



Sustainability Report

2025

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BUILDING THE GROUP, SHAPING THE FUTURE

A journey towards sustainability that reflects the Group's evolution over the years, driven by investment, continuous improvement and innovation.



Every year brings a new opportunity to move forward and demonstrate that sustainability is not an isolated objective, but a way of understanding our work and shaping the future of MARE Group.

In 2025, we continued to strengthen a management model built on responsibility, innovation and the creation of shared value. This journey drives us to improve our processes, reduce our environmental impact, foster the development of our people and build trusted relationships with our stakeholders.

**| SUSTAINABILITY IS PART OF EVERY DECISION WE MAKE AND OF
| THE WAY WE UNDERSTAND OUR GROWTH.**

This year, we took another important step by incorporating a Double Materiality Assessment, enabling us to identify, together with our stakeholders, the issues that are most relevant to both our business and society. This process strengthens our strategy and helps us focus our decisions on the challenges that truly generate impact.

This Sustainability Report reflects our commitment to transparency and continuous improvement. It presents not only the progress we have made, but also the challenges that still lie ahead, convinced that lasting progress is only possible through collaboration and active listening.

I would like to thank everyone who is part of MARE Group, as well as our customers, suppliers and partners, for their commitment and trust. Their dedication enables us to continue growing with a shared vision and a clear ambition for the future.

Because building a stronger group also means helping to build a more sustainable society.

Xoán Martínez
CEO MARE Group



**"BUILDING A MORE SUSTAINABLE FUTURE
MEANS CREATING ECONOMIC, SOCIAL AND
ENVIRONMENTAL VALUE FOR PEOPLE, BUSINESSES
AND THE COMMUNITIES WHERE WE OPERATE."**

MARE GROUP

The strength of a group that
grows together



MARE Group is the family-owned holding company that brings together **sixteen companies** operating across complementary sectors, united by a common purpose: **to create long-term value through innovation, sustainability and people.**

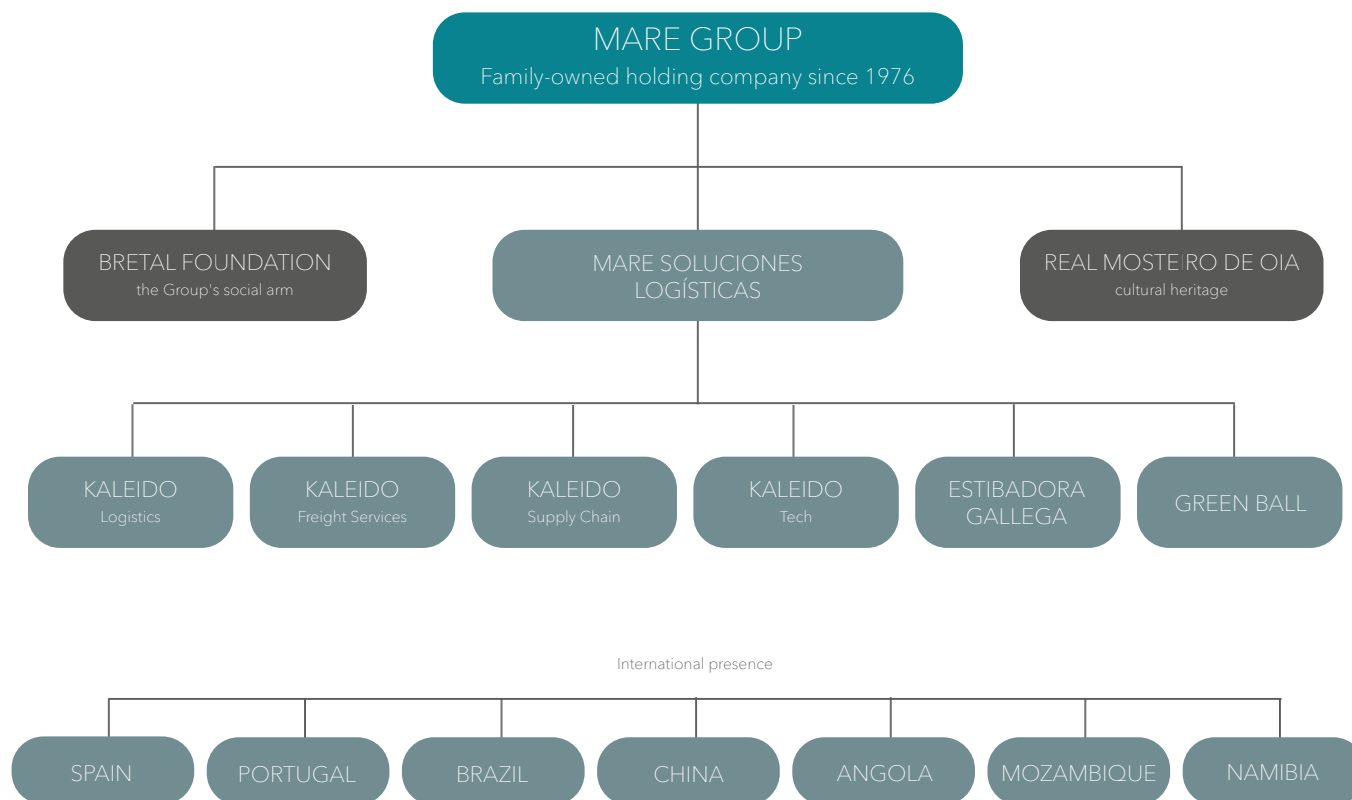
Over the years, the group has evolved by expanding its capabilities, strengthening its international presence and diversifying its activities, while maintaining a shared vision founded on operational excellence, close customer relationships and a strong commitment to the communities in which it operates.

Kaleido is the Group's main business driver and its most internationally oriented company. Through its Logistics, Freight Services, Supply Chain Management and Tech divisions, it delivers integrated solutions ranging from logistics and supply chain management to technological innovation and support for the energy transition.

Alongside its business activities, the Group also promotes projects that reinforce its social, cultural and territorial commitment. **Bretal Foundation** continues to develop initiatives aimed at creating a positive impact on local communities, while the **Real Mosteiro de Oia** reflects the Group's commitment to preserving and enhancing historical heritage as part of a business vision firmly rooted in its surroundings.

Today, the Group employs **more than 370 people** and has a direct presence in **Spain, Portugal, Brazil, China, Angola, Mozambique and Namibia**. This international network connects people, knowledge and opportunities, building trusted relationships and creating value wherever it operates.

ONE GROUP, MULTIPLE CAPABILITIES



SUSTAINABILITY STRATEGY

The value of moving forward while
protecting what matters



1. ENVIRONMENTAL

We work to reduce our environmental impact through energy efficiency measures, sustainable mobility and responsible waste management. The annual publication of our Environmental Statement, which celebrated its 22nd anniversary in 2025, transparently reflects the progress achieved and our commitment to continuous improvement.

2. ECONOMIC AND GOVERNANCE

We are committed to growth driven by efficiency and resource optimisation, seeking solutions that create value for both our customers and the Group as a whole. Combined with strong, long-term management, this approach strengthens our competitiveness and resilience.

3. SOCIAL

We promote equal opportunities and professional development by ensuring a safe, collaborative and responsible working environment. We also maintain an active commitment to the communities where we operate through educational, cultural and sporting initiatives, as well as support for vulnerable groups.

Growing responsibly means creating value for our customers, our people and society, while contributing today to the future we want to build tomorrow.

OUR SUSTAINABILITY MODEL IS BUILT AROUND THREE KEY DIMENSIONS:



Alignment with the Sustainable Development Goals (SDGs)

Our sustainability strategy is framed within the **2030 Agenda** and is particularly aligned with the following Sustainable Development Goals:

	Quality Education: We promote continuous learning and educational initiatives that create opportunities.	Reduced Inequalities: We promote diversity and equal opportunities across all areas of our activity.	
	Clean Water and Sanitation: We encourage responsible water management through monitoring, measurement and the efficient use of water resources.	Responsible Consumption and Production: We encourage sustainable practices that optimise resources and ensure a responsible supply chain.	
	Affordable and Clean Energy: We promote the use of renewable energy and systems that improve efficiency and reduce our energy footprint.	Climate Action: We reduce our environmental impact through energy efficiency and sustainable mobility.	
	Decent Work and Economic Growth: We foster quality employment and safe, inclusive workplaces.	Partnerships for the Goals: We actively collaborate with businesses, institutions and communities to generate a shared positive impact.	
	Industry, Innovation and Infrastructure: We invest in innovation and efficiency as drivers of sustainable progress.		

These commitments reflect our understanding of sustainability not as a destination, but as a way of moving forward with responsibility, consistency and a long-term vision.

CERTIFICATIONS AND PARTNERSHIPS

Main partnerships

BIMCO — Baltic and International Maritime Council

WWPC — Worldwide Project Consortium

CEAGA — Galician Automotive Cluster Foundation

CFLG — Galician Logistics Cluster

APD — Association for Management Progress

CRE100DO — Community of companies that promote sustainable growth

AGEF — Galician Family Business Association

IATA — International Air Transport Association

AEO — Authorised Economic Operator

As a new feature, we are joining:

AEBA —Baixo Ave (Portugal) Business Association

These partnerships allow us to anticipate trends, share knowledge and collaborate on projects that promote excellence, innovation and sustainability in our sector.



Certificaciones	MARE Soluciones Logísticas	KALEIDO Logistics	KALEIDO Freight Services	KALEIDO SCM	KALEIDO Tech	Estibadora Gallega	Green Ball	KALEIDO Brasil	KALEIDO China	KALEIDO Angola
ISO 9001										
ISO 14001										
ISO 45001										
ISO 50001										
ISO 27001										
ISO 14064										
TRADE Certified										
MAGRAMA Huella de Carbono										
EMAS Verified										
Operador Económico Autorizado										
BIMCO										
CRAEGA										
GDP										
BREEAM										

Throughout 2025, as in previous years, we were **recognised with ratings and certifications** by different organisations, including EcoVadis, Atlas Gallego de Empresas Comprometidas and Accesia.

ACESIA
Score
89/100



Percentile
87th



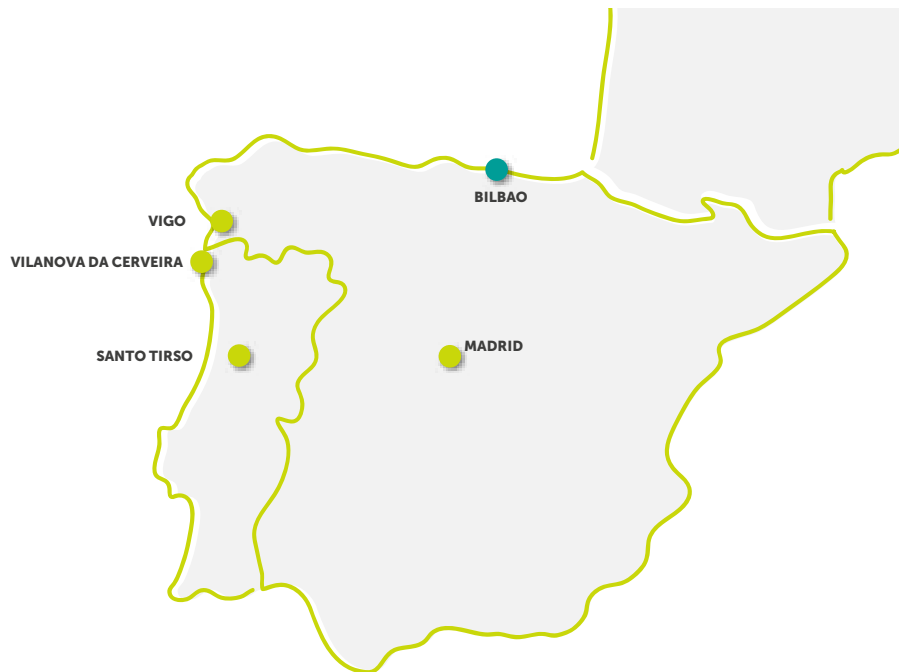
GOOD GOVERNANCE 4/5
ENVIRONMENT 5/5
COMMUNITY 4/5
PEOPLE 4/5

INVESTMENTS AND INFRASTRUCTURE EXPANSION

During 2025, we continued to strengthen our operational presence through new investments in strategic infrastructure aimed at improving efficiency, proximity to customers and service capacity in key markets.

Spain: new office in Bilbao and expanded storage capacity

In Spain, we continued to strengthen our network with the opening of a new office in Bilbao, with the aim of improving proximity to customers and suppliers in the north, providing greater agility in commercial and operational management.



We also continued to expand our logistics capacity at our hub in Porriño, Vigo, which continues to grow with the addition of a new nearby warehouse. This expansion adds a further **2,500 m²** in a strategic industrial location, strengthening our storage capacity and the efficiency of our operations.



**PORRIÑO
SPAIN**



**LUANDA
ANGOLA**



**BEIRA
MOZAMBIQUE**



**WALVIS BAY
NAMIBIA**

Africa: operational expansion in Angola, Namibia and Mozambique

We strengthened the Group's presence in Africa through the acquisition of a new depot in Luanda, the relocation of the Walvis Bay logistics centre and the opening of the Beira centre, consolidating the logistics network in the region and expanding our operational response capacity in Southern Africa.

SOCIAL

The human value behind
everything we do



4.1 THE POWER OF ONE TEAM

We are a group that evolves through people. Every training programme, every project and every act of collaboration reinforces our shared identity: a global team that grows, adapts and moves forward towards a common purpose.

4.1.1 Development and training

We believe that sustainable growth begins with people. For this reason, training is one of the key tools for fostering professional development, motivation and alignment with the Group's values.

10.876 total training hours
+2.840 additional hours compared with 2024

whereof:

+6.000 onboarding hours
+1.500 language training hours
+630 technical training hours
+440 hours dedicated to transversal skills
+120 hours of applied AI training
+50% of all training delivered internally

8,3/10 training satisfaction rating
9,5/10 team integration rating

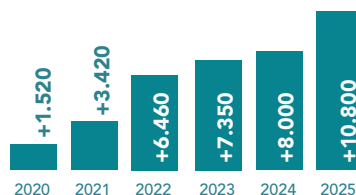
+1.300 hours of OHS awareness training
+200 hours on effective and assertive communication
+480 hours dedicated to evaluations and active listening
100% of office-based employees trained in sustainability
10 career development plans currently underway

In 2025, we introduced new training programmes focused on sustainability, digitalisation and innovation, covering topics such as artificial intelligence, decarbonisation, sustainable transport and offshore wind energy. At the same time, we continued to give importance to initiatives related to leadership, communication, negotiation and personal development, including assertive communication, conflict management, team leadership and the GROW method, among others.

MARE Group continues to strengthen its position as a key driver of youth employment, with almost 15% of its workforce under the age of 30.

Supporting young talent forms part of our commitment to developing future professionals. At MARE Group, we promote organic growth, where internal training and development plans transform today's new recruits into tomorrow's professional careers.

Annual training hours



4.1.2 Diversity and equality

Integrating diversity in terms of identity, culture, education and abilities within MARE Group is not an obligation, but an opportunity for growth and improvement. Recognising talent in all its forms strengthens us as a team, enriches us and reinforces the way we understand our work.

Commitment to diversity

In 2025, we took another step forward in our commitment to inclusion by signing a three-party collaboration agreement between Down Vigo Association, the University of Vigo and MARE Group to promote the employment of people with diverse abilities.

At the same time, our commitment continues through accessible working environments in which accessibility conditions are reviewed on a regular basis and individual support is provided in each specific situation, with the aim of ensuring independent and safe professional development.

11 different nationalities

5 training collaboration agreements supporting labour market integration

Commitment to equality

The **Equality Committee** continued its work and action plan by monitoring and analysing internally key areas such as recruitment, promotion, training and work-life balance, defining measures to strengthen equal opportunities and promote an inclusive professional environment.

In 2025, the Group promoted transparency and inclusive language, while reinforcing work-life balance through the WellFlex programme.

Our commitment to internal development is reflected in stories such as that of Joana Vitorino Capitango. After joining the company in Angola in a cleaning role, she was given **the opportunity to train and develop professionally** until becoming part of the People & Talent team. Her journey is an example of how commitment, learning and **equal opportunities can open up new paths for growth within the organisation.**

4.1.3 Health and Safety

Prevention continues to be a **strategic priority aimed at minimising risks, strengthening the safety culture and ensuring increasingly safer working environments.** It forms part of the way we work and is integrated across every level of the organisation, where everyone actively participates in identifying and implementing measures that contribute to carrying out our activities safely.

During 2025, we reinforced this commitment by intensifying machinery inspections, preventive controls and monitoring activities across our facilities. Throughout the year, 77 incidents were managed. Their analysis enabled us to identify opportunities for improvement and strengthen preventive measures. Although the number of accidents increased from 20 to 30 compared with 2024, every accident is analysed in detail in order to identify its causes and implement corrective actions that help reduce recurrence. It should also be noted that the average duration of sick leave remained significantly below the sector average, reflecting the effectiveness of preventive measures, rapid response and the follow-up carried out to support a safe recovery.

1.021 equipment inspected
155 audits and inspections carried out
125 preventive measures implemented

1.947 hours of OHS training
251 medical examinations
407 accredited external workers

**"HAVING HAD THE
 OPPORTUNITY TO
 TRAIN AND CONTINUE
 DEVELOPING
 PROFESSIONALLY HAS
 SHOWN ME THAT, WHEN
 PEOPLE ARE TRUSTED,
 EFFORT AND THE
 WILLINGNESS TO LEARN
 FIND THEIR REWARD."**

Joana Vitorino Capitango
 People & Talent Angola



4.2 BUILDING COMMUNITIES

Throughout 2025, we continued to promote social, cultural and environmental initiatives that help strengthen territorial cohesion and create shared value in the communities where we operate.

From a comprehensive vision of sustainability, encompassing its social, cultural and environmental dimensions, these initiatives seek to build more connected, participatory and resilient communities, reinforcing the relationship between territory, heritage and society.

4.2.1 Bretal Foundation: culture and territory

Throughout 2025, our Foundation consolidated its role as a driving force behind the **Real Mosteiro de Santa María de Oia**, promoting its protection, research and dissemination while strengthening its role as a living space for culture and engagement with the community.

The Monastery has therefore become an evolving heritage project, where archaeological research, cultural activity and public access work together to generate knowledge and strengthen territorial cohesion.

Heritage research and knowledge

The archaeological campaigns carried out over recent years have enabled us to significantly expand our understanding of the Royal Monastery of Oia, providing new findings that enrich its historical interpretation.

In 2025, these advances continued to enhance both the project's educational narrative and the content of the guided tours, strengthening the connection between scientific research and public dissemination.

This approach transforms the Monastery into a dynamic space where knowledge is continuously developed and shared with society.

Circular structure discovered in the Patio de los Limoneros, dating from before the construction of the Monastery.



Opening to the public and cultural promotion

The Real Mosteiro de Oia opened its doors to visitors during Easter and throughout the summer months, consolidating its position as one of the leading cultural landmarks in the Baixo Miño region.

During these periods, thousands of visitors took part in guided tours in small groups focusing on the history of the monastery, its architectural evolution and the latest research findings.

One of the most visited spaces was the permanent exhibition "Os presos do Mosteiro: memorias da Guerra Civil española", which provides a contemporary and social perspective on the interpretation of the monumental complex.

These activities reinforce the Monastery's role as an accessible, dynamic and constantly evolving centre for heritage interpretation.

Culture, education and social action

In 2025, we took another step in our commitment to promoting Galician culture with the publication of *A Figueira Máxica*, our first children's book in the Galician language, published by Serra da Groba and written by Dalia González. It was presented at the Real Mosteiro de Oia to mark Galician Literature Day (Día das Letras Galegas).

This initiative strengthens the project's cultural dissemination strategy while extending its reach to new audiences, incorporating education and local identity as essential components of its work.

The project also includes a strong social dimension, with 10% of the proceeds from the publication donated to **Bicos de Papel Association**, which supports children receiving cancer treatment at Álvaro Cunqueiro Hospital in Vigo.

Along the same lines, the **VII Recoñecemento Real Mosteiro de Oia**, was presented to historian and researcher **Xoán Martínez Tamuxe**, in recognition of his contribution to the knowledge and preservation of the heritage of the Baixo Miño region.



Economic sustainability and knowledge dissemination

In 2025, the Bretal Foundation online bookshop was launched, becoming a key tool for ensuring the continuity of the publishing project and providing year-round access to the Monastery's publications.

This initiative responds to the need to diversify dissemination channels and strengthen the project's economic sustainability, particularly given the seasonal opening of the monument.

Serra da Groba Publishing House has therefore consolidated its role as a knowledge dissemination tool, with a catalogue that includes both its own publications and external collaborations focusing on heritage, history and the local area.



The Monastery as a living community space

The initiatives carried out by the **Bretal Foundation** throughout 2025 reinforce the role of the Royal Monastery of Oia as a living, open space that remains in constant dialogue with its surroundings.

A place where research, culture and public participation come together within a single heritage management model, creating social value and strengthening the connection between the Monastery and the community.



Natural environment and sustainability

Our commitment to environmental sustainability is also reflected in the initiatives carried out within the natural surroundings of the Real Mosteiro de Oia, integrating heritage and landscape into a single model of responsible management.

Environmental monitoring of the Lavandeira River · *Proxecto Ríos*

The Monastery actively participates in Proxecto Ríos, enabling us to monitor bioindicators and regularly assess the ecological status of the Lavandeira River.

This watercourse, historically linked to the operation of the monastery, remained in a good state of conservation throughout 2025 according to the parameters analysed during the monitoring campaigns.

This initiative reinforces the Group's commitment to protecting local ecosystems and promoting environmental education.

Sustainable landscape management: *silvopasture*

The maintenance of the Monastery's land, covering more than six hectares, is carried out through silvopastoral practices in collaboration with the local community.

The controlled use of sheep and goats allows vegetation to be managed naturally, contributing to wildfire prevention and improving the sustainability of the ecosystem.

This management model combines tradition, sustainability and environmental efficiency, strengthening the relationship between human activity and the conservation of the local landscape.

The initiatives carried out in the surroundings of the Royal Monastery of Oia reflect a comprehensive approach in which culture, heritage and the environment form part of the same sustainability strategy.

This approach contributes to building more cohesive communities, more resilient territories and projects that are sustainable over the long term.

REAL
MOSTEIRO
DE OIA

FUNDACIÓN
BRETAL

4.2.2 Community Initiatives, Social Impact and Collaboration

Throughout 2025, we carried out a range of initiatives aimed at creating a positive impact in the communities where we operate. These actions reflect a vision of sustainability that extends beyond business activity, integrating social, cultural and environmental dimensions.

From international cooperation to climate action, including sector innovation and people's well-being, these initiatives share a common objective: to strengthen our connection with the communities around us and contribute to their development.

Education, International Cooperation and Community Development

Donation of school uniforms, in collaboration with Apóstol Santiago School in Vigo, to 4 de Março School in Namibe, Angola. This initiative supports education and equal opportunities in local communities linked to our international operations.



In addition, this year we developed the *Jardim Milionário* project, aimed at improving the local community environment in Namibe and creating spaces that promote social interaction and well-being.



Social infrastructure and regeneration of community spaces

Sponsor a brick: building protection, creating opportunities

In 2025, through the Bretal Foundation, we launched the Sponsor a Brick charitable initiative, a collective project with a clear objective: to build a perimeter wall around 4 de Março School in Namibe, Angola, providing a safe environment where children can learn and grow.

The wall is now a reality

Thanks to the commitment of our employees, suppliers, customers and partners, the objective has been achieved. Today, the school has a perimeter wall that protects more than 600 children. This project forms part of a long-standing relationship with the Namibe community, where KALEIDO has supported local educational development for more than two decades.



Building the future, one brick at a time

We remain committed to initiatives that create a real and lasting impact in the communities where we operate, convinced that education is one of the most powerful drivers of social transformation.

"THE SISTERS OF THE CHARITY OF THE SACRED HEART OF JESUS ARE DEEPLY GRATEFUL FOR THE EFFORT MADE BY THE COMMUNITY TO BUILD THIS WALL. WE OFFER OUR SINCERE THANKS FOR YOUR GENEROSITY."

Mother Feliciano Tchiloca



Find out more about this project here: kaleidologistics.com/en/sponsor-a-brick/



Innovation and Sector Transformation · IV Habitat Tech Edition

A Community Driving Innovation in the Habitat Industry

In 2025, we held a new edition of Habitat Tech, consolidating this open innovation programme as a collaborative platform bringing together leading companies, technology providers and representatives of the habitat industry.



The **Opening Day**, held on 28 May, brought together corporate partners including Finsa, Tejas Vereá, Molduras del Noroeste and Civis Global, together with shortlisted start-ups and other industry representatives. The event was characterised by collaboration, knowledge sharing and the generation of new ideas to address the sector's challenges

Throughout the programme, participants worked on a number of initial challenges proposed by these companies, resulting in nine priority challenges selected for the development and testing of technological solutions. More than 420 start-ups participated by presenting innovative proposals.

The programme concluded on 10 December with the Tech Show, an event dedicated to presenting the results achieved, showcasing the solutions developed and highlighting the progress made in collaboration with participating companies.

The event demonstrated the programme's impact and reinforced the connection between real industry challenges and the technological capabilities identified.

This **fourth edition** confirmed the value of **open innovation** as a key driver for accelerating the transformation of the habitat industry by connecting real business needs with high-impact technological solutions.



Climate Action and Collaborative Sustainability

Galician Climate Alliance, as part of our commitment to building more sustainable and collaborative communities, we joined the Galician Climate Alliance, an initiative promoted by the Regional Government of Galicia that brings together companies, institutions and organisations with a shared objective: advancing together towards a more climate-responsible future.

Our membership reinforces the importance of collaboration and knowledge sharing in creating a real impact across the region.

Through this alliance, we contribute to a community that shares common values, develops joint projects and **promotes a collective culture focused on climate action**. In doing so, we take another step forward in our mission to create connections that transform and strengthen Galicia's social, economic and environmental environment.

Well-being, health and commitment to the community

We promote the well-being and cohesion of our people and the wider community through sport and healthy lifestyles. During 2025, we continued to encourage participation in initiatives such as **Healthy Cities, the Football League and the Vig-Bay Race**, reinforcing the values of commitment, teamwork and balance. We also renewed our commitment to Vigo Rugby Club, sponsoring the team for another year and strengthening a relationship spanning more than 30 years in support of local sport.

Solidarity continues to be one of the cornerstones of our social commitment. In 2025, we held the 4th Kaleido Against Sarcoma, further consolidating this charitable initiative through the participation of our team during Yellow November and the traditional charity breakfast.

Thanks to this collective commitment, €5,410 was raised and donated to Vall d'Hebron Hospital and, for the first time, to CRIS Against Cancer, reinforcing our support for cancer research.

This project represents our most human understanding of sustainability: caring for people, supporting causes that transform lives, and strengthening the community through empathy and commitment.



ENVIRONMENTAL

Managing resources efficiently, innovating responsibly and protecting the environment



5.1 OPTIMISING RESOURCES

Responsible resource management is one of the cornerstones of our environmental strategy. We work continuously to reduce consumption, improve operational efficiency and move towards increasingly circular business models. This commitment is reflected in several areas of action:

We monitor consumption

We progressively increase the use of renewable energy

We optimise our facilities

We implement solutions aimed at minimising the environmental impact of our activities

Every improvement forms part of a broader effort to operate more sustainably and prepare the organisation for current and future climate challenges.

Monitoring electricity consumption

The energy consumption of the entire Group is monitored on a consolidated basis, including electricity and fuels associated with the operational activities of all Group companies.

During the year, we continued investing in measurement systems and energy efficiency improvements in order to strengthen the more efficient management of resources.

In 2025, the reporting perimeter was expanded to include Namibia and new consumption sources, such as rental vehicles and electric vehicle charging. This development provides a more comprehensive view of the Group's energy performance, although it partially reduces year-on-year comparability.

The following have been monitored:

89% of the Group's electricity consumption monitored

100% of our own electrical installations in Spain monitored.

Operational efficiency at our terminals

During 2025, the optimisation of our logistics infrastructure enabled us to achieve significant operational milestones. In this context, **KALEIDO Vigo Terminal's transversal quay** recorded a new activity record, receiving 16 vessels that handled almost **70,000 tonnes of cargo** in a single month, mainly granite, aluminium and steel coils.

This level of activity reflects the efficient management of our operational resources and the ability of our facilities to absorb peaks in demand while ensuring continuity, safety and full traceability of operations at all times.



Renewable energy and self-generation

With regard to the origin of the electricity consumed, the number of facilities supplied by renewable energy and self-generation continued to increase. The 90.7% of the Group's electricity consumption was covered by guarantees of origin for renewable energy.

Portugal maintained a 100% renewable electricity supply, while Spain reached 85.5%. In absolute terms, the Group consumed 718,157.3 kWh of renewable electricity during the year. Self-generated energy increased by 2.26% compared with the previous year.

90,7%	of the group's electricity comes from renewable sources
85,5%	of electricity consumed in Spain comes from renewable sources
100%	of electricity consumed in Portugal comes from renewable sources

Monitoring water consumption

Water is managed as a critical resource within our logistics operations and is continuously monitored across all Group facilities.

During 2025, total water consumption supplied through the public network reached 3,427 m³, compared with 2,540 m³ in 2024, with Spain and Portugal accounting for the largest share of consumption. This monitoring process enables us to continue advancing in the assessment of the Group's water footprint.

Our Porriño Logistics Centre accounts for a significant proportion of total water consumption due to box-washing operations. This impact is mitigated through recirculation systems that enable part of the water to be reused.

Responsible management of materials and waste

We maintain a waste management system focused on reduction, reuse and recovery, always giving priority to authorised waste managers and ensuring full traceability of all waste streams generated.

During the year, we continued to make progress in circular economy initiatives, including participation in environmental conservation projects such as Proxecto Ríos, dedicated to monitoring and protecting the Lavandeira River in Oia.



5.2 CLIMATE CHANGE

Climate change is one of the Group's main strategic challenges. Our response is based on a strategy centred on measurement, reduction and the progressive transformation of our operating model.

Our objective is to move towards a low-carbon logistics model, promoting operational efficiency, the use of renewable energy and data-driven decision-making.



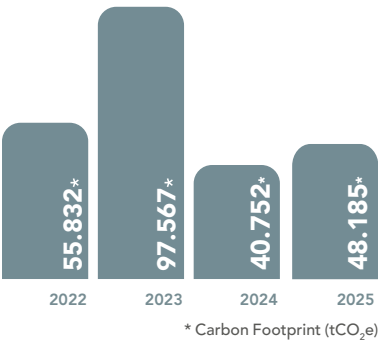
Environmental statement

To view the document, click here or scan the QR code.

Reduction of the group's total emissions

All Group companies remain committed to reducing emissions through a coordinated approach.

This effort has enabled us to continue making consistent progress in the decarbonisation of our operations by optimising processes, reducing consumption and consolidating an internal culture focused on sustainability.



Electric fleet plan

We continue to advance the progressive electrification of our vehicle fleet through the incorporation of electric vehicles and the installation of charging points at our workplaces.

These charging points are also available to employees and visitors, encouraging more sustainable mobility and reducing dependence on fossil fuels for business travel.

HC (tCO ₂ eq)	2024			2025		
	SCOPE 1	SCOPE 2 (Market Focus)	TOTAL	SCOPE 1	SCOPE 2 (Market Focus)	TOTAL
GROUP TOTAL	837,72	11,09	848,81	1.023,42	15,04	1.038,46

The total carbon footprint of Kaleido Ideas & Logistics reached 1,038.46 tonnes of CO₂ equivalent in 2025, considering Scope 1 and Scope 2 (market-based) emissions. This figure was above the 848.81 tCO₂e recorded in 2024, mainly as a result of increased operational activity and the expansion of the reporting boundary introduced during the year.

UPDATED INDICATORS...

	Dato anterior 2024	Dato actualizado 2025
Self-generation – Porriño	15,3%	23,3%
Renewable electricity	60% of contracted electricity	90,7% covered by guarantees of origin
Water consumption	2.540 m ³	3.427 m ³

5.3 OUR COMMITMENT TO RENEWABLE ENERGY

The transition towards a more sustainable energy model is a strategic priority on which we have been working continuously, particularly through our involvement in **projects related to wind energy and other renewable technologies**. This commitment is reflected in logistics solutions that support the development of key infrastructure for clean energy generation.

Offshore Energy Solutions

In addition to our extensive experience in the transportation of wind turbines, an activity we have been carrying out for more than two decades, KALEIDO has strengthened this area through the creation of the Offshore Energy Solutions division.

This new business unit was established to provide comprehensive, efficient and sustainable logistics solutions for the offshore wind industry, offering specialised capabilities for complex environments and technically demanding projects.

Through this initiative, we take another step forward in our commitment to the energy transition, actively contributing to decarbonisation and to the development of a more sustainable energy model, in collaboration with customers and partners across the sector.

BIMEP Offshore Project

In 2025, we participated in the BIMEP (Biscay Marine Energy Platform) offshore project, one of Europe's leading infrastructures for the testing and development of marine renewable energy technologies.

Our involvement focused on the logistics management of key components, contributing to the viability and efficiency of **an initiative that promotes the development of renewable energy in the marine environment**.

Projects such as this strengthen our position as a logistics partner for industrial sustainability projects, providing solutions tailored to complex environments and fully aligned with the energy transition.

INNOVATION & DIGITALISATION

Ideas that connect people,
processes and sustainability

KVLEIDO



Innovation and digitalisation represent much more than tools; they embody **our commitment to a more efficient future**. This entire transformation ecosystem is driven by **KALEIDO Tech**, our company specialising in innovation and technology development, through which we promote solutions that connect technology, talent and strategic vision.

We combine cutting-edge technology with human talent to optimise our value chain, improve our customers' experience and reduce our environmental footprint.

This is how we lead in an environment of constant transformation: through smarter solutions, more agile processes and a long-term vision.

6.1. Key actions

We have continued to promote open innovation as a catalyst for transformation. Our **Logistics Tech** programme is our strategic response to the real challenges faced by our customers, focusing on the development of automated solutions and intelligent tasks that reduce operational friction and improve efficiency.

This year we further strengthened our innovation standards by investing in advanced technologies that provide greater agility, responsiveness and scalability.

The results reflect this progress:



69 initial challenges
10 cross-functional projects
14 promoters
+100 connected start-ups



Driving Industry Forward

KALEIDO Tech continues to promote strategic sectors such as the fishing and construction industries through the **Fishing Tech** and **Habitat Tech** programmes, consolidating collaborative environments that bring together corporations, start-ups and technology providers.

Throughout 2025, these programmes resulted in 12 innovation projects and connected our partners with an ecosystem of more than 470 start-ups and technology providers from around the world.

This collaborative network strengthens our ability to anticipate trends, accelerate solutions and generate a real impact beyond the logistics sector.

6.2. Featured projects

Throughout 2025, we continued **transforming innovation into practical solutions** applied to our customers' day-to-day operations. Through KALEIDO Tech, we develop tools that improve efficiency, increase traceability and optimise decision-making by combining digitalisation, automation and strategic vision.

Every project addresses a specific business need and reinforces our objective of building smarter, more connected and more sustainable logistics.

Digital platform for quotation management and logistics coordination

To meet the needs of an international customer seeking to simplify and control its entire procurement and logistics coordination process, we designed a bespoke integrated platform.

The solution centralises shipment requests, enables supplier quotations to be received and compared in real time, and manages the entire shipping operation, from warehouse slot booking to full cargo traceability.

Thanks to this platform, the customer has reduced manual processes, improved decision-making and transformed the system into a valuable source of operational intelligence.



AUTOLOG

In 2025, we successfully completed AUTOLOG, a project focused on researching cross-functional and strategic solutions for the logistics supply chain.

Collaboration between different companies enabled the integration of new knowledge and technologies, improving competitiveness and validating solutions with real application potential across the sector.

AUTOLOG received funding from CDTI under the Science and Innovation Missions Programme, within the framework of Spain's Recovery, Transformation and Resilience Plan.

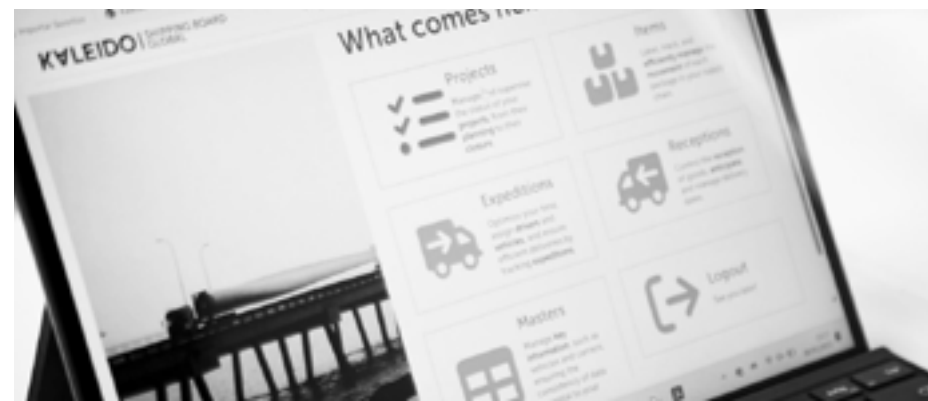


SHIPPING BOARD

Shipping Board es nuestra Shipping Board is our platform designed to digitalise and centralise communication between all stakeholders in the supply chain, as well as the logistics and documentary management of shipments.

Its extensive integration capabilities with customer systems—including ERPs, access control systems and port weighing systems—enable quarries, operators, customers and transport providers to be connected through a single efficient and fully traceable information flow.

This solution improves visibility, coordination and control across the entire logistics operation.



6.3. Building an open innovation ecosystem

Innovation is also built through connection.

Throughout 2025, **our participation in forums, industry events and innovation platforms** played a key role in strengthening our collaborative ecosystem, keeping us close to emerging market trends and creating opportunities for shared growth.

Events such as Rebuild, Valencia Digital Summit (VDS), StoneGal, and meetings organised by APD, CRE100DO and the Galician Logistics Cluster (Clúster da Función Loxística de Galicia) strengthened our presence in strategic environments where knowledge is shared, opportunities are identified and innovative solutions continue to be promoted.

**BECAUSE
INNOVATION
ALSO MEANS
LISTENING,
COLLABORATING
AND BUILDING
NETWORKS**



REBUILD



**VALENCIA
DIGITAL
SUMMIT (VDS)**



STONEGAL



APD



CRE100DO

6.4. Brand evolution

This year we consolidated a brand evolution **that better reflects who we are today.**

This change is not simply a visual update but a strategic transformation that highlights our capacity for innovation, our international presence and our vision for the future.

The brand has evolved to support the Group's growth while reinforcing a stronger, more consistent identity that is better connected with our customers, partners and teams.

In line with this evolution, we developed a new brand architecture for our technology solutions, particularly within KALEIDO Tech, aligning the positioning of our products with the visual and communication standards of leading international technology companies.

This evolution focuses on a clearer, more accessible and more recognisable identity: simpler and more memorable product names, lighter, more contemporary typography, functional taglines that clearly explain the value of each solution, a cleaner, more digital visual identity focused on user experience.

This process also reinforces the role of KALEIDO Tech as the Group's innovation unit, specialising in software development and automation tools for logistics, traceability, sustainability and operational control. Solutions such as Freight Intelligence, Karbon Track, together with our new visibility and operations platforms, enable customers to improve efficiency, reduce manual processes and move towards smarter and more sustainable management.

In addition, the updated visual identity incorporates elements inspired by the technology sector and digital culture, including a lighter, more modern typeface and visual resources influenced by programming languages and continuous innovation.

This brand evolution does not replace our essence; it projects it into the future. It creates a brand that is better prepared to compete in global markets, closer to our customers and a stronger reflection of our commitment to innovation and digitalisation as drivers of sustainable growth.

**A GLOBAL, TECHNOLOGY-DRIVEN
COMPANY READY TO LEAD THE
NEW CHALLENGES OF THE
LOGISTICS SECTOR**

KALEIDO
tech_

KALEIDO
digital_

KALEIDO
programs_

KALEIDO
products_

Our
Programmes

HABITAT
tech

FISHING
tech

CORPORATE
innovation

LOGISTICS
tech

Our
Products

shipping board
transit visibility_

karbon track
transport emissions_

magnet foam
cargo protect_

freight intelligence
cargo finder_

trace port
operations tracking_

GOVERNANCE

Transparency
that sustains trust



7.1 GOVERNANCE STRUCTURE

Our governance model is built on a robust structure that ensures responsible, transparent management aligned with the Group's ethical values, supporting consistent long-term decision-making through an interconnected system of governing bodies.

This structure comprises the Board of Directors, the Management Committee, the Well-being Committee, and the Sustainability and Equality Committee, each with specific responsibilities that enable the Group to address business challenges from a comprehensive perspective.

During 2025, the Management Committee was strengthened through the appointment of Juan Campos, expanding its analytical capabilities and strategic vision in a context of growth and transformation.

The coordination between these governing bodies enables the Group **to anticipate risks, identify opportunities and integrate sustainability** across all areas of activity.

Together, this governance structure reinforces a corporate culture based on responsibility, continuous improvement and transparency, aligning our strategy with the way we operate.

Well-being Committee

An internal participation forum dedicated to proposing initiatives related to the environment, safety, health and well-being, encouraging employee participation and raising awareness across the organisation.

Sustainability and Equality Committee

Responsible for defining sustainability and equality objectives while ensuring compliance with the Group's Equality Policy through the involvement of 100% of the organisation.

BOARD OF DIRECTORS

Aldara
Martínez Reboredo

Erea
Martínez Reboredo

Sabela
Martínez Reboredo

Xoán
Martínez Reboredo

Xosé
Martínez Reboredo

MANAGEMENT COMMITTEE



Xoán Martínez
CEO GRUPO MARE



Xosé Martínez
GENERAL DIRECTOR
KALEIDO LOGISTICS



Beatriz Álvaro
SALES, CHARTERING
& PROCUREMENT
DIRECTOR



Elena Rodríguez
de Robles
PEOPLE & TALENT,
HSEQ AND IT
DIRECTOR



Gemma Cela
CFO



Juan Campos
OPERATIONS
DIRECTOR

7.2 PROVEEDORES Y CADENA DE SUMINISTRO

The sustainable management of our supply chain is a fundamental pillar of our environmental and ethical commitment. To this end, we rigorously assess our suppliers through a process that includes:

- Review of compliance with the **Code of Environmental Good Practices**
- Verification of their knowledge and application of the **waste segregation system**.
- Verification of relevant certifications: ISO 9001, ISO 14001, IATF 16949, ISO 45001 and ISO 50001.
- Assessment of measures linked to the 2030 Agenda: including emissions reduction, the purchase of renewable electricity and investment in renewable energy.

This comprehensive approach ensures that we work with partners who share **our values of quality, legal compliance and environmental responsibility**.

During 2025, we carried out the **annual assessment of 58 critical suppliers** achieving an average score of 7.87 out of 10. We also updated the register of suppliers and subcontractors with environmental impact, removing those no longer active within the Group. These suppliers achieved an average score of 7.42 out of 10.

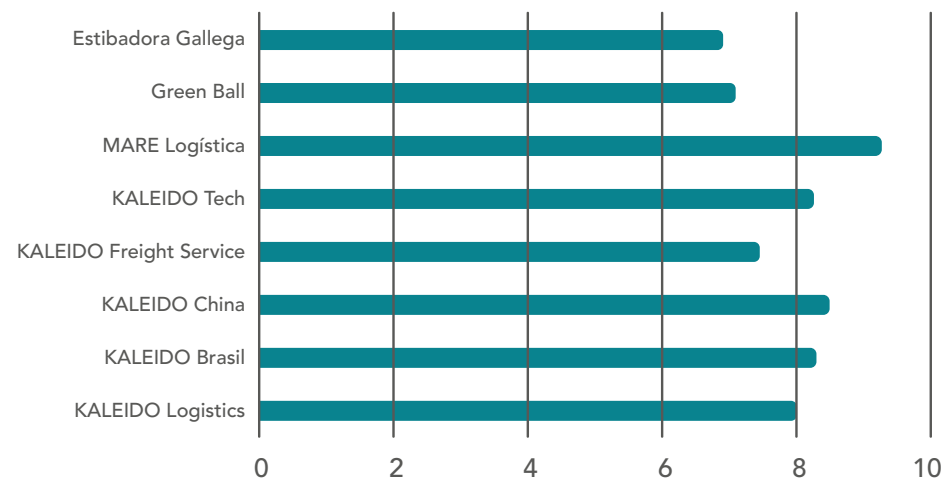
Regarding alignment with our environmental good practices, 70% of suppliers with environmental impact operating with KALEIDO Logistics have formally adhered to these practices, while in KALEIDO Brasil this figure reaches 100%.

Environmental compliance is reinforced through periodic inspections and audits that verify compliance with both internal and external requirements. In addition, our environmental policy and procedures are regularly communicated to all companies operating at our facilities. Whenever non-compliance is identified, incidents are recorded internally to ensure appropriate follow-up and corrective action.

During 2025, we also carried out specific audits of critical suppliers, and the corresponding reports are now available for consultation.

The result is a robust, reliable supplier network that is fully aligned with our vision of sustainability and continuous improvement.

CRITICAL SUPPLIER EVALUATION



7.3 ANTI-CORRUPTION

Integrity is a non-negotiable principle for the Group. Our ethical management system includes strict policies, continuous training and both internal and external audits to ensure compliance with our standards and minimise potential risks.

Throughout 2025, we maintained our firm commitment to preventing corruption through:

- Clear zero-tolerance policies
- Regular ethics and compliance training programmes
- Audits that ensure the effectiveness of our internal control systems.
- A secure and anonymous whistleblowing channel available to all employees.
- TRACE anti-bribery certification, strengthening our practices in international markets

Our objective is to preserve an ethical and transparent working environment, contributing to a fair and responsible marketplace while continuously updating our protocols whenever necessary to anticipate emerging risks.



THINK BIG

OBJECTIVES

Goals that guide
our progress



We remain committed to continuous improvement by reinforcing realistic yet **ambitious goals covering social, environmental, innovation and governance matters.**

These objectives reflect the commitment of all Group companies to continue building a **responsible and efficient business model that is prepared for future challenges.**

Social

As part of our commitment to people, our social objectives **focus on talent development, diversity, equality and health and safety.** The goals established for 2026 build on the progress achieved in 2025 and seek to strengthen the well-being, capabilities and protection of all Group employees.

Training, talent and development

For 2026, we have set objectives that consolidate the progress achieved during the previous year, with a continued focus on increased training, greater maturity in evaluation processes and comprehensive sustainability training for the entire organisation.

Item	2025 Result	2026 Target	KPI	SDGs
Training hours	10.876h	Maintain more than 10,000 hours annually	Number of training hours	4 - 8
360° evaluations	318	320	Number of evaluations	8
Sustainability training	100% of office employees	100% of office employees	% of employees trained	4 - 13

Diversity, equality and inclusion

The objectives set out aim to build on the growth achieved over the past year. The goals for 2026 reinforce the commitment to a more inclusive and equitable environment. Highlights include the launch of the new Equality Plan 2027-2030 and the commitment to increasing the representation of different nationalities and cultural diversity within the group.

Item	2025 Result	2026 Target	KPI	SDGs
Equality	New Equality Plan Extended	Implement the 2027-2030 Equality Plan	Approval of the Plan	10
Diversity	16 nationalities	Maintain diversity	Number of nationalities	10

Health and safety

We remain focused on reducing workplace accidents, increasing the frequency and quality of audits and strengthening occupational health and safety training for all teams. Our objective is to continue building a strong preventive culture.

Item	2025 Result	2026 Target	KPI	SDGs
Lost-time accidents	11 accidents resulting in time off work	Zero	Number of lost-time accidents	8
Preventive measures	95% compliance	100% compliance	Compliance rate	8
Occupational Health & Safety training	1,947 hours of OHS	2.000 hours of OHS	Hours of OHS	8

Community and social action

We will continue strengthening our social impact by expanding cultural activities, extending projects in local communities and maintaining support for key charitable initiatives. For 2026, our objective is to reach more people while maintaining these initiatives

Item	2025 Result	2026 Target	KPI	SDGs
Cultural activities	Cultural programme at the Mosteiro de Oia	+15% participation	Number of participants	17
Projects in Angola	Two new local initiatives carried out	Maintain local initiatives	Number of initiatives	10 - 17
KALEIDO Against Sarcoma	5.410 € raised	Maintain support and reach	Funds raised (€)	17

Environmental

Our environmental commitment is reflected in objectives aimed at driving a more efficient operation with a lower environmental impact, supported by reliable data. For 2026, we are reinforcing our targets for energy, water and emissions reduction, maintaining a clear roadmap towards decarbonisation.

Resource and energy optimisation

The objectives for 2026 reinforce the use of renewable energy, expand electricity consumption monitoring and increase self-consumption across our facilities.

Item	2025 Result	2026 Target	KPI	SDGs
Electricity consumption monitoring	89% of electricity consumption monitored	90% of sites monitored	% monitored	7 - 13
Self-consumption	23,3% Porriño Logistics Centre	Increase to 24%	% self-consumption	7 - 13
Green electricity	92,9% renewable electricity contracted	Reach 95% renewable electricity at owned facilities	% renewable electricity	7 - 13
Waste reduction	26% increase in waste generated	0.6% reduction in waste	% waste reduction	12

Climate change and CO₂

The 2026 objectives continue to drive emissions reduction while reinforcing the transition towards low-emission mobility and consolidating CO₂ measurement across all projects.

Item	2025 Result	2026 Target	KPI	SDGs
CO ₂ reduction	18% increase across the Group	-5% compared with the previous year	% reduction in tonnes of CO ₂	13

Innovation and digitalisation

Innovation continues to be a cross-cutting driver across the Group, fostering collaboration between business areas and supporting the continuous improvement of our processes.

During 2025, business units maintained their participation in innovation initiatives, and one collaborative project was developed to optimise and improve the efficiency of the Group's logistics processes.

At the same time, work began to identify digitalisation opportunities, with the objective of moving towards more efficient processes aligned with the Group's digital transformation.

In the field of artificial intelligence, potential applications were analysed, laying the foundations for future implementation.

Item	2025 Result	2026 Target	KPI	SDGs
Innovation and digitalisation challenges	11 cross-functional projects identified	Maintain cross-functional collaboration and increase participation in innovation initiatives	Number of participating business units	9
Applied AI	Identification of 9 AI application opportunities and feasibility analysis	One collaborative project to optimise and improve the efficiency of MARE Group's logistics processes	Number of implemented use cases	9 - 12
Collaborative innovation projects	1 collaborative project: optimizing and streamlining the MARE Group's logistics processes	Participation in 2 collaborative innovation projects	Number of projects	17
Process automation	Beginning of the process of identifying key processes for digitization and optimization	Definition of a digitalisation plan and launch of priority actions	Number of processes identified / Number of initiatives launched	9

Governance

It is not simply about regulatory compliance, but about **strengthening a culture based on integrity, transparency and responsibility** that guides every decision and every relationship with our stakeholders.

Our governance model pursues four fundamental objectives:

- **STRENGTHEN CORPORATE ETHICS**
- **PROMOTE SUSTAINABLE BUSINESS MANAGEMENT**
- **REINFORCE RISK IDENTIFICATION AND MANAGEMENT**
- **ENSURE THAT OUR DECISIONS GENERATE A POSITIVE IMPACT THROUGHOUT THE VALUE CHAIN**

This model combines rigour, continuous improvement and a long-term vision, supported by management systems and internationally recognised standards. Throughout 2025, we continued strengthening our internal processes, updating our policies and consolidating tools that reinforce transparency, traceability and responsible decision-making.

The evolution of the sustainability regulatory framework represents an opportunity to continue integrating environmental, social and governance criteria into the Group's management.

In this context, we continue working to strengthen our information and corporate governance systems, aligning them with international best practices and emerging regulatory requirements.

As a demonstration of this commitment, for the third consecutive year we have voluntarily published our Non-Financial Information Statement (NFIS) as part of our Annual Accounts. Although preparing this report is still not a legal requirement for the Group, we remain committed to reporting our sustainability performance in a transparent, rigorous and verifiable manner, providing customers, employees, suppliers, financial institutions and all other stakeholders with reliable information on our progress.

**GOVERNANCE IS THE FOUNDATION ON WHICH
WE BUILD OUR GROWTH**

**A ROBUST, TRANSPARENT AND RESPONSIBLE MODEL
THAT ENABLES US TO BUILD TRUST, CREATE LONG-TERM
VALUE AND MOVE CONSISTENTLY TOWARDS A MORE
SUSTAINABLE FUTURE FOR OUR STAKEHOLDERS**



**THE GOAL IS TO IMPROVE THE WORLD
AND WE WILL ONLY ACHIEVE IT
BY BEING SUSTAINABLE
WE WANT TO LEAVE A MARK
BUT IN A POSITIVE WAY AND WITH A REACH
WE DESIGN OUR ACTIONS FOR THIS PURPOSE
WE INVEST IN INNOVATION,
IN THE CONTINUOUS IMPROVEMENT OF PROCESSES
WE REINVENT OURSELVES
AND STRIVE TO FIND EFFICIENCY
THE FUTURE DEPENDS ON US
WE WRITE IT. AND THIS IS HOW
WE TELL OUR STORY.
WE DO IT WITHOUT DECEPTION
WITH DATA. WITH ACTION
LIVING THE PRESENT IN SUCH A WAY
THAT IN THE FUTURE WE ARE
PROUD OF OUR PAST
WE CARE FOR THE PEOPLE
WHO ARE PART OF OUR TEAM
WE SEEK WELL-BEING
SOCIAL, PROFESSIONAL, AND FAMILY
WE ARE OUR TEAM
WE SEEK SUSTAINABILITY IN EVERYTHING WE DO
ONLY IF WE ARE ALL CONVINCED
THAT THIS IS THE RIGHT PATH
THE ONLY POSSIBLE PATH, ONLY THEN,
WILL WE ACHIEVE IT. TOGETHER.**

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Sustainability Report

2025

