strengthen the brand's solid reputation in the real estate market and the return to our shareholders.



Vision

Be recognized as the best company in the real estate market, focusing on quality, punctuality, and profitability.



Values

Be recognized as the best company in the real estate market, focusing on quality, punctuality, and profitability.

- Ethics and Transparency;
- Respect for Life;
- Quality and Punctuality;
- Respect for Society and the Environment;
- Profitability and Solidity;
- Commitment.

Eztec Culture

Eztec's organizational culture is guided by three pillars that support the way the Company makes decisions, executes, and relates to its stakeholders: Excellence, People, and Results.

Excellence (how we do it)

Everyone's responsibility

- Consider customers' needs in all our actions and decisions;
- Commit to quality and punctuality;
- Practice the culture and execute the strategy.

01.



People (who does it)

Pride in belonging

- Promote people development, enhancing each professional's best performance
- Act in a committed, integrated, and collaborative manner;
- Ensure meritocracy and value long-term relationships.

02.



Results (what we deliver)

Longevity and legacy

- Grow with profitability and efficiency;
- Dare and manage risks responsibly;
- Innovate and improve to create value.

03.





Timeline

1979
Founding
of Eztec Engenharia Ltda.

2005
Corporate reorganization
Incorporation of Eztec Empreendimentos e Participações S.A.

2007
Initial public offering
Listing on B3's Novo Mercado.

2010
Developer of the Year
Recognition for performance.

2008
Launch of the first commercial project
Mundo.

2000
Operating expansion
3,258 units launched in 19 projects.

2006
Eztec Vendas
Creation of the in-house real estate agency.

2012
Start of construction on EZ Towers
Milestone in operations in the corporate segment.

2013
Mega-condominiums
Entry into the mega-condominium segment (Cidade Maia and Jardins do Brasil).

2016
EZ Towers - Tower B
LEED Core & Shell certifications – Gold level (construction).

2015
EZ Towers - Tower A
LEED Core & Shell certifications – Gold level (construction)

2018
EZ Towers - Tower A
LEED Operations & Maintenance certification - Platinum level (operation).

2017
Completion of EZ Towers sales
Distribution of interim dividends of R\$ 2.62 per share.

Launch of the Fit Casa brand
Economic segment (first project in Downtown São Paulo) and international recognition of EZ Towers (Prix d'Excellence).

2019
EZ Parque da Cidade
Launch of the mixed-use corporate complex.

EZ Towers - Tower B
LEED Operations & Maintenance certification - Platinum level (operation).

2021
Minha Casa, Minha Vida
Delivery of the first project in the Minha Casa, Minha Vida program (Fit Casa Brás).

1st Greenhouse Gas (GHG) Emissions Inventory.

2022
Eztec Culture
ESG Strategy, structuring of committees and the Ethics Channel.

1st Company Sustainability Report.

Beginning of reporting to the CDP Climate Change Questionnaire (Score C)

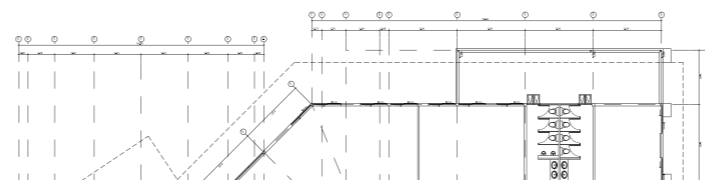
2023
Consolidation of the ESG agenda
Implementation of strategies in the Environmental, Social, and Governance pillars.

AQUA-HQE Certification
Ez Parque da Cidade.

2024
Celebration of 45 years
Modernization of visual identity and resumption of the launch strategy.

2025
Adolpho Lindenberg
Acquisition of 47% of real estate developer Adolpho Lindenberg and sales record.

Approval of the Company's new 2026/2027 ESG Plan.





Business Strategy

Eztec’s business strategy in 2025 was guided by a clear direction: execute efficiently, maintain capital discipline, and strengthen market positioning, ensuring value creation in the short, medium, and long term. In an environment still marked by high interest rates and greater consumer selectivity, the Company prioritized decisions that balanced financial security, commercial assertiveness, and delivery quality, sustaining its reputation and expanding the foundations for subsequent cycles.

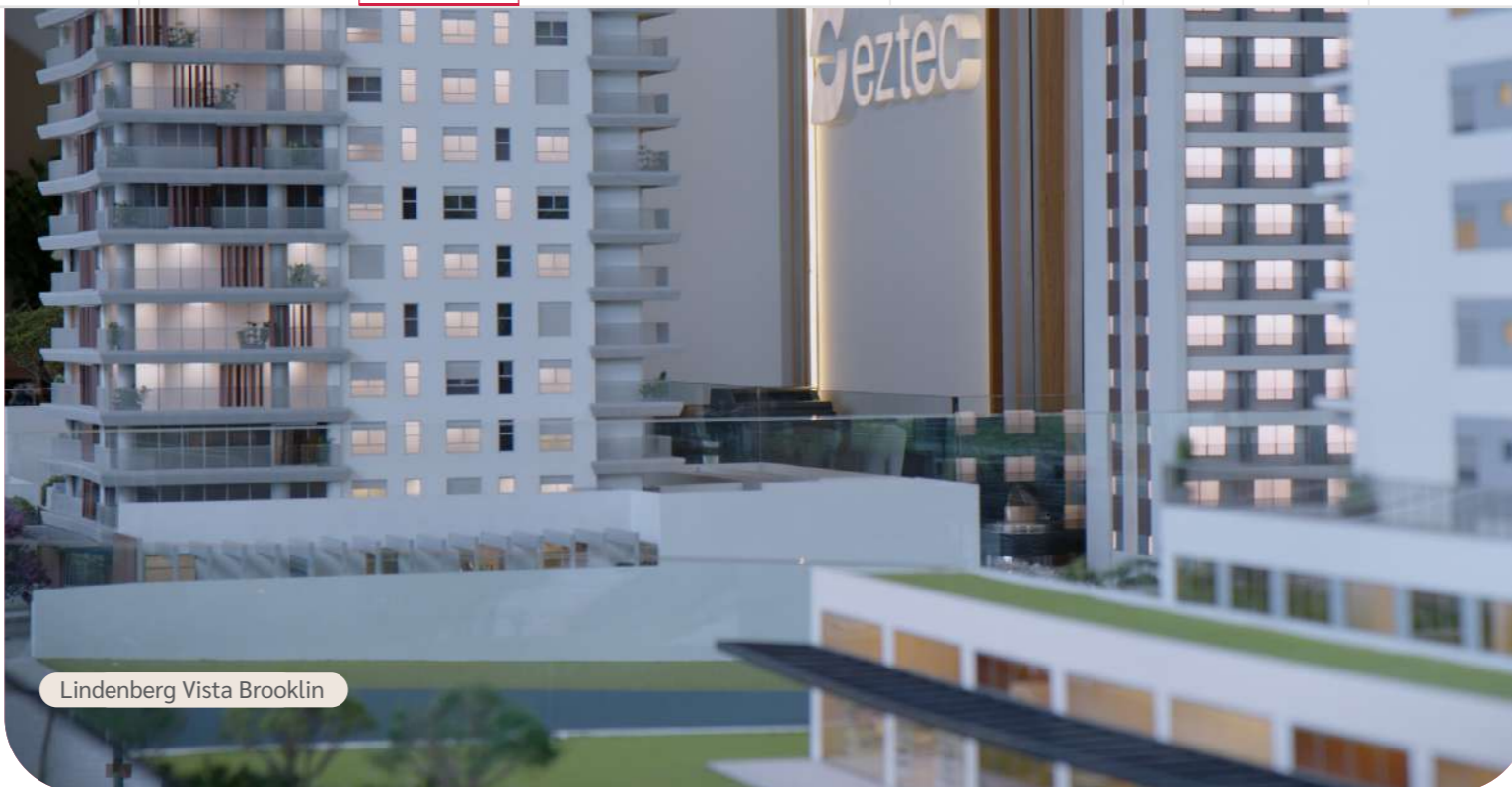
Throughout the year, decision-making was anchored in priorities that reinforce the “Eztec way” of operating: discipline in project selection, a regional focus with an in-depth reading of the São Paulo market, and execution oriented toward punctuality, cost control, and finishing standards. This direction was especially relevant in forming a launch pipeline with strong commercial performance — particularly products for the middle-income market segment — and in preserving a liquidity structure that provides autonomy to invest, navigate adverse scenarios, and prudently seize opportunities.

Evolution to

R\$ 2.3 billion

in PSV

OF LAUNCHES



Lindenberg Vista Brooklin

Annual evolution of launch PSV

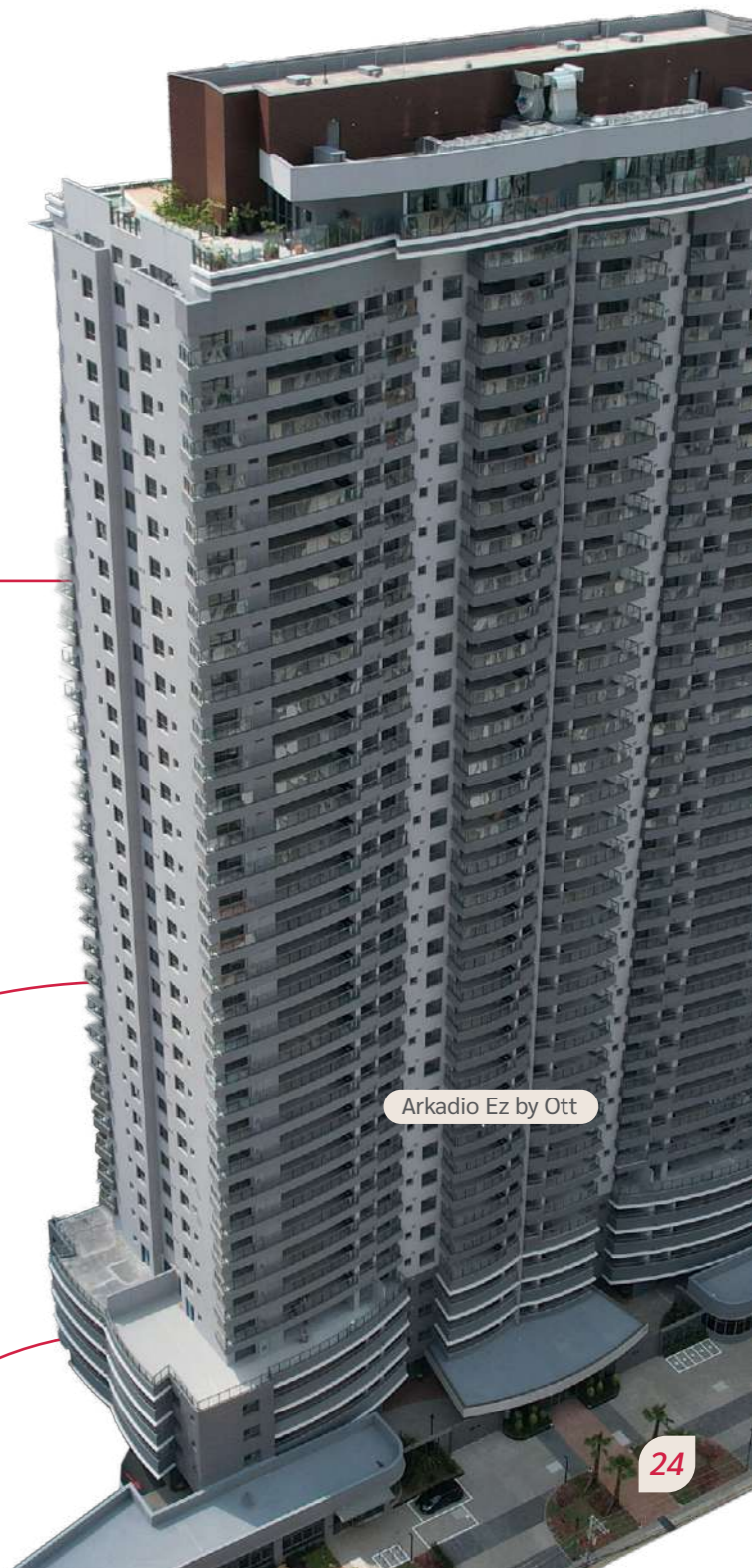
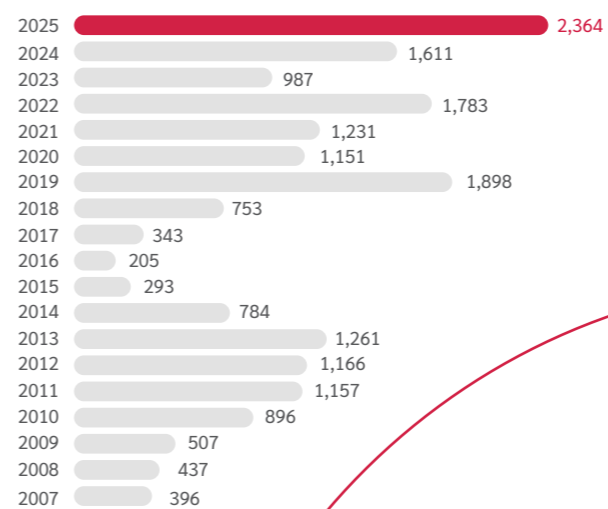
In 2025, Eztec recorded a significant evolution in launch PSV, increasing from R\$ 1,611 million to R\$ 2,364 million. This result was supported by improvements in schedule management and coordination among teams, with a focus on predictability and execution discipline — decisive elements for meeting the planned launch volume, with sales following the expected pace.

In addition, the Company established targets and deadlines for each stage of the process, which increased planning accuracy and reduced the risks of delays throughout the year.

In this process, the Development department played a central role by coordinating workflow among the teams, integrating development, product definition, and point-of-sale preparation. This work contributed to greater fluidity and reflected the maturation of leadership, strengthening the autonomy to execute launches on a larger scale, with organization and consistency.

Annual evolution of launch PSV %EZ (in millions)

Potential Sales Value of launches for the year since the IPO



Arkadio Ez by Ott



Operating Model

GRI 2-6

Eztec operates with an integrated end-to-end model, structured to maintain control and predictability throughout the entire value chain. This integrated vision strengthens execution capacity and enables more consistent decisions on portfolio, risks, schedules, and customer experience, from the beginning of the journey to post-sales.

In simplified terms, the model is organized into key processes that feed back into one another and support performance:

Land Acquisition

- Acquisitions paid mainly in cash, without swaps;
- Search for strategic projects outside obvious regions;
- Cycle forecasting and capacity to deal with encumbered and contaminated land.

The process involves

- Land search;
- Analysis of potential projects;
- Land acquisition;
- Land decontamination (when necessary).

Project Development

- Projects with demand and suitability analyzed in advance;
- Objectives: anticipate trends and maximize profit;
- Compliance with requirements and the profile of each region to maintain the reputation of the Eztec brands.

The process involves

- Architectural and engineering designs in several specialized disciplines;
- Interior design for common areas.

Marketing and Sales

- Large team of experienced brokers, Eztec Vendas partners;
- Structuring of a new sales house, Eztec Brokers;
- Use of various tools, such as apps, Mega Stores, and model units.

The process involves

- Prospecting current and potential customers;
- Marketing and sales promotion campaigns;
- Monitoring the signing of sales contracts;
- Customer financing.



Construction

- Excellence in planning and construction progress control;
- Planning and management of production costs;
- Supply management;
- Quality, safety, and environmental management;
- Punctuality in delivery;
- High product quality;
- Management and Excellence Program (PGE).

The process involves

- Planning;
- Construction;
- Management;
- Quality, safety, and environmental management;
- Delivery of units;
- Technical assistance and management of completed units.

Post-Delivery and Financing

- Alternative financing line offered to customers, supported by a robust balance sheet with high liquidity.

Competitive Advantages

Eztec's positioning is based on advantages aligned with its way of operating and with the value recognized by the market:

- 1. Solidity:** proven by its financial balance and partnerships with renowned architecture, engineering, landscaping, and construction companies;
- 2. Transparency:** providing customers with all documentation even before the contract is signed;
- 3. Warranty:** each Eztec property, from the date the Occupancy Permit (Habite-se) is issued, has a five-year warranty for structural elements; other items are covered according to the applicable regulatory standard;
- 4. Punctuality:** and commitment to the consumer, completing its projects under the agreed conditions and within the established deadlines;
- 5. High-end finishing standards:** every detail is designed so that all projects offer comfort, durability, and ease of maintenance.



As a relevant competitive advantage, the Company offers customers the possibility of direct financing, with terms of up to 20 years. This flexibility expands access to housing, including in more challenging macroeconomic contexts, such as periods of rising interest rates.

This advantage is strengthened by structural factors of the business model, such as vertical integration, operating versatility (from the Economic Segment to the High-Income Segment; from residential to corporate), operating liquidity, and resilient partnerships with local suppliers, supported by urban knowledge and proximity to construction sites.



Operating Markets

Operations in the residential and commercial markets are structured based on objective positioning and pricing criteria, which guide product development, portfolio composition, and marketing strategy.



Residential

The unit ticket and the price per square meter (m²) are central criteria for classifying projects and directing value propositions, ensuring adherence to demand and margin consistency for different customer profiles. In this portfolio, the Company organizes its offering into brackets that reflect product attributes, location, and target audience.

HIGH-INCOME AND ULTRA-HIGH-INCOME SEGMENTS

- Ticket above R\$ 1.2 million and m² above R\$ 20,000, in projects with distinctive specifications, architecture, and experience.

Commercial

Operations are divided between corporate floor plates — including AAA corporate towers and single-user towers — and office suite projects. In general, these are projects with a greater probability of negotiation closer to or after the completion of construction.



UPPER-MIDDLE-INCOME SEGMENT

- Ticket between R\$ 700,000 and R\$ 1.2 million and m² starting at R\$ 9,000.

MIDDLE-INCOME SEGMENT

- Ticket between R\$ 350,000 and R\$ 700,000 and m² up to R\$ 9,000.

ECONOMIC SEGMENT

- Ticket up to R\$ 350,000 and m² up to R\$ 9,000, with the possibility of eligibility under the Federal Government's Minha Casa Minha Vida Program (MCMV).

SMART LIVING

- Product format with ticket up to R\$ 700,000 and m² starting at R\$ 9,000, aimed at consumers seeking practicality and location.

Active Subsidiaries

This strategy is supported by a structure of subsidiaries and corporate vehicles that enhance the integrated vision of the business and increase efficiency, specialization, and governance in the management of projects.

Residential

Eztec operates not only in the sale of properties, but also in activities related to construction, including supervision, studies, projects, and the execution of construction and civil engineering services.

180 COMPLETED projects

HIGH-INCOME AND ULTRA-HIGH-INCOME SEGMENTS

The Company relies on Construtora Lindenberg, which strengthens opportunities and enables projects based on synergies and complementarities between the organizations. This partnership supports operations in projects with tickets above R\$ 1.2 million and m² above R\$ 20,000, driving Eztec's positioning in higher value-added segments.

UPPER-MIDDLE-INCOME SEGMENT (INCLUDING SMART LIVING)

The structure may involve Special Purpose Entities (SPEs) directly controlled by or associated with Eztec, expanding flexibility and governance in the management of projects.

ECONOMIC SEGMENT

The Company has the dedicated operations of Fit Casa. Established in 2018, the subsidiary focuses on economic units included in Bracket 3 of Minha Casa, Minha Vida, intended for families with monthly urban income between R\$ 4,400.01 and R\$ 8,000.00. Fit Casa projects have tickets of around R\$ 264,000 and m² up to R\$ 9,000, serving customers who want to stop renting and value cost-effectiveness, with attractive margins compared with market benchmarks.





Commercial

Operations in this segment are conducted through EZ INC and SPEs controlled by it, or jointly developed, ranging from office suites to corporate floor plates and AAA single-user towers. Projects such as EZ Towers and EZ Esther Towers illustrate the standard of quality and security associated with this portfolio.

The market strategy is also supported by an in-house commercial structure. Eztec Vendas, a real estate agency founded in 2005, plays a strategic role in marketing the Company's projects, bringing together more than 800 independent associate brokers, in addition to working with partner real estate agencies and brokers.

14 COMPLETED PROJECTS
and under construction



in this segment

This team operates with the support of SIVEZ, an exclusive sales system developed internally and integrated with the CRM, with artificial intelligence resources and features aimed at efficiency, monitoring, and the quality of the commercial journey.



THE MOST SOLID CONSTRUCTION COMPANY IN THE MARKET



EZ Towers



EZ Towers

+15,000 m² land area | 2 towers |
94,000 m² gross leasable area | FIABCI,
LEED, Master Imobiliário Award



EZ Esther Towers

2 Towers | 86,000 m² gross leasable
area | LEED pre-certification



EZ Mark

2 Towers | offices from 48 m² to
1,565 m² | Master Imobiliário Award



Business model

Inflows

01



FINANCIAL

- Revenue
- Financing
- Investments
- Assets
- Third-party capital



NATURAL

- Water
- Energy
- Organic inputs (wood, petroleum) and inorganic inputs (iron, limestone, clay, sand, crushed stone)
- Land



SOCIAL AND RELATIONSHIPS

- Customers
- Suppliers
- Brokers
- Shareholders and investors
- Public authorities
- Community
- Employees
- Partners



MANUFACTURED

- Offices
- On-site sales office
- Buildings



INTELLECTUAL

- Digital transformation
- Knowledge management
- Construction methods
- Brand value added
- Urban planning and legal knowledge
- Reputation

02

Activities



MISSION, VISION, AND VALUES

ESG STRATEGIC PILLARS

Environmental: sustainable projects, eco-efficiency, waste management.

Social: supplier management, relations with employees and customers, health and safety.

Governance: ESG governance and integration, ethics and transparency, socioeconomic development.



PRODUCTS AND SERVICES

Real estate development, building construction (residential, commercial, nonresidential), property marketing (sale, lease), real estate financing.

03



FINANCIAL

- Distribution of dividends
- Value in taxes, fees, contributions, and urban operations
- Remuneration of equity and third-party capital
- Remuneration of employees and partners
- Operation subject to economic cycles
- Low financial leverage

Results



NATURAL

- Environmental management
- Land rehabilitation
- Environmental compensation
- Waste generation and management
- Use of natural resources



SOCIAL AND RELATIONSHIPS

- Transformation and modernization of the urban environment
- Relationship with surrounding communities
- Labor-, input-, and service-intensive activity
- Improvement of surrounding infrastructure (CEPACs - Certificates of Additional Construction Potential - and urban planning obligations)
- SAC - Customer Service and digital channels
- Customer experience
- Population densification
- Training of young people
- Consolidated culture
- Care for employee well-being
- Capacity building and training
- Job creation
- Management of work-related accident risks



MANUFACTURED

- Efficient, modern, and sustainable residential buildings
- Efficient, modern, and sustainable corporate towers



INTELLECTUAL

- Use and development of rationalized construction methods
- Contracting and partnerships with startups
- Organizational knowledge
- Technological development





Unique Green - Emerald and Tourmaline



05.

Sustainability Report
2025

05

Financial and Operating Performance

In 2025, Eztec consolidated financial and operating performance supported by execution discipline and the strengthening of foundations for a new growth cycle. In a challenging macroeconomic context, marked by high interest rates and direct impacts on the cost of real estate credit, the Company achieved 100% of the established targets, recorded historic sales records, reaching PSV of R\$ 1,948 million in net sales, and consolidated its position of solidity with a prudent financial strategy and assertive product selection and marketing. This result was driven especially by the success of middle-income launches,

with good sales velocity and margins aligned with those required to support the business model.

Eztec maintained a comfortable liquidity position and flexibility to conduct investments and commitments responsibly. One of the milestones of the year was the issuance of two CRIs, totaling approximately R\$ 775 million, which expanded the Company's presence in the debt capital market and strengthened the balance sheet to support relevant commitments planned for 2026, while also creating room for new investments.

Approximately

15%

growth in

POTENTIAL SALES VALUE

R\$ 1,948

million

IN NET SALES





Unique Green - Emerald and Tourmaline

Resource allocation in 2025 followed a clear logic, oriented toward preserving liquidity and maintaining growth capacity: investment in new businesses, especially land acquisition and payment of grants; support for administrative and commercial expenses necessary for operations, including approximately 400 administrative employees; and payment of financial commitments related to financing. In addition, in accordance with the strategy and resolution of the Board of Directors, the Company evaluates shareholder remuneration through dividends.

From an operational standpoint, 2025 was a highlight year in execution and in the formation of a solid base of successful launches — a determining factor for revenues and profits in the coming cycles, considering the dynamics of the sector, in which the recognition of results follows the progress of construction. The Company also recorded the highest delivery volume in its

history, with an essential portion of projects completed with resource savings, which translated into efficiency gains and contributed to performance in the period.

Project management also incorporated portfolio and risk decisions. In 2025, the Company directed part of its allocation through the sale of interests in certain projects, such as operations linked to Minha Casa, Minha Vida, and the sale of land with more complex or longer-term development. The objective was to optimize capital allocation, reduce exposure, and share risks with experienced partners or with buyers willing to assume them.

In the production chain, the Company monitored cost pressures associated with imported inputs, such as copper and, in previous periods, steel. Part of this movement is absorbed by the dynamics of sales price adjustment through the INCC.

The main challenge, however, has been the shortage and cost of labor, which, in certain contexts, rise above the index. Given this scenario, Eztec intensified the search for more industrialized and efficient processes, with less waste and greater predictability, emphasizing productivity and execution discipline — a direction aligned with the sustainability agenda applied to construction sites.

The Company also monitors the possible implications of tax reform for the sector. The introduction of new taxes, such as IBS and CBS, tends to change economic

incentives related to industrialization, making the adoption of precast components more attractive and rebalancing the cost relationship between in-house labor and industrialized solutions, with effects on competitiveness and cost management over time.

Risk management, controls, and integrity of operations

GRI 3-3

Risk management in 2025 was reinforced by relevant advances in controllership and governance, with a focus on transparency and integrity in operations. The Company implemented partner portals and expanded the use of tools such as Power BI to facilitate access to information and support decision-making. Throughout the year, internal audit and internal controls evolved into an even more strategic management tool, aimed at identifying weaknesses and acting preventively in areas of greater challenge — a movement that marked the maturation of the control environment.

This strengthening occurred in parallel with the arrival of new executive officers and the expansion of the leadership structure. The consolidation of objective rules and the maintenance of a solid governance culture were essential to support predictable growth, ensuring that organizational maturity keeps pace with the Company's evolution.

The Investor Relations (IR) team maintained a high standard of transparency and disclosure. As a pioneer, the Company implemented an AI solution on the IR website to accelerate answers to recurring questions, based on publicly disclosed materials, becoming the first to adopt this type of solution in the Brazilian capital market.

Risks and opportunities associated with climate change

GRI 201-2, SASB IF-HB-420A.2

Climate change represents a relevant topic for the real estate development and construction sector, both from the perspective of physical risks — related to adverse weather events — and transition risks, linked to regulatory, technological, and market changes. For Eztec, these factors may influence operating and financial performance, although they did not generate significant effects in the reporting period. Because of their potential future impact, these risks are monitored continuously, considering different time horizons and their possible repercussions on projects, the supply chain, costs, portfolio, and competitiveness.

Physical risks

Adverse and unexpected weather conditions may affect the execution of projects, with effects on schedules, productivity at construction sites, as well as the need for additional measures to ensure safety and operational continuity. More intense events, such as heavy rainfall, flooding, and heat waves, may require planning adjustments and, in certain situations, unplanned investments, with repercussions on deadlines and costs. The Company also considers possible interruptions in water and energy supply — critical inputs for the sector —, as well as indirect impacts on the supply chain, such as logistical delays and temporary shortages of materials resulting from severe weather events. In this context, strengthening operational resilience and preventive planning contributes to the long-term sustainability of the business.

Transition risks

The Company recognizes that structural materials used in civil construction, such as concrete, are associated with relevant carbon dioxide emissions throughout the production chain. The evolution of regulatory requirements, efficiency standards, and market expectations may accelerate demand for lower-impact construction solutions, with the potential to require adjustments in project development, material specifications, and the adoption of new execution methods. This movement may imply additional investments and technical improvements, while also generating opportunities for eco-efficiency gains, waste reduction, and process innovation. Eztec also monitors increasing stakeholder demands for more sustainable projects, which may influence decisions related to processes, costs, and market positioning over time.

Risk management process

The risk management structure ensures processes for identifying, treating, and monitoring the main risks to which Eztec is subject, as well as effective mitigation instruments, in accordance with its risk appetite. This process aims to support the achievement of strategic planning goals. In the identification stage, different instruments are used, including:

- Area audits;
- Compliance tests;
- Information from business teams;
- Interviews with employees.

In the context of climate change, this structure makes it possible to monitor risks across different



time horizons. In the short term, events such as heavy rainfall and flooding stand out, with a more direct impact on construction progress. In the medium term, possible effects on the supply chain and increased climate-related regulatory requirements become more relevant. In the long term, the Company considers the growing need to adapt products, infrastructure, and construction practices to preserve its competitiveness in the face of more structural climate trends.

In response to this scenario, Eztec adopts integrated mitigation and adaptation strategies. These include: prior management of environmental risks in land acquisition, including assessment of susceptibility to flooding and urban infrastructure conditions; continuous monitoring of the supply chain, with a focus on anticipating climate-related shortages or interruptions; and the incorporation of preventive solutions from the initial phases of projects, when necessary. The Company also maintains active management of suppliers and partners, promoting greater engagement in ESG practices and disseminating good social and environmental practices in its operations.



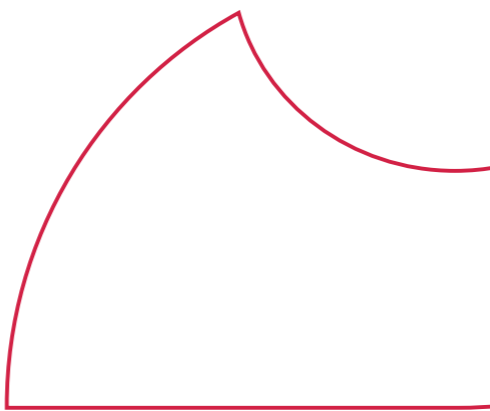
Economic value generated and distributed

GRI 201-1

Direct economic value generated (R\$ thousand)

	2023	2024	2025
Revenues	1,364,568	1,866,194	1,914,264

Revenue refers to the sum of the amounts indicated in the Revenue and Value Added Received in Transfer line items in the Statements of Value Added (SVA).

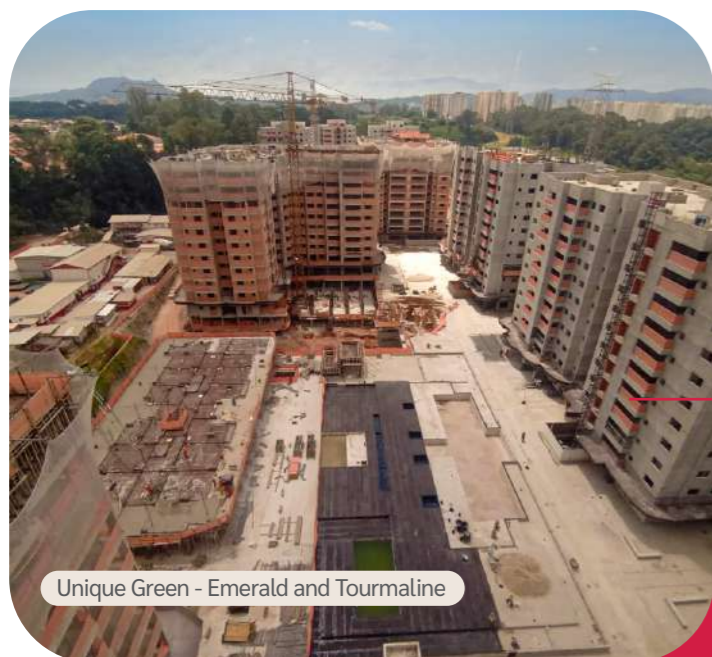


Economic value retained (R\$ thousand)

	2023	2024	2025
	182,593	308,511	226,208

Economic value distributed (R\$ thousand)

Contractual relationship	2023		2024		2025	
	Amount (R\$)	%	Amount (R\$)	%	Amount (R\$)	%
Operating costs	875,435	64.2	1,188,272	63.7	1,046,403	54.7
Employee wages and benefits	110,740	8.1	104,097	5.6	106,545	5.6
Payments to providers of capital	114,138	8.4	165,098	8.8	407,423	21.3
Payments to government (by country)	81,662	6.0	100,217	5.4	127,685	6.7
Investments in the community	0	0.0	0	0.0	0	0.0
TOTAL	1,181,975	86.6	1,557,684	83.5	1,688,056	88.2



Unique Green - Emerald and Tourmaline



Indirect economic impacts

GRI 203-2

Eztec's operations in the development of real estate projects in the city of São Paulo generate relevant indirect economic impacts, inherent to the very nature of real estate development and construction activities. By mobilizing capital, labor, and a broad production chain, its projects influence the urban and economic dynamics of the regions where they are implemented, contributing to the generation and distribution of value among different stakeholders.

This effect is manifested first in the mobilization of an extensive network of suppliers, service providers, and specialized professionals. Each project mobilizes engineering companies, architecture firms, technical consultancies, logistics, construction materials, and outsourced labor,

driving economic activity and contributing to the generation of indirect jobs at different stages of the project. Beyond the production chain directly associated with construction sites, projects stimulate commerce and services in the surrounding areas, both during the execution phase and after the properties are occupied.

In addition, indirect economic impacts are reflected in the urban transformation of the areas where the Company is present. By expanding the housing supply and fostering the consolidation of strategic regions of the city, projects may support urban improvement and real estate appreciation processes, in line with the municipality's development guidelines. This movement also affects public revenue, through taxes levied on economic activity and property, in addition to the urban planning obligations provided for under applicable legislation.

Another relevant aspect concerns the technical strengthening of the sector. By demanding qualified professionals, innovative construction solutions, and greater specialization in project execution, the Company enables the development of skills throughout the production chain, with potential structural effects on professional training and the evolution of the real estate and civil construction market.



At the same time, the organization recognizes that its activity may also be associated with temporary or potential impacts in the regions where it operates, such as increased traffic, noise, and greater demand for urban infrastructure during the construction period. In certain contexts, real estate development may influence local price dynamics and put pressure on existing public services and urban structures. These effects, however, are inherent to urban activity and are considered in the planning and execution of projects, with strict observance of the applicable regulatory framework and legal requirements.

In this sense, the Company's indirect economic impacts should be understood in light of the regulatory context that guides urban development in the city of São Paulo. The activity is embedded in a normative environment structured by instruments such as the Strategic Master Plan, the Land Subdivision, Use, and Occupation Law, and the City Statute, which establish guidelines for density, mobility, the social function of property, and urban planning obligations. Adherence to this set of standards is a central element in ensuring that the value generated by projects is aligned with land-use planning and the city's development priorities.

In addition to legal compliance, we consider the growing expectations of stakeholders, such as investors, financial institutions, customers, public authorities, and local communities, who increasingly value companies' ability to contribute to structured, predictable, and responsible urban development. In this context, the proper management of projects, dialogue with the competent authorities, and mitigation of the impacts associated with the activity influence not only risk perception and investment attractiveness, but also the long-term sustainability of the business.

Although it does not maintain formal commitments to specific international agendas, **Eztec recognizes that its operations take place in an institutional environment increasingly influenced by global debates on urbanization and sustainability, such as those reflected in SDG 11 – Sustainable Cities and Communities.** Thus, its indirect economic impacts are intrinsically linked to the socioeconomic evolution of the city and to the need to balance economic development, urban planning, and corporate responsibility. From this perspective, we continuously monitor the regulatory context and stakeholders' needs, with the purpose of ensuring that our presence drives the structured and sustainable development of the municipality.



Infrastructure investments and services supported and government assistance

GRI 203-1, 201-4

By 2025, cumulative investment of R\$ **20,679,574.55** had been made in the construction of Parque Mooca and in initiatives focused on urban infrastructure. The actions included the implementation and renovation of squares and public spaces, as well as support for the construction of community facilities, such as schools, sports spaces, and community centers.

These investments contributed to strengthening the local urban structure and expanding areas for social interaction and services, directly benefiting the population and promoting improvements in the community's quality of life.



Unique Green - Emerald and Tourmaline

Growth, investments, and market outlook



GRI 2-6

The year was also marked by relevant expansion and positioning movements. The acquisition of 47% of Lindenberg in early 2025 stands out as a strategic decision to strengthen the portfolio and expand capabilities. For 2026, the Company ended the period prepared for a new growth cycle, with expected launches between R\$ 2.5 billion and R\$ 3.5 billion, above the R\$ 2.4 billion recorded in 2025.

This direction occurs in a scenario in which the interest rate still significantly influences real estate credit. With financing and the Selic rate at high levels, the cost remains higher than in previous cycles. Even so, properties under construction tend to remain attractive because they provide price predictability during construction — through adjustment by the INCC, historically lower than bank credit rates — and because of the expectation of more favorable conditions when keys are handed over. In this context, the purchase decision remains anchored in the real economy, the need for housing, and price dynamics in the city of São Paulo.

ESG Strategy

GRI 2-22, GRI 2-24

The ESG agenda is an integral part of Eztec’s corporate strategy and vision for the future. Over the past few years, the Company has been structuring policies, practices, and control mechanisms aimed at the responsible management of environmental, social, and governance impacts, aligning operational performance, value creation, and business sustainability.

In 2025, continuing this maturation path, and in view of regulatory transformations and rising expectations from investors and other stakeholders, Eztec relied on the support of a specialized consulting firm to conduct a strategic and comprehensive diagnosis of the ESG agenda. The initiative aimed to consolidate existing structures, deepen the integration of ESG topics into corporate governance, improve risk manage-

ment, and define an evolution roadmap, with priorities established for the coming cycles.

ESG Diagnosis

The diagnosis was conducted through a structured methodology, with stages that included:

- Documentary analysis of policies, standards, controls, and indicators;
- Interviews with leaders and strategic teams;
- Assessment of operational practices and processes;
- Sector benchmarking and analysis of ESG references;
- Structuring of a technical-operational action plan.

The analysis considered four dimensions of ESG maturity — Legal Compliance, Policy, Management, and Performance —, allowing for an integrated assessment of regulatory compliance, institutional commitments, management mechanisms, and monitored results.

One of the main strategic drivers identified in 2025 was the strengthening of ESG agenda governance, with a focus on effective integration into decision-making processes and corporate risk management.

Among the prioritized initiatives, the following stand out:

- Consolidation of the structure responsible for the ESG agenda, with clear definition of responsibilities and reporting flows;
- Formal integration of ESG risks into the corporate risk matrix;
- Improvement of the crisis management program with an integrated approach;
- Structured planning for alignment with IFRS S1 and IFRS S2 standards and CVM Resolutions 193 and 227.

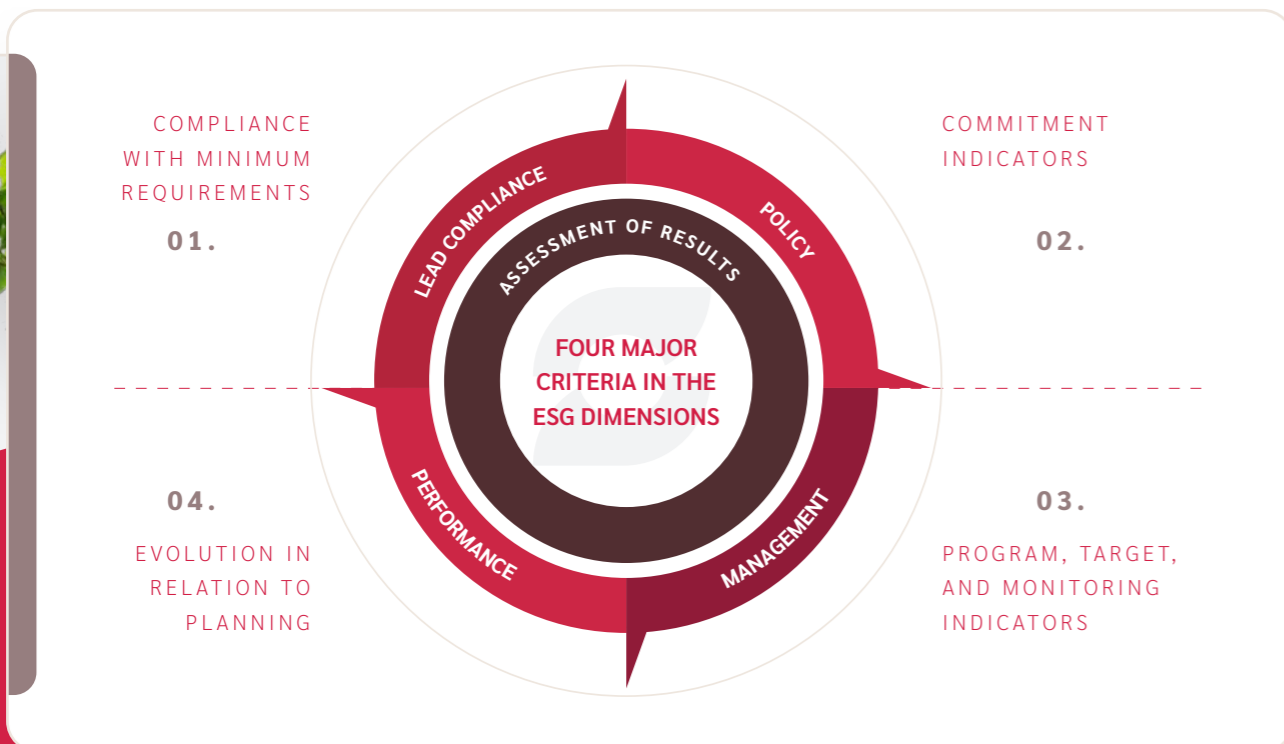
These advances reflect the understanding that sustainability and governance are not parallel agendas, but structural components of business strategy and value creation.

Based on the analyses carried out, Eztec structured an implementation roadmap with priorities, responsible parties, indicators, and milestones. The ESG strategy is now guided by a logic of integrated governance, systemic management of risks and opportunities, continuous monitoring, and progressive alignment with market best practices and regulatory requirements.

As part of the process, it provides for the preparation and review of policies and programs to provide greater predictability, qualify the management of operational and reputational risks, and expand consistency in the execution of the strategy across all business units.

Among the prioritized topics, the following stand out:

- Procurement policy and program with ESG criteria;
- Critical supplier management policy and program;
- Corporate climate change policy¹;
- Stakeholder engagement and relationship channels policy;
- Corporate social investment policy;
- Risk management policy and program;
- Crisis management policy and program;
- Marketing principles and commitments policy.



¹ With definition of commitments and recurring training, in addition to monitoring legal requirements and operating conditions.



In the environmental pillar, the strategic evolution defined for the next cycles focuses on qualifying the management of climate data, indicators, and commitments. The main fronts include:

- Improvement of environmental and occupational health and safety practices;
- Strengthening the management of environmental aspects and impacts;
- Evolution of environmental performance indicators;
- Improvement of reporting and the GHG emissions inventory (Scopes 1, 2, and 3), in accordance with the GHG Protocol.

The Company also recognizes that the effectiveness of the ESG agenda depends on a consistent organizational culture and internal engagement. In this context, the action plan includes:

- Inclusion of ESG topics in training and development programs;
- Improvement of internal communication on social and environmental performance;
- Advancement of social management and performance.

As a result, Eztec expands day-to-day understanding of the topic and consolidates the teams' co-responsibility in delivering the commitments made.



Commitment to the future

Eztec remains committed to the continuous evolution of its ESG strategy and understands that the integration of governance, sustainability, and performance is decisive to sustain resilience, competitiveness, and value creation.

futur

Engagement with relationship stakeholders

GRI 2-29

Eztec promotes engagement with its stakeholders through transparent communication and the integration of these perspectives into business processes, including the preparation of sustainability reports. This dialogue is essential to identify actual and potential impacts, understand needs and expectations, improve decision-making, and strengthen the management of risks and opportunities. At the same time, it supports the building of long-term relationships, meeting investor demands, and complying with regulatory requirements.

Participation in associations and voluntary commitments

GRI 2-28

In 2025, Eztec maintained its participation in a sector association as part of its voluntary commitments and institutional activities. The Company is a member of ABRAIN – Brazilian Association of Real Estate Developers, an entity that represents the sector and promotes dialogue with different stakeholders, contributing to the improvement of practices, the monitoring of regulatory topics, and the strengthening of the business environment.

In addition, Eztec participates in SindusCon-SP (Sao Paulo State Civil Construction Industry Association) and Secovi-SP (Sao Paulo Association of Residential and Commercial Real Estate Purchase, Sale, Leasing, and Management Companies), expanding its representative role and engagement in discussions relevant to the sector.

Materiality

GRI 2-29, 3-1, 3-2, 3-3

Materiality is a central instrument to guide Eztec’s ESG strategy, by identifying and prioritizing the topics most relevant to the business and its stakeholders. In line with the double materiality approach, the Company assesses in an integrated manner:

- The social and environmental impacts of its activities;
- The financial risks and opportunities associated with ESG topics.



The process for defining and reviewing materiality was established in 2023, with a biennial frequency, ensuring systematic updates of topics and governance over decisions, with monitoring and approval by the Board of Directors in the previous cycle.

Considering that, since the last formal update, no significant changes were identified in the business model, the sector regulatory context, or the main risks and opportunities, Eztec chose not to conduct a full materiality review in 2025. Thus, the focus of the cycle was to consolidate the ongoing strategic ESG review and prepare more robust foundations for the next formal review.

Even so, the 2025 process remained structured and aligned with best practices, starting from the material topics of 2023 and maintaining the premise of stakeholder weighting, ensuring comparability and methodological consistency.

The review incorporated, in addition to the topics already material, sector references from SASB, as



well as inputs from the listening process carried out during the ESG diagnosis. Engagement included:

- In-person workshop with 27 employees from different teams to reinforce concepts and prioritize topics;
- Web-based survey with 259 stakeholders, including customers, suppliers, surrounding community, shareholders/leadership, and ESG experts.

The analysis also emphasizes that these topics should guide strategic planning, indicators, and public commitments, with alignment with standards such as IFRS S1/S2 (International Financial Reporting Standards), SASB

(Sustainability Accounting Standards Board), and GRI (Global Reporting Initiative)

The result consolidated 15 topics, of which 9 were prioritized:

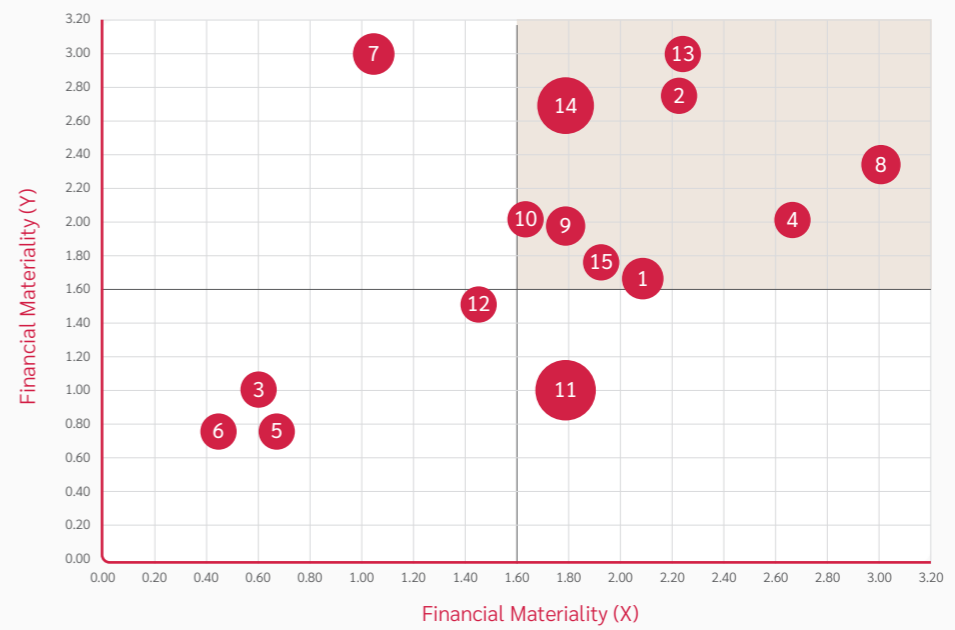
In the 2025 strategic materiality review, nine material topics were prioritized, eight of which were already part of the matrix from the previous edition. As an evolution of this cycle, the inclusion of the Critical/systemic risk management topic (SASB) stands out, incorporated in alignment with the guidelines of the IFRS S1 and IFRS S2 standards, reinforcing the integration of risk management and sustainability into corporate strategy and reporting processes.

- | | |
|---|---|
| 1. Attraction, development, and retention of employees | 9. Waste management |
| 2. Local development and community relations | 10. Critical / systemic risk management (SASB) |
| 3. Product design and life cycle | 11. Innovation and technology |
| 4. Human rights and labor relations | 12. Climate change |
| 5. Diversity, equity, and inclusion | 13. Data privacy and security |
| 6. Energy efficiency | 14. Health, well-being, and safety |
| 7. Ethics, integrity, and compliance | 15. Transparency and customer relations |
| 8. Supply chain management | |



Matrix Result

UPPER RIGHT QUADRANT





Dream View Sky Resort

06.

Sustainability Report

2025

GRI 2-24

06

Governance



Eztec's corporate governance supports the responsible conduct of the business, the integrity of decisions, and consistency in the execution of the strategy. In 2025, the Company advanced in the maturation of processes and in its ability to measure performance, expanding oversight of critical topics, also covering ESG dimensions.

In this context, internal guidelines and standards were consolidated in sensitive areas, with a focus on compliance and traceability. Initiatives focused on information security and the Brazilian General Personal Data Protection Law (LGPD) stand out, as well as mechanisms to improve payment traceability.

In the social field, the Diversity and Inclusion Policy was implemented, with good internal acceptance and organic evolution, broadening the view of diversity dimensions beyond gender.

In parallel, the Legal team expanded its strategic and preventive role, participating from the initial stages of processes and supporting decisions on a legal basis. This movement reinforced security and consistency in the conduct of the business and helped reduce reactive approaches, especially in matters that require coordination among governance, customer relations, and interaction with surrounding communities.



Governance Structure

GRI 2-9, 2-11, 202-2

The governance structure is composed of the Board of Directors, the Executive Board, and advisory committees, with defined roles and responsibilities. The Bylaws also provide for the possibility of installing a non-permanent Fiscal Council.

Statutory Organizational Chart



Silvio Ernesto Zarzur
Chief Executive Officer



Flávio Ernesto Zarzur
Vice President Director



Marcelo Ernesto Zarzur
Vice President Director and Commercial Director



Antônio Emílio Clemente Fugazza
Chief Financial and Investor Relations Officer



Mauro Alberto
Chief Administrative Officer



Roberto Mounir Maalouli
Chief Legal Officer



Silvio Iamamura
Chief Real Estate Operations, Development, and New Business Officer



Silvio Luiz Gava
Chief Technical Officer



Cristiane Giansante
Chief Human Resources Officer

H6
M1

In 2025, the Board included independent members and was composed of six men and one woman. On the Executive Board, 100% of members were from the local community*.

* Eztec defines "local community" as the national territory (Brazil)

Board of Directors

GRI 2-11, 2-12

The Board of Directors (BoD) is responsible for protecting and enhancing the Company's assets, in addition to cooperating with business continuity by guiding strategic direction and monitoring its execution. Its responsibilities include establishing the general direction of the business, setting strategic goals and guidelines, and ensuring the adoption and improvement of best corporate governance practices.

In accordance with the Bylaws, the BoD consists of at least five and at most nine effective members, elected and removable by the General Meeting, with a unified two-year term, reelection being permitted.

The chairmanship of the Board of Directors is held by Mr. Flavio Ernesto Zarzur, who also serves as Vice President Director of the Company.

Nomination and selection of the highest governance body



GRI 2-10

Eztec has a process for nominating and selecting board members that assesses skills profile, integrity, alignment with values and culture, absence of conflicts of interest, and availability of time and dedication to perform the role, including participation in meetings and prior reading of materials.

Among the criteria considered, the following stand out:

- Compatible educational background;
- Diversified professional experience;
- Knowledge of the sector;
- Unblemished reputation;
- Adherence to the Code of Ethical Conduct and internal policies.



Executive Board

GRI 2-13

The Executive Board conducts strategy and daily decision-making, ensuring execution, operational discipline, and alignment among teams. In 2024, the Company began a movement to strengthen controls and integration across internal fronts with the arrival of new executive leadership. In 2025, this direction was consolidated, with greater maturity of the teams and projects and with monitoring mechanisms incorporated into the management routine, expanding the ability to monitor performance and make adjustments with predictability.

In the scope of impact management, the Company reinforced executive responsibilities for economic, technical, and human capital topics, while maintaining specific bodies to support ESG topics and the People agenda.

Advisory committees

Eztec has committees linked to senior governance, which strengthen oversight, integrity, and consistency in the management of strategic topics.



Audit Committee

The Audit Committee is the advisory body directly linked to the Board of Directors, acting independently from the Executive Board. Its members are elected by the BoD, with a unified two-year term, reelection being permitted.

Main responsibilities:

- Give an opinion on the hiring and dismissal of the independent auditor;
- Oversee the external audit, its effectiveness, and independence;
- Discuss the external auditor’s annual plan and forward it to the Board;
- Assess quarterly information and financial statements;
- Monitor internal audit, compliance, and internal controls;
- Monitor risk exposures and recommend improvements to internal policies (including related-party transactions);
- Receive and handle information on non-compliance with legal and regulatory provisions, ensuring confidentiality.

Composition (2025):

- Nelson de Sampaio Bastos (Member and Independent Board Member);
- Anis Chacur Neto (Member and Independent Board Member);
- Antonio Carlos dos Santos Arantes (Member).

Ethics and Conduct Committee

The Ethics and Conduct Committee is an independent and autonomous collegiate body, established by the Board of Directors and applicable to Eztec and its subsidiaries. It acts when triggered and has central responsibility for ensuring compliance with the Code of Ethical Conduct, handling communications from the Ethics Channel (together with the Compliance team), and analyzing integrity risks and misconduct, with confidentiality and preservation of the reputation of those involved. Its members have a three-year term, reelection being permitted.

Composition criteria:

- Employees with minimum experience at the Company or independent professionals with an unblemished reputation and experience;
- Minimum age;
- Availability of time;
- Knowledge of the sector;
- Absence of conflict of interest;
- At least one member with anti-corruption knowledge.

Composition (2025):



- Marcella Grandjean Zarzur (Coordinator);
- Roberval Daiton Vieira Junior (Vice Coordinator);
- Nathan Lucca Marchi Moreira (Member).

ESG Committee and People Commission

In addition to the Committees directly linked to the BoD, the Company maintains structures that support the Executive Board on strategic topics, such as the ESG Committee, which supports the governance structure in overseeing and evolving the agenda, contributing to the monitoring of priorities, guidelines, and initiatives.

In 2025, there was an important advance with the creation of a People Commission, with meetings dedicated to topics such as strategy, governance, executive compensation, and succession — reinforcing the maturity of discussions and alignment between management and oversight.





Senior leadership performance evaluation

GRI 2-18

In order to strengthen the effectiveness of its governance and promote the continuous improvement of its leadership bodies, the Company is advancing in the maturation of its formal senior leadership performance evaluation process. This process, as provided for, must take place at least once each term, serving as an instrument for reflection on the performance of governance bodies and for identifying opportunities for improvement.

The evaluation seeks to support board members themselves in analyzing their contributions to the strategic conduct of the business, as well as to support the definition of action plans aimed at strengthening the performance of the collegiate body and its members. In addition, a comparative analysis of the individual evaluation of board members is planned, to support decisions on their possible reelection.

Members of the Board of Directors and the Executive Board who have remained in their roles for at least eight ordinary meetings since the last evaluation are eligible to participate in the process, as evaluators and/or evaluated persons. The process is conducted under the responsibility of the Chairman of the Board, with the hiring of specialized external advisory support for method-

ological assistance being optional. Thus, the model adopted by the Company does not require that the evaluation be conducted by an independent agent.

The consolidated results of the evaluations of the Board, board members, and officers are shared with all members of the Board of Directors. In the case of individual evaluations of board members, the results are presented to the evaluated person and to the Chairman of the Board, in an individual feedback session. The evaluations of the Chairman of the Board and of the Officers are also made available to the other board members, reinforcing transparency and alignment within the governance structure.

In line with transparency requirements, the Company provides for disclosure of the evaluation process in its Reference Form, including information on the scope of the evaluation, procedures adopted for its execution, possible participation of other bodies or external consultants, and methodology used, as well as any changes compared with previous cycles.

Although the evaluation process plays a relevant role in improving governance and analyzing the reappointment of board members, the current rules do not provide for changes in the composition of the bodies as a direct response to the evaluation results.

Even so, the mechanism favors the strengthening of the Board's and Executive Board's performance by encouraging structured reflection on performance, responsibilities, and opportunities for evolution.

Governance of risks, controls, and impacts

The Board of Directors plays an active role in overseeing the processes for identifying, assessing, and managing impacts, including those associated with stakeholder relations. To this end, it defines the general direction of the business, establishes risk appetite, and monitors the main exposures and the effectiveness of internal controls.

The Company adopts a risk management structure based on the three-lines-of-defense model, with integrated participation by operational teams, control functions (Compliance, Internal Controls, and Corporate Risks), and Internal Audit, with reporting to the Audit Committee and, when relevant, to the Board of Directors. This flow strengthens the monitoring of critical topics for Eztec and its stakeholders, such as integrity, regulatory compliance, and social and environmental impacts.

The delegation of responsibilities for impact management occurs through the work of the Executive Board and governance bodies in periodic meetings: the Executive Board meets weekly; the ESG Committee, quarterly; and monthly meetings are held within the Board and the bodies dedicated to People, without prejudice to extraordinary meetings when necessary.



Risk Management and Tax Governance

GRI 207-1, 207-2, 207-3

Eztec's tax governance is integrated into its control and compliance model, with guidelines, processes, and responsibilities aimed at ensuring regulatory adherence and consistency in the conduct of operations. In this context, the Company conducts internal and external audits and has a Compliance team and Controllershship Department, which strengthen monitoring, risk management, and the continuous improvement of internal practices.

The tax strategy is analyzed and approved by the Executive Board and reviewed at each new project launch, considering the particularities of the operation, current legislation, and applicable regimes, such as actual profit, presumed profit, and, when relevant, risk segregation.

As part of compliance, we maintain routines and controls to ensure regularity and evidence of compliance with registration and regulatory obligations related to real estate development activities. This includes, when applicable, adherence to official communication channels with tax authorities, registration structuring by project/activity, and proof of tax and labor compliance.

Eztec also adopts a cooperation- and transparency-oriented approach, with a focus on monitoring changes in legislation and managing disputes,



with the support of specialized consulting. This approach helps reduce risks and increase predictability in the management of tax matters.

In institutional relations, the Company also monitors and contributes to sector debates through representative entities, such as ABRAINC, SECOVI-SP, and SindusCon-SP, strengthening technical exchange on regulatory topics and trends that affect the real estate development market.

To support the management of concerns and potential risks, we use integrity mechanisms, such as reporting channels, as well as audits and independent assessments, facilitating the identification of points of attention and continuously improving internal practices.



Ethics, Integrity, and Compliance



Eztec structures its ethics, integrity, and compliance agenda to support responsible decisions, prevent risks, and reinforce the trust of employees, business partners, suppliers, customers, local communities, and other relevant stakeholders. In 2025, this direction gained traction with the

strengthening of the Compliance Program and the improvement of prevention and response mechanisms, especially the reformulation of contracting documentation and increased rigor in third-party qualification.

Compliance Program

The Compliance Program brings together guidelines, policies, processes, and tools aimed at integrity and compliance with laws and regulations, as well as alignment with corporate policies. In 2025, the Company tightened the criteria for hiring third parties

and suppliers, revising standard templates to ensure that contracts reflect, at a minimum, the commitments provided for in internal policies, including broader coverage for sensitive topics, such as exposure of persons and situations involving related parties. In parallel, it expanded civil and tax compliance checks, reinforcing preventive controls throughout the relationship chain.



Code of Ethical Conduct and related policies

GRI 2-15, 2-16, 2-23, 2-24, 2-27, 205-1, 205-2, 205-3

Responsible business conduct is supported by institutional documents that guide Eztec’s decisions, behaviors, and relationships, including:

- Code of Ethical Conduct;
- Anti-Corruption Policy²;
- Gifts, Presents, Hospitality, and Entertainment Policy;
- Third-Party Hiring Policy³;
- Related-Party Transactions Policy⁴;
- Donations and Sponsorship Policy;
- Risk Management Policy;
- Ethics Channel Policy;
- Material Act or Fact Disclosure Policy;
- Securities Trading Policy;
- Board Member Nomination Policy;
- Executive Compensation Policy;
- Diversity and Inclusion Policy.

These documents are approved by the Board of Directors and are available on the Investor

Relations website, reinforcing our commitment to transparency, integrity, and good governance. Their principles and commitments are also communicated through different means, such as internal communications, the institutional website, social media, institutional videos, events, conferences, annual reports, communication campaigns, and official documents.

Concerns that are crucial to the business and to the Company’s ethical conduct are also brought to the highest governance body through periodic reports and presentations, formal executive board meetings, communication through committees, internal and external audit reports, regular updates from senior management, financial performance presentations, strategic analyses and business plans, as well as sustainability and corporate social responsibility reports and communications related to crises and emergencies.

As a practice for learning and applying the Code of Conduct, Eztec annually promotes an interactive discussion with different teams and hierarchical levels to revisit the Code and related policies. The activity seeks to understand how the guidelines are interpreted in everyday life, clarify questions, and update guidance. The process is complemented by institutional videos and more robust communications, with attachments and guidance aligned with legislation. In 2025, the initiative reached 90% employee participation.

In the reporting period, no significant cases⁵ of non-compliance with laws and regulations were identified, a result that reflects the strengthening of integrity guidelines and the prevention mechanisms adopted by the Company.

In line with this commitment, Eztec maintains relevant interaction with public administration and, consequently, with public officials, due to the nature of its activities. To guide the conduct of its employees in these interactions, the Company has the Code of Ethical Conduct and the Anti-Corruption Policy, which establish clear parameters for action and consolidate its ap-

proach to preventing corruption. Integrity-related risks can be consulted in the Company’s Risk Management Policy and Reference Form, also available on its Investor Relations website. In this context, in 2025, 47 operations were assessed for corruption-related risks.

Number of employees informed about the anti-corruption procedures and policies adopted by the organization, by functional category⁶

Functional category	2024			2025		
	Members informed	Total members	Total 2024	Members informed	Total members	Total 2025
Employees	297	675	44%	430	671	64%
Officers	8	9	89%	9	9	100%
Total	305	684	45%	439	680	65%

Number of governance body members informed about the anti-corruption procedures and policies adopted by the organization, by region

Region	2024			2025		
	Members informed	Total members	Total 2024	Members informed	Total members	Total 2025
Southeast	8	9	89%	9	9	100%
Total	8	9	89%	9	9	100%

Number of employees informed about the anti-corruption procedures and policies adopted by the organization, by region

Region	2024			2025		
	Employees informed	Total employees	Total 2024	Employees informed	Total employees	Total 2025
Southeast	305	684	45%	439	680	65%

Number of business partners informed about the anti-corruption procedures and policies adopted by the organization, by type of business partner and region

Type of business partner	2024		2025	
	North	%	Southeast	%
Service providers and suppliers	36	100%	47	100%
Total	36	100%	47	100%

² The Company seeks compliance with laws and regulations and continuously reinforces its preventive mechanisms, with communication and training on anti-corruption policies and procedures. In 2025, no confirmed cases of corruption were recorded and there were no citations/summons in legal proceedings related to the topic.

³ The Third-Party Hiring Policy provides for due diligence before contracts are entered into, strengthening prior risk assessment and adherence to internal guidelines.

⁴ Guides the identification and handling of potentially conflicting situations, as does the Third-Party Hiring Policy. Information on related-party transactions is disclosed in the Company’s Reference Form.

⁵ Amounts and resulting obligations, including obligations not to do something, that may impact the Company’s main activity.

⁶ Note (GRI 2-4): GRI 205-2 now considers the total number of employees as the denominator. As a result, the 2024 result was revised from 75% to 45%.



Ethics Channel

GRI 2-25, 2-26, 207-2, 406-1

The Company maintains an Ethics Channel with mechanisms designed to ensure anonymity in reports and communications. To support decision-making and the handling of questions, Eztec promotes training and capacity building, turns to external consultants when necessary, and maintains internal forums and support networks, fostering an environment in which concerns can be reported and handled in a structured manner.

Eztec conducts internal assessments focused on the continuous improvement of these mechanisms and monitors their effectiveness through the continuous analysis of reports received and the monitoring of their developments.



IN 2025, NO REPORTS, COMPLAINTS, OR CASES OF DISCRIMINATION WERE RECORDED.



Regulatory and licensing environment

The compliance agenda is also connected to the regulatory and licensing environment, which influences the pace and design of real estate developments. In 2025, the need for complementary regulations drove the replanning of launches, such as the Agami development (moved from 2024 to early 2025) and Metropolitan by Lindenberg (rescheduled for 2026). At the same time, commercial performance, especially in São Caetano, provided flexibility to offset these adjustments and bring forward projects initially planned for later, such as Reserva São Caetano Bosque and the third tower of Reserva São Caetano Park.

In the development of new projects, Eztec follows robust technical and regulatory criteria, especially in the context of the city of São Paulo, where urban planning and environmental requirements are broad. For larger projects, for example, the preparation of the Neighborhood Impact Report (RIV) helps assess and integrate the project into the territory. In addition to meeting legal requirements, the Company seeks to raise the standard of quality and safety through initiatives that go beyond the regulatory minimum, such as planting trees with larger DBH (diameter at breast height) or in larger quantities, as the case may be. Depending on the profile of the project, it also adopts green building certifications as an additional qualification instrument.

Because it operates large-scale projects, Eztec recognizes the greater complexity of licensing processes and the need for qualified teams to conduct them.

The Company is already structured for this reality as part of operational planning, treating licensing as an expected and manageable challenge throughout the project cycle.

Compensation



GRI 2-19, 2-20, 2-21

Eztec's Compensation Policy establishes guidelines, criteria, and governance bodies for the topic. It supports the business strategy and long-term sustainable value creation, balancing competitiveness and responsibility, as well as linking incentives to performance and the Company's consistent conduct, based on principles of governance, integrity, and transparency.

Executive compensation is guided by market surveys, the organization's strategic alignment, periodic performance evaluations, and specific internal guidelines. The Board of Directors oversees the process, ensuring adherence to the established objectives and principles. Stakeholder perceptions, including those of shareholders, are considered through channels such as General Meetings, as well as consultations and ongoing dialogue in institutional agendas.

Senior leadership compensation is guided by roles and responsibilities and is linked to the management of economic, social, and environmental impacts, reinforcing the connection between performance and sustainability. **The structure consists of:**

- **Fixed compensation:** monthly compensation and benefits, adjusted according to market practices and internal definitions;
- **Variable compensation:** Profit Sharing Program (PPR), linked to performance and oriented toward exceeding targets, aligning incentives with the growth strategy and continuous improvement. Officers receive monthly compensation defined by the Board of Directors, in addition to benefits, and may receive bonuses according to individual performance and achievement of targets that generate impact for the business.

In 2025, the ratio between the annual total compensation of the organization's highest-paid individual and the other employees was 8.22, an indicator that demonstrates the Company's transparency in disclosing its compensation structure.

Supply Chain and Procurement

GRI 3-3, 204-1, 414-2

Eztec's supply chain management aims for efficiency, compliance, and predictability, with emphasis on centralized procurement, improvement of hiring criteria, and gradual incorporation of social and environmental requirements. In 2025, the Company advanced on this journey by restructuring the team and strengthening the Supply team, which moved from a mostly operational function to a more strategic role, closer to construction sites and with greater capacity to anticipate demands, reduce friction, and qualify decision-making with more consistent information.

In this context, among the 34 suppliers assessed, four presented identified impacts, which have already been duly addressed.

87%

Proportion of spending

ON LOCAL SUPPLIERS



Supplies on the Road

In 2025, Eztec accelerated the transition from a siloed structure to a more matrix-based operation, expanding integration among teams and understanding of the impacts of decisions throughout the operation. This advance was reflected in the "Suprimentos na Estrada" program, which includes visits to construction sites and suppliers, as well as participation in sector events. The initiative brings teams closer together, updates practices, and fosters dialogue among functions, encouraging a more collaborative execution model.

This movement occurred in a sector with historically slower process changes and structural challenges, such as the shortage of skilled labor and the aging of the workforce. In this scenario, the availability of specialized teams has become a decisive factor in procurement and contracting choices, driving actions to expand alternatives, diversify the partner base, and reduce dependence on recurring suppliers, seeking to balance cost, schedule, and execution capacity.

Registration database

Among the advances in the period, the cleanup of the supplier database and the reinforcement of registration controls stand out. Over the last 18 to 24 months, the Company deactivated approximately 10,000 suppliers, improving the quality of information and reinvigorating supply chain governance. In 2026, this work will be deepened through a registration and approval project focused on ESG and legal requirements.

To increase predictability and efficiency, the Company improved management systems on two fronts:

- Greater use of ERP Mega (an integrated enterprise management system that centralizes information and processes), with expansion of its functionality to support Supply processes;
- Development of internal tools that increased visibility over support to construction sites, making it possible to more precisely monitor deadlines, costs, requests, and deliveries.



Contracting, approval, and social and environmental requirement criteria

GRI 308-1, 308-2, 414-1



Eztec adopts contracting and approval criteria that consider governance and compliance requirements, with a focus on suppliers' tax, civil, environmental, and criminal compliance, in addition to adherence to corporate policies. In 2025, these mechanisms were strengthened with expanded research and checks on contracted companies and with the review of clauses related to child labor, forced or compulsory labor, and arduous labor, seeking greater clarity and objectivity in handling the topic.

The initiatives involved structured questions about the production chain of service providers, such as the origin of materials and labor practices, in addition to measures incorporated into construction site routines, including attention to water consumption and proper waste separation and disposal. The Company also recognizes the need to expand visits to suppliers for on-site checks of labor and environmental aspects, reinforcing due diligence and consistency in monitoring.

In the period, disposal traceability was carried out with accredited and qualified companies for disposal, with no record of negative environmental impacts in the supply chain.

Customer and Community Relations

GRI 3-3

In 2025, Eztec raised the level of relations with its stakeholders: it placed the customer at the center, strengthened listening, and improved communication and resolution capacity. This direction was connected to the focus on delivery, with the goal of completing most projects on time, without resorting to the 180-day grace period, and to the ambition of exceeding customer expectations through respectful, transparent, and consistent service. At the same time, the Company evolved its management of local impacts, expanding dialogue with neighbors and surrounding communities during the construction phase.



71
satisfaction

Net Promoter Score
(NPS)

Customer journey

The Company improved the customer experience by strengthening relationship governance, reinforcing the front line and processes, channels, and technological solutions. A milestone in this movement was the expansion of the Survey Center, which went from three to nine surveys, covering different stages of the journey and making the analyses more robust. As a result, there was a 250% increase in the number of respondents, also supported by incentives, such as small gifts, to increase participation.

The gains from listening were reflected in satisfaction. In 2025, the Net Promoter Score (NPS) improved and recorded an average of 71. In addition to NPS, the Company recorded a significant improvement in CSAT, a satisfaction indica-

tor for specific interactions, signaling progress in quality across touchpoints.

To sustain this new level, Eztec hired two new positions, one for Customer Relations and another for Customer Experience, changed the key handover location to a more pleasant environment aligned with the standard of the experience, and improved communication at sensitive moments, such as the Handover Meeting, with clearer guidance on next steps and documentation. In parallel, integrated actions with other teams intensified delay mitigation and established the rule that 70% of units must be inspected before the meeting, reducing post-sales risks.



Technology was another pillar of this transformation. In 2025, the Company advanced in modernizing its CRM, expanding connectivity among teams and the availability of information. The implementation of WhatsApp also made communication more agile and accessible, especially for an audience sensitive to speed in responses. In addition, Eztec began using artificial intelligence (AI)⁷ in WhatsApp service to summarize interactions and monitor quality, with the assignment of scores that support performance monitoring.

With this more integrated ecosystem, we increased the volume of cases resolved on first contact by nearly 300%, reducing friction and raising service efficiency. This progress was leveraged by the structuring of a Business Intelligence (BI) front, aimed at transforming relationship data into inputs to feed back into internal teams and guide continuous improvements.



Increase on first CONTACT
in cases resolved

Eztec Vendas: quality in the commercial journey

The customer experience begins in the commercial stage. At Eztec, brokers are recognized as protagonists in this process, and the Company reinforced practices to ensure clarity and transparency from the first contact, reducing risks of inconsistencies in the sales process and subsequent effects on satisfaction. After interaction with the broker, there is a mandatory validation stage by a manager or coordinator, who reviews essential information and confirms whether the customer feels secure enough to move forward.

At Eztec Vendas, operations also advanced with a focus on efficiency and quality: the company maintains ISO 9001 certification and recorded 97% compliance with requirements. In 2025, adjustments such as sending the invoice together with the contract reduced friction, and the implementation of its own Customer Service channel began to absorb approximately 240 service interactions per month that would otherwise be directed to the development area — expanding immediate resolution and making the relationship flow more smoothly.

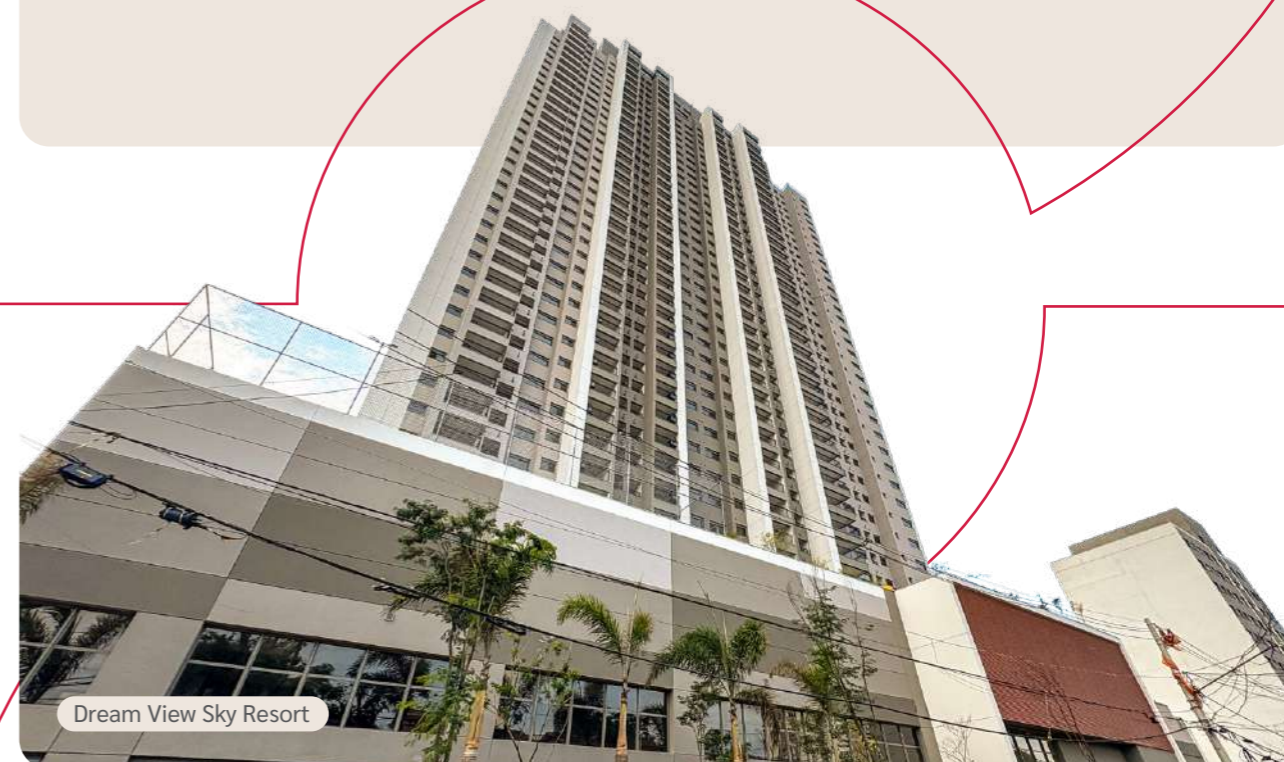
The CRM already uses AI resources to support brokers in online service and in drafting information. In parallel, the Company is conducting pilot tests for more objective communication and active offering, with attention to the LGPD and respect for the context and real need of each customer.

Home Sweet Tour

As an initiative for proximity and experience, the Home Sweet Tour drives the strengthening of the bond with customers through planned relationship actions. In 2025, its objective was to improve the experience throughout the journey, creating opportunities for contact, guidance, and engagement, with dynamics aimed at customers at specific stages of the process.



QUALITY, SOPHISTICATION, AND CARE IN EVERY DETAIL



Dream View Sky Resort

⁷ AI is also in the experimental stage in a pilot team (credit recovery and collections), supporting leadership in assessing service quality.



Communities and management of local impacts

GRI 413-1, 413-2

The Company recognizes that, during project execution, temporary impacts may occur in the surrounding area, such as changes in the neighborhood routine, increased vehicle circulation, and operational movement typical of construction sites. Therefore, it intensified neighborhood management practices, with monitoring of critical neighbors and prior communication about activities.

Potential negative impacts are concentrated predominantly in the construction phase and are assessed and addressed by the Legalization and Project Approval teams, in compliance with legal, environmental, and urban planning requirements.

In general, these impacts are characterized by:

- **Intensity/severity:** moderate and temporary, associated with the circulation of people and vehicles, noise, and operational dynamics;

- **Likely duration:** restricted to the construction execution period, ceasing after the conclusion of activities;
- **Reversibility:** considered reversible, with no permanent changes outside the licensed conditions;
- **Size/scope:** limited to the immediate surroundings of the project and to the parameters established by the applicable licenses.

After completion, projects tend to positively favor the surrounding area through urban improvements resulting from legal obligations, improvements to road signage, and increased local dynamics, with potential effects on the perception of safety and the development of the region.

Innovation and Technological Development



In 2025, Eztec consolidated a cycle of maturation in innovation and technology with a clear guideline: ensure the stability of current systems and, at the same time, prepare the Company for new opportunities. This dual outlook, present and future, guided digital transformation initiatives, artificial intelligence, and the strengthening of information security, combined with the use of solutions in Engineering and in project execution. At construction sites, the priority was standardization, industrialization, and intelligent use of data to increase productivity, shorten deadlines, and increase cost and quality predictability.

Information Technology

The IT team acted as the foundation of operations and as an enabler of new capabilities. In prioritizing demands, projects related to sales and the customer experience maintained a leading role, while other deliveries were defined based on analyses with the Executive Board.

In 2025, this direction required adjustments in planning: in December, the development of internal systems was paused to accommodate the acquisition of a sales company (EZTECBROKERS), with the adaptation of commercial support solutions to segregate information between the existing structure and the new operation.

Technology played a central role in integrating the commercial ecosystem and qualifying the customer channel. An important advance was reducing information gaps between brokers and the developer, expanding visibility and consistency in interactions. In this context, the “Tec” AI went into production, developed to support brokers with accurate answers about projects. The tool consolidates internal content (such as materials, presentations, and videos) and provides real-time guidance, mitigating the risk of incorrect data being passed on to customers.



The Company also advanced in the development of an AI tool focused on relationship management, with proactive activity on WhatsApp and coverage outside business hours. The proposal is to answer the most frequently asked questions and, when necessary, direct service to a human specialist during business hours. Throughout the year, IT deepened studies on AI applications and plans, in 2026, to hire a specialized consulting firm to map opportunities and develop agents capable of automating repetitive activities, allowing teams to focus on tasks with greater analytical value.



Data protection and information security

GRI 418-1

With the digitalization of processes, Eztec reinforced precautions to protect information and systems. In 2025, the Company intensified efforts to combat shadow IT — when someone uses tools or applications without company approval — and began preparing a document with rules and best practices for the use of artificial intelligence, in order to reduce risks and guide safe and responsible use.

To keep data protected, IT recommended Microsoft Copilot, as it is already part of the tools used by the Company and, according to the vendor’s documentation, operates within the corporate environment, without exposing information outside the company’s cloud. Eztec also adopted a tool to monitor servers and identify suspicious behavior, in addition to installing a platform to update programs automatically and keep security patches up to date, even when this requires restarting computers at certain times.

This planning follows the growth strategy in partnership with other construction companies. Therefore, IT has been preparing for an environment in which some systems can be used by partners, without losing control and traceability of important routines, such as the storage of invoices and proof of payment.

During the period, no substantiated complaints concerning breaches of customer privacy or losses of customer data were recorded.

Projects and technological development

The Technological Development (DTEC) team coordinates and organizes projects and maintains interfaces with different fronts of the Company. By bringing together specialists (such as installation and project teams), it helps validate decisions jointly, avoids duplicated work, and ensures alignment among stakeholders from the beginning. In this context, supplier selection is equally strategic: Eztec prioritizes partners that understand the local market and avoids solutions that, although successful in other countries, do not adapt to the Brazilian reality.

This alignment among teams translates, in practice, into project standardization and integration. Therefore, the Projects department advanced in the creation of guidelines and drove the implementation of BIM (Building Information Modeling), which gained strength with the arrival of the new officer and began to guide the expansion of its use in architecture, electrical design, budgets, and planning. With the adoption of the tool, Eztec stopped starting construction without a complete project and gained greater control over deadlines and scope — which also affected the final phase of execution. In 2025, the average deadline to complete a project fell from 23 to 12 months, with the ambition of reaching 9 months.

Engineering also intensified the use of data to monitor process efficiency. Analyses were concentrated in a performance management team.



Engineering and projects



In Engineering, innovation was used to accelerate construction and make work simpler, without replacing people, but helping teams produce more and with better quality. This movement responds to a sector challenge: finding specialized labor. Therefore, the Company sought solutions that reduce dependence on heavy activities, transforming highly manual stages into tasks more similar to assembly and adjustments.

One of the main fronts was increasing the use of precast parts, items that arrive ready for the construction site, such as slabs, bathrooms, and stairs, which can shorten deadlines and reduce problems after delivery. Eztec also expanded the use of structural masonry in its projects, even

though it is a solution that requires more prepared professionals and greater alignment with contractors.

As an example of a project with strong application of innovation, Mooca Città Milano stands out, combining precast elements with an aluminum ribbed slab system. In addition, a study group focused on logistics helped transform the construction site into a space for testing, adjustments, and learning throughout execution.

These advances generated efficiency gains: it was possible to increase production with 30% fewer employees, supported by more standardized processes, more efficient methods, and simpler routines.

Academic partnerships and talent development

The partnership with Insper was an additional vector for improving processes. In 10- to 12-week projects, Business Administration students analyzed internal challenges and proposed improvements.

In the first half of 2025, the collaboration supported the analysis of the intranet from the perspective of everyday use, such as ease of navigation, access to documents, and efficiency in searching for information. Based on this diagnosis, the group recommended migration to SharePoint, an alternative that combines a more intuitive interface with greater potential to optimize licensing costs.

In the second half, the work was directed to the invoice payment flow, with mapping of stages, validation points, and causes of delays and rework, with a simple adjustment, for example, in the order of approvals, to avoid reprocessing.

In addition, the Company structured an innovation team with working groups dedicated to proposing topics and conducting studies. To awaken greater engagement among interns, after lower participation during exam periods, Eztec plans to hold a hackathon, reinforcing the ambition to train talent in Engineering and make even greater use of internal potential.





07

Sustainability Report
2025

07

Social Development

Throughout the year, Eztec strengthened its Social Development agenda by placing people at the center of the strategy, based on the conviction that employees are part of the solution to business challenges and to value creation for customers and investors. The period was also marked by an internal environment of greater visibility, trust, and maturity, which enabled more proactive and assertive action.

After a cycle of transition and rebuilding, the agenda concentrated efforts on succession, cultural strengthening, and the implementation of People and Management rituals and best practices.

The objective was to support growth with consistency, reinforcing leadership standards, alignment among teams, and coherence in decision-making.

People management is organized around material topics and a set of fronts that include benefits, training, internal communication, campaigns and social actions, diversity and inclusion, and health and safety. The Company intends to integrate these topics into the business routine and priorities, promoting a work environment that values performance with responsibility and the continuous development of teams.

Human Rights and Labor Relations

GRI 3-3

Eztec guides its actions by guidelines of respect for human rights and the promotion of sound and safe labor relations. This agenda combines formal commitments, internal policies and procedures, control mechanisms,

and reporting channels, with the objective of preventing and mitigating risks in the operation and throughout the value chain — with special attention to the prevention of child labor and forced or compulsory labor.



Labor relations and collective bargaining

GRI 2-30

Eztec's employees are covered by a collective bargaining agreement, ensuring conditions negotiated with union representatives and consolidating the basis for dialogue and protection of labor rights.



Prevention and mitigation of risks in operations and in the value chain

GRI 408-1, 409-1

The Company did not identify operations or suppliers at significant risk for incidents of child labor or forced or compulsory labor. This understanding is supported by the fact that its activities and supply chains are concentrated in regions and segments considered low risk for these practices.

Labor controls at construction sites

As an additional measure to reinforce compliance at construction sites, Eztec implemented the GD4 system, which integrates turnstiles with facial recognition and authorizes access to construction sites after documentation checks and completion of mandatory training. The initiative aims to ensure the regularity of teams in the construction environment and expand traceability and compliance with labor requirements.



Even so, Eztec maintains preventive and due diligence measures to eliminate human rights violations:

- **Formal statement of zero tolerance**, communicated in documents, policies, and guidelines and available on the Company's official website and on the internal EZ Connect portal (Intranet);
- **Internal policies and requirements**, with the establishment of specific documents and incorporation of the topic into existing policies;
- **Document checks and compliance verifications**, to assess adherence to laws and human rights practices, internally and with third parties, when applicable;

- **Training and awareness**, with training directed to employees and, when relevant, to other workers involved in the operation;
- **Reporting channels**, to record concerns and communicate possible violations, with referral according to internal governance;
- **Dialogue and collaboration with unions**, as a way to strengthen the protection of workers' rights and support risk prevention;
- **Continuous monitoring**, with follow-up routines and periodic audits to identify opportunities for improvement.

Employee Profile

GRI 2-7, 405-1

Throughout the reported period, no significant fluctuations were observed in the employee headcount. In 2025, the Company had 671 employees under the CLT regime, totaling 785 professionals when considering employees, apprentices, interns, and independent contractors.



785 employees in 2025

Employees by region and gender

	2023			2024				2025		
	Men	Women	Total	Men	Women	No response	Total	Men	Women	Total
Southeast ⁸ / Total ⁹	741	183	924	495	179	1	675	479	192	671

The Company observes gradual advances in diversity in technical roles and field leadership, with female engineers and managers who ensure our standard of excellence. Eztec reaffirms its commitment to continuously evolve on this topic.

⁸ Eztec operates exclusively in the state of São Paulo, which is why the reported indicators refer entirely to the Southeast region.
⁹ Considers all employees under the CLT regime. Statutory Officers, Interns, Apprentices, and Independent Contractors are not considered.

Workers who are not employees

GRI 2-8

In addition to employees, Eztec has other types of relationships and workforce profiles.

Workers who are not employees by contractual relationship

	2023	2024	2025
Apprentices	4	3	7
Interns	76	60	45
Independent contractor	75	63	62
Outsourced worker (cleaning)	8	7	7
Outsourced worker (security)	6	6	6
Outsourced worker (construction site)	10,208	8,545	6,223
Total	10,377	8,684	6,350

The variation in the volume of outsourced construction site workers directly follows the project pipeline (phases with more construction sites require more third-party teams, and closing phases reduce the volume).



121 outsourced workers



Workers who are not employees by employment type and gender (2025)¹⁰

	Men	Women	Total
Permanent	37	25	62
Temporary	29	23	52
Full-time	37	25	62
Part-time	29	23	52

In the reporting period, the average number of workers who are not employees was 122, with 121 at the end of 2025.

¹⁰ Permanent/full-time - refers to independent contractors who are not employees. Temporary/Part-time - refers to workers who are not employees, interns, and apprentices.



Talent attraction and retention

GRI 3-3, 401-1



In a sector marked by cycles of project mobilization and demobilization, admissions and terminations tend to follow the pace of projects. Therefore, Eztec’s turnover indicators should be interpreted considering structural factors of the sector itself, the renewal moment experienced by the Company, and the expansion that requires new hires, including the opening of positions in sales teams and investment in development programs for young talent, which naturally increase the volume of movements in the workforce.

The civil construction sector faces a structural shortage of labor in certain profiles, both in specialized functions linked to projects, product, licensing, development, POS, and construction engineering, and in operational construction site functions. For these profiles, replacement is

slower and requires specific attraction and retention strategies, which reinforces our commitment to the continuous development of professionals and the internal training of employees capable of sustainably meeting new demands.

In 2025, turnover was below the 2024 level — a result that reflects structured retention and development initiatives. Eztec has invested in building an internal leadership pipeline, with 13% of vacancies filled by professionals trained internally, and has a 53% hiring rate for our interns. Senior leadership has participated in coaching and mentoring programs to improve competencies and expand their impact on the business. The organizational climate was monitored in 2025 through the Engaja survey, which guides improvement actions based on employee listening, promoting listening, action plans, and, consequently, a sense of belonging and retention. This set is complemented by periodic salary market surveys, ensuring a competitive compensation policy aligned with the sector.

Age group

2023					
Age group	Total employees	Hires	New hire rate	Terminations	Turnover rate %
Under 30 years old	211	110	52.1	176	67.8
Between 30 and 50 years	538	215	40.0	410	58.1
Over 50 years old	175	73	41.7	130	58.0
Total	924	398	43.1	716	60.3

2024					
Age group	Total employees	Hires	New hire rate	Terminations	Turnover rate %
Under 30 years old	121	107	88.4	177	117.4
Between 30 and 50 years	437	223	51.0	340	64.4
Over 50 years old	117	68	58.1	143	90.2
Total	675	398	59.0	660	78.4

2025					
Age group	Total employees	Hires	New hire rate	Terminations	Turnover rate %
Under 30 years old	155	131	84.5	78	67.4
Between 30 and 50 years	405	207	51.1	168	46.3
Over 50 years old	111	51	45.9	37	39.6
Total	671	389	58.0	283	50.1

Gender

2023					
Gender	Total employees	Hires	New hire rate	Terminations	Turnover rate
Men	741	342	46.15	632	65.72
Women	183	56	30.6	84	38.25
Total	924	398	43.1	716	60.3

2024					
Gender	Total employees	Hires	New hire rate	Terminations	Turnover rate %
Men	180	318	176.7	567	245.8
Women	495	80	16.2	93	17.5
Total	675	398	59.0	660	78.4

2025					
Gender	Total employees	Hires	New hire rate	Terminations	Turnover rate %
Men	479	295	61.6	218	53.5
Women	192	94	49.0	65	41.4
Total	671	389	58.0	283	50.1

To reinforce its talent base, Eztec has been combining talent attraction, development, and retention actions. Among the highlights are the strengthening of the entry-level base, with a focus on hiring interns as employees (above the 30% target, reaching more than 50% in 2025), reinforcement of the young apprentice program, encouragement of internal mobility among teams, and consolidation of HR rituals and best practices to support the organizational culture.

In external attraction, Eztec uses LinkedIn Recruiter, more visual job postings, and consulting firms for highly specialized vacancies. The dissemination of what the Company does also increases its ability to attract talent and contributes to its positioning as an employer brand, supported by the strength of the Eztec name in the sector and by the perception that it is a benchmark in the technical development of its professionals.

Benefits and Compensation

GRI 401-2

The Company structures its employee value proposition based on a benefits package, well-being care actions, and communication and development initiatives that strengthen engagement and culture.



Benefits offered:

- Life insurance
- Health plan
- Teleconsultations/telemedicine (Dr. Alper)
- Parental leave
- Dental plan
- Gym allowance (Total Pass)
- Food/meal voucher
- Daycare allowance
- Transportation voucher

In 2025, we maintained the structure of benefits offered by the Company, preserving the consistency of the package offered.

In the learning and development axis, efforts are directed to leaders in competency-building programs and to key people, with investment in graduate studies for employees with at least two years at the Company and differentiated performance. In 2025, the Company expanded technical training on strategic topics, such as artificial intelligence and BIM, with more than 30 people trained. At the end of the period, 15 people were enrolled in extension and graduate courses,

evidencing investment in qualification and in sustaining critical competencies for the business.

Care for people is also reflected in workload management. Through Business Intelligence (BI) dashboards, the Company monitors indicators such as overtime, turnover, and absenteeism, expanding leaders' ability to incorporate data into day-to-day decisions. This monitoring supports scale adjustments and/or team reinforcement when necessary, supports diagnoses of overload and recurring absences, and contributes to the sustainability of performance and the prevention of overload.

To support the dissemination of culture and internal alignment, Eztec maintains active communication, with almost daily posts on the intranet and content that shares achievements, challenges, and management rituals. There are four editorial lines focused on valuing people and strengthening culture, especially the "Our History" edition (2025), which recorded the organization's living memory through interviews with founding directors and employees with more than 30 years of history.

In 2025, one distinguishing feature was the direct involvement of teams in the engagement survey, with access to results and action on priorities, including through team-building initiatives. Feedback was provided in person involving 40 department leaders, strengthening participation and the joint construction of strategies for improvement and maintenance of good practices.

Eztec ensures the right to parental leave, monitoring eligibility, participation, and retention indicators after return.

Parental leave		GRI 401-3		
	2023	2024	2025	
Employees who were entitled to take leave				
Men	741	495	478	
Women	183	180	193	
Employees who took leave				
Men	3	15	3	
Women	2	4	3	
Employees who returned to work, in the reporting period, after the end of leave				
Men	3	15	3	
Women	5	4	3	
Employees who returned to work after leave and remained employed 12 months after returning to work				
Men	0	15	3	
Women	5	4	3	
Return rate				
Men	100	100	100	
Women	83.3	100	100	
Retention rate				
Men	0	100	100	
Women	100	100	100	



100% retention rate

The results indicate high return rates throughout the period, especially the evolution among women, from 83.3% in 2023 to 100% in 2024 and 2025. In 2024 and 2025, 12-month retention rates after return reached 100% for men and women, reinforcing support for the parental cycle and the continuity of professional trajectories after leave.



Remuneration policy

Compensation management seeks to keep the Company competitive and attractive, with salary reviews every two months and internal mobilizations according to people's and business needs.

In the field of variable compensation, 2025 was marked by full payment of profit sharing (PLR), driven by operational performance and achievement of the corporate goals established for the period. The resumption of departmental goals in the program, responsible for 20% of variable compensation, strengthened the connection between area results and financial recognition, with positive effects on employee engagement. In addition, the delivery of projects within the expected cost and with efficiency gains generated benefits for shareholders and was directly reflected in the employees' bonus program (PLL). Regarding internal hiring, 13% of vacancies were filled with internal talent.



Internship path, which organizes the development of new talent from entry into the Company, offering direction and monitoring throughout the training experience;



Study group, conceived as a space for exchanging experiences and technical deepening, stimulating continuous learning and the circulation of knowledge among participants;

Training and Performance

GRI 404-1, 404-2

Eztec has been consolidating a training, development, and performance management agenda connected to the strengthening of culture and the continuous improvement of productivity. In 2025, advances were concentrated on three fronts: training and education, leadership development, and engagement, supported by tools and rituals that reinforce the use of data and active listening as the basis for management decisions.



Employee development

The Company maintains structured training and development initiatives aimed at supporting employees' career journeys and disseminating practical knowledge in the workplace. In 2025, programs and actions aimed at training talent at different stages of their professional paths stood out, combining technical learning, behavioral development, and strengthening of organizational culture:



Site Foremen, aimed at strengthening essential leadership and execution competencies at the construction site, contributing to delivery quality and operational efficiency, valuing exchanges and continuous learning.

These initiatives are linked to the Annual Training Plan (PAT), an instrument through which the Company identifies employees' training needs based on the mapping of development points observed by managers in view of the everyday challenges of the areas and the business. Institutional training is organized by the People area and offered to employees who meet the criteria established in the Education Policy.

Talent development is strengthened through the Young Apprentice Program, an initiative that promotes the inclusion of young people in the labor market by combining theoretical training and practical experience in the company. In-



tended for participants of an age compatible with current legislation, the program provides for fixed-term hiring, supervised work, reduced working hours, and compatibility with school attendance. In parallel with activities at the Company, apprentices participate in training courses offered by an accredited training institution, developing technical and behavioral competencies. In this way, in addition to promoting the professional preparation of participants, the program reinforces the Company's commitment to social responsibility, talent development, and the generation of opportunities for the community.

Leadership development

GRI 2-17

Four modules
20
COORDINATORS
AND MANAGERS
in pilot training

These fronts reinforce the view that developing leaders is essential to forming protagonists, with a direct impact on climate, engagement, and productivity.



As a response to the lessons learned from the climate survey and to the challenge of strengthening internal leadership, a central initiative of the period was the creation of the “Leadership in Practice” (LNP) guide — pragmatic content aligned with the Company’s style and language. LNP was structured into eight thematic guides, aimed at guiding leaders in key internal processes. In 2025, the first module of the program was launched, dedicated to first-level leadership, and shared with superintendents and officers as a reference to align guidelines and support rollout to teams, addressing topics such as hiring, recognition, routine management, and responsible termination. More than a repository of guidance, the material standardizes practices, supports decisions, and accelerates the development of the leadership role in day-to-day activities.

The program included 20 coordinators and managers, organized into four modules, to support application of the guide and integrate leaders from different teams. The goal is to expand the initiative to 80 leaders, strengthening management consistency and the dissemination of culture.

In addition, the Construction Site Leadership Development Program (PDLO) was implemented, aimed at junior and mid-level engineers, with a focus on self-knowledge and leadership tools. In the cycle, 100% of young engineers and assistants were trained, and all participants will continue the path with LNP in the following year, focused on developing leadership competencies, consolidating an integrated leadership training path from the beginning of their careers.

70% | engagement in the survey

729 | respondents (construction site and office)

First engagement survey

In 2025, Eztec conducted its first engagement, climate, and culture survey, in partnership with specialized consulting firms. The initiative was conducted in the context of the arrival of the People Department and the consolidation of Eztec culture, with the objective of deepening the organizational diagnosis. The survey covered topics such as leadership, relationships among teams, well-being, and psychosocial factors, in addition to mapping strengths such as sense of belonging and pride.

The survey had high participation, with an 89% response rate and 729 respondents (construction sites and office), reinforcing the instrument as a listening mechanism and sign of trust. The engagement index was 70%, a result considered positive for the cycle and which guided rollout actions, including structured feedback and initiatives directed toward leadership development.

89% | response rate

TRAINING

	2023	2024	2025
Average hours of employee training by gender			
Men	6.1	6.8	3.73
Women	6.1	21.1	7.81

	2023	2024	2025
Average hours of employee training by functional category			
Management	7.1	22.1	6.0
Leadership/coordination	6.6	10.6	10.9
Technical/supervision	5.3	13.9	12.0
Administrative	6.4	1.1	3.8
Operational	4.5	3.3	2.8





Performance evaluation

GRI 404-3

Eztec is in the second year of the Ez Performa team evaluation cycle, which structures feedback and evaluations based on behavioral and technical knowledge axes. The process supports talent calibration and management and guides the construction of Individual Development Plans (IDP). In 2025, three departments participated in the cycle. In the coming cycles, new departments will be incorporated into the program.

Employees who receive performance reviews by functional category

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management									
Total employees	9	7	16	8	9	17	7	9	16
No. assessed	2	1	3	3	4	7	5	7	12
%	22.2	14.3	18.8	37.5	44.4	41.2	71.4	77.8	75.0
Leadership/coordination									
Total employees	14	17	31	11	13	24	12	12	24
No. assessed	12	4	16	6	11	17	7	10	17
%	85.7	23.5	51.6	54.5	84.6	70.8	58.3	83.3	70.8
Technical/supervision									
Total employees	33	11	44	14	4	18	61	29	90
No. assessed	17	5	22	13	0	13	40	21	61
%	51.5	45.5	50.0	92.9	0.0	72.2	65.6	72.4	67.8
Administrative									
Total employees	102	127	229	76	94	170	111	131	242
No. assessed	73	64	137	22	34	56	31	46	77
%	71.6	50.4	59.8	28.9	36.2	32.9	27.9	35.1	31.8
Operational									
Total employees	583	21	604	387	59	446	288	11	299
No. assessed	95	74	169	24	25	49	10	6	16
%	16.3	352.4	28.0	6.2	42.4	11.0	3.5	54.5	5.4
Total									
Total employees	741	183	924	496	179	675	479	192	671
No. assessed	199	148	347	68	74	142	93	90	183
%	26.9	80.9	37.6	13.7	41.3	21.0	19.4	46.9	27.3

Diversity, Equity, and Inclusion

GRI 405-1



Diversity, equity, and inclusion are relevant topics for building a more representative, respectful work environment aligned with business challenges. In 2025, the Company's workforce consisted of 671 employees, with **women accounting for 28.6%**. Among leadership positions — including management, supervisory, and coordination roles — women accounted for **52.5%**, evidencing a balanced composition between men and women in these roles and reinforcing the Company's commitment to diversity and gender equity in leadership. The analysis of the internal profile also shows the predominance of **professionals between 30 and 50** years old, in addition to the presence of different diversity markers, such as **Black people, LGBTQIA+ people, and people with disabilities**, distributed across different levels of the organizational structure. More than portraying the composition of the workforce, these data are essential to monitor the evolution

of indicators over the last few years and support the direction of actions aimed at promoting an increasingly diverse, equitable, and inclusive environment.

405-1 Percentage of individuals on the organization's governance bodies in each of the following diversity categories

Gender	Individuals on governance bodies (%)
Men	85.7%
Women	14.3%
Total	100.0%
Age group	Individuals on governance bodies (%)
Under 30 years old	0.0%
30 to 50 years old	14.3%
Over 50 years old	85.7%
Total	100.0%





Percentage of employees by functional category and gender - GRI 405-1

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management									
Total employees	9	7	16	8	9	17	7	9	16
%	56.3	43.8	100.0	47.1	52.9	100.0	43.8	56.3	100.0
Leadership/coordination									
Total employees	14	17	31	11	13	24	12	12	24
%	45.2	54.8	100.0	45.8	54.2	100.0	50.0	50.0	100.0
Technical/supervision									
Total employees	33	11	44	14	4	18	61	29	90
%	75.0	25.0	100.0	77.8	22.2	100.0	67.8	32.2	100.0
Administrative									
Total employees	102	127	229	76	94	170	111	131	242
%	44.5	55.5	100.0	44.7	55.3	100.0	45.9	54.1	100.0
Operational									
Total employees	583	21	604	387	59	446	288	11	299
%	96.5	3.5	100.0	86.8	13.2	100.0	96.3	3.7	100.0
Total									
Total employees	741	183	924	496	179	675	479	192	671
%	80.2	19.8	100.0	73.5	26.5	100.0	71.4	28.6	100.0

Percentage of employees by functional category and gender - GRI 405-1

	2023		2024		2025	
	Total	%	Total	%	Total	%
Management						
Under 30 years old	0	0.0	0	0.0	0	0.0
Between 30 and 50 years	14	87.5	15	88.2	14	87.5
Over 50 years old	2	12.5	2	11.8	2	12.5
Total	16	100.0	17	100.0	16	100.0
Leadership/coordination						
Under 30 years old	1	3.2	1	4.2	1	4.2
Between 30 and 50 years	29	93.6	22	91.7	22	91.6
Over 50 years old	1	3.2	1	4.2	1	4.2
Total	31	100.0	24	100.0	24	100.0
Technical/supervision						
Under 30 years old	112	18.5	52	30.6	104	43.0
Between 30 and 50 years	337	55.8	110	64.7	126	52.1
Over 50 years old	155	25.7	8	4.7	12	5.0
Total	604	100.0	170	100.0	242	100.0
Administrative						
Under 30 years old	112	18.5	52	30.6	104	43.0
Between 30 and 50 years	337	55.8	110	64.7	126	52.1
Over 50 years old	155	25.7	8	4.7	12	5.0
Total	604	100.0	170	100.0	242	100.0
Operational						
Under 30 years old	112	18.5	68	15.2	28	9.4
Between 30 and 50 years	337	55.8	275	61.7	186	62.2
Over 50 years old	155	25.7	103	23.1	85	28.4
Total	604	100.0	446	100.0	299	100.0
Overall						
Under 30 years old	211	22.8	121	17.9	155	23.1
Between 30 and 50 years	538	58.2	437	64.7	405	60.4
Over 50 years old	175	18.9	117	17.3	111	16.5
Total	924	100.0	675	100.0	671	100.0



DIVERSITY, EQUITY, AND INCLUSION





Percentage of employees from minority and/or vulnerable groups by functional category

	2023		2024		2025	
	Total	%	Total	%	Total	%
Black people						
Management	1	6.3	1	5.9	1	6.25
Leadership/coordination	2	6.5	2	8.3	2	8.3
Technical/supervision	2	4.6	3	16.7	9	10.0
Administrative	22	9.6	13	7.6	29	12.0
Operational	94	15.6	59	13.2	45	15.1
Total	121	13.1	78	11.6	86	12.8
LGBTQIA+						
Management	0	0.0	0	0.0	0	0.0
Leadership/coordination	1	3.2	1	4.2	0	0.0
Technical/supervision	2	4.6	1	5.6	3	3.3
Administrative	14	6.1	11	6.5	11	4.5
Operational	9	1.5	9	2.0	4	1.3
Total	26	2.8	22	3.3	18	2.7
PwD						
Management	1	6.3	0	0.0	1	5.6
Leadership/coordination	0	0.0	0	0.0	0	0.0
Technical/supervision	1	2.3	0	0.0	0	0.0
Administrative	4	1.8	2	1.2	3	1.2
Operational	5	0.8	0	0.0	0	0.0
Total	11	1.2	2	0.3	4	0.6

Salary ratio between men and women by functional category (in R\$)

GRI 202-1, 405-2

The table compares the compensation of men and women, by functional category, between 2023 and 2025.

The values indicate:

- **1** means that men and women receive equal amounts in that category;
- **Above 1** indicates that, on average, men receive more;
- **Below 1** indicates that, on average, women receive more.

In 2025, the numbers were very close to 1 in categories such as Administrative (0.97 in base salary and 1.02 in compensation) and

Operational (0.96 and 0.99), suggesting similar amounts between men and women. In Management, the ratio was above 1 both in base salary (1.11) and compensation (1.12), indicating an advantage for men in this category.

Over the period, results vary among functions; for example, in Head/coordination, base salary was close to balance, but total compensation was higher for men in 2025 (1.13). Therefore, it is important to monitor base salary and total compensation separately, since total compensation may include variable amounts and one-off differences in the year.

	2023		2024		2025	
	Base salary	Compensation	Base salary	Compensation	Base salary	Compensation
Management						
Men-to-women ratio	0.81	0.82	0.86	1.14	1.11	1.12
Leadership/coordination						
Men-to-women ratio	1.06	0.98	0.97	1.03	1.13	1.12
Technical/supervision						
Men-to-women ratio	0.83	0.92	1.07	0.91	0.86	0.85
Administrative						
Men-to-women ratio	1.02	0.99	0.98	1.01	0.97	1.02
Operational						
Men-to-women ratio	0.76	0.88	0.93	0.99	0.96	0.99





Health, Well-being, and Safety

GRI 3-3, 403-8

At Eztec, health, well-being, and safety are treated as pillars for business continuity and delivery quality. The Company works from the principle that safety is “Everyone’s responsibility” and, to be effective, must go hand in hand with productivity and sustainability. In 2025, this vision was reflected in the strengthening of the prevention culture, the evolution of processes and technical documents, the expansion of training, and integration with partners and other corporate teams.



OHS management system

GRI 403-1, 403-8, CRE6

Eztec’s Occupational Health and Safety (OHS) management is guided by the Occupational Health and Safety Program, which consolidates guidelines, actions, and preventive measures and is reviewed and updated annually, or whenever there are relevant changes in working conditions.

The OHS management system covers 100% of workers who work in the Company’s environments — direct employees and third parties (including suppliers and indirect partners) — at construction sites, offices, and land plots. This structure is supported by the Risk Management Program (PGR), which guides risk identification and assessment and the preparation of action plans, with NR-1, NR-18, NR-35, and NR-17, among other applicable standards, as its main references. In the civil construction context, the Company considers the set of Regulatory Standards as its basis, with emphasis on NR-18, in

addition to CLT requirements, NBRs, Fundacentro booklets, CBIC manuals, government guidelines, and international standards, such as EN 12631 and EN 12632.

Governance of the topic involves in-house safety technicians and a support network of outsourced physicians and engineers, as well as occupational medicine clinics, which work in an integrated manner to ensure standardization, prevention, and continuous improvement. In compliance with the LGPD, examination results are known to the physician and the employee, and access to occupational documents (ASOs) is restricted.

Hazard identification, risk assessment, and incident investigation

GRI 403-2

All construction sites have hazardous and unhealthy working condition reports prepared by a specialized clinic, on an annual basis and including new fronts started after the last cycle, ensuring coverage for the period. These reports apply to direct employees; contracted companies must maintain their own assessment processes and systems, in line with their legal responsibilities, which undergo careful assessment by the occupational safety team.

The Company ensures the technical quality of assessments by verifying the competence of professionals and the reliability of clinics. Based on the results, the risk inventory is prepared and plans and measures are defined to eliminate, reduce, or control the exposures identified. Management also includes the investigation of incidents and accidents, with recording and analysis to guide corrective and preventive actions.

For control and traceability, documents and instruments such as the following are used:

- Hazardous, unhealthy working condition, and ergonomic reports;
- PGR (Risk Management Program);
- Risk verification checklists;
- RIA (Accident Investigation Report).

Worker participation, consultation, and communication

GRI 403-4

Worker participation in OHS management is structured through formal channels and day-to-day routines. At construction sites, Daily Safety Dialogues (DDS) are held, and the Internal Accident Prevention Commission (CIPA) operates at construction sites with designated representatives and meetings recorded in minutes. Representatives of partner companies present at the construction site are also invited to these meetings, broadening alignment and shared responsibility for a safe environment, with attention to topics of coexistence, respect, and harassment prevention.

In addition, everyone can report unsafe situations through the Compliance Channel, confidentially. During onboarding, the Ethics Channel is presented to all audiences, reinforcing the possibility of reporting occurrences without the need for identification.

An essential element of this culture is the right of refusal, provided for by legislation and other standards, which allows workers to interrupt an activity when they identify a serious and imminent risk to their health and safety (or to that of third parties), without suffering punishment, with immediate communication to their superior and, when possible, registration of the situation.



OHS training

GRI 403-5, 403-3

Health and safety training is continuous and combined, including onboarding, periodic training, guidance through service orders, and activity-specific training, ensuring that everyone knows the risks and controls applicable to their routines.

In 2025, training was also significantly reinforced outside construction sites, with training for administrative teams on OHS documentation (registration form, Occupational Health Certificate (ASO), PPE, risk inventory, and Occupational Health Medical Control Program (PCMSO)) and training with safety technicians to align documents and field enforcement standards. Governance of the topic was further strengthened by the engineering meeting held every 45 days, in which the OHS team presents topics and points of attention to the entire team, promoting integration and joint resolution.

Health and well-being promotion



GRI 403-6, 403-7

Worker health promotion combines benefits and preventive actions. The Company provides a health plan, partnerships with health institutions, and psychological assistance, as well as awareness campaigns and programs, such as vaccination and prevention of risk factors (such as smoking), communicated through DDS, materials at construction sites, and the intranet.

In 2025, a highlight was the pioneering preparation of an ergonomic report that also began to include psychosocial risks, anticipating NR-1 requirements. The work had specialized support and was complemented by an internal survey, with results that helped direct preventive actions and reinforce care for psychosocial factors, a particularly relevant and challenging topic in the sector.

Safety procedures at construction sites



In 2025, the Company advanced in the creation and consolidation of safety procedures for different types of services in civil construction, with objective guidance applicable at the construction site. As practical support, a “protection handbook” was developed, with approximately 40 projects that support engineers in selecting the type of protection and the system to be adopted at the construction site, increasing standardization and predictability of controls.

One lesson learned in the cycle was the perception that assessments conducted by a very restricted group could raise questions about the impartiality of the process. For 2026, the Company will implement inspections with technicians conducting monthly assessments at construction sites other than those where they work, seeking greater consistency, reliability, and credibility.

Third-party management

To incorporate safety as a cultural element, Eztec works together with contractors, encouraging the participation of contractors’ safety technicians in the Company’s routines and in CIPA meetings. When there are misalignments, meetings are held with those responsible and, if necessary, the Supply team is called in to support the solution — with the possibility of discontinuing the partnership if difficulties persist.

In addition, 100% of people who enter construction sites, direct employees and third parties, go through the Specialized Services in Safety Engineering and Occupational Medicine (SESMT) for document registration and onboarding, which addresses not only NR-1, but also topics such as sustainability, product quality, and Eztec’s history.

Work-related injuries and indicators GRI 403-9, IF-HB-320A.1



Class	2023		2024		2025	
	Employees	Third parties	Employees	Third parties	Employees	Third parties
Number of hours worked	203,280	2,282,940	148,500	1,910,480	849,200	3,700,400
Number of fatalities resulting from work-related injury	0	1	0	0	0	0
Rate of fatalities resulting from work-related injury	0	0.44	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	26	1	5	4	6
Rate of high-consequence work-related injuries (excluding fatalities)	0.0	11.4	6.7	2.6	4.71	1.62
Number of recordable work-related injuries (including fatalities)	4	39	3	16	4	21
Rate of recordable work-related injuries (including fatalities)	19.7	17.1	20.2	8.4	4.71	5.68

-12% in accident reduction

In 2025, we advanced in reducing accidents, with a decrease of approximately 12% compared to the previous year, reinforcing the effectiveness of preventive actions, procedure standardization, and the engagement of in-house and partner teams.



Main highlights of the period:

Fatalities due to work-related injury: two consecutive years without fatalities, evidencing the maturity of the prevention system.

High-consequence work-related injuries (excluding fatalities): among third parties, there was an increase in the absolute number from 2024 to 2025, but a reduction in the rate, due to the volume of hours worked in the period; among direct employees, there was a reduction.

Recordable work-related injuries: stability among direct employees.



Occupational diseases and leaves

GRI 403-10

In 2025, there were no records of leaves due to occupational disease, only due to high blood pressure, diabetes, migraine, and flu. Monitoring is carried out through the management of medical certificates and occupational medical monitoring, with attention to signs and trends to guide prevention actions.

Social Actions

In 2025, Eztec’s social actions were conducted in an integrated manner, led by Marketing and supported by teams such as People, Communications, and Engineering. The strategy, which seeks to strengthen the brand and generate positive impact in the territories where the Company is present, prioritizes two complementary axes:

- Presence and dialogue with the surroundings of projects, including consideration and care that favor urban coexistence;
- Mobilization of internal and external stakeholders through campaigns and local partnerships, valuing culture, well-being, and sense of belonging.

Relations with communities

GRI 3-3

In 2025, the Company maintained initiatives in Mooca, where Eztec makes a monthly donation of R\$ 1,000 to a neighborhood nonprofit organization, as an incentive to preserve the facade of the land. The amount is equivalent to the recurring cost of maintaining the wall and has helped keep the space conserved, favoring improvement of the surroundings and good coexistence with the neighborhood.

Another relevant front was participation in and support for events that cultivate local bonds, such as the Italian Festival of São Caetano do Sul, expanding dialogue with the public and institutional presence in a municipality where the Company has a track record and recognized participation in urban revitalization processes. In this agenda, Eztec sought to value local suppliers in events and activations, consolidating its commitment to the development of the regional ecosystem, as in Reserva São Caetano, where priority was given to hiring a company from the ABC region specialized in events.



In addition to direct social actions, our operations include infrastructure obligations, such as paving and widening roads, which benefit mobility and the routine of neighboring communities. Whenever possible, Eztec seeks to execute these improvements in a coordinated manner, as a demonstration of its commitment to the region and to the quality of urban space, going beyond strictly financial compliance with obligations.

In specific situations, the Company also acts responsibly to mitigate impacts on the surroundings, as at Unique Green, where traffic organization and noise management measures were adopted based on demands recorded by neighbors and condominium managers.



CULTURE, WELL-BEING, AND SENSE OF BELONGING



ALTHOUGH THE OBJECTIVE IS TO STRENGTHEN AN INCREASINGLY PREVENTIVE APPROACH IN ALL PROJECTS, THE EXPERIENCE BROUGHT IMPORTANT LESSONS ON ACTIVE LISTENING, AGILITY, AND STRATEGIES FOR COEXISTENCE WITH THE COMMUNITY.

Social



Arte na Obra

As part of its commitment to good urban coexistence, Eztec adopts practices to humanize construction fences, maintain visual quality, and care for the surroundings of construction sites, helping to reduce visual pollution and qualify the relationship with the neighborhood.

One highlight is the “Arte na Obra” (Art at the Construction Site) Project, a cultural initiative with social impact promoted by the Technical Office, in partnership with the People and Communications teams. The project holds a contest in which construction site workers share stories and experiences through drawings, which are adapted and transformed into panels displayed on the project construction fences.

The idea values talent, expands recognition of the people who build the projects, and transforms the construction site into a space for dialogue with the city. Artificial intelligence, already present in the daily life of construction sites, is also part of the project by supporting the adaptation of artistic expressions for exhibition.

In 2025, the panels were displayed on the construction fences of the East Blue Residences Tatuapé, Villares Parada Inglesa, Esther Towers, and Mooca Città projects.

Learn more at: www.eztec.com.br/arte-na-obra



Volunteering and internal engagement



Social actions include proposals for engagement and well-being, bringing employees closer to experiences of care and solidarity. One highlight was the Children’s Day action, carried out in partnership with a local church, with voluntary participation and delivery of items to the children served.

This agenda is complemented by activities such as yoga and welcome events, in addition to thematic campaigns (such as 5S and emotional health). In the daily life of construction sites, care and humanization practices reinforce the social dimension, with projects focused on working conditions and hospitality, such as breakfast and recurring towel replacement, evidencing attention to people’s health, comfort, and dignity.

To expand our reach, Eztec uses multiple channels — intranet, messages in meeting rooms, LinkedIn, and editorials — to give visibility to actions and encourage a sense of belonging.



08.

Sustainability Report
2025

08

Environmental Performance



Eztec’s environmental management in 2025 was conducted with a long-term vision, based on technical consistency, operational efficiency, and value creation for the business. More than meeting market requirements or external assessments, the Company advanced in structuring an environmental agenda centered on information quality, governance, and execution capacity, understanding that business longevity depends on the balance between environmental performance, cost management, and well-founded decisions.

Management and Excellence Guidelines and Program

In 2025, Eztec strengthened its environmental guidelines through a structured review of processes, indicators, and priorities, connecting the sustainability agenda to the Management and Excellence Program and to the Company’s continuous improvement routines. This movement aimed to increase the maturity of environmental management, focusing on methodological consistency, operational efficiency, and greater integration between technical and strategic teams.

As part of this process, a sustainability “reengineering” was conducted, with the review and formalization of practices and processes, among which the implementation of an ESG diagnosis

stands out. The initiative started from the premise of building a more robust, auditable, and technically supported foundation.

In addition, the Company advanced in structuring a medium- and long-term environmental agenda by hiring a specialized consulting firm, with prior experience working with the team’s leadership, to carry out a diagnosis and prepare a strategic sustainability plan. In 2025, this work was underway, with an evolution schedule for the coming years, covering priority fronts, implementation stages, and the strengthening of governance for environmental topics.





Another relevant advance was the review of the carbon inventory, focusing on improving data quality and developing indicators more aligned with operational reality. The initiative included engagement with stakeholders to obtain product emission factors, expanding the Company’s analytical capacity and supporting more informed choices in processes, materials, and management decisions. This direction is fundamental for a more consistent climate agenda, based on evidence and aligned with the business strategy.

In the field of efficiency, the initiatives implemented in this cycle reinforced the pursuit of operational improvements with associated environmental gains, especially in project management, in line with the principle of balancing performance and cost. Eztec’s work on this topic is based on the understanding that efficiency, control, and standardization are central elements to reduce impacts, optimize resources, and sustain long-term competitiveness.

Construction Project Environmental Management (GAO)

Our Construction Project Environmental Management (GAO) assessment structure defines activities, responsibilities, and scoring criteria to verify the environmental adherence of projects. Among its objectives, the document highlights not only compliance, but also support for the sustainability report, including the provision of project management data on environmental controls. To this end, it establishes the planning and execution of scheduled visits, field verification through inspections/audits, preparation of reports, treatment of nonconformities, and consolidation of results.

The assessment routine provided for in GAO reinforces the execution discipline of the environmental

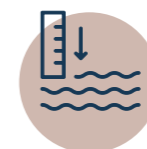


agenda at construction sites. Visits are quarterly and cover everything from the foundation phase to the completion of controlled services, with the number of assessments defined according to the stage and schedule of each project. The procedure also establishes objective criteria for analyzing items, which include biodiversity preservation, erosion and sedimentation, air quality, waste management, environmental education, natural resources, pollution and contamination, documentation and supplier assessment, risk management, and action and improvement plans.

The process includes accountability and improvement mechanisms: whenever an item is classified as a nonconformity (NC) or recurring nonconformity (R), the project engineer must record corrective actions in an action plan and submit them, with the actions completed within the stipulated deadline by the following assessment. This logic reinforces action traceability, response to deviations, and the continuous evolution of environmental performance at construction sites.

In addition, GAO guides practices related to several fronts, such as: drainage protection and sediment control, cleaning of access roads, use of wheel-wash and boot-wash systems, Imhoff testing for water discharge, waste segregation and storage, dust control, proper storage of materials, prevention of contamination, management of hazardous products, and measures for the rational use of resources, such as prioritizing rainwater and solutions to reduce consumption.

Water and Effluents



GRI 303-1, 303-2, 303-3, 303-4, 303-5, CRE2,

Water and effluents management at Eztec is guided by a preventive approach and by operational controls, compatible with the nature of its activities and with the urban context in which its projects are executed. Because the Company operates in the state of São Paulo and does not have industrial processes, its interactions with water are concentrated in the construction environment, on fronts such as earthmoving, concrete pouring, cleaning, dust control, and supply for human consumption at construction sites.

In 2025, Eztec exclusively used third-party water, with no direct withdrawal from surface or groundwater bodies and no use of rainwater as a primary source¹¹. Demand was met by the public supply network (SABESP), water trucks, and mineral water containers intended only for human consumption. Within this scope, there are no wells, grants, or proprietary withdrawal systems linked to the monitored operational units.

	2023	2024	2025
Water withdrawal (ML) GRI 303-3			
Third-party water (purchased)	103.89	72.79	85.26
Water discharge (ML) GRI 303-4			
Third-party water (purchased)	40.82	33.37	42.71
Water consumption (ML) GRI 303-5			
Total consumption	63.07	39.42	42.82



This arrangement directs management toward the efficient use of a shared resource and the mitigation of potential impacts associated with construction activities, especially those related to changes in surface runoff, erosion, sediment generation, and protection of the urban drainage network. The treatment of these aspects follows municipal licensing requirements and internal procedures, which establish mandatory measures for these controls.

¹¹ Although some units used rainwater in occasional activities, such as washing areas and irrigation, this use was not characterized as a primary supply source. For this reason, in 2025, the quantities withdrawn, the number of projects involved, and the periods of use were not recorded in the Company’s water inventory.



The identification, monitoring, and treatment of water-related impacts are integrated into the Management and Excellence Program (PGE) through sustainability indicators that track drinking water consumption in relation to built area (m³/m²), with targets by typology and construction phase. Monitoring is monthly and considers 100% of supply bills, allowing the construction of a historical series and the analysis of deviations throughout the execution cycle.

	2023	2024	2025
Water intensity rate in construction			
Total water consumption (m ³)	100,670.30	62,158.69	72,140.37
Construction area (m ²)	227,369.11	191,206.30	159,619.51
Water intensity in construction (m³/m²/year)	0.44	0.33	0.45

The process is supported by routines and criteria defined in the organization's internal procedure. GAO assessments occur periodically, with quarterly verification of compliance with environmental requirements and submission of data for sustainability and internal indicators.

Information governance is also part of the approach. The responsible teams enter evidence in a controlled environment, with results made available in Power BI for access to information, enabling consumption management.

In addition to consumption monitoring, Eztec adopts operational practices focused on water efficiency and continuous improvement at construction sites. In 2025, the Company maintained initiatives applied in previous years, such as rainwater harvesting and reuse and the installation of dual-flush toilets. In addition, it continued its commitment to improving internal processes and expanding the standardization of environmental

indicators at projects. This front also includes the adoption of reuse solutions for non-potable uses, such as wheel-wash and boot-wash systems, in line with water efficiency guidelines applicable to the construction sector.

Engagement with stakeholders complements management. At construction sites, the Company promotes awareness among employees and third parties through training, periodic GAO assessments, and internal communication on the efficient use of water. At the time of delivery, residents receive the Resident and Condominium Manual, with guidance on the efficient use of natural resources, selective collection, maintenance of common areas, safety, and good environmental practices, reinforcing awareness and the sustainable use of units and shared areas. In addition, the project has an Environmental Commitment Agreement, which must be maintained and fully complied with by the condominium, establishing guidelines related to environmental preservation, vegetation conservation, and maintenance of the permeable areas of the land.

Considering its operating model, Eztec understands that it does not generate significant water-related impacts in specific river basins, since it does not withdraw its own water, does not discharge directly into water bodies, and concentrates its controls in the construction environment, with discharge directed to the public system, mitigating impacts within the perimeter of construction sites.



Biodiversity

GRI 101-1, 101-2, 101-3, 101-4, 101-5, 101-6, 101-7, 101-8

Eztec recognizes that its activities can generate impacts on biodiversity and on relevant ecosystem services in urban and peri-urban areas. Although it does not yet have a specific formal policy on the topic or public commitments aligned with the Kunming-Montreal Global Biodiversity Framework, the 2030 Targets, or the 2050 Goals, the Company adopts internal guidelines and operational practices focused on preventing, mitigating, and offsetting environmental impacts associated with the development of its projects.

The reported data are based on environmental diagnoses, including fauna surveys carried out using the irregular transect method, with visual and vocal identification of species and classification according to references such as IUCN, CITES, MMA, and applicable state lists. The information follows ABNT technical standards, municipal licensing requirements, and other applicable references relevant to the context of operations, considering the Company's operations in anthropized urban areas and without industrial processes.





These guidelines are intended to ensure legal compliance, prevent significant impacts, and ensure that interventions occur within the limits established in environmental licensing processes. Their application covers all operational units involved in the real estate development cycle and also guides the work of critical suppliers, especially those hired for vegetation suppression, tree management, soil movement, drainage, slope stabilization, waste management, and execution of civil works.

Biodiversity management begins during the prior analysis of land, when the Company considers technical and social and environmental criteria to assess project feasibility. Whenever possible, priority is given to already urbanized or anthropized areas, reducing the need for interventions on native vegetation, sensitive habitats, and relevant ecological functions. In addition, all developments include a specific landscape

design studied and developed by a specialized company.

These measures aim to restrict impacts to effectively authorized areas, preserve soil stability, prevent erosion processes, and reduce interference with habitats and water bodies surrounding the projects. Their effectiveness is monitored both by public authority oversight and by complementary technical verification. The Municipal Secretariat for Green Areas and the Environment (SVMA) monitors, inspects, and issues certificates of compliance with the obligations provided for in the applicable environmental instruments.

In addition, the Company has the support of specialized environmental consulting for semiannual monitoring after the completion of internal and external plantings. This monitoring includes compliance assessment, planting evolution, seedling establishment rate, and compliance with the conditions defined by the environmental agency. The work of third parties complements official

oversight and reinforces the reliability of the reported information.

Eztec also recognizes that the need for more specific biodiversity management varies according to the characteristics of each asset. Projects with greater potential impact, especially those requiring a Neighborhood Impact Report (RIV), receive more rigorous treatment, with additional measures defined in environmental licensing, such as specialized technical monitoring, fauna management, authorized vegetation suppression, and complementary mitigation and protection actions.

In other cases, projects are predominantly located in already consolidated urban areas, with no relevant presence of native vegetation or sensitive habitats. In these contexts, potential impacts on biodiversity tend to be lower, and management focuses on meeting legal requirements and general environmental control practices applicable to projects.

This differentiation considers factors such as the environmental sensitivity of the site, the presence of vegetation, fauna, water bodies, and nearby green areas, the results of environmental diagnoses, the criteria defined in licensing, and the nature of the activities performed by the supplier chain.

Operational units with the most significant impacts

In 2025, Eztec maintained 17 active units. None of them was located in ecologically sensitive areas, such as Environmental Protection Areas (APA), watershed protection areas, conservation units, or environmental heritage areas. Therefore, the percentage of operational units located in these areas was 0%.

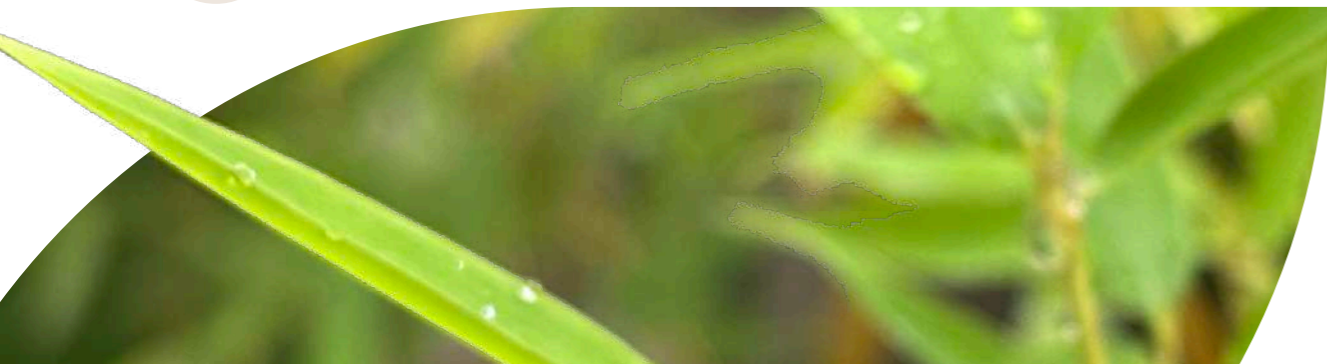
The operational unit identified as having the most significant impacts on biodiversity is located in the municipality of São Paulo, state of



EZ Mark

17 | active units

São Paulo, Brazil, and occupies 58,514.56 m² (approximately 5.85 hectares). According to a local study, the land is not located in an ecologically sensitive zone, but it is immediately close to the Tietê River. This condition characterizes it as an area close to relevant ecosystem services, especially those related to water regulation and urban drainage. The surrounding area also includes Parque Cidade de Toronto, an urban park of environmental and social relevance, which provides cultural, landscape, and microclimate benefits.



When intervention proves necessary, Eztec adopts preventive and control measures compatible with the environmental sensitivity of each project, including:

- Proper fauna management, when applicable;
- Authorized vegetation suppression;
- Implementation of temporary and permanent drainage systems;
- Soil protection and slope stabilization;
- Project planning to reduce exposed areas;
- Sediment containment and drainage protection;
- Proper management of waste, water, and materials.



Ecosystem services affected

Eztec’s activities can affect different ecosystem services, especially in urban contexts, where the balance between land occupation, drainage, vegetation, and environmental quality is especially important.

The main services identified include:

- **Water regulation and water quality**, linked to infiltration, surface runoff, water retention, and protection of water bodies;
- **Maintenance of biodiversity and habitats**, associated with support for fauna, vegetation regeneration, and continuity of local ecological cycles;
- **Climate regulation and carbon stock**, related to the presence of vegetation and microclimate modulation;
- **Erosion control and soil stability**, fundamental to preventing silting and soil loss;
- **Cultural and well-being services**, linked to the landscape, aesthetics, environmental comfort, and perception of quality of life in urban areas.



Supplier chain and associated risks

In the supplier chain, the services with the greatest potential impact on biodiversity are concentrated in the stages of vegetation suppression, tree management, earthmoving, drainage, slope stabilization, waste management, and execution of civil works. Provided by specialized companies, mostly located in Brazil, especially in the Municipality of São Paulo, these services can interfere with local habitats, soil conditions, drainage, and ecological functions in the surrounding area.

To reduce these risks, the Company prioritizes environmentally regularized suppliers, monitors vegetation intervention processes, and promotes continuous updating of the teams involved regarding applicable legal and technical requirements. The management of these impacts occurs through environmental licensing, the adoption of mitigation, restoration, and compensation measures, as well as specialized technical monitoring.

Decontaminated and remediated areas for intended use

CRE5

In the context of managing its impacts on the territory, Eztec monitors areas requiring assessment, remediation, and rehabilitation, with the objective of ensuring the suitability of land for the intended use and reducing environmental risks associated with occupation and the development of new projects.

	2023	2024	2025
Total land area decontaminated and remediated for intended use (m²)	24,153	0	22,672

In addition, at the end of 2025, the Company accounted for 192,155 m² of areas assessed for remediation, but not yet treated.

Operational control and prevention of indirect impacts

SASB IF-HB-420A.1, IF-HB-160A.1, IF-HB-160A.4

The Company’s activities do not promote the intentional introduction of invasive alien species. Even so, there are risks of accidental introduction typical of urban environments and construction sites, such as the attraction of synanthropic fauna by waste or accumulated water, the carrying of seeds and organisms attached to soil, tires, and equipment, the spontaneous entry of species already present in the surrounding area, and involuntary transport through materials and packaging.



To prevent these occurrences, Eztec adopts the Construction Project Environmental Management Operating Procedure, which establishes mandatory measures related to waste control, drainage protection, the use of wheel-wash and chute-wash systems, dust and sediment containment, continuous cleaning of the construction site, management of standing water, pollutant control, and organization and inspection of materials.

The same procedure also guides controls over soil, water, waste, and potentially polluting substances, including oil containment, Imhoff testing, waste segregation, and measures to prevent erosion and silting. During the reporting period, the operational unit primarily used third-party water, in line with these environmental control and management guidelines.



Environmental compensation

The Company revegetates impacted areas whenever required in environmental licenses, using appropriate species and techniques compatible with the guidance of the competent agencies. When necessary, it rehabilitates contaminated areas for the intended use.

In 2025, the total restored or rehabilitated area was 1.329 hectare. In the same period, Eztec recorded 22,672 m² of decontaminated and remediated area for intended use. In addition, at the end of 2025, the Company accounted for 192,155 m² of areas assessed for remediation, but not yet treated. This monitoring contributes to the proper environmental management of land and to the reduction of risks associated with occupation and the development of new projects.

In cases where residual impacts remain, Eztec fully complies with the compensatory measures defined in the environmental licensing process. These obligations are formalized, when applicable, through Environmental Commitment Agreements (TCAs), which establish responsibilities, technical criteria, and deadlines for the execution of actions, such as compensatory planting, forest replacement, recovery of degraded areas, and other measures determined by the environmental authority.

1,741 | seedlings planted internally

The environmental compensation provided for in the TCA aims to offset the remaining effects of vegetation suppression, ensuring adequate forest replacement and the recovery of lost ecological functions. In 2025, among the areas with the greatest potential impact on biodiversity, the projects in the Unique Green complex, as provided for in the Environmental Commitment Agreements, included the execution of 1,742 seedlings in internal planting and 3,687 compensatory seedlings in external areas. This action followed the resolution of the 11th Ordinary Meeting of the Environmental Compensation Chamber of 2021, which approved the conversion of seedlings into planting in Parque do Bispo.

The TCA also defines a set of technical and administrative requirements, including:

- Use of native species from the state of São Paulo;
- Compliance with technical standards established by DEPAVE for seedling height, DBH, and quality;
- Formal technical responsibility with ART and monitoring by qualified professionals;
- Deadlines for execution, maintenance, and replacement of seedlings;
- Monitoring of the establishment of compensated areas.

3,687 | seedlings planted externally

Waste



GRI 3-3, 301-1, 306-1, 306-2

Waste management at Eztec is structured to act preventively, operationally, and traceably throughout the real estate development and construction cycle. In a sector marked by a high volume of materials and losses associated with execution, the Company adopts an integrated approach that combines project decisions, on-site control, monitoring through indicators, and environmentally appropriate disposal.

Eztec maintains adherence to applicable environmental legislation and standards, especially the National Solid Waste Policy (Law No. 12,305/2010), CONAMA Resolution 307/2002, on construction waste, and CETESB guidelines and regulations.

Compliance is supported by internal controls, periodic inspections, and action plans to correct nonconformities when identified. Each project must prepare and keep updated the Solid

Waste Management Plan (PGRS), which defines procedures, responsibilities, and management flows at the construction site.

In addition, waste control is maintained, recording, among other aspects:

- Forecasting and quantification of waste generated;
- Classification by typology;
- Transportation companies;
- Licensed final destinations;
- Opportunities for reuse, processing, and recycling.

Construction-site operations are conducted by the Engineering and Warehouse teams, responsible for implementing the PGRS guidelines and ensuring segregation at source, storage in signposted areas, proper identification, and internal movement control. Among the routines, attention is given to preventing cross-contamination between waste classes and maintaining organization and cleanliness at the construction site, reducing operational and environmental risks.





The ESG department acts as a technical body, monitoring the environmental performance of projects, guiding applicable requirements, conducting field assessments, and supporting action plans focused on continuous improvement.



	2023	2024	2025
Main materials used			
Planted wood (t)	3,287 ¹³	1,671	651
Native wood (t)		189	119
Nonrenewable source			
Concrete (m ³) ¹²	90,158	43,982	34,679
Sand (t)	29,986	27,202	11,332
Steel (t)	10,078	3,368	2,330
Mortar (t)	16,965	33,343	12,431
Ceramic block (t)	12,065	8,704	289
Concrete block (t)	21,353	13,199	9,580
Gravel (t)	17,843	4,374	8,418
Cement (t)	6,593	5,942	2,440
Smooth plaster (t)	3,439	3,747	776
Aluminum (t)	369	282	151
Sanitary ware (t)	1,465	259	31
Ceramic tile (t)	1,406	75,211	580
Drywall boards (t)	491	1,954	888
Paint and texture (t)	1,193	2,531	385
Glass (t)	10,325	2,027	254

¹² Concrete is accounted for in cubic meters (m³) and not in tons (t) — the standard used by CECarbon to calculate GHG emissions.



¹³ In previous years, there was no stratification by planted and native wood

THE COMPANY RECOGNIZES THAT THE IMPACTS ASSOCIATED WITH WASTE ARE NOT RESTRICTED TO THE CONSTRUCTION SITE.

A relevant portion is defined in the initial stages of the value chain, especially in design, engineering, material specification, and choice of construction methods. These definitions influence the volume and profile of disposals, the need for cuts and adjustments, the incidence of rework, the amount of packaging received, and the risk of hazardous waste generation linked to the use of chemical products and equipment operation. For this reason, management is connected to product design and life cycle, since technical and standardization choices can reduce losses during execution, increase the durability of systems, and reduce impacts throughout the building's use.

Team training is treated as a critical factor for management effectiveness. Actions include initial onboarding focused on environmental practices, Daily Safety Dialogues applied to the construction-site routine, and periodic training for teams responsible for monitoring indicators, helping improve execution quality and the reliability of reported information.

Waste generated

GRI 306-3

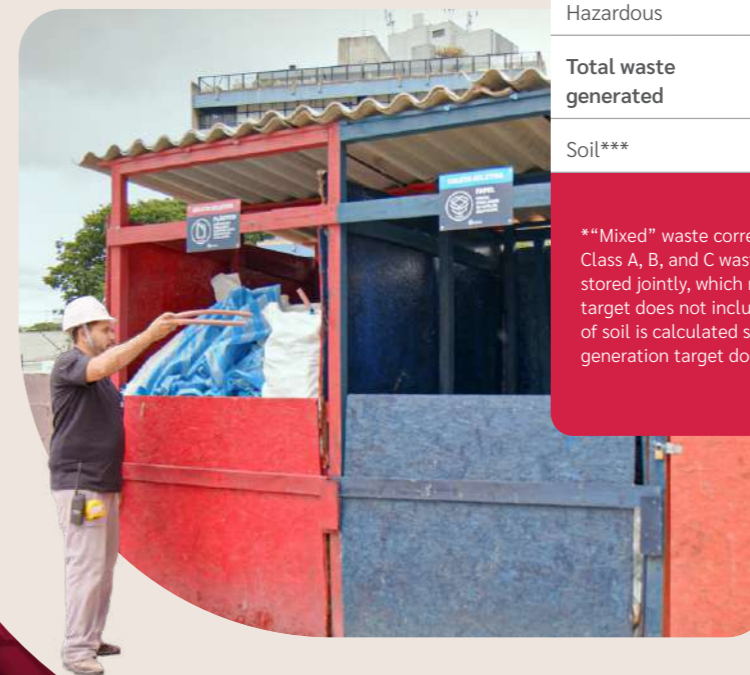
Based on this management structure, Eztec collects, measures, and tracks data on waste generated at construction sites, with the participation of field teams. Information is recorded by project and includes quantities by typology and classification, volumes removed by licensed transporters, frequency of removal, and associated documentation.

Quantification is based on weighings carried out by waste recipients and is recorded in invoices, MTRs, and disposal certificates. The data are then checked by construction-site teams and reviewed by the ESG team, ensuring consistency, reliability, and traceability.

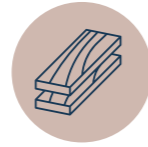
Total waste generated, by composition (t)

	2023	2024	2025
Nonhazardous waste			
Rubble	27,746.92	25,389.12	16,010.24
Wood	2,592.96	1,777.69	1,227.06
Gypsum	366.16	549.40	227.20
Metal	100.26	71.46	38.27
Mixed*	1,198.00	892.00	1,058.60
Organic	393.09	299.56	180.29
Plastic	156.48	216.20	265.16
Paper	85.29	148.66	177.54
Reject	2.94	2.21	28.46
Glass	32.51	20.00	35.00
Demolition**	29.89	0.00	6.40
Wool and Geotextile		0.93	1.40
Electronics	0.01	0.10	0.0028
Total	32,704.51	29,367.33	19,255.62
Hazardous waste			
Hazardous	31.24	5.11	6.50
Total waste generated	32,735.75	29,372.44	19,262.12
Soil***	291,287.06	25,444.64	67,587.55

*"Mixed" waste corresponds to the fraction composed of Class A, B, and C waste, under CONAMA Resolution No. 307, stored jointly, which makes reuse difficult. **The waste generation target does not include waste from demolition.***The total volume of soil is calculated separately, since the Company's waste generation target does not consider this material.



Waste diverted from and directed to disposal GRI 306-4, 306-5



Regarding forwarding for final disposal, Eztec adopts documentary traceability and hires only licensed transporters and recipients, with formal proof of waste shipment. The flow is monitored through periodic updates to the Waste Inventory, record control, use of environmental agency electronic platforms, and verification of Waste

Transport Manifests (MTRs), disposal certificates, and collection reports. This set of practices allows the Company to monitor more precisely the volumes generated and the destination assigned to each waste typology.

Total waste directed to final disposal, in metric tons (t)

Type of recovery	2023		2024		2025	
	Total weight outside the organization	Total	Total weight outside the organization	Total	Total weight outside the organization	Total
Nonhazardous waste						
Incineration (with energy recovery)	393.09	393.09	299.56	299.56	0	0
Landfill confinement	1200.94	1200.94	892.0	892.0	208.75	208.75
Recycling/processing	31,110.48	31,110.48	-	-	17,988.27	17,988.27
Other disposal operations			53,620.31	53,620.31	1,058.60	1,058.60
Total	32,704.51	32,704.51	54,811.89	54,811.89	19,255.62	19,255.62
Hazardous waste						
Co-processing in cement kilns/waste blend formulation					6.50	6.50
Incineration (with energy recovery)	31.20	31.20	5.11	5.11	0.0	0.0
Total	31.20	31.20	5.11	5.11	6.50	6.50
Grand total	32,735.75	32,735.75	54,817.00	54,817.00	19,262.12	19,262.12

In 2025, the total weight of waste directed to final disposal was 19,262.12 metric tons, considering the respective breakdown by composition. This monitoring helps expand control over disposal flows and reinforces the Company's commitment to proper waste management and environmental compliance in its operations.

Life cycle and downstream impacts

Although it is not responsible for disposal carried out by users after project delivery, the Company recognizes that choices made in development, design, and construction affect waste generation during the use phase. In this regard, the delivery of projects with standardized finish options stands out, including sanitary ware, metals, ceramics, and countertops, a strategy that reduces the

need for immediate renovations and, consequently, the potential generation of CDW, especially rubble resulting from the removal of new materials.

The Owner's Manual, use guidelines, and maintenance guidelines also support this result by encouraging proper conservation practices, extending the useful life of components, and guiding users and condominiums on the correct segregation and disposal of waste.

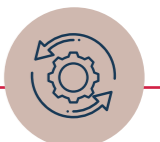
Circularity

Due to the characteristics of the sector and the scope of this report, materials and waste management is conducted mainly from the perspective of use efficiency, loss prevention, and material valorization throughout project execution. The Company adopts planning, receiving control, construction-site organization, reuse, and segregation for recycling practices, seeking to reduce waste and expand the use of inputs and packaging whenever technically feasible and safe.

This approach reinforces the connection between operational performance, impact reduction, and more efficient use of resources in projects. Eztec maintains structured targets and indicators for the topic, including:

- **Accumulated generation indicator**, with target associated with typology and built area;
- **Processing/recycling indicator**, with a corporate target equal to or greater than 90%.

To support the achievement of these results, projects adopt measures such as segregation at source by typology and class (A, B, C, and D), storage in signposted bays and specific areas, forwarding to licensed companies for sorting, recycling, co-processing, or reuse and, when applicable, reuse of packaging and materials.





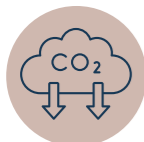
Emissions

GRI 305-1, 305-2, 305-3, 305-4, 305-5, CRE3, CRE4

Eztec monitors its emissions as a way to strengthen its management capacity over climate impacts associated with the business, creating a technical basis for monitoring, decision-making, and continuous evolution of its environmental practices. This process helps increase reporting transparency and support the increasingly consistent incorporation of the climate agenda into the Company's management.

Eztec's emissions inventory covers the gases carbon dioxide (CO2), methane (CH4), and nitrous oxide (N2O), considering an approach aligned with recognized references for emissions quantification and reporting. Its preparation adopts as the main methodological references the Brazilian GHG Protocol Program, through its GHG emissions calculation tool, and CECarbon, a calculator focused on energy consumption and carbon emissions associated with building construction. The use of these methodologies provides greater consistency to the survey, in addition to favoring comparability and traceability of reported information.

The base year adopted by the Company is 2022, the period in which Eztec began preparing its complete emissions inventory, covering Scopes 1, 2, and 3. Maintaining this reference milestone makes it possible to monitor performance evolution over time and support the identification of trends and improvement opportunities in climate management.



Direct GHG emissions - Scope 1 (tCO₂ equivalent)

	2023	2024	2025
Category			
Stationary combustion	240.82	14.08	17.68
Mobile combustion	69.72	92.88	109.47
Fugitive emissions	44.24	0.00	0.00
Land-use change	0.43	0.00	0.11
Total	355.21	106.97	127.26

Indirect emissions from energy acquisition - Scope 2 (tCO₂ equivalent)

	2023	2024	2025
Category			
Total	155.94	172.16	145.96

Other indirect GHG emissions - Scope 3

	2023	2024	2025
Category			
Purchased goods and services	79,443.05	45,279.80	29,987.59
Upstream transportation and distribution	530.70	392.86	242.65
Other upstream categories	0.00	0.00	0.00
Fuel- and energy-related activities	76.46	174.56	189.24
Waste generated in operations	365.43	252.66	151.71
Downstream transportation and distribution	182.00	92.79	68.58
Business travel	8.36	10.71	0.89
Domestic effluent		26.32	27.05
Total	80,606.00	46,229.69	30,667.71

Biogenic CO₂ emissions - Scope 3 (tCO₂ equivalent)

	2023	2024	2025
Total	88.54	88.63	106.28

GHG emissions intensity (tCO₂ equivalent/ m² built)

	2023	2024	2025
Category			
Total m ² built	227,369.11	191,206.30	159,619.51
Total emissions (tCO ₂ equivalent)	80,899.32	46,290.00	30,726.43
GHG emissions intensity	0.36	0.24	0.19

GHG emissions intensity (kgCO₂ equivalent/ m² built)

	2023	2024	2025
Category			
Total emissions (kgCO ₂ equivalent)	80,899,317.39	46,289,997.70	30,726,431.31
Sum of area in m ²	227,369.11	191,206.30	159,619.51
GHG emissions intensity	355.81	242.09	192.50

GHG emissions intensity (kgCO₂ equivalent/revenue R\$)

	2023	2024	2025
Category			
Total emissions (kgCO ₂ equivalent)	81,117,142.10	46,508,820.45	30,940,933.70
Sum of annual revenue from construction activities (R\$)	1,263,047,000.00	1,720,843,000.00	1,727,127,000.00
GHG emissions intensity	0.06	0.03	0.02

Unique Green - Emerald and Tourmaline



¹⁴ GRI 2-4: 305-3 and 305-4 We report the restatement of greenhouse gas (GHG) emissions data for fiscal year 2024. The review was necessary due to the identification of a material order-of-magnitude error in consolidating the volume of fuel considered in one of the units for the prior-period calculations, which directly impacted the emissions indicators. Accordingly, Scope 3 emissions and emissions intensity figures were revised and now reflect the correct fuel consumption for the period.



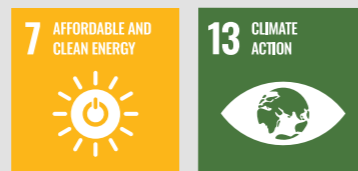
Electricity

Energy consumption is a relevant topic for Eztec, both because of the impacts it can generate on the environment, the economy, and people and because of the opportunities associated with operational efficiency and the construction of more sustainable projects. The Company recognizes that the efficient management of this resource is essential to minimize negative impacts and enhance benefits in its operations and in its value chain.

Energy use, especially when linked to nonrenewable sources, can contribute to greenhouse gas (GHG) emissions, intensifying climate change and increasing the environmental impacts of operations. In addition, dependence on conventional sources may affect the supply chain, since some suppliers may adopt energy matrices or practices that are still below ideal efficiency and sustainability criteria.

From an economic perspective, rising energy costs directly affect operating expenses and tend to affect the Company's competitiveness, in addition to representing a risk factor for financial planning due to energy price volatility. In the social dimension, the inefficient use of this resource may harm communities in contexts with more limited energy infrastructure, as well as indirectly cause impacts related to air quality and public health.

This context also includes risks associated with inefficient management of energy-related waste and energy wastage during the construction and operation of projects.



Although it does not yet have a specific policy formalized exclusively for the topic, Eztec maintains a commitment to efficient and sustainable energy management, supported by practices already incorporated into operations and by a corporate climate change policy.

In this context, its actions are based on a few central commitments:

- Promote energy efficiency through the adoption of more efficient solutions and technologies;
- Ensure compliance with legislation and with standards applicable to energy consumption and management;
- Foster sustainable innovation in projects and processes;
- Strengthen awareness and training actions for employees, suppliers, and customers.

These drivers are aligned with international sustainability references and with the UN Sustainable Development Goals, especially SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).



Measures to mitigate negative impacts

Eztec has been adopting a preventive and proactive approach to reduce the negative impacts associated with energy consumption in its operations and business relationships. Among the measures adopted, the incorporation of more efficient technologies in construction sites and projects stands out, such as LED lighting, occupancy sensors, automation systems, ENCE/Inmetro level A efficiency equipment, and infrastructure for the future installation of solar panels.

The Company also carries out continuous monitoring and audits focused on identifying opportunities to reduce consumption and improve operational efficiency. To address actual impacts, it invests in the modernization of equipment and infrastructure, in training teams for more conscious energy use, and in the continuous pursuit of reducing GHG emissions associated with energy consumption.

In addition, it aims to advance supplier engagement, encouraging the adoption of more rigorous standards in relation to energy sustainability and prioritizing, whenever possible, partners aligned with low-carbon practices and greater efficiency.



Initiatives that enhance positive impacts

Actions focused on energy efficiency generate positive effects across different dimensions. From an environmental standpoint, they contribute to reducing the carbon footprint of projects and to more rational use of resources. One example is the installation of infrastructure for photovoltaic systems in new projects, a measure that favors the incorporation of renewable sources and strengthens the Company's long-term strategy.

At construction sites, the use of CNG gas to heat locker-room showers also stands out, an essential solution to reduce electricity consumption in operations.

From an economic perspective, these initiatives favor the reduction of long-term operating costs, increase business resilience amid energy price volatility, and reinforce the Company's competitiveness. In the social dimension, they benefit employees, suppliers, customers, and users of the projects by encouraging awareness of responsible consumption and providing more comfortable, efficient, and potentially more economical environments in everyday use.



Monitoring and evaluation of effectiveness

GRI 302-1, 302-2, 302-3, 302-4, CRE1

The monitoring of energy management initiatives is carried out through continuous monitoring and evaluation processes. Energy consumption by projects and operations is tracked through an indicator spreadsheet, which gathers information on consumption from the concessionaire network, natural gas, and diesel for generators.

Energy consumption within the organization

	2023	2024	2025
Consumption of nonrenewable fuels (GJ)			
Diesel	3,788.2	292.51	247.12
Regular gasoline	1,177.7	1,640.7	2,128.71
LPG	53.5		0.00
CNG	20.8	67.9	46.34
Total	5,040.1	2,001.12	2,422.17

Consumption of fuels from renewable sources (GJ)

	2023	2024	2025
Ethanol	171.4	0	36.39
Total	171.4	0.0	36.39

Energy consumed (GJ)

	2023	2024	2025
Electricity	14,577.8	11,379.89	11,402.43
Total	14,577.8	11,379.89	11,402.43

Total energy consumed within the organization (GJ)

	2023	2024	2025
Nonrenewable fuels consumed	5,040.13	2,001.12	2,422.17
Renewable fuels consumed	171.44	0.00	36.39
Electricity, heating, cooling, and steam purchased for consumption	14,577.78	11,379.89	11,402.43
Total	19,789.35	13,381.01	13,860.99

Energy consumption outside the organization (GJ)

	2023	2024	2025
Mobile combustion	11,781.56	8,334.53	6,952.08
Stationary combustion		1,777.30 ¹⁵	4.26
Purchased goods and services	927,005.0	486,469.33	303,074.95
Total	938,786.51	496,581.16	310,031.29

Eztec compiles energy consumption data based on the internal methodology established in the Management and Excellence Program (PGE), using a standardized formula to calculate energy consumption and records from 100% of construction-site electricity bills.

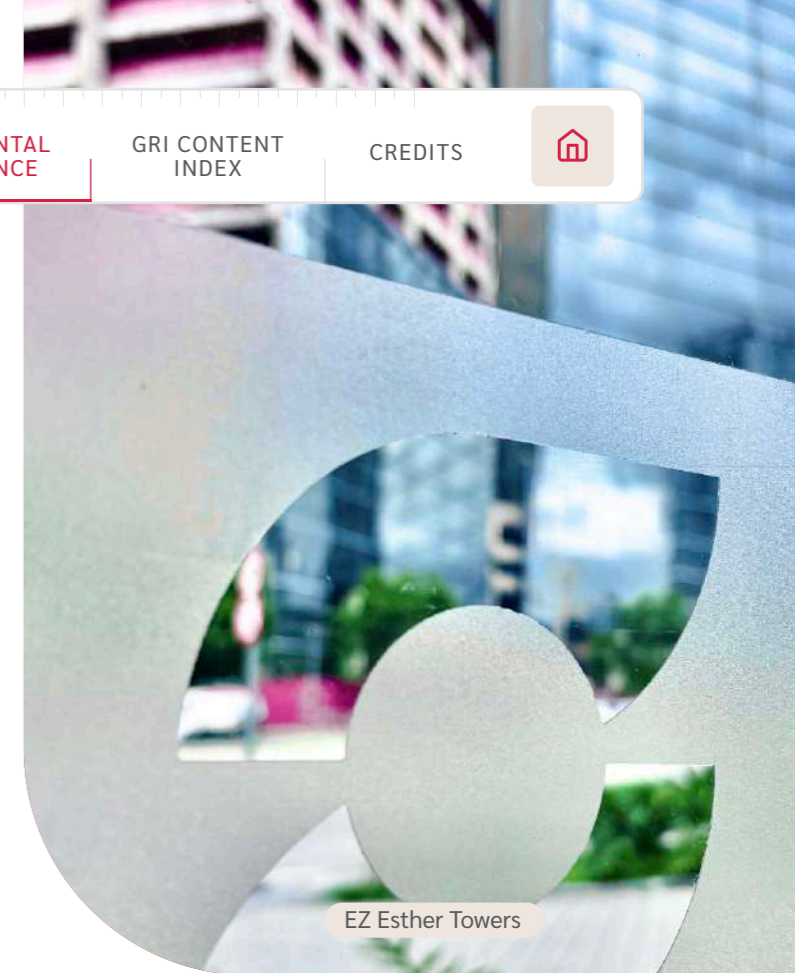
The methodology considers only electricity purchased from the public grid and fuels consumed, since the Company does not use steam, heating, or industrial cooling in its processes. The total consumption reported is calculated from direct measurements by energy utilities, with traceability ensured by official documentation and internal control systems. For unit conversion, the factor established by GRI is adopted, under which 1 kWh corresponds to 0.0036 GJ.

Energy Intensity

	2023	2024	2025
Energy consumed within the organization (kWh/m²)			
Energy intensity rate	12.52	10.07	11.98

The advances observed include the successful implementation of infrastructure for photovoltaic systems in new projects, the continuous reduction of consumption in administrative operations with the support of more efficient equipment and gas heating in construction-site locker rooms, in addition to the savings provided by the use of LED lighting and occupancy sensors.

In addition, Construction Project Environmental Management (GAO) supports quarterly audits and the definition of improvement actions. The Company also uses management systems and indicators to monitor its energy performance and guide operational decisions.



EZ Esther Towers

Energy intensity rate in construction

	2023	2024	2025
Total energy consumption (kWh)	2,847,392.94	1,925,962.92	1,912,407.43
Construction area (m ²)	227,369.11	191,206.30	159,619.51
Energy intensity in construction (kWh/m ² /year)	12.52	10.07	11.98

Based on this monitoring, Eztec intends to promote the gradual reduction of energy consumption per square meter built, reduce GHG emissions associated with energy use, and increase the energy-efficiency rates of delivered projects.

¹⁵ GRI 2-4: 302-2, We report the restatement of fuel consumption data for fiscal year 2024. The review was necessary due to the identification of a material order-of-magnitude error in consolidating the volume of fuel considered in one of the units for the prior-period calculations. The value for stationary combustion outside the organization was 1,777.30 GJ, and not 76,200.36 GJ as previously published.



09.



Sustainability Report
2025

GRI content index

Statement of use:	Eztec has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021



GRI content index

Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 2: General Disclosures 2021: The organization and its reporting practices	2-1: Organizational details		Eztec	18			
	2-2: Entities included in the organization's sustainability reporting		Presentation	6			
	2-3: Reporting period, frequency and contact point		Presentation	6			
	2-4: Restatements of information	We report the restatement of fuel consumption data for fiscal year 2024. The review was necessary due to the identification of a material order-of-magnitude error in consolidating the volume of fuel considered for the prior-period calculations. The value for stationary combustion outside the organization was 1,777.30 GJ, and not 76,200.36 GJ as previously published.			123, 119, 60		
	2-5: External assurance		Presentation	6			
GRI 2: General Disclosures 2021: Activities and workers	2-6: Activities, value chain and other business relationships	Eztec exercises co-control of 46.76% of Construtora Adolpho Lindenberg S.A.; Civil society: ABECIP, SECOVI-SP, ABRAIN, CVM, and B3; Governments: São Paulo City Hall and its secretariats, the Government of the State of São Paulo and its secretariats, and State Legislative Assembly of São Paulo (ALESP).	Eztec, Operating Model, Financial and Operating Performance	18, 25, 41			
	2-7: Employees		Social Development	79			
	2-8: Workers who are not employees		Social Development	80			

Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 2: General Disclosures 2021: 3. Governance	2-9: Governance structure and composition		Governance	51			
	2-10: Nomination and selection of the highest governance body		Governance	52			
	2-11: Chair of the highest governance body		Governance	51, 52			
	2-12: Role of the highest governance body in overseeing the management of impacts		Governance	52			
	2-13: Delegation of responsibility for managing impacts		Governance	53			
	2-14: Role of the highest governance body in sustainability reporting		Presentation	6			
	2-15: Conflicts of interest		Governance	59			
	2-16: Communication of critical concerns		Governance	59			
	2-17: Collective knowledge of the highest governance body	No sustainable development training was provided to the Board of Directors.	Social Development	88			
	2-18: Evaluation of the performance of the highest governance body		Governance	55			
	2-19: Remuneration policies		Governance	63			
2-20: Process to determine remuneration		Governance	63				
2-21: Annual total compensation ratio		Governance	63				



							Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation	
GRI 2: General Disclosures 2021: 4. Strategy, policies, and practices	2-22: Statement on sustainable development strategy		Message from Leadership, Financial and Operating Performance	8,43				
	2-23: Policy commitments		Governance	59				
	2-24: Embedding policy commitments		Financial and Operating Performance, Governance	43, 50, 59				
	2-25: Processes to remediate negative impacts		Governance	61				
	2-26: Mechanisms for seeking advice and raising concerns		Governance	61				
	2-27: Compliance with laws and regulations		Governance	59				
	2-28: Membership associations		Financial and Operating Performance	46				
GRI 2: General Disclosures 2021: 5. Stakeholder engagement	2-29: Approach to stakeholder engagement		Financial and Operating Performance	46, 47				
	2-30: Collective bargaining agreements		Social Development	77				
Material topics								
GRI 3: Material Topics 2021	3-1: Process to determine material topics		Financial and Operating Performance	47				
	3-2: List of material topics		Financial and Operating Performance	47				
							Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation	
Attraction, development, and retention of employees								
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance	47				
GRI 202: Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage		Social Development	94	1,5,8			

							Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation	
GRI 401: Employment 2016	401-1: New employee hires and employee turnover		Social Development	81	8			
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees		Social Development	83	3, 5, 8			
	401-3: Parental leave		Social Development	84	5,8			
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee		Social Development	85	4, 5, 8, 10			
	404-2: Programs for upgrading employee skills and transition assistance programs		Social Development	85	8			
	404-3: Percentage of employees receiving regular performance and career development reviews		Social Development	89	5, 8, 10			
Local development and community relations								
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance, Social Development	47, 81, 99				
GRI 202: Market Presence 2016	202-2: Proportion of senior management hired from the local community				8			
GRI 203: Indirect Economic Impacts 2016	203-1: Infrastructure investments and services supported		Financial and Operating Performance	41	5,9,11			
	203-2: Significant indirect economic impacts		Financial and Operating Performance	40	1, 3, 8			
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers		Governance	63	8			



Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs		Governance	69			
	413-2: Operations with significant actual and potential negative impacts on local communities		Governance	413-2	1, 2		
Human rights and labor relations							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance, Social Development	47, 76			
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken		Governance	61	5, 8		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	The Company has no operations with risks of violation of workers' right to exercise freedom of association and collective bargaining.			8		
GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor		Social Development	78	8,16		
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor		Social Development	78	8		
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	Not applicable.					
Supply chain management							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance, Governance	47, 63			

Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria		Governance	65			
	308-2: Negative environmental impacts in the supply chain and measures taken		Governance	65			
GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that were screened using social criteria		Governance	65	5, 8, 16		
	414-2: Negative social impacts in the supply chain and actions taken		Governance	63	5, 8, 16		
Waste management							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance	47, 114			
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts		Environmental Performance	114	3, 6, 12, 14		
	306-2: Management of significant waste-related impacts		Environmental Performance	114	3, 6, 12		
	306-3: Waste generated		Environmental Performance	116	3, 6, 12, 14, 15		
	306-4: Waste diverted from disposal		Environmental Performance	117	3, 12		
	306-5: Waste directed to disposal		Environmental Performance	117	6, 14, 15		
Physical and systemic risk management							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance	37			
GRI 201: Economic Performance 2016	201-2: Financial implications and other risks and opportunities due to climate change	The costs of the measures taken to manage the risk or opportunity were not made available by Eztec.	Financial and Operating Performance	37	13		
Data privacy and security							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance	71	16		



Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data		Governance	71	16		
Health, well-being, and safety							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance	47, 95			
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system		Social Development	95	3, 8, 16		
	403-2: Hazard identification, risk assessment, and incident investigation		Social Development	96	8		
	403-3: Occupational health services		Social Development	97	8		
	403-4: Worker participation, consultation, and communication on occupational health and safety		Social Development	96	8, 16		
	403-5: Worker training on occupational health and safety		Social Development	97	8		
	403-6: Promotion of worker health		Social Development	97	3		
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Social Development	97	8		
	403-8: Workers covered by an occupational health and safety management system		Social Development	95	8		
	403-9: Work-related injuries		Social Development	98	3, 8, 16		
	403-10: Work-related ill health		Social Development	99	3, 8, 16		

Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
Sector Supplement: Real Estate - Occupational Health and Safety 2014	CRE6: Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system		Social Development	95			
Transparency and customer relations							
GRI 3: Material Topics 2021	3-3: Management of material topics		Financial and Operating Performance, Governance	47, 66			
GRI 416: Customer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	Eztec has no history of complaints related to impacts on customers' health and safety.					
	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	There are no cases of non-compliance at Eztec regarding customer relations.					
GRI 417: Marketing and Labeling 2016	417-1: Requirements for product and service information and labeling	Not applicable.					
	417-2: Incidents of non-compliance concerning product and service information and labeling	Not applicable.					
	417-3: Incidents of non-compliance concerning marketing communications	In 2025, the Company recorded six cases of non-compliance related to marketing communications, advertising, and promotion, which resulted in administrative notices of violation. Of these cases, five refer to the distribution of promotional flyers by third parties, including real estate brokers linked to the Company, and one is related to the display of an LED panel without the required municipal authorization. The notices of violation resulted from non-compliance with municipal rules applicable to the placement of advertising. In response, the Company reinforced guidance to commercial partners and third parties regarding compliance with current legislation applicable to promotional actions and the disclosure of projects.					



Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
Relevant topics							
GRI 101: Biodiversity 2024	101-1: Policies to halt and reverse biodiversity loss		Environmental Performance	108			
	101-2: Management of impacts on biodiversity		Environmental Performance	108			
	101-3: Access and benefit-sharing		Environmental Performance	108			
	101-4: Identification of impacts on biodiversity		Environmental Performance	108			
	101-5: Sites with biodiversity impacts		Environmental Performance	108			
	101-6: Direct drivers of biodiversity loss		Environmental Performance	108			
	101-7: Changes to the state of biodiversity		Environmental Performance	108			
	101-8: Ecosystem services			108			
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed		Financial and Operating Performance	39	8, 9		
	201-3: Defined benefit plan obligations and other retirement plans	The Company does not offer retirement plans, defined benefits, or defined contributions to its employees.					
	201-4: Financial assistance received from government		Financial and Operating Performance	41			
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption		Governance	59	16		
	205-2: Communication and training about anti-corruption policies and procedures		Governance	59	16		
	205-3: Confirmed incidents of corruption and actions taken		Governance	59	16		

Omission

General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions pending or closed during the reporting period were recorded concerning anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization was identified as a participant.					
GRI 207: Tax 2019	207-1: Approach to tax		Governance	57	1, 10, 17		
	207-2: Tax governance, control, and risk management		Governance	57, 61	1, 10, 17		
	207-3: Stakeholder engagement and management of concerns related to tax		Governance	57	1, 10, 17		
	207-4: Country-by-country reporting	Not applicable.					

						Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 301: Materials 2016	301-1: Materials used by weight or volume		Environmental Performance	114	8, 12		
	301-2: Recycled input materials used	Eztec's main steel supplier states, in an Environmental Product Declaration valid through December 2025, that the recycled content of its products ranges from approximately 11% to 93%, depending on the production unit. Since the Company does not perform specific controls by mill of origin, it is not possible to accurately determine the average percentage of recycled content incorporated into the inputs purchased.			8, 12		
	301-3: Reclaimed products and their packaging materials	At construction sites, materials are reclaimed through shared actions. When construction sites are demobilized, items in usable condition are sent to the Company's warehouse or directly to new construction sites. Reclaimed materials include wood in good condition, office materials, and electrical and plumbing items. Eztec also purchases recycled gravel and rubble, in addition to reusing leftover materials of various types. Although these practices are not yet quantified, their implementation is guided by procedures, the Waste Management Plan, and work instructions applicable to construction sites.			8, 12		

						Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation
GRI 302: Energy 2016	302-1: Energy consumption within the organization		Environmental Performance	123	7, 8, 12, 13		
	302-2: Energy consumption outside the organization		Environmental Performance	123	7, 8, 12, 13		
	302-3: Energy intensity		Environmental Performance	123	7, 8, 12, 13		
	302-4: Reduction of energy consumption		Environmental Performance	123	7, 8, 12, 13		
	302-5: Reductions in energy requirements of products and services	Since there were no reductions in the energy requirements of products and services sold during the period, it was not necessary to apply a specific calculation methodology for this indicator. The energy data considered by the Company follow the same standards and procedures adopted in the general monitoring of consumption, based on the internal methodology described in the PGE and on records from 100% of electricity bills and fuel consumption.				7, 8, 12, 13	
GRI 303: Water and Effluents 2018	303-1: Interactions with water as a shared resource		Environmental Performance	106	6,12		
	303-2: Management of water discharge-related impacts		Environmental Performance	106	6		
	303-3: Water withdrawal		Environmental Performance	106	6		
	303-4: Water discharge		Environmental Performance	106	6		
	303-5: Water consumption		Environmental Performance	106	6		

							Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation	
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions		Environmental Performance	119	3, 12, 13, 14, 15			
	305-2: Energy indirect (Scope 2) GHG emissions		Environmental Performance	119	3, 12, 13, 14, 15			
	305-3: Other indirect (Scope 3) GHG emissions		Environmental Performance	119	3, 12, 13, 14, 15			
	305-4: GHG emissions intensity		Environmental Performance	119	13, 14, 15			
	305-5: Reduction of GHG emissions	Not applicable, since no quantifiable reductions in GHG emissions were identified in the reporting period		Environmental Performance	119	13, 14, 15		
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees		Social Development	79, 90	5, 8			
	405-2: Ratio of basic salary and remuneration of women to men		Social Development	94	5, 8, 10			
Sector Supplement: Real Estate - Energy 2014	CRE1: Energy intensity of buildings		Environmental Performance	123				
Sector Supplement: Real Estate - Water 2014	CRE2: Water intensity of buildings		Environmental Performance	106				
Sector Supplement: Real Estate - Water 2014	CRE3: GHG emissions intensity of buildings		Environmental Performance	119				
Sector Supplement: Real Estate - Water 2014	CRE4: GHG emissions intensity of new construction and renovation activities		Environmental Performance	119				

							Omission	
General disclosure	Contents	Data	Location Chapter	Pages	SDG	Reason	Explanation	
Sector Supplement: Real Estate - Water 2014	CRE5: Soil remediated and in need of remediation for existing or intended land use, in accordance with applicable legal requirements		Environmental Performance	112				
Sector Supplement: Real Estate - Product Responsibility 2014	CRE8: Type and number of sustainability certifications, rating, and labeling schemes for new construction, management, occupation, and renovations		Certifications	15				



SASB: Home Builders 2023				
Topic	Code	Indicator	Page	Data
Land Use and Ecological Impacts	IF-HB-160a.1	Number of (1) lots and (2) homes delivered in redevelopment (or urban renewal) areas.	112	
	IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress		Based on the Aqueduct tool, from the World Resources Institute (WRI) Water Risk Atlas, indicated by GRI itself as a reference for this analysis, none of the controlled lots and housing units delivered in 2025 was located in regions with high or extremely high baseline water stress.
	IF-HB-160a.3	Total amount of monetary losses resulting from legal proceedings associated with environmental regulations		In the reporting period, no monetary losses resulting from legal proceedings associated with environmental regulations were recorded.
	IF-HB-160a.4	Description of the process to integrate environmental considerations into land selection, site design, and project development and construction	112	
Workforce Health and Safety.	IF-HB-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	98	



Topic	Code	Indicator	Page	Data
Design for resource efficiency.	IF-HB-410a.1	(1) Number of homes that obtained residential energy efficiency certification and (2) average rating.		In the reporting period, the Company did not deliver residential units certified under standardized energy efficiency systems. The project currently under construction with LEED certification is for commercial use and, therefore, does not fall within the scope of this indicator, as defined by SASB.
	IF-HB-410a.2	Percentage of installed water fixtures certified to a water efficiency standard.		Although the water fixtures installed in the projects did not, during the period, have formal water efficiency certification issued by recognized organizations, the Company adopts solutions and technical specifications focused on the rational use of water, such as fixtures with aerators and flow-reducing devices, in addition to selecting products aligned with the ABNT standards applicable to hydraulic performance and standardizing construction and installation practices to minimize losses and ensure the proper operation of systems.
	IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard.		In the reporting period, no home was delivered with third-party multi-attribute green building certification, as defined by indicator IF-HB-410a.3. Even so, the Company adopts practices aligned with requirements usually covered by these certifications, encompassing energy efficiency, water conservation, responsible use of materials, indoor environmental quality, and homeowner guidance, through the Owner's Manual delivered when keys are handed over. These practices are implemented and systematically monitored through Construction Project Environmental Management, which establishes environmental guidelines for the different stages of construction and contributes to the incorporation of sustainability principles, even in the absence of formal certification.
	IF-HB-410a.4	Description of risks and opportunities related to incorporating resource efficiency into home design and how benefits are communicated to customers		Currently, the integration of environmental considerations into project design does not yet occur through a formal and comprehensive process for assessing risks and opportunities; even so, the Company conducts specific analyses in the initial development phase, such as hiring a specialized company to assess the region's flooding potential, the results of which support implementation decisions and, when necessary, the adoption of adaptation measures, such as raising the ground-floor and access elevations. Although the indicator is not yet measured systematically, the environmental benefits and solutions incorporated into the projects are clearly communicated to owners, condominium residents, investors, and sales teams, especially initiatives such as provisions for solar heating systems, when applicable, energy efficiency solutions, acoustic treatment, dual-flush toilets, and waste management practices. On the other hand, the Company does not yet perform a specific analysis of possible price increases associated with the costs of environmental improvements or obtaining certifications, which is why it does not have a formal discussion or data on the relationship between these investments and the final price of the projects.
Community impacts of new developments	IF-HB-410b.1	Description of how proximity and access to infrastructure, services, and economic centers influence land selection and development decisions		Eztec develops most of its projects in the São Paulo Metropolitan Region, in already urbanized areas with good availability of infrastructure and services. This strategy favors the use of existing infrastructure, contributes to urban mobility, and expands customers' access to job, retail, and service opportunities. Location and infrastructure analyses are conducted during the prospecting and project feasibility study stages and consider, whenever applicable, current urban planning guidelines and instruments. This approach contributes to the selection of land with potential for integration into the existing urban fabric and to the development of projects more aligned with urban dynamics and the needs of the audience served.
	IF-HB-410b.2	Number of (1) lots and (2) homes delivered in infill areas	12	
	IF-HB-410b.3	(1) Number of homes delivered in compact developments and (2) average density.		In 2025, Eztec delivered projects classified as traditional compact developments, as defined by SASB, with commercial, residential, and mixed-use typologies. Among the main highlights in number of units delivered are Unique Green – Tourmaline (633), Exalt Ibirapuera by EZ (433), Dream View Sky Resort (420), and Hub Brooklin by EZ (412). The density of projects with available data ranged from 23.3 to 1,025.8, reflecting the specific characteristics of each project.

Topic	Code	Indicator	Page	Data
Adaptation to climate change	IF-HB-420a.1	Number of lots located in 100-year flood zones	112	
	IF-HB-420a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating these risks.	37	
Metrics	IF-HB-000.A	Number of controlled lots	12	
	IF-HB-000.B	Number of homes delivered	12	
	IF-HB-000.C	Number of active communities in sales	12	



Credits

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EZ TEC EMPREENDIMENTOS E PARTICIPAÇÕES S/A

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Each contribution strengthens transparency and reaffirms the seriousness with which we conduct our business, sustaining Eztec's reputation and the trust built with our stakeholders.

Thank you for being part of this continuous movement of evolution and for driving, in practice, a sustainability agenda guided by efficiency, commitment, and long-term value creation.



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Sustainability Report

