

CURRICULUM VITAE

PAULO PORTAS

Paulo Sacadura Cabral Portas
Born in 1962, Lisbon, Portugal
E-mail: vinciamoconsulting@gmail.com



Paulo Portas was Portugal's Minister of Foreign Affairs and then Deputy Prime Minister, from 2011 till the end of 2015. He also served as Minister of Defence. He was president of CDS for sixteen years, eight of them in government, until 2016.

Academic Background

- Graduated in Law from the Portuguese Catholic University
- Professor of *Geo-economics and International Relations* on Nova School of Business and Economics (Nova University, Lisbon)
- Invited Professor at EDA, Emirates Diplomatic Academy (*Economic Diplomacy*)
- Professor at IE, Instituto Empresas, Spain (*New frontiers of global political economy*)
- Non-resident Senior Fellow Financial Institute (Renmin University, Beijing)
- Member of International Advisory Committee of Fudan Development Institute (Shanghai Fudan University)

Government and Political Experience

Deputy Prime Minister (2013-2015)

- Responsible for the government's relations with "Troika" (IMF, ECB and EU Commission), regarding the successful completion of the Portuguese adjustment programme
- In charge of economic policies coordination
- Focused on foreign direct investment attraction, exports promotion and the competitiveness case of Portugal

- Responsible for Joint Bilateral Commissions, between Portugal and over 30 countries, concerning trade and investments

Minister of Foreign Affairs (2011-2013)

- Responsible for the Portuguese foreign and cooperation policy, as well as business and economic diplomacy
- Represented Portugal at UN, Security Council, NATO Foreign Affairs Ministers Meeting, EU Foreign Affairs Council, CPLP, 5+5 Dialogue, Union for the Mediterranean, Iberian-American cooperation, Pacific Alliance, etc
- Lead over 50 international business missions
- Responsible for AICEP Portugal Global – the Portuguese Trade & Investment Agency, a government business entity, focused on attracting foreign investment for Portugal, promoting Portuguese export sector and internationalization of Portuguese enterprises
- Responsible for Camões, I.P. – Portuguese cooperation policy and international promotion of the Portuguese language and culture
- Engaged in the development of corporate tax reduction; incentives for foreign and domestic business; non-resident usual taxation policies and resident permit for investment

Minister of National Defence and Sea Affairs (2004-2005)

Minister of National Defence (2002-2004)

- Responsible for the professionalization of the Portuguese Armed Forces
- Responsible for the upgrading of military equipment of the Portuguese Navy, Army and Air Force
- Created the governmental department for Veteran Affairs
- Privatized and internationalized Portuguese defense industries

Member of the Council of State (2002-2005)

Member of the High Council for Homeland Security

- As Minister of Foreign Affairs and as Deputy Prime Minister

Member of the National Defence Council

- As Minister of National Defence

Member of Parliament (1995-2016)

- Elected seven times (1995, 1999, 2002, 2005, 2009, 2011 and 2015)
- Member of the National Parliament Foreign Affairs and Defence committees; Parliamentary party whip (parliamentary faction leader), 1999-2001

Member of the European Parliament (1999)

- Head of the Portuguese Christian/Democrat delegation to the European Parliament

President of CDS/PP Party (1998-2016)

- Re-elected for eight terms
- CDS/PP is the Christian Democratic party, member of the EPP (European Popular Party) and IDU (International Democratic Union)
- CDS/PP was part of three governments during this period, with Paulo Portas as one of the leaders of the coalition center-right governments

Other professional experience

Publishing and strategic consultant

- Author of a Sunday night program on International Politics and Policies at TVI (*Global*)
- Author of a daily night TVI program (*State of the Emergency*), during the Covid-19 crisis
- President of the International Strategic Council for Latin America for Mota-Engil Group (since 2016)
- Member of the Board of Trustees of Champalimaud Foundation (since 2019)
- Direct seminars on Business Diplomacy for board members and directors of multinational companies

- Founder and CEO of Vinciamo Consulting (international strategic consultancy firm with activities in Europe, Persian Gulf, Africa and Latin America)
- Speaker at institutional seminars and corporate conferences (represented by Thinking Heads)
- Member of the international board of Mex Gas International (MGE, MGT and MGS) of PEMEX group, between 2016 and 2019

Entrepreneurial Executive

- Elected Deputy Chairman of the Portuguese Chamber of Commerce and Industry, with specific responsibility for the portuguese chambers of commerce abroad (since April 2016)

Journalist and Director

- After 1977, collaboration with “Tempo”, and then “A Tarde”, “Semanário” and other newspapers
- In 1988 co-founded one of the largest national weekly newspapers, “Independente”, director until 1995

Language skills

- Fluent (written and spoken) in Portuguese, English, Spanish, French and Italian

Decorations

- Has received decorations conferred to foreigners from countries such as USA; Spain; Mexico; Brazil; Colombia; Peru; Poland; Romania among others

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Paulo Portas does not own any bonds or shares of VAA - Vista Alegre Atlantis SGPS, SA

May 2021

CURRICULUM VITAE

1 - IDENTIFICATION

Name: ALBERTO HENRIQUE DE FIGUEIREDO LOPES

Address: Avenida António Lopes Pereira, Lote 70 – 3505 – 543 Rio de Loba - Viseu

Date of Birth: 22 /02/1945

Place of Birth: S. Martinho, Parish of Órgens - Municipality of Viseu

Marital Status: Married

Citizen card: 01622396 9ZX1, valid until 11/09/2028

VAT Number: 105460141

Telephone: +351 232 400 224 / +351 232 421 589

Mobile: +351 962 680 748

[E-mail: flopes.ffsroc@gmail.com](mailto:flopes.ffsroc@gmail.com)

2 - EDUCATIONAL QUALIFICATIONS

General Course of the High School between 1956 and 1962, attending the former paragraph g)
- Economics - in the 6th and 7th years of the High School

Graduated in Economics

Faculty of Economics of the University of Porto

Year of graduation: 1970

3 – PROFESSIONAL ACTIVITY AND NO CURRENT FUNCTIONS

Unique Auditor of the following public limited companies:

- SIMAB – Sociedade Instaladora de Mercados Abastecedores, SA
- MARL – Mercado Abastecedor da Região de Lisboa, SA

Certified Public Accountant of the following municipalities and municipal companies:

- Municipality of São Pedro do Sul
- Municipality of Celorico da Beira
- TEGEC – Trancoso Eventos, Empresa Municipal de Gestão de Equipamentos Culturais e de Lazer, E.E.M.
- Combanima – Espaços Municipais, EM
- Profiacademus – Escola Profissional de Santa Comba Dão, Lda (100% held by the Municipality of Santa Comba Dão)

Chairman of the Audit Board and Chartered Accountant of the following public limited companies:

- Fábrica de Camisas Sagres, SA
- COTEL – Conjunto Turístico da Senhora do Castelo, SA
- Ramiro Augusto do Vale, SA
- Ramiro Augusto do Vale II –Distribuição, SA
- Mathias, SA
- Vinícola de Nelas, SA

Certified Public Accountant of the following non-profit entities:

- TCP- Turismo Centro de Portugal
- Associação Cognitória Vasco da Gama (University Vasco da Gama, Coimbra)
- Santa Casa da Misericórdia de Viseu
- Santa Casa da Misericórdia de Santa Comba Dão
- Associação Empresarial da Região de Viseu
- Associação de Promoção Turística da Região Centro
- Fundação Dona Mariana Seixas

Single Auditor of the following limited companies:

- Matos & Prata, Veículos Máquinas e Peças, SA
- Matos & Prata, Atividades Imobiliárias, SA
- Lemos & Irmão, SA
- Gavis-Sociedade de Representações Automóveis, SA
- Metalcértima-Indústria Metalomecânica, SA
- Bisa, SGPS, SA
- Scoprolumba, Sociedade de Construções e Projectos SA
- Beiragel-Produtos Alimentares Congelados, SA
- Sociedade Comercial Auto Sertório, SA
- Alfalimentar,SA
- Fernando Martins de Carvalho, SA
- Marta & Gonçalves, SA
- Fordmartinauto, SA
- Marvol- Equipamento Eléctrico e Electrónico, SA
- JVLM – Investimentos e Gestão Imobiliária, SA
- JVLM ,SGPS, SA
- Predial Senhora do Alívio, SA
- Iberkey – Sociedade de Investimentos e Consultoria, SA
- Chambinocapital, SGPS, SA
- Auto Martinauto, SA
- Expokey, SA
- Internacional Teste – Inspeção de Veículos, SA
- Construções José Norte, SA
- CHS – Santo António, SA
- Globvestland, SA
- Guerra Frutuoso – Construção e Gestão Imobiliária, SA
- Keysol, SGPS, SA
- Keyvisa, SGPS, SA

Recer Investimentos SGPS, SA

Certified Public Accountant of the following private limited companies:

- Mazur- Indústria de Confeções, Lda
- Nova Ibérica Automóveis, Lda
- Visameal, Restaurantes Rápidos, Lda
- RESTIN, SGPS, Lda

4 – CURRENT PROFESSIONAL ACTIVITY

Manager of the Chartered Accountant Company:

A. Figueiredo Lopes, M. Figueiredo & Associados, SROC, Lda,

Registration no 85 in the OROC and 20161414 in CMVM

Chairman of the Committee on Financial Matters of the General and Supervisory Board:

- Grupo Visabeira, SA

Member of the Fiscal Board:

- Vista Alegre Atlantis, SGPS, SA

Chairman of the Fiscal Board:

- Viatel – Tecnologia de Comunicações, SA
- Empreendimentos Turísticos Montebelo, SA
- RECER – Indústria de Revestimentos Cerâmicos, SA

5 - Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

March 2021

PERSONAL INFORMATION

Lopes, Alexandra

Rua do Torgal ,nº 6, Fragosela de Cima, Viseu

+351 92 690 68 28

alex.conceicao.lopes@gmail.com

Sex Feminine | Date of birth 25 / 01 / 1975 | Nationality Portuguese

WORK EXPERIENCE

From 05/1999 to 09/2001

Chief Financial Officer

Cost analysis and control
Internal control
Management report
Advisor to the Board of Directors

Company Several companies of Grupo Visabeira

From 03/2001 to 10/2002

Financial Management and internal control

Manager of the company based in Brazil

10/2002 -04/2005

Advisor to the Chairman of Grupo Visabeira
Directorate Human Resources

From 04/2005 to 05/2011

Operational Efficiency and cost reduction Directorate
Responsible for all Grupo Visabeira's Shared Services Directorates

From 05/2011 to 05/2013

Member of the Board of Grupo Visabeira
Chairman of the Board of Directors of Visabeira Pro

Visabeira pro is the company of shared services of Grupo Visabeira for all its national and international companies.

Which includes: Accounting, Legal, Information Systems, Purchasing, Human Resources, Consolidation of Accounts, Financial, among others.

Since 05/2013

Member of the Board of Grupo Visabeira and subholdings
Member of the Board of Vista Alegre
Member of the Board of several companies of Grupo Visabeira

EDUCATION AND TRAINING

2008 Postgraduate degree in Management
Escola de Estudos Empresariais das Beiras [School of Business Studies of Beiras]

1993-1999 – Degree in Economics

Faculty of Economics of the University of Coimbra

**PERSONAL SKILLS AND
COMPETENCES**

Mother tongue **Portuguese**

Other languages

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1 – Proficient user	C1 – Proficient user	B2 – Independent user	B2 – Independent user	B2 – Independent user
French	C1 – Proficient user	C1 – Proficient user	B2 – Independent user	B2 – Independent user	B2 – Independent user

Levels: A1/2: Basic user - B1/B2: Independent user - C1/C2 Proficient user
Common European Framework of Reference for Languages

Social competences

- Good communication skills;
- Dynamism and pro-activity;
- Good ability to work as a team;
- Strong adaptability;
- Strong sense of responsibility

Organisation skills

- Leadership skills;
- Strong organizational and planning capacity;
- Ability to manage projects and teams.

Computer skills

- Domain of Software Microsoft Office
- SAP;
- XRT;

Driver's License B Category

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021



Céline ABECASSIS-MOEDAS

ceabec@ucp.pt

PERSONAL SUMMARY

Innovative and international woman bridging academic and corporate worlds. A first-class academic in strategy & innovation, with over 20-year experience working with companies (consulting, teaching executive education and NED). Dean for Executive Education at CATÓLICA LISBON. NED at CUF (private Portuguese healthcare operator), Vista Alegre Atlantis (listed Portuguese luxury manufacturer and brand) and Lectra (listed technology provider for fashion). Lead Independent Director at Europac (listed Spanish paper and packaging company) 2015-2019 and NED at CTT (listed Portuguese mail operator) 2016-2020. French citizen, fluent in English and Portuguese and conversant in Spanish.

NON-EXECUTIVE EXPERIENCE

- 2021- **Non-executive Director, Lectra**, Paris (11 meetings/year)
Leading French provider of technology for the fashion, furniture and car interiors, listed on Euronext Paris (250 M euros).
- 2020- **Non-executive Director, Vista Alegre Atlantis**, Portugal (11 meetings/year)
Leading luxury Portuguese manufacturer and brand of fine china and crystal, listed (110 M euros).
- 2016- **Non-executive Director, CUF**, Lisbon (8 meetings/year)
Private healthcare company (private hospitals & clinics, and PPP), (530 M euros).
Chair of the Innovation and Sustainability Committee.
- 2016-20 **Non-executive Director, CTT** (CTT Correios de Portugal, S.A.), Lisbon (11 meetings/year)
National mail operator and market leader, listed on Euronext Lisbon, (700 M euros).
Member of the Corporate Governance, Evaluation and Nomination Committee,
- 2012-19 **Non-executive Director and Lead Independent Director (since 2015), Europac** (Papeles y Cartones de Europa, SA), Madrid (5 meetings/year)
Paper and packaging, listed company on DME Madrid, (1000 M euros) acquired by DS Smith in January 2019.
Chair of the Nomination and Remuneration Committee (since 2015),
Member of the Audit and Control Committee (since 2015),

EXECUTIVE EXPERIENCE

2019- Dean for Executive Education, **CATÓLICA LISBON, Universidade Católica Portuguesa.**

- In charge of Executive Education (7,5 M euros, 4000 participants per year, 20 people).
- Member of Dean's Office and Scientific Council.

2015- **Associate Professor in Strategy & Innovation, Founder & Academic Director** of the '**Center for Technological Innovation & Entrepreneurship**' (Funded by Patrick & Lina Drahi Foundation), **CATÓLICA LISBON.**

- Teaching, doing research and organising events in the areas of Strategy, Technological Innovation and Entrepreneurship.

2013-15 **Associate Professor in Strategy & Innovation, CATÓLICA LISBON.**

- Managing Master program (3 M euros, 300 students): program structure, professors' management, student's admission, international partnerships, recruiters' relationship, international accreditations...;
- Teaching in the areas of Strategy & Innovation, including Consulting, Luxury, Fashion & Technology...
- Coordinating & teaching Executive Programs for top corporations (Jeronimo Martins, Beiersdorf, L'Oreal, BNP Paribas...): structure, international partnerships (Kellogg, MIT...), client customisation;
- Consulting and supervising students strategic consulting teams;
- Performing top quality research resulting in conferences presentations and academic publications;
- Competing for international research funding (over 1M euros).

2014-19 **Affiliate Professor in Strategy & Innovation and Academic Director** of the '**Fashion & Technology**' **Lectra Chair, ESCP Business School, Paris.**

- Teaching, doing research and organising events on the topic of Fashion and Technology.

2011-12 International Faculty Fellow, **Sloan School of Management, MIT,**

2005-13 Assistant Professor in Strategy, **CATÓLICA LISBON,**

2002-05 Assistant Professor in Strategy, School of Business and Management, Queen Mary-University of London,

2000-02 **Management Consultant, AT Kearney, London,**

1999-00 **E-Business Product Manager, Lectra, New York,**

1996-99 Research Assistant, Orange Labs, Paris.

EDUCATION

- Advanced Financial Statement Analysis, Amsterdam Institute of Finance, 2019;
- **International Directors Programme, Certified IDP-C in Corporate Governance, INSEAD, 2017;**
- The Strategy of Leadership, **Kellogg School of Management, Northwestern University, 2014;**

- **Ph.D. in Management Studies** (with distinction), **Ecole Polytechnique**, Paris, 1999;
- **MSC in Scientific Methods of Management (DEA)**, Dauphine University, Paris, 1996;
- **BA in Management and Economics**, Ecole Normale Supérieure de Cachan and La Sorbonne, 1994.

CURRICULUM

JOAQUIM ALEXANDRE DE OLIVEIRA E SILVA, married, living at Rua do Marechal Saldanha, nº 58 - 4º Dto, 4150-650 Porto, Identification Card No 00713240 and taxpayer identification no 147605555, presents his academic and professional path:

1. Undergraduate in Economics from the Faculty of Economics of the University of Porto, on 02.11.1970;
2. Professor at the Faculty of Economics in the area of Financial Mathematics between 01.01.1971 and 02.10.1972;
3. Military Service in Luanda, as well as teaching at the Faculty of Economics of Luanda, at the *Banco de Fomento de Angola* in the area of project analysis and in the Internal Trade Board, until March 1975;
4. Technical Economist at AT, former DGCI, from April 1975 to September 2011, having worked at the Ministry of Education, as assistant to the Secretary of State for School Administration, from the 29th of April 1975 to October 1975;
5. Return to the Faculty of Economics of the University of Porto, teaching the subject "Taxation and the Company", in the academic year of 1977 where he remained until 2003;
6. Taught in the areas of Taxation in several companies and in the entities APOTEC, OCC and APECA, currently maintaining, the responsibility of coordinating the Technical Consultancy in this area of APECA;
7. Currently, although in early retirement, he also carries out the activity of Tax Consultancy;
8. He has been a member of several Audit Boards, as Chairman, namely at IBERSOL, SA.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A

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May 2021

Joaquim Alexandre O. Silva



CURRICULUM VITAE

of

Marisa Silva Monteiro

(marisa.rism@gmail.com)

I – EDUCATION

2018: **Doctorate** in Law (area of Legal and Business Sciences) by the Faculty of Law of the University of Coimbra
- with the final classification of Pass with a unanimous Distinction

2010: **Master** in Law by the Faculty of Law of the University of Coimbra (area of Legal and Business Sciences)

2001: **Degree** in Law by the Faculty of Law of the University of Coimbra (area of Legal and Business Sciences)

II - PROFESSIONAL CAREER

- *Academic year 2020/2021*

Universidade Portucalense - Law Studies Department - Porto

PhD in Banking Law and Securities Law

Professor (curricular units):

* Derivative Financial Instruments

* Collective Investment Boards: Investment Funds and Investment Companies

- *Academic year 2020/2021*

Universidade Católica Portuguesa - Centro Regional de Viseu

Degree in Business Management

Professor:

* Commercial law

- *Since the 1st of May 2019*

VAA - Vista Alegre Atlantis - SGPS, S.A.

Member of the Fiscal Board

- *Since September 2015*

JPAB - José Pedro Aguiar-Branco Advogados - Porto / Lisboa

Consultant - Coordinator of the Financial Law and Guarantee Law Department

- *From January 2013 to July 2014*

Banco Best - Centro de Investimento de Aveiro

Financial advisor

III - PUBLISHED LEGAL ARTICLES

- *Funds People* (11-02-2021): “O fenómeno da GameStop”
<https://fundspeople.com/pt/opiniao/o-fenomeno-da-gamestop/>
 - *Jornal Económico* (28-10-2020): “Poupar ou poupar, eis a questão”
<https://jornaleconomico.sapo.pt/noticias/poupar-ou-poupar-eis-a-questao-655520>
 - *Funds People* (09-09-2020): “Regulamento CMVM n.º 2/2020”
<https://fundspeople.com/pt/opiniao/legislacao-num-minuto-o-regulamento-cmvm-n-2-2020-parte-i/>
 - *Funds People* – print edition (20-02-2020): “A nova regulamentação dos PPR”
<https://fundspeople.com/pt/revista/revista-30-os-selos-funds-people-2020/>
 - *Jornal de Negócios* (21-11-2019): “Depósitos e malparado: isto anda tudo ligado”
<https://www.jornaldenegocios.pt/opiniao/detalhe/depositos-e-malparado-isto-anda-tudo-ligado>
 - *Jornal Económico* (06-11-2019): “A banca do futuro”
<https://jornaleconomico.sapo.pt/noticias/a-banca-do-futuro-509632>
 - *Jornal Económico* (10-09-2019): “Hipoteca inversa ou reversiva, já ouviu falar?”
<https://jornaleconomico.sapo.pt/noticias/hipoteca-inversa-ou-reversiva-ja-ouviu-falar-487846>
 - *Jornal de Negócios* (05-04-2019): “Confia nas instituições financeiras?”
<https://www.jornaldenegocios.pt/opiniao/detalhe/confia-nas-instituicoes-financeiras>
 - *Funds People* (17-07-2019): “O novo regime de fundos de pensões e entidades gestoras”
<https://pt.fundspeople.com/news/o-novo-regime-de-fundos-de-pensoes-e-entidades-gestoras>
 - *Jornal Económico* (20-05-2019): “A culpa não é de Berardo”
<https://jornaleconomico.sapo.pt/noticias/a-culpa-nao-e-de-berardo-446499>
 - *Jornal Económico* (22-04-2019): “Menos NPL só com uma lei que teima em não mudar”
<https://jornaleconomico.sapo.pt/noticias/menos-npl-so-com-uma-lei-que-teima-em-nao-mudar-436061>
 - *Funds People* (17-04-2019): “Legislação num Minuto: as SIGI”
<https://pt.fundspeople.com/news/legislacao-num-minuto-as-sigi>
 - *Jornal de Negócios* (05-04-2019): “O cidadão comum e o investimento nas SIGI e em fundos de investimento”
<https://www.jornaldenegocios.pt/opiniao/detalhe/o-cidadao-comum-e-o-investimento-nas-sigi-e-em-fundos-imobiliarios>
 - *Funds People* (01-03-2019): “Os bancos são bons conselheiros ou o que manda a DMIF II”
https://www.jpab.pt/wp-content/uploads/2019/03/JPAB-artigo-de-opini%C3%A3o_Marisa-Silva-Monteiro_Funds-People.pdf
 - *Jornal de Negócios* (21-02-2019): “Como criar uma sociedade de investimento imobiliário?”
<https://www.jornaldenegocios.pt/opiniao/detalhe/como-criar-uma-sociedade-de-investimento-imobiliario>
 - *Jornal Económico* (15-02-2019): “Tanto NPL nunca mais!”
<https://jornaleconomico.sapo.pt/noticias/tanto-npl-nunca-mais-411646>
 - *Jornal de Negócios* (07-02-2019): “SIGI: Quem quer ser investidor imobiliário?”
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<https://www.jornaldenegocios.pt/opiniao/detalhe/sigi-quem-quer-ser-investidor-imobiliario>

- *Jornal Público* (22-11-2018): “**Fisco e planos poupança-reforma: o diabo mora nos detalhes**”

<https://www.publico.pt/2018/11/28/economia/opiniao/fisco-planos-poupancareforma-diabo-mora-detalhes-1852623#gs.jb0N0caz>

- *Jornal de Notícias* (09-11-2018): “**Contas bancárias com vários titulares**”

<https://www.jn.pt/opiniao/convidados/interior/contas-bancarias-com-varios-titulares-10152227.html>

- *Revista Advocatus* (25-10-2018): “**Calote no país das maravilhas e o sistema de cobrança de dívidas em Portugal**”

<https://www.jpab.pt/wp-content/uploads/2018/10/Calote.pdf>

- *Funds People* (12-10-2018): “**O Regulamento CMVM n.º 3/2018 e a restauração da confiança**”

<https://pt.fundspeople.com/news/o-regulamento-cmvm-n-o-3-2018-e-a-restauracao-da-confianca>

- *Jornal de Negócios* (11-10-2018): “**Euribor negativa e crédito à habitação**”

https://www.jornaldenegocios.pt/opiniao//detalhe/euribor-negativa-e-credito-a-habitacao?ref=marisa-silva-monteiro_BlocoArtigos

- *Jornal Económico* (08-10-2018): “**A venda de crédito malparado, a oitava maravilha e a confissão**”

<https://jornaleconomico.sapo.pt/noticias/a-venda-de-credito-malparado-a-oitava-maravilha-e-a-confissao-363124>

- *Jornal Económico* (22-08-2018): “**Imobiliárias e intermediação de crédito**”

<https://jornaleconomico.sapo.pt/noticias/imobiliarias-e-intermediacao-de-credito-346624>

- *Jornal Económico* (08-08-2018): “**Redução dos níveis de NPL: que fazer quando tudo arde?**”

<https://jornaleconomico.sapo.pt/noticias/reducao-dos-niveis-de-npl-que-fazer-quando-tudo-arde-342401>

- *Jornal Económico* (18-07-2018): “**Banca e crédito às empresas: formiga no carreiro ou gato e rato?**”

<https://jornaleconomico.sapo.pt/noticias/banca-e-credito-as-empresas-formiga-no-carreiro-ou-gato-e-rato-334377>

- *Jornal de Negócios* (14-05-2018): “**Sigilo bancário: “requiem” ou “adágio?”**” (co-authorship)

<https://www.jpab.pt/wp-content/uploads/2018/05/Sigilo-Banc%C3%A1rio.jpg>

IV – PRODUCTION OF WRITTEN SCIENTIFIC WORKS

23rd March 2018: “*Quo vadis, pacto comissório? O artigo 694.º do Código Civil: da razão de ser ao ludíbrio e deste ao quesito da (des)necessidade de reponderação à luz do paradigma de execução do penhor financeiro*” - **PhD Thesis** in Legal and Business Sciences, presented in Faculty of Law of the University of Coimbra, under the orientation of Professor João Calvão da Silva

15th July 2010: “*O Fundo Imobiliário Especial de Apoio às Empresas como Fonte Alternativa (Ir)Real de Financiamento: Contributo para a Reflexão à Luz do Sistema Creditício Tradicional e dos Novos Instrumentos de Financiamento*” - Master Thesis in Legal and Business Sciences, presented in Faculty of Law of the University of Coimbra, under the orientation of Professor João Calvão da Silva

V - PARTICIPATION IN CONGRESSES AND CONFERENCES

- November 2020: *Responsabilidade civil pelos danos da informação noticiosa?* - “IV Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra

- November 2019: *A responsabilidade do banco pela execução de operações de pagamento não autorizadas no novo regime de serviços de pagamento (RSP2)* - “IV Congresso de Direito Bancário”

- November 2019: *Responsabilidade civil pela concessão de empréstimos de risco?* - “III Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra

- October 2019: *A Responsabilidade Civil do Produtor e os Riscos de Desenvolvimento como Causa de Exclusão* - Seminar “O Regime Jurídico da Responsabilidade Civil do Produtor (Decreto-Lei 383/89): 30 anos depois” - Faculty of Law, University of Coimbra

- July 2019: *Inteligência artificial e sistema financeiro* - Conference “Direito Bancário, Sistema Financeiro e Fintech” - Faculty of Law of the University of Porto

- November 2018: *Os deveres de actuação dos bancos perante os clientes: responsabilidade civil no direito português* - “II Jornadas Luso-Brasileiras de Responsabilidade Civil” (communication) - Faculty of Law of the University of Coimbra

- April 2018: *Funding empresarial: do mútuo aos business angels* - JPAB Conference “Capitalização de Empresas” - Santa Casa da Misericórdia do Porto

- November 2017: *Responsabilidade de gerentes e administradores para com os credores sociais* - “I Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra

- December 2016: *A problemática (do registo) da reserva de propriedade a favor de terceiro (financiador)* - “VIII Congresso Internacional de Ciências Jurídico-Empresariais” - Polytechnic Institute of Leiria

VI - PUBLISHED LEGAL SCIENTIFIC ARTICLES

- “**O novo Regime dos Serviços de Pagamento e a responsabilidade do banco pela execução de operações de pagamento não autorizadas**”, in *IV Congresso de Direito Bancário* (collective work), Coimbra, Almedina, 2021, in press

“**A intermediação financeira e os investidores idosos: que (particular) tutela legal para estes?**”, in *Coleção Jurídica JPAB* (collective work), vol. III, Coimbra, Almedina, 2021, in press

- “**O contrato de seguro de saúde: contributo para a reflexão acerca da delimitação do tipo à luz do elemento risco e da prática do questionário pelo confronto entre os modelos do questionário aberto e fechado**”, in *Estudos de Direito do Consumidor*, N.º 15, Centro de Direito do Consumo, Faculty of Law of the University of Coimbra, December 2019

- “**O arresto europeu de contas bancárias**”, in *Coleção Jurídica JPAB* (collective work), vol. II, *Internacionalização de Empresas*, Coimbra, Almedina, 2019

- “**Fontes reais e irrealis de funding empresarial: do mútuo aos business angels**”, in *Coleção Jurídica JPAB* (collective work), vol. I, *Capitalização de Empresas*, Coimbra, Almedina, 2017

- “**A problemática (do registo) da reserva de propriedade a favor de um terceiro (financiador)**”, in *Atas do VIII Congresso Internacional de Ciências Jurídico-Empresariais* - Polytechnic Institute of Leiria, 2017

March 2021
Marisa Silva Monteiro

Curriculum Vitae

PERSONAL DATA

Name: Nuno Miguel Rodrigues Terras Marques
Date of Birth: 24th October 1975
Address: Rua Costa Cabral, n° 797, 5° A - 4200 - 224 - Porto
Telephone: +351 926904985
ID No / Place of birth: 10514081 / Porto, Portugal
Marital Status: Married
Driver's license: May 1994 (P-966609)

TRAINING / EDUCATION

- **June 2009:** Conclusion of the Executive MBA at the Management School of Porto - EGP UPBS.
- **April 2006:** Conclusion of the Management Control and Performance Evaluation Course at the Management School of Porto – EGP UPBS.
- **December 2000:** Conclusion of the Degree in Electrotechnical Engineering, Faculty of Engineering of the University of Porto (FEUP).
- **September 1998 to July 1999:** Frequency of the 5th year spent at the Catholic Institute of Arts and Industries (ICAI), University of Comillas in Madrid, through the Erasmus program.
- **1998:** Certification from the University of Comillas for oral and written Spanish.
- **1992:** Certification from the University of Cambridge for oral and written English skills (6 years).
- **1992:** Certification for oral and written French skills (6 years) from the University of Toulouse.

WORK EXPERIENCE

- **Since November 2015:** Vice-President of *Grupo Visabeira SGPS* and CEO of *Visabeira Global SGPS*, main sub-holding which aggregates all businesses in the Telecommunications, Energy, Construction and Technology sectors;
- **October 2014 to November 2015:** CEO of *Grupo Visabeira SGPS* and Vice-President of *Visabeira Global SGPS*, with the responsibility for the Telecommunication and technologies sectors worldwide;
- **April 2014 to October 2014:** Executive Director of *Visabeira Global SGPS*, with the responsibility of managing all businesses in the Telecommunications area in Europe;
- **April 2013 to October 2014:** Managing Director of *Constructel France* and *Constructel Belgique*, companies belonging to *Visabeira Global SGPS*, operating in the area of Mobile and Fixed Telecommunications Network Infrastructures;
- **February 2012 to April 2013:** Development of new businesses in the area of Mobile and Fixed Telecommunications Network Infrastructures at *Viatel*, company belonging to *Visabeira Global SGPS*;
- **May 2008 to February 2012:** Member of the Executive Committee of *Grupo Pavicentro* managing the Brazilian subsidiary – *Pavi do Brasil* and the Commercial Area of *Pavicentro*;
- **October 2004 to May 2008:** Responsible for the Telecommunications area of *Grupo Pavicentro*, reporting directly to the Administration. Responsible for the planning of infrastructure projects of Telecommunications, Gas and Electricity networks;
- **June 2001 to September 2004:** Responsible for the Telecommunications area of “*Pavi do Brasil*” (company belonging to *Grupo Pavicentro*);
- **July 1999 to June 2001:** Operational and commercial management of projects in the Telecommunications Area of *Pavicentro, SA*, having customers as *Vodafone, Proximus Belgacom* and *Telefónica Moviles*.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I hold, at this date, 11.000 shares representing 0,007% of the Company's share capital, not holding any obligations issued by the company.

May 2021

CURRICULUM VITAE

of

Nelson Luís da Silva Braga Moinhos

Professional Address:

Rua António Luís Gomes, n.º 120 – Sala 7
4400-125 Vila Nova de Gaia

Date of Birth: 07. December.1948

Marital Status: Married

Mobile: + 351 91 93 53 096

E-mail: nelsonmoinhos@nmpla-sroc.pt

Work Experience

1991 to date:

Nelson Moinhos, Paulo Lima & Associado, SROC.

- Since March 1991 - registered as a Chartered Accountant, number 753 on the corresponding list.
- In February 1995, together with Paulo Roberto de Souza Mathias Lima establishes the company Nelson Moinhos & Paulo Lima, SROC. They developed professional activity in the company and under the terms of the corresponding statute, including economic and financial audits in subsidized projects. This company is based at Rua António Luís Gomes n.º 120 - sala 7 4400-125 Vila Nova de Gaia, having since November 2006 a branch at the Edifício Trade Center – Via Norte, na Estrada Nacional 13 n.º 132 – salas 105/107 4470-038 Maia.
At the end of 2019, the Chartered Accountant No. 1554, Luís Miguel Santos Oliveira Braga Moinhos became a partner, and the company became Nelson Moinhos, Paulo Lima & Associado, SROC.
- Reporting Controller from 2008 to 2021.
- Coordinator Reviewer of the *Comissão de Estágio* for the years 2012 to 2021.
- I would like to list some of the active clients of the company that are under my direct responsibility:

Entity	NIPC
Antonio Maria Veloso, SA.	500 025 150
C.B.I. - Indústria de Vestuário, S.A.	503 992 445
Crispim Abreu & C ^a , Lda.	501 152 300
Davion – Indústria de Vestuário, SA	503 116 289
Grande Porto – Indústria e Com. Alimentar, Lda.	501 152 415
Guerner & Irmãos, S.A.	500 131 473
MACOP - Materiais Construção, Lda.	501 180 605
Maria Emilia Pereira Soares & Fos., Lda.	500 380 643
O Feliz - Metalomecânica, S.A.	500 853 177
O Feliz - Imobiliária, SA	502 083 069
O Feliz Painel, Lda.	513 508 961
O Feliz SGPS	513 578 820
Soguima – Comércio e Indústria Alimentar, SA	502 264 748
Santa Casa Misericórdia de Espinho	500 951 527
Hidrofer - Fábrica Algodão Hidrófilo, SA	500 361 169
FENABEL – Indústria de Mobiliário, Lda.	502 815 795
Gabritex- Confecções Têxteis, Lda.	501 992 375
ARCH, SA.	513 205 721
MEDBIZ, SGPS, SA	507 511 387

- I would also like to list some of the clients who were under my direct responsibility:

Entity	NIPC
Ambitermo - Engenharia e Equipamentos Térmicos S.A	502 790 326
Automóveis Mondego, Lda.	500 038 996
Centralgest, Produção de Software S.A	501 932 992
CERCIFAF - Cooperativa de Educação e Reabilitação de Crianças Inadaptadas de Fafe	500 860 602
Jamarfel - Compra e Transformação de Ferro, S.A -	503 767 301
Mobicomp, SA	503 452 734
Superilhavo - Supermercados, Lda.	504 955 284
J.M.Moniz Rebelo, Lda.	504 716 743
Fernando Leite & C ^a , Lda	500 112 460
Aquinos, SA	501 789 227
Eurotábua, Lda	503 159 450
Invictus - Investimentos Imobiliários, SA	506 420 710
Invipor, SGPS, SA	507 282 256

- Finally, I have also developed several legal expert opinions and carried out interventions in tax claims.

1978 –1992 - Liberal Professional (Economist)

- Activity under liberal regime, having worked as Financial Director, Administrative Director and responsible for accounting services in several companies, located in the municipalities of Porto, Vila Nova de Gaia, Braga and Guimarães.
- Development of Investment Projects for several activity sectors, responsible for their preparation, execution and analysis of results.

1976 – 1978:

Grundig Electrónica Portugal Lda. (Braga)

- Internal Auditor, responsible for planning and executing work related to financial accounting and reporting to the Grupo's external audit.

Education

1967 – 1971:

Undergraduate in Economics from the Faculty of Economics of the University of Porto.

Other Competences

- Member of the Audit Board of the Order of Chartered Accountants (OROC) for the 2018-2020 term.
- Member of the Board of Directors of APECA-*Associação Portuguesa das Empresas de Contabilidade e Administração* in the years 2011 and 2017.
- Member of the Audit Board of the *Obra de Nossa Senhora das Candeias* since 2018.
- Teacher for training courses within the scope of the *SNC – Sistema de Normalização Contabilística* carried out at APOTEC – *Associação Portuguesa dos Técnicos de Contabilidade*, Braga Regional Section.
- Multilingual: Fluent in English and Good in French.
- Computer Skills: Very Good (Office, Windows, Financial Programs, Networks and other New Technologies).
- Chartered Accountant since 1976 with ongoing training.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

Nelson Luís da Silva Braga Moinhos

*Chartered Accountant No. 753, CMVM
Registration Number: 20160386*

Mário Godinho de Matos, full rank Ambassador, Ministry of Foreign Affairs of Portugal.

Degree in Economics, (ISEG, Lisbon University) 1974.

Joined the Foreign Service in 1976. From 1980 till 2004 worked in the following Diplomatic Missions: Washington D.C., Maputo, Beijing, Madrid and NATO Headquarters in Brussels. Between 1989 and 1991 was member of the “Joint Liaison Group with China” regarding the Macao transition to People’s Republic of China sovereignty.

During the period 1992 - 1995 Director of Asian, European and North American Departments at the Ministry of Foreign Affairs, in Lisbon.

From 2004 till 2017 successively Ambassador of Portugal in Havana, Maputo and Moscow.

Back in Lisbon in 2017, President of Portuguese-Spanish “International Committee on Boundaries and River Basins”, Ministry of Foreign Affairs, till 2020.

In the academic field, taught “Social and Economic History” at ISEG (Lisbon U.) during five school years.

Professor at “NOVA” University, teaching “Diplomatic Practice” 2018-2020.

Responsible for teaching “Diplomacy” of a post-graduate program organized by “NOVA” University and Military University Institute (IUM) entitled “Globalization, Diplomacy and Security”, during the schoolyears 2018, 2019 and 2020.

Regular cooperation with “IUM” delivering lectures on international relations topics to applicants for officership promotion procedures.

Decorations:

“Grã-Cruz da Ordem do Mérito” conferred by President Jorge Sampaio; “Oficial da Ordem do Infante D. Henrique”; “Comendador de Número da Ordem de Isabel a Católica” of Spain.

I declare not to be holder, at present time, of any representative shares of Company’s capital, nor bonds issued by the same Company.

May 2021

Curriculum Vitae

Personal data:

Name: Marta Sofia Cunha Albuquerque Santos Temudo

Address: Fontanheiras – Santar – 3520 – 112 NELAS

Date of Birth: 25th of January 1974

Citizen Card No 10388253, valid until 8th of July 2018

Marital Status: Married

Profession: Lawyer

Professional license: 4352 – *Concelho Distrital de Coimbra*

Training:

Escola Secundária Alves Martins – Viseu

1992 – 1997 - Degree in Law by the Faculty of Law of the University of Coimbra

1998 – 1999 - Post-Graduation in Consumer Rights by the Consumer Law Center, Faculty of Law, University of Coimbra

1998 – 1999 – Law Internship (1st phase) at the *Centro de Estágio da Ordem dos Advogados do Porto* [Center of the Bar Association of Porto]

2000 – Aggregation to the Portuguese Bar Association

2004 – Labour Law Training – Associação Industrial da Região de Viseu

2015 – Commercial Company Law Training – *Código das Sociedades*

Comerciais em Comentário – IDET University of Coimbra

Work Experience:

1999 – 2000 – Law Internship (2nd phase) at the *Centro de Estágio da Ordem dos Advogados de Coimbra* [Center of the Bar Association of Coimbra]

References: - Law firm José Moniz, Marçal Antunes e Ricardo Brazete - Carlos Mafra

Valverde – Lawyer

- Frequency of the scales of Trainee Lawyers in the District of Viseu – Intervention, as Public Defender in criminal proceedings.
- Public Defender appointed by the District Court in civil proceedings.
- Forensic practice resulting from judicial interventions.

2000 – 2002 – Legal Advisor of the Financial Department of Grupo Visabeira SGPS, S.A., particularly focused on the area of consulting/contracting and corporate monitoring.

Since 2020 – Legal Advisor/Consultant in services shared, directly and indirectly, to the participated companies of Grupo Visabeira SGPS, S.A, in the areas of Commercial and Corporate Law, in the national and international context;

- Legal Advisor / Consultant in the real estate area and land registration.
- Advisor in the financial area, with special focus on Commercial Law and Commercial Companies.
- Advisor in the area of registers and notaries.
- Legal Advisor of the Boards of Directors of the company's sub holdings Grupo Visabeira SGPS, S.A.

2002 – 2003 and 2003 – 2004 (Academic years) – Teacher (equated to assistant of 1st three-year), in the Courses of Social Communication and Management and School Administration, at the *Escola Superior de Educação de Viseu* – Instituto Politécnico de Viseu [Higher School of Education of Viseu - Polytechnic Institute of Viseu].

- a) Courses lectured: Introduction to the Study of Law/ Notions of Administrative Law.
- b) Preparation, in collaboration with the Coordination Center of the Social Area of the Higher School of Education, of the curriculum and contents of the Legal Technical Translation course, for the Translation Techniques Course.

Professional associations:

Since 2000 – Registration in the Bar Association – *Concelho Distrital da Ordem dos Advogados de Coimbra*.

Corporate positions:

Since 2010 – Effective Secretary of VAA – Vista Alegre Atlantis, SGPS, S.A.

Additional information:

French and English language spoken and written - regular

Computer - User level

1992 - Driver's License

Extracurricular activities:

1984 - 1989

Escola de Artes de Viseu [School of Arts]

Summer internship at the *Companhia de Dança de Lisboa* [Lisbon Dance Company]

Summer course at the *Escola Parnaso* - Porto

1992 - 1997

Temporary work (school holidays) in several commercial establishments in Viseu

Temporary work (school holidays) in a Doctor's Office

Temporary work in Marketing Agency

1997 - 2000

Collaboration with GBN – Gabinete de Estudos de Mercado, (Porto), in several Market research works.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

CURRICULUM VITAE

1 - IDENTIFICATION

Name: Paulo José Antunes Soares
Address: Rua Circular Nº 67
2430 Marinha Grande - Portugal
Contacts: +351 962 292 879
E-mail:
Date of Birth: 14/09/74
Nationality: Portuguese

2 - WORK EXPERIENCE

- Creation of Trade Policy
- Creation and implementation of strategies to expand markets
- Market research
- Customer follow-up
- Product development
- Contracts negotiation

3 - ACADEMIC QUALIFICATIONS

- Degree in Business Management
- Specialisation in Marketing

4 - WORK EXPERIENCE

Grupo Vista Alegre Atlantis – Commercial Director of Hotel Business 2013 -

- Boost and globalize the company's offer on the Horeca Channel
- Develop international partnerships for distribution and knowledge sharing in the Hotel sector.
- Repositioning the company to be one of the TOP 5 companies in a 5-year horizon

Grupo Vista Alegre Atlantis – Commercial Director of Domestic Market 2006 -2012

- Restructuring of the Domestic Market
- Reorganisation of the independent retail
- Stores Management

Grupo Vista Alegre Atlantis – Export Director (Glass and Crystal) 2004-2006

- Daily management of 4 International brands, 3 brand/market managers, back offices teams. Directly responsible for sales in new markets and main customers. Responsible and coordinator of the Branch in Paris and the sales teams, marketing and commercial agents in France and in the rest of the world.
- Responsible for the development and maintenance of business principles and for guiding and helping market managers and agents to achieve their objectives.
- Responsible for identifying and exploring new business opportunities for the company.
- Responsible for defining the strategy of growth of the volume of invoicing of the export area. Identification of opportunities for new markets, growing sectors and partnership creation.
- Responsible for commercial reports, B.Plans, sales budgets, team evaluation, product and design briefings, marketing activities and sales support.
- Promote regular briefings to improve the relationship and communication sales/production and regular customer service meetings to establish standards of continuous improvement.

Crisal – 2003 – 2004

Export Commercial Director

- Development of External Markets

ATLANTIS – UNID. Handmade glass – 2000 – 2003

Commercial Director (National/ Export)

- Definition and Management of sales budgets according to the Grupo's overall strategy.
- Implementation and control of sales strategy
- Elaboration of reports in the business area
- Work and supervise team performance
- Ensure the engagement of all support areas necessary for the achievement of business.
- Offer planning in the different components of marketing mix
- Direct and daily assumption of the main business and markets of the company.

NOVA IVIMA S.A -(Glass company) 1997 -2000

Market Management

- Responsible for the expansion of the company in foreign markets through the creation of measures to stimulate and ensure the increasing of sales, ensuring a good relationship of customers with the company.

5 - OTHER SKILLS

- Fluent in English/French and Spanish
- Computer user
- Driver's license

6 – ADDITIONAL INFORMATION

- Good knowledge of the business fabric and national and international markets in several areas
- **Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.**

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

Curriculum Vitæ

Alda Alexandra Abrantes Costa
Date of Birth: 31/10/1968
Place of birth: Águeda
Marital status: Married

Educational Qualifications

1993/1994 - MBA (Masters in Business Administration) by *EGP – Escola de Gestão do Porto* [Oporto Management School].

1986/87 to 1990/91 - Degree in Business Organization and Management, by the University of the Azores.

Work Experience

September 1994 / - Grupo Vista Alegre Atlantis

2013/ ... Administrator - Member of the Board of Directors Vista Alegre Atlantis SGPS SA since 22nd of May 2013.

2000/2013 Financial Director depending on the Area Administrator and responsible for the Departments of Accounting, Treasury, Management Control of the companies belonging to Grupo VAA.

1997/2000 Controller depending on the Financial Area Administrator and responsible for the Management Control Department.

1994/1997 Deputy of the Financial Area Administrator, with responsibility for reporting for the entire group under the Budgetary Control.

October 1991 to October 1993 - University of the Azores - Department of Economics and Management

Academic year 1991/92: Trainee Assistant of the Regional Economics, in the 1st semester and the course of Introduction to Economics II (Macroeconomics), in the 2nd semester.

Academic year 1992/93: Trainee Assistant of the course Introduction to Economics I (Microeconomics), in the 1st semester and the course of Introduction to Economics II (Macroeconomics), in the 2nd semester. Analysis of the Equivalence Processes of the Economics and Management area.

March 1991 / August 1993 - Regional Secretariat of Housing, Public Works, Transport and Communications of the Azores - Office of Studies and Planning –
Advisor to the Director of GEP.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

PERSONAL INFORMATION

LOPES, Cristina

📍 Rua Camilo Castelo Branco, Lt. 14, Viso-Sul, 3500-353 Viseu

☎ +351 96 450 22 17

✉ cristinalopes86@gmail.com

Sex Feminine | Date of birth 18 / 04 / 1986 | Nationality Portuguese

WORK EXPERIENCE

From 09/2007 to 03/2009

Chief Financial Officer

Analysis and control of costs in consortium works; Assistance of subcontractors and control of the necessary information for the work; Conference and receipt of Invoices; Bank reconciliation; Billing.

Company Several companies of Grupo Visabeira

From 03/2009 to 11/2010

Financial Manager

Treasury control/management; Check expedition control; Validation of documents; Stock analysis; Preparation of Monthly Financial Reports; Budgeting.

Company Several companies of Grupo Visabeira

From 11/2010 to 12/2013

Chief Financial Officer (place of work: Maputo, Mozambique)

- Negotiation and contracting of financing; Day-to-day management of all bank accounts of the Grupo's companies in Mozambique (around 25 companies);
- Management and Coordination of Financial/Administrative Directions of all group companies in Mozambique;
- Management and Coordination of the Accounting Department, including direct interaction with the Financial Department;
- Management and Coordination of the Human Resources Department;
- Analysis and monitoring of the monthly performance of companies to improve its performance;
- Monitoring of Grupo's new business/companies in Mozambique.

Company Several companies of Grupo Visabeira in Mozambique

From 01/2014 to 12/2014

Responsible for the Process and Project Monitoring Department

- Monitoring of new projects in several areas, namely: monitoring the implementation of SAP in a company based in Brazil; monitoring and monitoring of the Revenue Assurance process in companies based in Angola and Mozambique in the telecommunications sector; improvement and automation of monthly reports of Business Analysis and Management Control of several companies in various sectors of activity (Tourism, Commerce and Services, Telecommunications and Industry); monitoring of new companies and/or new businesses in Mozambique.

Company Several companies of Grupo Visabeira

From 12/2014 to 03/2016 Deputy Director of the Financial Planning, Funding and Risk Department

- Planning and optimization of the financing and capital structure of a multinational group with more than 100 companies, ensuring integrated risk management and relationship with the financial market;
- Ensure clarification of shareholders and stakeholders regarding all financial activity;
- Integrated financial planning and management of the several companies of a multinational group; planning of the allocation of financial resources and allocation of financial resources according to the application needs; management and allocation of financing to investments at global level and available credit lines;
- Preparation of proposals and negotiation of financing lines, derivative instruments and analysis and approval of contracts in general, related to different banking products;
- Analysis and approval of credit granted, with external or internal coverage. Negotiation and monitoring of service contracts provided by correlated external entities;
- Supervision of domestic loans, derivative instruments among others;

Company Several companies of Grupo Visabeira

Since 03/2016 Director of Palácio do Gelo Shopping

- Negotiation of contracts with tenants; Monitoring of processes of expansion and alteration of stores; Debt renegotiation; Other matters related to the day-to-day life of a Shopping Center at the level of the relationship with tenants and potential tenants.

Company Movid / Grupo Visabeira

Since 03/2016 Responsible for the Collection and Litigation Department

- Analysis of the receivables from several companies of the Grupo;
- Work coordination of the collection team;
- Interaction with the responsible people for all businesses to obtain the debt collection;
- Coordination of all litigation proceedings with clients of the Grupo;

Company Several companies of Grupo Visabeira

EDUCATION AND TRAINING

09/2004 – 07/2007 Degree in Business Management
Escola Superior de Tecnologia de Viseu – Instituto Politécnico de Viseu

PERSONAL SKILLS AND COMPETENCES

Mother tongue Portuguese

Other languages

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1 – Proficient user	C1 – Proficient user	B2 – Independent	B2 – Independent	B2 – Independent

user

user

user

Levels: A1/2: Basic user - B1/B2: Independent user - C1/C2 Proficient user
Common European Framework of Reference for Languages

- Social competences**
- Good communication skills;
 - Dynamism and pro-activity;
 - Good ability to work as a team;
 - Strong adaptability;
 - Strong sense of responsibility
- Organisation skills**
- Leadership skills;
 - Strong organizational and planning capacity;
 - Ability to manage projects and teams.
- Computer skills**
- Domain of Microsoft Office Software (Microsoft Excel in a more technical aspect - macros, formulas);
 - SAP;
 - XRT;
 - Primavera Software;
- Driver's License** B Category

ANNEXES

- Diploma

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 202

PERSONAL INFORMATION **Márcio Gabriel Pina Pereira**

 Rua dos Namorados, Nº2, Fragosela de Cima, 3505-421 Viseu (Portugal)

 +351 967826636

 marciopereira@grupovisabeira.com

WORK EXPERIENCE

Since 09/2015

Director

Grupo Visabeira, Viseu (Portugal)

Business Management and Monitoring for the Industry area at Grupo Visabeira

08 2013 -08 2015

Finance technician

Grupo Visabeira, Viseu (Portugal)

Financial management of the Grupo's Construction and Real Estate Business in Mozambique.

02/2010–07/2013

Managing and Financial Director

Imovisa - Grupo Visabeira, Maputo (Mozambique)

Real Estate, Construction and Maintenance of Buildings and Real Estate Management.

01/2008–01/2010

Controller

Grupo Visabeira, Viseu (Portugal)

Analysis and control of business management in the tourism and real estate area.

EDUCATION AND TRAINING

2003 -2007

Degree in Business Management

Instituto Politécnico de Viseu, Viseu (Portugal)

PERSONAL SKILLS AND COMPETENCES

Portuguese

Mother tongue

Other languages

English

UNDERSTANDING		SPEAKING		WRITING
Listening	Reading	Spoken interaction	Spoken production	
B2	B2	B2	B1	B1

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user Common European Framework of Reference for Languages

Driver's License: B

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A. I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

CURRICULUM VITAE

I- PERSONAL DATA

NUNO MIGUEL FERREIRA DE ASSUNÇÃO BARRA

Address: Rua César de Oliveira, nº14 – 8ºEsq, Telheiras, 1600-427 Lisboa

Phone: +351 961695767

e-mail: nunobarra@vistaalegre.com and nunobarra@mail.com

Date and place of birth: 08/03/1972, Coimbra

Marital Status: Married

Sons: 1

Nationality: Portuguese

Driver's license no C-490051 of 01/06/92

Chartered Certified Accountant



II- WORK EXPERIENCE

- **Director of Marketing & External Design at Vista Alegre and Bordallo Pinheiro**, since January 2010.
(VAA Board with a Marketing budget of around 2 million)
- **Managing Director of the sub-holding Visabeira Imobiliária** from May 2008 (asset portfolio of more than 250 million euros, which includes Palácio do Gelo Shopping) to December 2009; as well as **Chief Marketing Officer of Grupo Visabeira** since July 2005.
- **Chief Marketing Officer of Grupo Visabeira** since July 2005 as well as **responsible for the marketing of Palácio do Gelo Shopping** from July 2006 to December 2009.
 - Marketing & Communication Department

This department, with an annual budget of 10 million euros, is responsible for the Strategic and Operational Marketing, Communication and web design of the 52 companies which make Grupo Visabeira and its brands. Companies such as: Cozinhos Mob, Palácio do Gelo Shopping, Montebelo Hotel&Spa, Mundicor, Golfe Montebelo, TV Cabo Angola, TV Cabo Moçambique, Visabeira Imobiliária, Antártida Cervejarias, among many other.

The management board is composed of 21 employees, positioned in the Holding, reporting directly to the Board of Directors and structured into 4 departments:

- Marketing Department (8 people): composed of 4 sector Marketing Managers (tourism, real estate, industry and telecommunications/cable TV) responsible for these business activities in all markets where the Group is present. These employees have 4 marketing assistants (Lisbon, Viseu, Luanda, Maputo)
- Communication Department (10 people): organized as the Grupo's advertising agency, it responds to the needs of all business activities and all markets and comprises 1 Coordinator, 1 Project Manager, 1 Copywriter and 7 graphic designers
- Web design department (2 people): responsible for the development and maintenance of all the Grupo's sites. It takes advantage of the support of the two previously mentioned departments and of the use of outsourcing in specific situations
- New Business Development Department (1 person): 1 financial analyst who conducts economic feasibility studies and business cases for new businesses and new products launched by the Board. Works closely with the Marketing Department

Main activities: competitive intelligence, benchmarking, market studies, participate in the definition of the business strategy and products' trade, participate in the product/service management, changes/reviews/price analysis, redefinition/analysis of distribution channels and sales strength, definition of communication actions to be carried out, brand management, database management, design of all communication materials, organization of events, design of new websites, launch of new brands/concepts, identification and launch support of new business projects.

Main results: Launch of the new Antártida restaurants chain (naming, image, definition of concept, business model, introduction of merchandising, opening of three restaurants...); Rebrand TVCabo Angola and TVCabo Moçambique; Launch the corporate credit card co-branded with CGD; Negotiate and open of the first Esprit store franchising in Portugal, of a Bo Concept store, a Party Fiesta store, a Vista Alegre Atlantis store, an Australian ice bar, the first in Europe (Minus 5º); Create and launch a new business concept for children in a shopping centre (Polar & Brincar); Create and launch a new brand of gyms, spa and hairdressers (ForLife); Define the image of the new Palácio do Gelo Shopping and participate, together with the team of architects, in defining the concept, negotiating / hiring Catarina Furtado to be the brand face; Launch of an annual university competition for industrial design with the support of the Centro Português de Design [Portuguese Design Center] (Cerutil Design Challenge); Valuate and reposition Mob kitchens as the best national kitchen brand; Montebelo Hotel & Spa rebrand; Define and implement the marketing strategy and launch the Agueira Lake & Country Resort real estate development, among many others.

- Palácio do Gelo Shopping trading

Responsible for trading regarding 164 stores and other commercial areas at Palácio do Gelo Shopping (third largest in the country with 76,000 m² of GLA) with the support of the trading team of real estate consultant Jones Lang LaSalle. This work includes the definition of the rent amounts, commonhold expenses and other contract conditions per store, negotiation with all operators already existing in Portugal (ex: Fnac, C&A, Sonae, Inditex, H&M, Cortefiel, Regojo), contact, negotiation and recruitment of new operators (ex: Desigual, Esprit, Minus 5º), definition of contract clauses with the legal team, report for the Grupo's CFO, development of new sources of revenue, among other related activities.

Result obtained: 90% of the space traded with an average income above expectations, with the main European brands present and with new brands in Portugal

Senior Consultant at KPMG Consulting in the areas of Strategic Marketing (strategic and operational Marketing, Brand Management and Customer Strategy), as well as **Corporate Strategy** from April 2002 to July 2005. Projects with full-time participation:

- March 2005 - July 2005: Instituto de Artes Visuais, Design e Marketing (IADE)

- Diagnosis of IADE's current situation (external and internal analysis, swot, fcs, market attractiveness, etc.)
- Define the company's strategic plan until 2010 (vision, strategy, objectives, actions and road map)

- September 2004-March 2005: UMM, Europeças, CSantos VP and Grupo Gamobar

- Redefine the logistical strategy of the group of companies, assessing the costs/benefits of centralising all or part of the operations (warehouses, distribution and commercial activity) and its articulation with the group's strategy
- Quick scan (in-depth diagnosis of the current situation of the companies, at different levels: strategy/processes/organization/information systems/infrastructure) as well as definition of strategic alternatives for the growth of each one of them

- August 2004-February 2005: Rio Ave FC

- Provide support for the development of the Merchandising business unit (main and secondary equipment, mascot, logo, store, merchandising for the Horeca channel and for the student segment) and preliminary assessment of the new stadium project (establishing contacts with real estate operators, City Council, potential foreign investors and possible alternatives).

- Member of the jury of the national sports merchandising competition organized for the club, with several representatives of the national sports, the academy and of several companies (media, design, etc.), where the club's equipment for the 2005/2006 season was selected
- July 2004: Cibal (Grupo Sumol)
 - Diagnosis to identify improvement opportunities at Cibal (emphasis on the management of the Horeca channel)
- July 2003-July 2004: CSantos VP
 - Definition of the Marketing strategy for the spare parts business for 2004, as well as provide support to the implementation in order to increase ROI by 6.2 percentage points (composed of 8 sub-projects): Customer analysis; Market Analysis and Internal Analysis; Define sales targets; Redeploy the customer portfolio; Different discount levels, segmentation and new value proposition for customers; Product promotion policy; Implementation of the telepeças platform/internet; Promotional campaigns
 - Profitability analysis of the spare parts and workshops business
 - Define the strategy for the spare parts and workshops business
- March 2003-June 2003: Câmara Municipal de Coimbra
 - Elaborate the Strategic Plan for the Estádio Municipal de Coimbra (which includes: Management and Operating model, Financial Model and Organizational Model)
- April 2002-March 2004: Co-manager of the Benfica Estádio, SA project, composed by 20 sub-projects, namely:
 - Define the business model for the new football stadium, providing support to its implementation
 - Define the commercial strategy for partners and companies in the new Luz football stadium (products, prices, channels, communication, relationship with the Media, among others), providing support to its implementation
 - Sales Force recruitment, organization and compensation scheme
 - Define and implement the Business Center strategy, providing support to its implementation
 - Define the strategy of Naming and Pouring rights (sponsorship of the stadium), providing support to its implementation
 - Define the Catering strategy and respective specifications, evaluation and negotiation
 - Define the Health Club strategy and respective specifications, evaluation and negotiation
 - Strategy definition of the new shopping centre in a partnership with Cushman & Wakefield
 - Define the CRM strategy, providing support to its operation (Goldmine + questionnaires to partners, etc.)
 - Define the commercial strategy for the car parking
 - Adjust the project and interior design, in a partnership with HOK (an Australian architecture company and with Northcroft (International construction consultants)
 - Strategy definition for Benfica Village
 - Feasibility study for the Museum
 - Elaborate the monthly sales reports for the bank unions (ES Investment, CGD, BPI), in order to monitor compliance with Project Finance obligations
 - Contingency plans (marketing mix of new products, launching methodology, objectives)
 - Define the strategy for rendering amateur sports viable
- **Senior Consultant at PricewaterhouseCoopers Consulting** (PwC Consulting, currently known as IBM BusinessPwC Consulting, actual IBM Business Consulting Services) in the areas of **Strategic Change and Customer Relationship Management** (CRM) from April 2000 to April 2002. Projects with full-time participation:
 - Grupo Caramulo (Nutroton, Multiaves, Iberfer): Elaborate the group's strategy (external analysis, internal diagnosis, strategic plan and organizational restructuring)

- Development of CRM / Customer Analytics consulting services (presentations to customers, proposals, point of views, methodologies, product development, partnerships, international contacts, etc.)
- Study on "The strategic challenges of the liberalization of the electricity and gas sector in Portugal 2003-2005"
- TAP: Pre-diagnosis for the installation of an e-Procurement solution
- SideUp (PTMultimedia): Strategy design for attracting customers, their identification and road map
- Nestlé: Segmentation of coffee customers for the pre-implementation of a CRM system, aiming at assessing customer profitability and defining the future value proposal by segment
- AMBAR: Elaboration of the company's strategic plan (external analysis, internal diagnosis, internationalization strategy, market study and strategic plan)
- Tradecom: Elaboration of the strategic plan for 10 vertical portals for various sectors of the Portuguese economy, namely textiles, distribution, telecommunications, chemicals, paper, vehicles, plastics and a MetaMarket
- Work on large content groups at international level and in Portugal (Viacom, Vivendi Universal, AOL/Time Warner, Bertelsmann, Disney, News Corp, Prisa, MediaSet, Impresa, RTP...)
- RAR/Geotur: Elaborate the strategic plan for the new economy, business case and assessment of Geotur Tait, aiming at preparing the purchase of Geotur by RAR
- ONI Telecom: Define the Marketing and Sales processes and assignment of functions; Define the strategy for the creation of a shared services unit at ONI.SGPS; Diagnosis and relaunch of Direct Access

From November 2000 to February 2001, he **taught the subject "International Tourism" on the "Tourism Products Management" postgraduate course at INDEG/ISCTE**. (Closure with a seminar on "The public organization of tourism in Portugal and Spain")

Three successive positions at TAP-Air Portugal, SA from the 1st of July 1997 to the 2nd of April 2000:

- **Network Development Manager** for the North Atlantic (USA), Centre (Venezuela and Dominican Republic) and South (Brazil) markets, in the Network Development department of the General Commercial Board, from the 3rd of May 1999 to the 2nd of April 2000.

Activities: Develop proposals for the company's medium-term strategic plan for each of the markets (operating program and commercial actions); Proactively explore new business opportunities (e.g. joint actions and subsequent negotiations with Delta Airlines/Atlanta, with the Qualiflyer/Zurich); Carry out the necessary studies for the development of the network and the consequent opening and closing of lines; Develop the activities necessary for the launch of new lines; Define and control the Marketing objectives; Follow up of the results regarding the lines; and Recommend corrective measures to be implemented (from a Product, Price, Distribution and Communication perspective).

- **Marketing Manager** at the Sales Department in Portugal of the General Commercial Board from the 1st of September 1998 to the 2nd of May 1999.

Activities: 1) implement the strategy defined by McKinsey for the department; 2) responsible, in the Portuguese market, for the elaboration, application and control of the Marketing Plan, namely, for the definition of the price policy for all TAP network destinations outside Portugal, for the loyalty program for the employees of the branches (TAP- In), for the non-institutional communication policy in the national market ("hard selling" and product advertising, Direct Marketing, event organization, etc.). 7-people team leader

- **Revenue Manager** of the Spanish lines (Madrid and Barcelona) in the Network Directorate of the General Commercial Board from the 1st of July 97 to the 31st of August 98.

Activities: a kind of Broker that seeks to obtain maximum revenue for each of the TAP flights, through the real-time analysis of supply/demand and the respective adaptation of the tariff range, both in the Portuguese and Spanish markets.

- **Assistant professor** of the 3rd year of the subject "Marketing II" at the Escola Superior de Tecnologia e Gestão de Leiria (**ESTGL**) from the 27th February to the 2nd of August 1997.

III-EDUCATION AND TRAINING

December 2015 - **Executive Course** “Aligning Strategy & Sales” – **Harvard Business School** - Boston

From 1996 to 1996 - **Master's Degree** in Business Sciences specialising in Management, Strategy and Business Development with a main focus on Marketing and International Business at INDEG/ISCTE, under the guidance of Professor Paulo Rita (final classification: Excellent (unanimously) President of the Jury: Professor: Luís Reto).

1995-96- **M.B.A.** at **INDEG/ISCTE** with specialization in Marketing and International Business (second best final grade = 15,2).

1990-95- **Degree in Economics** at the Faculty of Economics of the **University of Coimbra** (final grade = 14,2 – 5th best final grade).

4th year held in Brussels at the **Université Libre de Bruxelles** (ULB) with Erasmus Scholarship (subjects made at the Faculty of Economics, at Solvay Business School and at the European Institute of the same University) -- (Marketing = 18).

1984-1992- **Diplôme de Hautes Études Françaises** (*Alliance Française* - equivalence to bachelor's degree)

1978-83- First and second cycles made in Paris (France).

IV- OTHER SKILLS

Several courses:

- Course “Produtividade e Logística Colaborativa”, 27-28 of October 2004, APLOG, Lisbon
- Course “*Global Risk Management and Independence Course*”, 19-20 of December 2003, KPMG Consulting, Lisbon
- Course “**Team Leader in action**”, 14th to 18th of January 2002, PwC Consulting, Estoril
- Course de *Project Management* denominado “Zentoria”, 7th September 2001, PwC Consulting, Lisbon
- Course “**Customer Analytics - CRM**”, 29-31 of August 2001, PwC Consulting, Amsterdam
- Course “*Customers really matter: an introduction to CRM evaluation*”, 2nd June 2001, PwC Consulting, Lisbon
- Course “*Introductory to Consulting*”, 6-11 of May 2001, PwC Consulting, Tomar
- Course “*Telecomunicaciones*”, 19-21 of March 2001, PwC Consulting, Madrid
- Course “*E-Business Conversion Course*”, 4th of May 2000, organized by PwC Consulting, Lisbon
- Course “**Management Development Pool 1999-2000**” (aimed at preparing young people from SAirGroup and Qualiflyer Group, having been selected to represent TAP) on leadership, strategy, life balance, media relations, multicultural relations, new technologies, negotiation and finance (having carried out, within the course, a benchmarking work at British Telecom with the CEO and CFO in London). Professors of the Business School de Aix-en-Provence and Harvard (Jadish Parik, Pierre Casse, Maurice Saias, etc.). 5-day courses, once every 2 months, for 2 years in Zurich
- Intensive “**Competitive Intelligence**” course, 20-21 September 1999, ICM (International Communications for Management Group), London
- One week intensive course in “**Airline Marketing**”, I.A.T.A. (International Air Transport Association) in Geneva, held with distinction - February 1998

- Intensive "Market Impact" course (market analysis program), 13-17 April 1998, Lufthansa, Frankfurt

Languages:

- **Fluent French** (spoken and written):
- **Current English** (spoken and written): Diploma de Oxford (British Council)
- **Basic Italian** (spoken and read): Attendance of an Italian course at the Italian embassy in Brussels -
- Basic Spanish** (spoken and read)
- Good computer skills from the user's perspective: *Office, Access, Internet Explorer, Outlook Express*.
Knowledge of SPSS

V- OTHER ACTIVITIES

Conferences and seminars (Speaker)

- **Invited Speaker** at the seminar "Revolução 4.0", in the celebrations of the 4th year of the economic supplement of the DN/JN: Dinheiro Vivo; February 2016; Sheraton Porto
- **Invited Speaker** at the seminar "O Case Study das sardinhas da EGEAC e Bordallo", in Lisbon; November 2015; Museu Bordallo Pinheiro
- **Speaker** at the opening of the exhibitions 20 Bordallianos do Brasil na Gulbenkian in Lisbon, Belo Horizonte, Rio de Janeiro and São Paulo, 2013
- **Invited Speaker** at the seminar "As empresas nacionais, a globalização e o mercado de emprego", with the theme "Estratégia de internacionalização do Grupo Visabeira e oportunidades de carreira"; 3rd of April 2007; University of Coimbra
- **Invited Speaker** at the seminar "Consultoria, Auditoria e Finanças Empresariais", with the theme "A consultoria em 3 Case Studies"; 11th of April 2005; University of Coimbra
- **Invited Speaker** at the conference "*Stadia Revenue Management*", with the theme "*Strategies to maximise revenues for new stadiums*"; 2-3 November 2004; Berlin
- **Invited Speaker** at the lecture "Valor das marcas e métodos de avaliação" included in the Post-Graduation in Logistics and Distribution of ISEG; 20th January 2003; Lisbon
- **Invited Speaker** at the seminar "O CRM nos Media" at the Universidade Independente, around the theme "CRM: conhecer os clientes de amanhã para agir hoje" (duration of the intervention: 1h30); 17th of May 2002; Lisbon

Articles published

- Several articles and interviews published in various media, Portuguese and foreign

Other interests

- Participation as extra in a TAP-Air Portugal's 1999 institutional advertising campaign
- Regular practice of soccer
- 3 years of Conservatory (piano, classical guitar, etc.)
- Travel. Known countries: Angola, Argentina, Austria, Brazil, Canada, Chile, Cuba, USA, etc.
- Music, cinema, literature, black and white photography.

Information relevant to VAA – Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

Curriculum Vitae

Nuno Maria Pinto de Magalhães Fernandes Thomaz



Date of Birth:

2th of November 1968

Positions hold

- Manager of SOGEPOC SGPS SA
- Senior Partner of *Core Capital Sociedade Capital de Risco SA*
- Chairman of *Centromarca*
- Corporate Director of *NAU Secutities* (London)
- Chairman of *Fundação Luso – Brasileira*
- Director of *Câmara de Comércio e Indústria Portuguesa*
- Professor at ISG of the Master in Investment Strategy and Corporate Internationalization
- Invited professor at *NOVA SBE* in Executive Education
- Member of the Advisory Board of the *Harvard Club de Portugal*
- Member of the Management Committee of *LIDE Portugal*

Positions held:

Business positions

- 2013-2016 Vice-Chairman of the Executive Committee of Banco Caixa Geral de Depósitos, S.A. Responsible for the Retail, Corporate Banking, Human Resources and International Area
- 2013-2016 Chairman of the Directive Council of *Caixa Geral de Aposentações*
- 2014-2016 Chairman of the Board of Directors of *Caixa - Banco de Investimento, S.A.*
- 2014-2016 Chairman of the Board of Directors of *Caixa Capital - Sociedade de Capital de Risco, S.A.*
- 2014-2016 Chairman of the Board of Directors of *Caixa Desenvolvimento, SGPS, S.A.*
- 2013-2016 Chairman of the Board of Directors of *Banco Caixa Geral Angola*
- 2013-2016 Chairman of the Board of Directors of *Banco Caixa Geral Brasil*
- 2013-2016 Chairman of the Board of Directors of *BNU - Banco Nacional Ultramarino, S.A. (China -Macau)*
- 2013-2016 Chairman of the Board of Directors of *Mercantile Bank, Ltd (South Africa) - Grupo CGD*
- 2013-2016 Vice-Chairman of the Board of Directors of *BCI - Banco Comercial e de Investimentos, S.A. (Mozambique)*
- 2013-2016 Chairman of the Board of Directors of *Parbanca, SGPS, S.A.*
- 2013-2016 Chairman of the Board of Directors of *Partang, SGPS, S.A.*
- 2013-2016 Member of the Board of Directors of *Caixa Seguros e Saúde, SGPS, S.A.*

- 2013-2016 Member of the Board of Directors of Cares - *Companhia de Seguros, S.A.*
- 2013-2016 Member of the Board of Directors of *Fidelidade - Companhia de Seguros, S.A.*
- 2013-2016 Member of the Board of Directors of *Multicare - Seguros de Saúde, S.A.*
- 2014-2016 Member of the Board of Directors of *Sociedade Grupo Visabeira, SGPS, SA*
- 2013-2016 Chairman of the General Meeting of *CGD Pensões - Sociedade Gestora Fundos de Pensões, S.A.*
- 2013-2016 Vice-Chairman of *Câmara Comércio Indústria Luso-Chinesa*
- 2013-2016 Vice-Chairman of *ELO, Associação Portuguesa para o Desenvolvimento Económico e a Cooperação*
- 2014-2015 Chairman of the Board of Directors of *Gerbanca, SGPS, S.A.*
- 2013-2014 Invited Professor at the University Agostinho Neto in Luanda
- 2011-2013 Invited Professor at INDEG/ISCTE
- 2012 Chairman of *Caixa Gestão de Activos, S.A.*
- 2012 Administrator of *Locarent – Companhia portuguesa de Aluguer de viaturas, S.A.*
- 2012 Chairman of *Caixa Leasing e Factoring – IFIC, S.A.*
- 2011 Administrator of *BCI - Banco Comercial e de Investimentos, S.A., Mozambique*
- 2011 Chairman of the Board of Directors of *Imocaixa – Gestão imobiliária, S.A.*
- 2011 Chairman of the Board of Directors of *Caixa Imobiliário, S.A.*
- 2007-2011 – Co-founder and CEO of *Grupo ASK - Advisory Services Kapital (Boutique Financeira)*
- 2010 - Administrator of *ASK Sociedade Gestora Patrimónios*
- 2009 - Administrator of *ASK Sociedade Gestora de Fundos Imobiliários*
- 2009 - Administrator of *ASK Angola*
- 2009 - Administrator of *ASK Brasil*
- 2005-2007 - Consultant of the Board of Directors of *A.O.N. Portugal*
- 2005-2006 - CEO of *Orey Financial*
- 2001-2004 - Founder and Coordinating Director of Banif Investment Bank, responsible for the areas: *Private Banking | Corporate Banking* in coordination with retail of BANIF SGPS
- 2000-2001 - Vice-Chairman of *Banif Ascor*
- 1999-2001 Consultant of the Board of Directors of *Gerbanca, SGPS, S.A.*
- 1998-2000 - Director of the *Banco de Negócios da Argentaria*
- 1996-1998 - Administrator of *Título – Sociedade Corretora do Grupo Finibanco*
- 1994-1996 - Responsible for the Capital Markets of Southern Europe at *Carnegie London*
- 1992-1994 - Director of Sales and Negotiation at *Carnegie Portugal*
- 1991-1992 - *Sales/Trader* of *BCI Valores (Grupo Santander)*

- 1990-1991 – Broker of *Pedro Caldeira - Sociedade Corretora, S.A.* at Lisbon Stock Exchange
- *Government Positions:*
- In 2011, he was appointed by the Government to the Working Group on Economic Diplomacy.
- 2004-2005 - Member of the XVI Portuguese Constitutional Government, as Secretary of State for Maritime Affairs

Educational Qualifications:

- Degree in Business Administration and Management from the Higher Institute of Management
- Postgraduate course from the Harvard Business School
- Registered in the *Securities and Futures Authority*

Awards and distinctions:

- “*Prémio Banqueiro do Ano 2013*” [Banker of the Year 2013] at *Câmara de Comércio e Indústria do Rio de Janeiro*, Brazil

Other:

- Jury of the Award *João Cordeiro*

Information relevant to VAA - Vista Alegre Atlantis SGPS, S.A.

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

PAULO ALEXANDRE RODRIGUES FERRAZ

CURRICULUM VITAE

IDENTIFICAÇÃO

Nome: PAULO ALEXANDRE RODRIGUES FERRAZ

Data de Nascimento: 1 de Dezembro de 1975

Filiação: João António Pereira Ferraz e Maria Margarida Rodrigues Ferraz

Naturalidade: Paris

Nacionalidade: Portuguesa

Estado Civil: Casado

Bilhete Identidade nº: 10455124, emitido em 02/08/2007 pelo arquivo de identificação de Viseu

Contribuinte nº: 215374398

Residência: Quinta da Santa Eugénia, lote c, 6º frente ; 3510-034 Viseu

Contacto: T.M. – 965280517; E-Mail – pferraz75@gmail.com

HABILITAÇÕES ACADÉMICAS

- Curso Complementar de **CONTABILIDADE E ADMINISTRAÇÃO** do Ensino Secundário, da Escola Secundária Emídio Navarro em Viseu;
- Curso de **GESTÃO DE EMPRESAS** (Curso Superior – Grau Bacharel) – Instituto Politécnico de Viseu – Escola Superior Tecnologia de Viseu.
- Pós-Graduação em **GESTÃO EXECUTIVA** – Escola Avançada das Beiras

EXPERIÊNCIA PROFISSIONAL

- **Grupo Visabeira - Sociedade Gestora de Participações Sociais, S.A.**
(Desde Abril/2000)
 - **Diretor Consolidação Contas e Projectos de investimento** – Tendo já desempenhado algumas tarefas anteriores como controller (implementação do controlo de gestão), técnico de risco, encerramento anual de contas incluindo a elaboração das peças finais (balanço, demonstração dos resultados por naturezas e funções e respectivo anexos, fluxos de caixa), análise resultados e cálculo dos respectivos indicadores económicos e financeiros
- **Banco Nacional Ultramarino - Mangualde (Jun/99 a Nov/99)**
 - **Gestor Comercial** – Inserido na área comercial, as funções desempenhadas englobaram a comercialização de crédito (pessoal e habitação) e aplicações financeiras (depósitos prazo, fundos de investimento, acções);
- Participação na organização da Feira de S. Mateus nos anos de 1996 e 1997.

OUTRAS INFORMAÇÕES

- Línguas:

- Falar, escrever e ler fluentemente **Francês e Inglês**;
 - Compreensão e comunicação em **Espanhol**.
-

- Informática: Bons conhecimentos informáticos:

- **Óptica do utilizador**: Microsoft Word, Microsoft Excel e Microsoft Access;
- **Apresentações e Gráficos**: PowerPoint e PicturePublisher;
- **Internet**: Microsoft Internet Explorer, Microsoft FrontPage (Elaboração de Pág.Internet).

- Passatempos – Actividade desportiva (guarda-redes de andebol no AVFC – Académico de Viseu)

Informação pertinente à VAA – Vista Alegre Atlantis SGPS, S.A.

Declaro não ser titular, à presente data, de quaisquer ações representativas do capital social da Sociedade, nem de obrigações pela mesma emitidas.

Maio 2021

**EUROPEAN CURRICULUM
VITAE MODEL**



PERSONAL

Name Paulo Jorge Lourenço Pires
Address Rua José António Vidal nº 3 A **Ílhavo** (3830-203 Ílhavo)
Telephone +351 964 341 611
E-mail address paulo.pires@vaa.pt, paulo.pires@riastone.pt
Nationality Portuguese
Date of Birth 9-August-1971
Marital Married – 2 kids

**PROFESSIONAL
EXPERIENCE**

- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities
 - Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities
 - Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

Since June

Grupo Vista Alegre

Porcelain, Crystal and Glass

Industrial Manager – Grupo Vista Alegre

Industrial Units: Vista Alegre (Porcelain), Cerexport (Stoneware Ovenware), Faianças da Capoa (Faïence), Ria Stone (Stoneware Tableware), Atlantis (Crystal and Glass), Faiança Artísticas Bordalo Pinheiro (Faïence) and Cerutil (Stoneware Ovenware)

Jan 2013 – Jun2014

Grupo Vista Alegre Atlantis

Ceramic Industry

General Director – RIA STONE (Ílhavo)

Development and implementation of the RIA STONE project.

Innovative ceramic project on a global scale at product and production process level ("mono-cooking" with high level of automation).

The Ria Stone project resulted from an international tender launched by the IKEA group. Construction of the factory "green field site" with an area of 16,500 m², for a production capacity of 30 million pieces per year in Stoneware Tableware.

Jan 2007 – Dec 2012

Grupo Vista Alegre

Ceramic Industry

Industrial Manager – CERAMICS (3 industrial

Industrial Director of Ceramics of Grupo VAA – Industrial plant of Porcelain, Ovenware and Faïence.

Responsible for the industrial operations of porcelain, ovenware and faïence and the central areas common to the three business areas: Ceramic technology + R&D New Product Development, Maintenance, Continuous Improvement, Master Data and Costing

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

2005 – Dec 2006 (2 Y)

Grupo Vista Alegre Atlantis

Ceramic Industry

Industrial Manager of Faïence and Ovenware business

Industrial Manager of the Aradas Plant and Taboeira Plant - Aveiro

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

2001 – Dec 2004

Grupo Vista Alegre Atlantis

Ceramic Industry

Industrial Manager of Faïence business

Industrial Manager of the Aradas Plant - Aveiro

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

Sep 1997- Dec 2000 (3 Y)

Grupo Vista Alegre

Ceramic Industry

General Manager of Faïence business

General Manager of *Capôa* (Aradas - Aveiro) and *Sociedade de Porcelanas* (Coimbra)

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

1996 – Sep 1997

General Electric – Portugal (V.

Electrical equipment

Responsible for the transfer of production plant from Belgium to Portugal "Wiring

Responsible for the production of Wiring devices products in Portugal

Responsible for customer service (Customer factory representative) and continuous improvement (Kaizen).

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Position
- Main Activities and Responsibilities

1995-1996 (1 Y)

General Electric Πορτογαλ

Electrical equipment

Responsible for the implementation of production in flow "Lean Manufacturing"

Implementation of production philosophies from the perspective of "Just in time"

EDUCATION AND PROFESSIONAL TRAINING

- Dates (from – to)
- Name and type of education/training
- Main subjects/professional skills

Oct 2006 – Dec 2006

CTCV (Centro Tecnológico da Cerâmica e do Vidro)

Pedagogical Simulation; Theories, Factors and Learning Processes; Communication and Group Dynamics; Didactic Resources and New Information Technologies; Evaluation of Learning and Training; Pedagogical Intervention Project.

Certificado de Formação de Formadores (CAP)

- Designation of a qualification awarded

- Dates (from – to)
- Name and type of education/training

1998 -1999

Universidade Católica Portuguesa – Postgraduate School of the Faculty of Economic and Business Sciences

- Main subjects/professional skills
 - Designation of a qualification awarded

- Dates (from – to)
- Name and type of education/training

- Designation of the qualification

- Dates (from – to)
- Name and type of the

- Main subjects/professional skills
- Designation of the qualification

PERSONAL SKILLS AND COMPETENCES

Mother Tongue

Other Languages

- Reading
- Written
- Spoken

COMPUTER SKILLS

SOCIAL SKILLS AND COMPETENCES

ORGANIZATIONAL SKILLS AND COMPETENCES

TECHNICAL SKILLS AND COMPETENCES

OTHER SKILLS AND COMPETENCES

DRIVING LICENCE

Strategic Management, Human Resources Management, Quality, Information Management, Economic and Financial Analysis, Negotiation, Marketing, etc.

Programa Avançado de Gestão para Executivos (PAGE)

1990 -1995

University of Minho - School of Engineering

Degree in Production Engineering - Mechanical Branch (Currently called Engineering and Industrial Management)

1994 -1995

General Electric – Portugal

Implementation of Production Management Software

Curricular Internship - Industrial Project

Portuguese

English / Spanish

Good / Average

Good / Average

Good / Average

Good command at user's level (Office Tools: Excel, Word, Outlook, Power Point)

SAP User (Computer Management System – ERP)

Taste for Teamwork

Easy to communicate

Capacity of mobilization Facility and

Mobilization Capacity

Continuous Improvement Mentality

Capacity of Leadership

Organizational Capacity

Entrepreneurial Capacity

Management of Industrial Operations / production and tools domain and Lean methodologies.

Integrated business vision (Logistics, Production, Management Control).

Light vehicles

OTHER ACTIVITIES

Sports: Football, BTT, Running. Reading

**Information relevant
VAA – Vista Alegre
Atlantis SGPS, S.A.**

I declare that I do not hold, at this date, any shares representing the share capital of or obligations issued by the company.

May 2021

**EUROPEAN CURRICULUM
VITAE MODEL**

**PERSONAL
INFORMATION**

Name Address VALVERDE. Carlos Manuel Mafra
Telephone Fax Rua D. António Alves Martins, n°4 — 2° G, 3500-078
E-mail +351 232 437 500
+351 232 436 977
cmmvalverdeadv@sapo.pt

Nationality Portuguese

Date of birth 21th OF JANUARY
1951

Citizen card N°01576831 7 ZZ2 VALID UNTIL 05-01-2017

WORK EXPERIENCE

- Dates Since 23th November 1978
Member of the Portuguese Bar Association
- Dates From 1976 to 1984
Chairman of the Conciliation and Judgement Committee of the Ministry of Labour for the District of Viseu
- Dates From 2002 to 2007
Chairman of the Jurisdictional Council of the Football association of Viseu

**EDUCATION AND
TRAINING**

- Dates January 1975
- Degree in Law by the Faculty of Law of the University of Coimbra

**Information relevant to VAA –
Vista Alegre Atlantis SGPS, S.A.**

I declare that I do not hold, at this date, any shares representing the Company's share capital or obligations issued by the company.

May 2021

Curriculum Vitae

Teodorico Figueiredo Pais

Quality	Industrial Director of Vista Alegre Porcelain Plants and Crystal
Summary	<p>Industrial Director of Vista Alegre Porcelain Plant since June 2014. Accumulates since August 2018, with the Industrial Direction of Glass (1050 employees, turnover about 50M €).</p> <p>Manager of the branch of Vista Alegre Spain, responsible for the implementation of the commercial strategy, human resources management, real estate and communication. Turnover of 7M € and 50 employees.</p> <p>Brand Manager of "Vista Alegre Hotelware" and manager of international sales for the Horeca channel, responsible for the development and implementation of the marketing plan for the different markets and management of the international sales budget (2 M €).</p> <p>Technical and Production Manager, responsible for products specification and process, teams and equipment management, new product development, operational efficiency and productivity, continuous improvement and lean management in the porcelain unit of Vista Alegre Atlantis Group.</p>
Birth Date	11-03-1968
Professional Experience	<p>Since January 1995, he is an Engineer at the Vista Alegre Porcelain Plant. Main responsibilities attributed to the functions performed:</p> <ul style="list-style-type: none">• Since 2014 he is Industrial Director of the porcelain unit and since August 2018 has accumulated with the Industrial Crystal direction.• Since the end of 2005 he has been the Brand Manager for the Horeca channel for the National and International markets.• Between 2010 and June 2014 he was Country Manager of the branch of Vista Alegre Spain, one of the group's most important export markets.• Between June 2008 and October 2010 he accumulated the quality of Brand Manager of the brand Vista Alegre Hotelware with the management and implementation of the international sales for the channel Horeca.• Between March and November 2005, he was responsible for product technical and production in white, with coordination of maintenance, laboratory and innovation. Strong relevance in production planning and Lean Manufacturing.

Teodorico Figueiredo Pais

- Between 2003 and 2004, he was head department of production of the automatic dish and saucer unit;
 - Coordination of a 60 employees' team on a continuous basis.
- Between 2001 and 2003, he discharged the function of white wholesaler of the pottery unit - hollow pieces;
 - Coordination of a 300 employees' team.
- Between 1995 and 1997, he was the technical head of the Vista Alegre Porcelain Plant (prior to the merger).
- Between 1995 and 1997, he was also responsible for the laboratory.

Paid internship for 2 months at Arte e Vidro - Leiria (Summer 1989).

Internship for 1 month at Irmãos Stephens company - Marinha Grande, (Summer 1988).

Expertise

Business Skills:

- Production Management;
- Team Management;
- Project Management;
- Lean Management;
- Ceramic Technology;
- Brand Management, Communication and Sales;
- Innovation.

Computer skills in the user's perspective in:

- Windows 2010;
- Microsoft Office;
- Microsoft Outlook;
- SAP.

Academic qualifications

1986-1991- Degree in Ceramics and Glass Engineering, University of Aveiro, with an average of 14.4 (best student of the year).

Main Professional and Academic Education

- International Management Week - Instituto de Empresa (Business School), Madrid (2005).
- MBA Executive in Management at EGP - School of Management of Porto (2004/2005).

Teodorico Figueiredo Pais

- Course "Develop skills to manage teams - obtain results" (36h), Giagi - Aveiro (2004).
- Course for 4 days "Introduction to the product range of the Business Unit Decoration", Cerdec AG, Frankfurt (2000).
- AMPE- Advanced Management Program for Executives (179 hours), Portuguese Catholic University (1999-2000).
- Course "Finance for non-financial" (32h), Efacec (1997).
- Course "New Production Management Techniques" (35h), SGIE (1996).
- Scanning Electron Microscopy Course (SEM), Aveiro University (1993).
- Internship for 2 months in the Ceramics Division of the Department of Materials Science at the University of Illinois, Champagne-Urbana - USA (1992).
- Course "Computer Aided Design" (225 hours), Aveiro University (1988).
- Between October 1991 and December 1994, he carried out work leading to the PhD degree, integrated in the area of Materials Science (JNICT program), under the title - "Processing of Fine Films of Stabilized Zirconia, by Electrochemical Deposition in Vapor Phase" for application in fuel cells – Aveiro University.
- Paid internship for 2 months at the TNO Institute, Zeist - The Netherlands, integrated in the research group on deposition of ceramic anodes by CVD (1991).
- Collaboration, with initiation grant for research, in the project "Processing and Electrical Characterization of Ceramic Cathodes", Aveiro University (Summer 1990).

Shares held In VAA He does not hold any shares representing the share capital of Vista Alegre Atlantis, SGPS, S.A.