
José Luís Arnaut



Education

- Graduated in Law, Universidade Lusíada de Lisboa (1988);
- Master: Diplôme d'Études Supérieures Spécialisées en "Accords et Propriété Industrielle", University Robert Schuman, Strasbourg (1991).
- Advanced Management Program, Kellogg School of Management\Católica Lisbon (2023).

Professional Activity

- Lawyer, registered in the Portuguese Bar (1991);
- Lawyer of the law firm Sociedade de Advogados Pena, Machete & Associados (1989-2002);
- Founding Partner of the law firm CMS – Rui Pena & Arnaut, being Managing Partner since 2002;
- Member of the Executive Committee of global law firm CMS Legal Services EEIG since 2012;
- Member of the Advisory Board of Goldman Sachs International since 2014;
- Chairman of the Board of Directors of ANA - Aeroportos de Portugal, SA (Vinci Group) since June 2018;
- Member of Board of Directors of REN - Redes Energéticas Nacionais since 2012;
- Deputy President of Associação de Turismo de Lisboa (Lisbon Tourism Association) since January 2018;
- Member of the Board of Directors of Confederação do Turismo de Portugal (Portugal Tourism Confederation) since 2015;
- Chairman of the Shareholders Meeting of Portway, Handling de Portugal, S.A. (Vinci Group) Since September 2013;
- Member of the Financial Advisory Board, European Patent Office since 2017;
- Member of the RTP Opinion Counsel (Public Portuguese Television) since March 2023;
- Chairman of the Shareholders Meeting of Siemens Portugal since 2014; □ Chairman of the Shareholders Meeting of Tabaqueira II S.A. since 2017;
- Chairman of the Shareholders Meeting of Super Bock Group since 2019.
- Former Member of the Advisory Board of Aon S.A., from January 2011 to February 2024;
- Former Chairman of the Shareholders Meeting of Federação Portuguesa de Futebol (Portuguese Football Federation), from December 2011 to February 2025;

Public Functions

I.

Member of the Executive Committee of Lisbon94-European Capital of Culture (1993-95);

Deputy Minister to the Prime Minister José Manuel Durão Barroso, XV Constitutional Government of Portugal (2003-2005);

Minister of Cities, Local Administration, Housing and Regional Development of the XVI Constitutional Government of Portugal (2004-2005);

Member of the Portuguese Parliament (1999-2011)

- Chairman of the Foreign Affairs and Portuguese Communities Commission (2006-2009);
- Chairman of the National Defense Commission (2009-2011);

Member of the Parliamentary Assembly of the Council of Europe (2006-2009);

Member of UEO (Union Européenne Occidentale) (2005-2009);

- Member of the Political Commission and Chairman of the "Rules of Procedure Privileges" Commission (2005-2009);
- Chairman of the Subcommittee of Sport and Youth of the Parliamentary Assembly of the Council of Europe (2009-2010);

Member of NATO Parliamentary Assembly (2009-2011);

- Member of the Permanent Commission of NATO Parliamentary Assembly;
- Member of the Political Commission of NATO Parliamentary Assembly;
- "Rapporteur" of the NATO Partnerships Subcommittee;

Appointed in 2005 by the British Presidency of European Union as Chairman of the "Independent European Sports Review" (2005-2007).

II. Political Party Functions

- Member of PPD/PSD National Political Committee (1996-1998);
- Secretary General of PPD/PSD (1999-2004);
- Vice President of PPD/PSD (2004-2005);
- Chairman of PPD/PSD International Relations Commission (2008-2010); □ Member of EPP Bureau (European People's Party (1998-2005 and 2008-2010).
- Administrator of the Francisco Sá Carneiro Institute for Development of Democracy (1996-1998 e 2005-2008).

Commendations

Commander of the Order of Infante Dom Henrique (Portugal);

Grand Cross of the Order of Infante Dom Henrique (Portugal);

Chevalier de la Legion d'Honneur (França);

Grans Cross of the Order of Cruzeiro do Sul (Brasil);

Grand Cross of the Order of Merit (Lituania);

Outstanding Achievement Award, awarded by the prestigious international publication, Iberian Lawyer.

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

I declare that I do not hold, on this date, any shares representing the Company's share capital, nor any debentures issued by it.

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 13th June 2028

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

2022 - In-House Course 4.0 – Instituto do Conhecimento & Future Law, Abreu Advogados

2022 – Post-Graduation in Business Law, IDET – Instituto de Direito das Empresas e do Trabalho, Faculdade de Direito da Universidade de Coimbra

Work Experience:

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.

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

– 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.
Secretary of the General Meeting of diverse Grupo Visabeira subsidiaries

Additional information:

French and English language spoken and written

Extracurricular activities:

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 the present date, any shares representing the Company's share capital or bonds issued by the company.

April, 2025

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 Mviles*.

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.

April 2025



Name: **Paulo Jorge Lourenço Pires**

Date of birth: 09-Aug-1971

Married, two children

Training:

- 1990 – 1995: Degree in Engineering and Management (Minho University).
- 1998 – 1999: Advanced Management for Executives (Catholic University – Lisbon).

Professional experience:

- **General Electric: 1995 – 1997**
 - Curricular training – Manufacturing Software Implementation (thesis).
 - Continuous Improvement Manager.
 - Responsible for transferring a new product range from Belgium to Portugal.
- **Grupo Vista Alegre: 1997 - Current**
 - 1997 – 2004: Industrial Manager - Earthenware business (Capôa and Sociedade de Porcelanas).
 - 2004 – 2006: Industrial Manager - Earthenware and Stoneware business.
 - 2006 – 2011: Ceramic Industrial Manager of Vista Alegre Group – 3 factories (Porcelain, Earthenware and Stoneware).
 - 2012 – 2014: CEO of Ria Stone (Greenfield project).
 - 2014 – 2017: Board member of Vista Alegre Group.
 - 2018 – Current: Vice-president of VAA and CEO of Ria Stone, Cerutil and Bordallo Pinheiro.

Main achievements:

- **Ria Stone (2012-2014):** Stoneware tableware factory. Greenfield setup - Design, conception, project development and factory implementation (International contest from IKEA).
- **2019 - Ria Stone** capacity expansion (+60%). Best in Class worldwide tableware factory.
- **Bordallo Pinheiro (2016-2018):** factory reengineering and capacity expansion (+100%).
- **Cerutil (2017 – 2018):** Stoneware ovenware&tableware (2018) - reengineering, factory upgrade and capacity expansion (+50%).

- **Cerexport** (2022-2023): Stoneware ovenware&tableware - reengineering, modernization, production flexibility and capacity expansion (+40%).
- **Innovation and R&D** projects in Vista Alegre Group factories within the scope of **PT 2020** and **H2020 EU** programs.
- **Projects Coordination: ECP** (EcoCerâmica e Cristalaria de Portugal) and **Decarbonization**. Energy transition (Renewable Energies), Digitalization, Circularity and Technology Transformation (2022 – 2025).
- **kaizen** implementation and dissemination trough VAA group (Continuous Improvement mindset - everyone, every day everywhere).
- **Participation in Vista Alegre Atlantis Group “turn-around”**.

Main Competences, vision and hard skills:

- Global business vision
- Design, Development and Reengineering – factories, process and layouts
- Operations and HR Management
- Kaizen and Lean Culture (Continuous Improvement Processes)
- Sustainability (Decarbonization, Energy transition, Circularity and Digital transformation)
- Energy Management
- ERP (SAP, MII, MES,..)

Personal and soft skills:

- Leadership
- Organization
- Communication
- Teamwork
- Positive Energy
- Continuous Improvement Mindset

Other position/functions:

- **ERSE** - member of **Natural Gas Tariff Council**
- **CIP** - member of **CENE (National Energy Strategic Council)**

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

I declare that I’m holding, at this date, 50 Bonds with a unit value of 500€, issued by “VAA - Vista Alegre Atlantis SGPS S.A.”

Paulo Pires – April 2025

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: Cozinhas 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 5°); 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); Value and reposition Mob kitchens as the best national kitchen brand; Montebelo Hotel & Spa rebrand; Define and implement the marketing strategy and launch the Aguieira 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 5°), 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.

April 2025

Teodorico Figueiredo Pais

COO – CHIEF OPERATING OFFICER



11-03-1968



teodoricopais@vistaalegre.com



Rua do Freitas, nº21 3810-267 Aveiro

Summary

Working in the organization for almost 30 years, I am since 2019, the COO in the Vista Alegre Atlantis group, for the Porcelain, Crystal & Glass businesses.

Over the years, I have developed skills in different activity areas and I have been the Industrial Director of the Vista Alegre porcelain factory, since June 2014, accumulating the same responsibility in the Crystal & Glass business, since August 2018.

The transversality and functional scope, from the industrial skills (performance of technical and production management) to the responsibilities linked to market management and marketing, were very important to my professional career.

After completing my MBA, I worked as the Manager of the “Vista Alegre Hotelware” brand and for 4 years I was the Country Manager of the Vista Alegre Spain branch, with the responsibility of implementing the commercial strategy, managing human resources, real estate and communication.

Professional Experience

Vice-President VA, SA

Since May 2023

Member of the Board VA, SGPS

Since October 2018

COO - CHIEF OPERATING OFFICER; Porcelain, Crystal and Glass Business

Since May 2023

Vista Alegre Atlantis, SA

Industrial Director of Crystal and Glass unit

Since August 2018

Vista Alegre Atlantis, SA

Industrial Director of Porcelain unit

Since 2014

Vista Alegre Atlantis, SA

Country Manager of Vista Alegre Spain branch

Nov 2010 - jun 2014

Vista Alegre Atlantis, SA

Management and implementation of international sales for the Horeca channel

June 2008 - October 2010

Vista Alegre Atlantis, SA

Brand Manager for the Horeca channel for the National and International markets.

December 2005 - October 2010

Vista Alegre Atlantis, SA

Responsible for product technical and production in white, with coordination of maintenance, laboratory and innovation.

March 2005 – November 2005

Vista Alegre Atlantis, SA

Responsible for white production of the automatic unit of plates and saucers.

2003 - 2004

Vista Alegre

Responsible for white production of casting process unit.

2001 - 2003

Vista Alegre

Technical Responsible for Fábrica de Porcelana da Vista Alegre unit

1997 - 2001

Vista Alegre

Technical Responsible for Laboratory

1995 - 1997

Vista Alegre

Academic education

MBA Executive in Management at EGP

School of Management of Porto

2004-2005

AMPE- Advanced Management Program for Executives

Portuguese Catholic University

1999-2000

I have 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

1991-1994

Degree in Ceramics and Glass Engineering

Aveiro University

1986-1991

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 bonds issued by the company

April, 2025

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 currently hold 80 'Vista Alegre 2024-2029' bonds and do not hold any shares representing the company's share capital.

April 2025

Curriculum Vitæ

Alda Alexandra Abrantes Costa
Date of Birth: 31/10/1968
Place of Birth: Águeda
✉ aldacosta@vistaalegre.com

Educational qualifications

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

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

Work Experience

September 1994 / - Grupo Vista Alegre Atlantis

2013/ ... Director - Member of the Board of Directors of Vista Alegre Atlantis, SGPS, S.A. from the 22nd of May 2013, responsible for Customer Services, Master Data, Digital Transition (Administrative Processes) and Revenue Assurance.

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

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 currently hold 50 'Vista Alegre 2024-2029' bonds and do not hold any shares representing the company's share capital.

April 2025

Carlos Alberto Sá Garcia da Costa



📍 Avenida António Lopes Pereira nr.º 17, Viso Norte 3505-543 VISEU

☎ +351 924143735

✉ carloscosta@vistaalegre.com

✉ carlos.sa.costa1974@gmail.com

🌐 <https://www.linkedin.com/in/carlos-costa-51255992>

| Date of Birth: 11/06/1974

| Nationality: Portuguese

| Place of Birth: Luanda – Angola

| Marital Status: Married

| Sons: 2 Boys

| Citizen card: 10262287

| VAT Number: 209704233

| Driver's license: VS-1216839 A1, A2, A, B1, B

WORK EXPERIENCE (Since June 2022)

Executive Director responsible for Sales

Vista Alegre Atlantis, SA

(Since September 2021)

Commercial Director (Foreign Market)

Vista Alegre Atlantis, SA

- Commercial Manager for the Ceramic Area Subcontracting channel;
- Commercial Manager for the Latin American market, for the brands

Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels;

- Commercial Manager for the African market, for the brands Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels;
- General Director for the Vista Alegre Brasil branch;
- Commercial Manager for the Vista Alegre Estados Unidos branch;
- Commercial Manager for the Vista Alegre Mexico branch;

(Since January 2018 to September 2021)

Commercial Director (Foreign Market)

Vista Alegre Atlantis, SA

- Commercial Manager for the Latin American market, for the brands

Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels;

- Commercial Manager for the African market, for the brands Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels;
- General Director for the Vista Alegre Brasil branch;
- Commercial Manager for the Vista Alegre Estados Unidos branch;
- Commercial Manager for the Vista Alegre Mexico branch;
- Local knowledge of the markets mentioned above, with regular visits to each.

(Since September 2015 to December 2018)

Commercial Director (Foreign Market)

Vista Alegre Atlantis, SA

- General Director for the Vista Alegre Brasil branch;
 - Residing in São Paulo;
 - In charge of a team of 14 people;

- Management of the Commercial Team for Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels, nationwide;
- Manager of the Flagship Store in São Paulo;
- Manager of the VA Brasil online store;

(Since July 2013 to September 2015)

Market Manager (Foreign Market)

Vista Alegre Atlantis, SA

- Commercial Manager for the African market, for the brands Vista Alegre, Bordallo Pinheiro and Casa Alegre, in the Retail and Hospitality channels;
- Main goals:
 - Implementation of the Vista Alegre store in Luanda – Angola;
 - Implementation of the store-in-store in Walvis Bay – Namibia;
 - Development and reinforcement of the Vista Alegre brand in Morocco with new customers in Casablanca, Rabat and Marrakech;
 - Development and reinforcement of the Vista Alegre brand in South Africa;
 - In July 2014 Vista Alegre participated for the first time at the FIA (Algeria);
 - Corporate project with BFA (*Banco Fomento de Angola*) regarding exclusive collections;
 - Surveying visit to more than 10 African countries;

(Since March 2010 to July 2013)

Customer Service and Purchasing Director

Vista Alegre Atlantis, SA

- Manager of Vista Alegre's Customer Service and Purchasing Department;

(Since March 2006 to March 2010)

General Manager (Angola)

Grupo Visabeira (Mercury Comercial Ltda)

- Residing in Luanda
- Management of Mercury Comercial, Visabeira Angola's Trading company, dealing with import and distribution of brands in the Angolan market.
- In charge of a team of 17 people.
- Main goals:
 - Implementation of distributing the Toshiba air conditioning brand;
 - Implementation of distributing the Visacool air conditioning brand;
 - Implementation of distributing the Recer flooring brand;
 - Implementation of distributing the Stanza flooring brand;
 - Implementation of distributing the Apolo/Aleluia coatings brand;
 - Implementation of distributing of the Haworth furniture brand;
 - In July 2007 Mercury Trading participated for the first time at the *FILDA* (Luanda International Fair) with the brands it represented;
 - Implementation of the Import Department, which would provide services to all Grupo Visabeira companies in Angola, dealing with the entire procedure from the country of origin, including customs clearance and delivery to the customer;

(Since January 1998 to March 2006)

Operations Manager

Grupo Visabeira

- Management of Benetrónica Ltda, a trading company of the Grupo Visabeira, which exports products to all companies of the Grupo throughout the world.
 - In this position, I had the privilege of closely following the growth of Grupo Visabeira

overseas, especially in Angola and Mozambique.

- I was responsible for handling the export processes of several products, including high-tech equipment for constructing TV Cabo networks, heavy machinery for extracting minerals, construction material, kitchen furniture, telecommunications equipment, textiles, clothing and vehicles.

(Since September 1996 to January 1998)

Operations Manager

Grupo Visabeira

- In charge of Visabeira's Transport Department and Warehouses for the Telecommunications sector.

Main tasks:

- Fleet Management;
- Stock control;
- Equipment and tool purchasing.

EDUCATION AND TRAINING

(1993 – until 1996)

Bachelor's degree in Business Management

Instituto Politécnico de Viseu

LANGUAGES

	Spoken	Written
English	Fluent	Fluent
French	Fluent	Fluent
Spanish	Fluent	Fluent

OTHER INTERESTS

- Speaker** Presentation of the Vista Alegre brand in Mexico City, within the scope of the Design Hunter event – July 2019;
- Speaker** Presentation of the Development of the Vista Alegre brand and new collections, at the Portugal Embassy in Brasilia, within the scope of the *Comemorações do Dia de Portugal* [Day of Portugal Celebration] – June 2019;
- Speaker** Presentation of the new Christian Lacroix collection, at the Flagship Store in São Paulo, with the presence of Sacha Walckhoff, from the French brand, for 300 guests – October 2018;
- Speaker** Presentation of the Vista Alegre Brand at the Consulate of Portugal in São Paulo, within the scope of

the launch event of the “Azul de Portugal” collection in partnership with the Tânia Bulhões brand – November 2017;

Interviewee

Presentation of the Vista Alegre brand (hotels) to the TV channel of the *Equipotel* Fair in São Paulo - September 2017;

Speaker

Presentation of the Vista Alegre brand in São Paulo, within the scope of the “Mesas de Luxo” event, held at the São Paulo Flagship Store - August 2016;

Speaker

Presentation of the Vista Alegre piece RIO 450 at the Flagship Store in São Paulo with the participation of Artist/Creator Ângelo Venosa – September 2015;

Speaker

Opening of the Vista Alegre Luanda store - guest speaker to talk about the project and the brand;

OTHER INTERESTS

Literature – History books (from the Roman Empire to 20th century Contemporary History);

Sports – Regular runner fitness training and squash;

Travelling – My professional activity involves travelling a lot, thus it brought me personal enrichment as I got to know different countries and cultures, mainly in Latin America and Africa.

Music – Essential to life. I've got an eclectic taste in music, be it jazz, R&B, Blues, classical music or rock n'roll (mainly from the 80s).

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.

April 2025

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 Movida / 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

English

UNDERSTANDING		SPEAKING		WRITING
Listening	Reading	Spoken interaction	Spoken production	
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.

April 2025



Fernando Daniel Leocádio Campos Nunes

27 years

Rua do Cantoneiro, nº56, Repeses

Viseu - Portugal

961347234

fernandodanielnunes@grupovisabeira.com

EDUCATION

2014 - 2019 Master's Degree - Electrical and computer engineering, specialisation in the area of Energy
Lisbon *Instituto Superior Técnico*

2019 - 2020 Management Course
Porto *Porto Business School*

2023 Advanced Management Program
Chicago, Lisbon *Kellogg School of management, Católica Lisbon*

WORK EXPERIENCE

2018 - 2020, Viseu
Grupo Visabeira
Advisor to the Board of Directors

2019 - present, Lisbon, Maputo
Câmara de comércio Portugal Moçambique
Management

2020 - present, Viseu
Grupo Visabeira
Administrator

2020 - present, Viseu
Visabeira Indústria
Administrator

2021 - present, Viseu
Visabeira Turismo, Imobiliária e Serviços
Chairman of the Board of Directors

2022 - present, Viseu
Constructel Visabeira
Administrator

2022 - present, Viseu
SEDES Viseu
Vice-Chairman of Coordinating Board

LANGUAGES

Portuguese: Mother tongue

English: Advanced Level

French: Intermediate level of understanding, reading and writing

Spanish: Intermediate level of understanding, reading and writing

2023 - present, Ílhavo
VAA – Vista Alegre Atlantis SGPS, S.A.
Administrator

INSTITUTIONAL

2023 - present, Viseu
Honorary consul of The Republic of Mozambique in Viseu

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

I declare that I hold, at the present date, 1766 shares representing 0,001% of the Company's share capital, not holding any bonds issued by the company.

- CURRICULUM VITAE -



M. ISABEL FERNANDES

General Counsel

Grupo Visabeira S.A.

Avenida Almirante Gago Coutinho, 78

1700-031 Lisboa

MAIN LEGAL AREAS

CORPORATE AND COMMERCIAL (commercial law, corporate law, Corporate Governance, mergers, acquisitions and partnerships) and **CONTRACTUAL AREAS** (negotiation, analysis, advice and drafting of all types of public and private agreements). International remarkable experience on tax matters (international tax law and tax planning) and administrative law (PricewaterhouseCoopers Mozambique, International Bureau of Fiscal Documentation (IBFD) and Gabinete para a Tradução Jurídica de Macau (*Macau Legal Translation Office*) supporting the transition period of the territory to Chinese Government).

PROFESSIONAL EXPERIENCE

General Counsel of Grupo Visabeira since August 2006, ensuring in-depth support and advice on all legal matters within Grupo Visabeira (*which from April 2009 took over Vista Alegre and Bordalo Pinheiro companies*).

Provides legal support and assistance in all commercial and corporate matters of the group, in particular in the internationalisation and expansion strategy, restructuring and corporate viability processes, with intervention in the processes of incorporation, merger and acquisition, formalization of partnerships, at national and international levels; in the regulation of shareholder relations and relationship between the governing bodies, shareholders and other stakeholders; and in contract negotiations and preparation of all different types of corporate documents. Provides also consultancy to the the company's shareholders and directors/managers on the definition of good governance models and practices to adopt, developing, implementing and reviewing reports on corporate governance policies and procedures, in strict compliance with legal and statutory duties of their responsibility.

- CURRICULUM VITAE -

Responsible for the planning, supervision and control of the activities of the In-house Legal Department, leading a team of 14 internal Lawyers (Portugal/France/Angola/Mozambique and São Tomé e Príncipe), simultaneously with the coordination of external consultants to ensure technical support necessary for the Group business activities (*telecommunications, energy, construction, technology, industry, real estate and tourism*) , nationally and internationally (*currently with presence in 17 countries*), reporting directly to the Executive Board of Directors.

ASSOCIATE DIRECTOR OF TAX AND LEGAL DEPARTMENT – PRICEWATERHOUSECOOPERS MOZAMBIQUE (*July 2004 to July 2006*) – Collaborating since December 1998, has provided technical support in diverse legal and tax matters pertaining to Mozambican legal regime in order to respond to the interests and needs of customers and foreign and domestic investors, in a diverse range of business sectors. Participated actively in the tax reform of indirect taxes in Mozambique (1999), with the completion of training actions on the value added tax in close coordination with the UNIVA-Ministry of Planning and Finance of Mozambique, as well as in the tax reform of direct taxes (2002-2003), with the completion of training actions in coordination with the URTI-Ministry of Planning and Finance of Mozambique.

Participated in several workshops organized by PricewaterhouseCoopers in South Africa, with presentation of topics pertaining to tax reform implemented in Mozambique ("VAT in Mozambique and your implementation process" - workshop 2001, Afritax Johannesburg; "The new tax on the income of natural persons (IRPS)" workshop "Partners in Africa" 2003, Sun City).

Ensured the supervision and control of all activities of the Legal and Tax Department of PwC.

MOZAMBIQUE CORRESPONDENT OF THE “INTERNATIONAL BUREAU OF FISCAL DOCUMENTATION” (IBFD), from November 2002 to July 2006, assured support in legal and tax matters pertaining to the Mozambican legal system with continuous reporting of changes in legislation, in particular at the level of taxation and issuance of opinions and other relevant information in the context of the roles assumed by the IBFD.

- CURRICULUM VITAE -

INSTITUTO SUPERIOR POLITÉCNICO E UNIVERSITÁRIO (ISPU) - Mozambique –
(*POLYTECHNIC AND UNIVERSITY INSTITUTE*) –Teaching the disciplines of Corporate law,
Commercial Law, Economic Law and Introduction to Law (August 1997 to January 2000).
Lecturer of Commercial law until July 2002. Responsible for the Legal Office at Instituto
Superior Politécnico e Universitário of Mozambique (February 1998 to January 2000).
Responsible for Legal Sciences Course at Instituto Superior Politécnico e Universitário of
Mozambique (August 1998 to January 2000)

LAWYER - COELHO RIBEIRO E ASSOCIADOS (CRA) - Mozambique offices (*February 1997 to
November 1998*)

LEGAL ADVISER AT GABINETE PARA A TRADUÇÃO JURÍDICA DE MACAU (*Macau Legal
Translation Office*) from October 1994 to October 1996, having provided legal assistance in
the translation and the drafting of legislation as well as in the production of information and
legal opinions within the transition process of Macau territory for the People's Republic of
China. Participation in the elaboration of a plan for the translation of Macao legislation in force
without Chinese version, by reviewing and analysing legal diplomas published after the entry
into force of the Organic Statute of Macau.

LEGAL ADVISER AT GABINETE DE ESTUDOS E PLANEAMENTO DO MINISTÉRIO DA JUSTIÇA
(Portugal) – (*Studies and Planning Office of the Ministry of Justice*) ensuring legal advice in
the preparation of international meetings, issuing opinions and supporting documents required
for the preparation of the national positions and, when necessary, to participate in these same
meetings. A lecturer of the Portuguese delegation at the OECD – "*ad hoc Meeting on protection
of personal data and privacy*" - Paris-3 and 4 November 1993, Join, at a later stage, the legal
and Social studies of the Statistical Division of the *Studies and Planning Office of the Ministry
of Justice*, having collaborated in the preparation of various studies concerning the
administration of criminal justice at Portugal.

- CURRICULUM VITAE -

ACADEMIC AND COMPLEMENTARY BACKGROUND

- Law Degree (Law Faculty – University of Coimbra – July 1992)
- Completion of the school component of the master's degree in Legal-Criminal Sciences at the Faculty of law at the University of Coimbra-1992/ 1993.
- Registration at the Portuguese Bar Association, being holder of the professional card no. 11674L.
- Attendance of Administrative Law of Macau course at the Law Faculty of the University of Macau -1994/1995.
- Attendance of International Criminology course at the Faculty of law of the University of Macao, under the theme "Aspects of Organized International Criminology" - 1995/1996
- Participation in the seminars (i) "The basic laws: problems and perspectives"; (ii) "International law seminar about Macau and Portuguese-Chinese Conventional practices"; (iii) "international seminar – Globalization and Difference – the Western law in non-Western contexts" and (iv) the criminal law – the new Penal Code of Macao". Participation in training sessions about Administrative law and labour law in force in Macao. -1994/1996.
- Attendance of the course "Principles of International and Comparative Taxation", at International Bureau of Fiscal Documentation (IBFD)-Amsterdam, August 200

OTHER QUALIFICATIONS

- Intensive Chinese language (Mandarin) course at the Languages and Culture University of Beijing (formerly Peking Language Institute), during the months of June and July of 1995 and July and August 1996.
- Fluent in English and a good knowledge of French (both orally and written).

AWARDS AND DISTINCTIONS

- **GC Powerlist Iberia – The Legal 500**

Grupo Visabeira General Counsel integrates GC Powerlist: Iberia 2022 as one of the region's leading In-House legal practitioners.

Grupo Visabeira In-House Legal Team was selected for inclusion in The Legal 500 GC Powerlist Iberia: Portugal Teams, in 2017 and 2019, as well as in the inaugural edition of

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GC Powerlist Portugal 2023, as one of the most influential and innovative in-house teams in business.

- **International Legal Alliance Summit & Awards – Leaders League**

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 1st edition of the Alliance Summit Law & Innovation (Paris, June 2023), with Gold Award as “Best Legal Department: Portugal”. Grupo Visabeira General Counsel was an invited speaker in the panel “ESG/Diversity: From Talk to Action”.

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 13th edition of the International Legal Alliance Summit & Awards (Paris, June 2022), with Silver in the “Best Global Legal Department: Manufacturing, Industrials & Business Services” category. Grupo Visabeira General Counsel was an invited speaker in the panel «Managing in a fast-moving world: New Trends».

- **Iberian Legal Summit & Awards – Leaders League**

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 3rd edition of the Iberian Legal Summit & Awards (Madrid, March 2024) as “Best Legal Department: M&A”. Grupo Visabeira General Counsel was an invited speaker in the panel “Race for Talent”.

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 2nd edition of the Iberian Legal Summit & Awards (Madrid, April 2023) as “Best Legal Department: Construction”. Grupo Visabeira General Counsel was an invited speaker in the panel “ESG: From Concept to Action”.

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 1st edition of the Iberian Legal Summit & Awards (Madrid, May 2022) as “Best Legal Department: TMT”. Grupo Visabeira General Counsel was an invited speaker in the panel “Management & Innovation Strategies: from Good to Great”.

- **European Corporate Counsel Summit – Marcus Evans**

Grupo Visabeira General Counsel was an invited speaker at the European Corporate Counsel Summit 2021 (“The New Frontier of ESG Frameworks: Walking Towards a Global

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Responsible Vision” panel), at the European Corporate Counsel Summit 2022 (“Driving ESG Agenda to promote positive work environment to retain and attract employees” panel) and at The European Corporate Counsel Summit 2023 (“Crafting the Future Legal Force: Revolutionising the In-House Legal Team”).

- **Gold Awards - Iberian Lawyer/LC Publishing Group**

Grupo Visabeira General Counsel was awarded in Gold Awards 2023 as “In-House Counsel of the Year – Infrastructures & Construction”.

Grupo Visabeira General Counsel was awarded in Gold Awards 2022 as “In-House Counsel of the Year”, being the respective legal team also awarded as “In-House Team of the Year: Construction, Projects & Infrastructure”.

Grupo Visabeira General Counsel was awarded in Gold Awards 2019 and 2020 editions as “In-House Counsel of the Year – Construction, Projects & Infrastructure”.

Grupo Visabeira In-House Legal Team was awarded in Gold Awards 2018 as “Corporate Team Portugal”.

Grupo Visabeira General Counsel was awarded as finalist of Iberian Lawyer’s Gold Awards 2016 for "Legal Team of the Year – Portugal" and "Global Team of the Year – focus Africa".

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- **Innovation & IP Forum & Awards – Leaders League**

Grupo Visabeira In-House Legal Team was awarded by Leaders League, in the 3rd edition of the Innovation & IP Forum and Awards (Paris, January 2020), with Silver in the Best IP Department Italy, Spain & Portugal category.

- **African Investments Forum & Awards – Leaders League**

Grupo Visabeira General Counsel was an invited speaker at African Investment Forum & Awards (Paris, December 2019), discussing the most relevant challenges and constraints of doing business in Africa (not only business related factors, but also legal and regulatory environment) and overcome such risks by defining a formal and thoughtful strategy for growth in the continent, under the panel dedicated to "Manage Growth, Prevent Crisis".

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- **Milan Legal Community Week - LC Publishing Group**

Grupo Visabeira General Counsel has been, since 2019, an invited speaker for the Legal Community Week event, integrating diverse panels on African investing opportunities and main challenges (*2019: "Africa and the Middle East: Success cases and Prospective Opportunities in the Region"; 2021: "Doing business in Sub-Saharan Africa: a renewed outlook"; 2022: "Egypt and its pivotal role in North Africa"*), as well as on the main challenges faced in M&A transactions and enhanced role from In-House Lawyers as part of the panel dedicated to "Tender Offers in Italy, between Change of Control and Delisting of Public Companies".

- **InspiraLaw - Top 50 Women Lawyers – Iberian Lawyer/LC Publishing Group**

Inspiraw is an initiative promoted by Iberian Legal Group, with the purpose to identify the 50 top women in the legal field within Iberia region, both private practice and in-house.

Grupo Visabeira General Legal Counsel has been appointed, since 2019, as one of the 50 most inspiring women in the legal sector, whose work promotes the role of women in the legal sector and in Iberian society in general.

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.

April, 2025

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*
- Invited professor at *NOVA SBE* in Executive Education
- Member of the Advisory Board of the *Harvard Club de 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.

April 2025



Céline ABECASSIS-MOEDAS

ceabec@ucp.pt

<https://www.linkedin.com/in/celineabecassismoedas/>

PERSONAL SUMMARY

Innovative and international woman bridging academic and corporate worlds. A first-class academic in strategy & innovation with a 25-year academic career and 30-year accumulated experience as non-executive board member. NED at CUF (private healthcare operator), Vista Alegre Atlantis (luxury manufacturer and brand), and Lectra (listed technology provider for the fashion industry) and member of multiple committees. Pro-Rector for Innovation and Entrepreneurship at Universidade Católica Portuguesa. Dean for Executive Education at CATÓLICA LISBON (2019-2024), Lead Independent Director at Europac (2015-19), NED at CTT (2016-20) and at Greenvolt (2021-23). French citizen, fluent in English and Portuguese.

NON-EXECUTIVE EXPERIENCE

2021- Non-executive Director, Lectra, Paris

Leading French provider of technology for the fashion, furniture and car interiors, listed on Euronext Paris (1 Bn euros market capitalisation and 480 M euros revenue). Chair of the Remuneration Committee and member of the Strategy Committee and CSR Committee.

2020- Non-executive Director, Vista Alegre Atlantis, Portugal

Leading luxury manufacturer & brand of fine china and crystal, private (130 M euros revenue).

2016- Non-executive Director, CUF, Lisbon

Healthcare company (private hospitals & clinics), private (750 M euros revenue). Chair of the Innovation and Sustainability Committee (since 2018).

2021-23 Non-executive Director, Greenvolt, Lisbon

Listed renewable energy producer, listed on Euronext Lisbon (1,1 Bn euros market capitalisation and 250 M euros revenue). Member of the Nomination and Remuneration Committee and of the Ethics and Sustainability Committee.

2017- Chair of the Strategic Innovation Council, VdA Advogados, Lisboa

2016-20 Non-executive Director, CTT (CTT Correios de Portugal, S.A.), Lisbon

National mail operator and market leader, listed on Euronext Lisbon, (800 M euros market capitalisation and 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

Paper and packaging, listed company on DME Madrid, (1,7 Bn euros market capitalisation and 1,2 Bn euros revenue) 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

- 2024- **Pro-Rector for Innovation & Entrepreneurship, Universidade Católica Portuguesa.**
- 2019-24 **Dean for Executive Education, CATÓLICA LISBON, Universidade Católica Portuguesa.**
Member of Dean's Office and Scientific Council.
- 2019- **Associate Professor in Strategy & Innovation (with Aggregation), CATÓLICA LISBON.**
- 2017-23 **Founder & Academic Director of '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.
- 2013-19 **Associate Professor in Strategy & Innovation, CATÓLICA LISBON.**
- Managing Master program: program structure, professors' management, student's admission, international partnerships, recruiters' relationship, international accreditations...;
 - Teaching in the areas of Strategy & Innovation, Consulting, Luxury, Design...
 - 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 research resulting in top academic publications;
 - Applying for competitive international research funding (over 2M euros).
- 2014-20 **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

- Finance for Boards, Oxford Metrica, 2024;
- Advanced Financial Statement Analysis, Amsterdam Institute of Finance, 2019;
- **International Directors Programme**, Certified IDP-C in Corporate Governance, **INSEAD**, 2016;
- The Strategy of Leadership, **Kellogg** School of Management, Northwestern University, 2014;
- International Teachers Program, HEC Paris, 2012;
- **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.

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. Associate researcher, Observare, Autónoma University.

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.

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

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

April, 2025

CURRICULUM VITAE

LUÍS MIGUEL POIARES PESSOA MADURO

(PORTUGUESE PASSPORT NUMBER CB397174)

Date of Birth: 03/01/67
Place of Birth: Coimbra, Portugal
Nationality: Portuguese
Languages: Portuguese, English, French, Spanish, Italian
Fields of Specialization: European Union Law, International Economic Law, Constitutional Law, Transnational Law and Governance, Comparative Institutional Analysis, Sports Governance, Social Innovation

Email: Miguel.Maduro@eui.eu

EDUCATION AND QUALIFICATIONS

1996: Doctorate in Law from the European University Institute (with Distinction).

1990: Licenciatura from the Faculty of Law, Universidade de Lisboa.

FULL-TIME POSITIONS

From January 2021: Dean, Global Law School, Universidade Católica, Portuguesa
From August 2020: Vieira de Almeida Chair Professor, Universidade Católica Portuguesa
2017-2020: Director, of the EUI School of Transnational Governance
2015-2017: Professor, Robert Schuman Centre, European University Institute
2013-2015: Minister Deputy to the Prime Minister and Minister for Regional Development, Portuguese Government
2009- 2013: Professor and Director of the Global Governance Programme, European University Institute.
2003-2009: Advocate General, European Court of Justice, Luxembourg.
1999- present (on leave): Professor, Faculdade de Direito da Universidade Nova de Lisboa.
1997-99: Professor, Director of the European Studies Centre and of the Master in European Law, Universidade Autónoma de Lisboa.
1996-97: Research fellow, European University Institute.
1995-96: Research assistant, European University Institute.
1991-94: Researcher, European University Institute.
1990-91: Junior Attorney at Relógio, Rocha e Simões Law Firm.

OTHER ACADEMIC APPOINTMENTS

2020-Present: Part-time Professor, School of Transnational Governance, European University Institute
2017- Present: Visiting Professor, College of Europe (Bruges)
2018-2020: Visiting Professor, Keio Law School, Tokyo
2011-2013: Visiting professor and Gruber Global Constitutionalism Fellow, Yale Law School
2010: Visiting professor (J term), Yale Law School
2010: Visiting Professor, Tel Aviv Law School
2008 –2011: Visiting Professor, College of Europe (Bruges)
2000 -present: Co-Director, Academy of International Trade Law.
1999-present: Guest Professor, Instituto de Estudos Europeus da Universidade Católica Portuguesa.
2008: Visiting professor, Chicago Law School
2005 - 2008: External Professor, Centro de Estudios Constitucionales, Madrid
2004 - 2008: External Professor, London School of Economics.
2007: Distinguished Helen DeRoy Fellow at the Michigan Law School
2001 - 2005: External Professor, Instituto Ortega y Gasset (Madrid)
2001-2005: Professor, College of Europe (Natolin)
1998: US-EU Fulbright Visiting Research Scholar at Harvard Law School
1997-2002: External Professor, Institute of European Studies of Macao.
1997-2003: Guest Professor on the Programme “European Masters in Human Rights (Padova/Venezia, Italia).

OTHER PROFESSIONAL AND ACADEMIC ACTIVITIES

Independent non- executive Director at Appeals Centre Europe (Ireland)
Chair of the High Council of the European University Institute
Member of the European Media International Fund (EMIF)
Chairman of the Supervisory Board of UTAD- University of Trás-os-montes and Alto Douro
Chairman of the Scientific Board, Gulbenkian Future Forum
Member of the Steering Board, European Media Information Fund
Member of the prefiguration group for the International Observatory on Information and Democracy
Member of the Board, Vista Alegre Vista Alegre Atlantis SGPS
Legal Consultant for public and private entities, including European institutions, such as the European Commission and the European Investment Bank, national governments and multinational law firms and companies.
Chairman, Governance and Review Committee, FIFA (June 2016 to May 2017)
Member of the European Council of Foreign Relations
Member of the European Council of the World Economic Forum
Member of the European Commission High Level Group on Media Pluralism and Media Freedom
Founding Editor in Chief of the Global Constitutionalism Journal
Member of the Research Council of the European University Institute (Firenze)
Member of the Editorial Board, European Law Journal

Member of the Advisory Board of the Common Market Law Review
 Member of the Editorial Advisory Board, European Constitutional Law Review
 Co-editor of the series Studies in European Law and Integration, Hart Publishing.
 Member of the International Advisory Board of the Instituto de Empresa (Madrid)
 Advisory Board, Law & Society Review
 Member of the Editorial Board of the Journal of Business Law Education
 Member of the Editorial Board of the Revista de Direito Público da Economia.
 Member of the Editorial Board of the Revista Direito GV
 Member of the Editorial Board of the Relações Internacionais R:I.
 Member of the Editorial Board of the Croatian Yearbook of European Law & Policy
 Co-editor, Special Book Review Issue of the European Law Journal (1998-2003)
 Co-editor, Europeanbooks.org (2000-2003)
 Editor – Jurist Europe: An Internet Portal on European Law (1998-2003)
 Member of the Editorial Board of Themis, Law Journal of the Faculdade de Direito da Universidade Nova de Lisboa
 Director of the Programme on New Technologies and the Law at the Faculdade de Direito da Universidade Nova de Lisboa
 Referee for various law journals and legal publishing houses
 Thesis supervision in several academic institutions and member of various Thesis Defence Panels
 Member of the Faculty Recruitment Committee for the Luxembourg University Law School
 Member of the Advisory Board of the Revue de la Faculté de Droit, d'Economie et de Finance du Luxembourg

COURSES REGULARLY TAUGHT

European Union Law, Basic and Advanced, International Public Law, International Trade Law, Comparative Regional Integration, Comparative Constitutional Law, Economic Analysis of Law (Comparative Institutional Analysis), Constitutional Issues of EU Law, Judicial Protection in Europe, Law of the Internal Market, Globalisation and Democracy, Research Methodology Seminar.

PRIZES AND HONOURS

2010:	Gulbenkian Science Prize (Calouste Gulbenkian Foundation, Portugal)
2006:	Comenda da Ordem de Santiago da Espada for literary, scientific and artistic merits (given by the President of the Portuguese Republic)
1998:	Obiettivo Europa: For the Best PhD Thesis at the European University Institute.
1997:	Row and Maw Prize (attributed to the member of the EUI law department that “made the most significant contribution to the department in terms of academic excellence, advancement of learning or service to the community”)

SCHOLARSHIPS

1997: EU-US Fulbright Scholarship

OTHER EXPERIENCE

1992: Exchange Student, Wisconsin Law School, Madison.

June-July 1992: Academy of European Law, Florence.

BIBLIOGRAPHY

Books - Monographs

A Constituição Plural – Constitucionalismo e União Europeia, Principia, Lisbon, 2006.

We the Court -The European Court of Justice and the European Economic Constitution, Oxford Hart Publishing, 1998.

Non-legal Books

Crónicas de um peixe fora de água, Entrelinhas, Lisbon, 2006.

Edited Books

Democracy in Times of Pandemic, (co-editor with Paul Kahn), Cambridge University Press, 2020.

Revisiting The Transformation of Europe, (co-editor with M. Wind), Cambridge University Press, 2017.

Transnational Law - Rethinking European Law and Legal Thinking (co-editor with Kaarlo Tuori and Suvi Sankari), Cambridge, Cambridge University Press, 2014.

The Future of Europe - Democracy, Legitimacy and Justice After the Euro Crisis (co-editor with Serge Champeau, Carlos Closa and Daniel Innerarity), Rowman & Littlefield International, 2014

The Past and Future of EU Law: Revisiting the Classics on the 50Anniversary of the Rome Treaty (co-editor with Loïc Azoulai), Oxford, Hart Publishing, 2010.

A Constitution for the European Union: First Comments on the 2003-Draft of the European Convention (co-editor with Ingolf Pernice), Baden-Baden: Nomos, 2004.

Special Book Review Issue, European Law Journal (co-Editor with Joseph H H Weiler) 1999.

Journal Articles and Book Chapters¹

Souveraineté Européenne: Un Bilan Démocratique, in *Pouvoirs*, 190, 2024.

Miguel Poiares Maduro, EU Law and Sports: A Match Made in Hell or in Heaven? In: *The Internal Market Ideal*. Edited by: Jeremias Adams-Prassl, Sanja Bogojević, Ariel Ezrachi, and Dorota Leczykiewicz, Oxford University Press, 2024.

Courts and the Protection of Democracy, in *The Pursuit of Legal Harmony in a Turbulent Europe: Essays in Honour of Eleanor Sharpston* (ed. by Catherine Barnard, Adam Lazowski, Daniel Sarmiento), Hart Publishing 2024.

Sports Governance After the Superleague Judgment: Going Into Extra Time, in *The International Sports Law Journal*, volume 23, Issue 4, 2024.

Mutual Trust, Mutual Recognition and the Rule of Law – General Report to the FIDE Congress, in *THE XXX FIDE CONGRESS IN SOFIA, 2023 CONGRESS PUBLICATIONS, VOL. 1* (ed. Alexander Kornezov).

Ensuring Market and State Accountability, The Private-Public Distinction in the EU Internal Market, in *Antitrust and the Bounds of Power - 25 Years On* (ed. by Oles Andriychuk), Hart Publishing, 2023.

A New Season – Will it also be a new beginning for sports and EU law, *EU Law Live Weekend Edition*, N. 157, October 2023.

You can't sit with us. discrimination against women in football: a commentary of the mariyam mohamed vs. asian football confederation (AFC) elections case, with Benedita Menezes Queiroz, in *Revista de Direito do Desporto Ano III N.º 9*, 2021 (also published as CGSL Working Papers, N.1/2022).

'Integrity', 'independence' and the Internal reform of FIFA, A view from the trenches, with Joseph H.H. Weiler, in *Good Governance in Sport, Critical Reflections*, (ed. by Arnout Geeraert and Frank van Eekeren), Utrecht University, 2021.

Constitutionalism without Borders and Governance beyond the States: A Comparative Institutional Approach, with Neil Komesar, in *Oxford Handbook of Global Legal Pluralism*, Paul S. Berman (ed), Oxford University Press, 2020.

A New Beginning, with Paul Kahn, in *Democracy in Times of Pandemic* (ed by Miguel Poiares Maduro and Paul Kahn), Cambridge University Press, 2020.

¹ Working Papers and Book Reviews are not included. Books and articles forthcoming have been included if already accepted and delivered for publication.

A Hard Law Approach to States Systemic Violations of Article 2 of the Treaty of the European Union: Reasons and Means (with Benedita Menezes Queiroz), in *Foundations and Future of Public Law: Essays in Honour of Paul Craig*, Oxford University Press, 2020.

EU Law and Sovereign Debt Relief, in *An Ever-Changing Union? Perspectives on the Future of EU Law in Honour of Allan Rosas*, Hart Publishing, 2019.

The Transnational Governance of Sports: Key Issues and Proposals (with Ioannis Galariotis and Benedita Menezes Queiroz), [2019] I.S.L.R., Issue 3, pp. 77-80.

Independent report on the Greek official Debt (with B. Eichengreen, E. Avgouleas, U. Panizza), R. Portes, B. Weder di Mauro, C. Wyplosz, J. Zettelmeyer), Centre for Economic Policy Research Policy Insight No.92, March 2018.

Social impact investment in the EU. Financing strategies and outcome oriented approaches for social policy innovation: narratives, experiences, and recommendation, (with G. Pasi and G. Misuraca), Science for Policy report by the Joint Research Centre (JRC), Publications Office of the European Union, 2018.

The Other Democratic Deficit, A Toolbox for the EU to Safeguard Democracy in Member States, Expert Group of the Friedrich-Ebert-Stiftung (co-author), April 2018.

60 Years of The European Court of Justice: From "Benign Neglect" to The Centre of European Politics (2018) *Revue du droit de l'Union Européenne*, n° 1, pp. 93-105.

Europe Transformed – Exit, Voice... and Loyalty? in *Revisiting The Transformation of Europe*, (co-editor with M. Wind), Cambridge University Press (2017).

Lo spazio della cittadinanza europea al tempo della crisi (with L. Pierdominici), in *Percorsi costituzionali - La cittadinanza incerta*, 2, Jovene Editore, 2017, pp. 487-510.

A Crisis among Crises: Placing the Portuguese Constitutional Jurisprudence of Crisis in Context (with A. Frada, L. Pierdominici) (2017) *e-Pública – REDP*, vol.4, n.1.

Supranational Constitutional Courts (with F. Fabbrini), in *Max Planck Encyclopedia of Comparative Constitutional Law*, 2016.

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The Euro Crisis and Institutional Reform in the EU, in *The Future of Europe - Democracy, Legitimacy and Justice After the Euro Crisis* (co-editor with Serge Champeau, Carlos Closa and Daniel Innerarity), Rowman & Littlefield International, 2014

The Judiciary and Constitutional Review (co-author with Albert Chen), in *Routledge Handbook of Constitutional Law*, M. Tushnet, T. Fleiner, C. Saunders (eds.), Abingdon, Routledge, 2013.

Revisiting the Free Movement of Goods in a Comparative Perspective, in *The Court of Justice and the Construction of Europe: Analyses and Perspectives on Sixty Years of Case Law*, Y. Bot, E. Levits, A. Rosas (eds.), The Hague, Asser Press, 2012.

Three Claims of Constitutional Pluralism, in *Constitutional Pluralism and Beyond*, Matej Avbelj and Jan Komarek (eds), Hart Publishing, Oxford, 2012. Also published in Greek in *Efarmoges Dimosiou Dikaiou*.

La Cour de justice de l'Union européenne et la Cour Suprême des Etats-Unis face à l'entrave, in *L'entrave dans le droit du marché intérieur*, Loic Azoulay (ed.), Paris, Bruylant, 2011.

Passion and Reason in European Integration, FORUM CONSTITUTIONIS EUROPÆ 03/10 (Electronic copy available at: <http://ssrn.com/abstract=1709950>). Also published in Japanese in *Keio University Law Review*

The Chameleon State: EU Law and the Blurring of the Private/Public Distinction in the Market, in Rainer Nickel (ed.) "Conflict of Laws and Laws of Conflict in Europe and Beyond - Patterns of Supranational and Transnational Juridification" Antwerp - Oxford - Portland: Intersentia (2010)

Quale Europe dopo la sentenza della Corte costituzionale tedesca sul Trattato di Lisbona? (with G. Grasso) (2009) *Il Diritto dell'Unione Europea* 3, pp. 503-530

Courts and pluralism: essay on a theory of judicial adjudication in the context of legal and constitutional pluralism, in *Ruling the World? Constitutionalism, International Law, and Global Governance*, Jeffrey Dunoff, and Joel Trachtman (eds), Cambridge University Press, 2008

Europejski konstytucjonalizm oraz trzy modele socjalnej Europy (2008) *Nowa Europa. Przegląd Natoliński* 2(7), pp 317-343

Interpreting European Law: Judicial Adjudication in a Context of Constitutional Pluralism (2007) *EJLS*, Vol.1 No. 2 (an amended version has been published as *Interpreting European Law – On Why and How Law and Policy Meet at the European Court of Justice*, in Koch, Hagel-Sørensen, Haltern and Weiler, *Europe – The New Legal Realism, Essays in Honour of Hjalte Rasmussen*, Copenhagen, Djøf Publishing, 2010.

Legal Travels and the Risk of Legal Jet-lag: the Judicial and Constitutional Challenges of Legal Globalisation (2007) in M. Monti, Prinz Nikolaus von und zu Liechtenstein, B. Vesterdorf, J. Westbrook, L. Wildhaber, "Economic Law and Justice in Times of Globalisation / Wirtschaftsrecht und Justiz in Zeiten der Globalisierung: Festschrift for Carl Baudenbacher", *Nomos*.

Der Kontrapunkt im Dienste eines europäischen Verfassungpluralismus, in *EUR Europarecht*, 2007, *Nomos*, p. 3-31.

Intergouvernementalismus contra Konstitutionalismus: Braucht das transformierte Europa eine Verfassung? (2007) *Der Staat* 46(3), pp. 319-348

So close and yet so far: the paradoxes of mutual recognition (2007) *Journal of European Public Policy*, Vol 14, Issue 5, Special Issue edited by S.Schmidt, pp. 814-825

L'État-caméléon. Formes publique et privée de l'Homo Economicus, in *Mélanges Ph. Léger*, (ed.) A. Pedone, Paris, 2006, pp 79-91

Three Models of a Social Europe, in *The Politics of a European Civil Code*, Martijn Hesselink (ed.), Kluwer Law International, The Hague, 2006.

From Constitutions to Constitutionalism: A Constitutional Approach for Global Governance, in *Global Governance and the Quest for Justice – Volume I: International and Regional Organisations*, D. Lewis (ed), Hart Publishing, Oxford, 2006.

La Cour de justice des Communautés européennes et la législation d'antidiscrimination (2005) *Revue du droit européen relative à la non-discrimination*, Edition N° 2/Oct, pp. 21-27, also published in English and German.

The Constitutional treaty and the Nature of European Constitutionalism: the Tension between Intergovernmentalism and Constitutionalism in the European Union, in Curtin, Kellermann and Blockmans (eds), *The EU Constitution: The Best Way Forward?* (The Hague: Asser Press, 2005), pp. 81-104. Expanded version published in Carlos Closa and Natividad Sola (eds.), *La Constitución de la Unión Europea*, CEPC, Madrid, 2005, 41-83.

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Europe and the Constitution: What If This Is As Good As It Gets?, in Marlene Wind and Joseph Weiler (eds), *Constitutionalism Beyond the State*, (Cambridge: Cambridge University Press, 2003) pp. 74-102.

Contrapunctual Law: Europe's Constitutional Pluralism in Action, in Neil Walker (ed.), *Sovereignty in Transition*, (Oxford: Hart Publishing, 2003) pp. 502-537.

The New Form of Majoritarianism in the EU (2003) 28 *E.L.Rev.* pp. 900-904 (also in Italian: *Il rischio del "Maggioritarismo inter-Governativo* (2003) *Quaderni costituzionali* n. 3, p. 657-659).

Political Social Europeia e Mercado Comum: Causa ou Consequência? (2003) *Revista de Direito Público e da Economia*, pp. 317-341.

The Double Constitutional Life of the Charter, in Eriksen, Fossum and Menendez (eds.), *The European Charter of Fundamental Rights*, (Baden-Baden: Nomos, 2003). Also published in Tamara Hervey and Jeff Kenner (eds.), *Economic and Social Rights under the EU Charter of Fundamental Rights*, (Oxford: Hart Publishing, 2003), pp. 270-299.

Sovereignty in Europe – The European Court of Justice and the Construction of a European Political Community, in John Stack and Mary Volcansek (eds.), *Courts Crossing Borders*, (Praeger Publishers, 2003) pp. 43-61.

Portugal y el futuro de Europa ¿el que calla otorga? (2003) in *Revista Española de Derecho Europeo*, N. 6 (April-June) ISSN 1579-6302.

Las Formas del Poder Europeo: El Constitucionalismo Plural de la Unión Europea (2003) *Revista Española de Estudios Políticos*, pp. 11-56.

Is There Europe for a Constitution? A Comment on Weiler's A Constitution for Europe: Some Hard Choices, in Special Issue Celebrating the 25th Anniversary of the Journal of Common Market Studies, 2003, Yale University Press, pp. 35-39.

União Europeia: Escolhas e Consequências (2002) *Política Internacional*, nº 26, pp. 65-71.

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Harmony and Dissonance in Free Movement (2001) Cambridge Yearbook of European Legal Studies Vol. 4, pp. 315-341. Also published in Andenas and Roth (Eds), *The Provision of Services in the EU*, (Oxford: Oxford University Press, 2002).

Europa: El momento constituyente (2002) Revista de Occidente, Nº 249, p. 73. Also published in Portuguese as: “Europa: O momento constituinte”, Brotéria, vol. 154, Nº 1, 2002, p. 57.

International Trade and Constitutionalism: Friends or Enemies? (2001) Nação e Defesa, Nº 97, pp. 27-42.

O Superavit Democrático Europeu (2001) Análise Social, nº 158-159, pp. 119-152.

Is There Any Such Thing as Free or Fair Trade? A Constitutional Analysis of the Impact of International Trade on the European Social Model, in de Burca and Scott (eds.), *The EU and the WTO – Legal and Constitutional Issues*, (Oxford: Hart Publishing, 2001), pp. 237-282.

Europe’s Social Self: The Sickness Unto Death?, in J. Shaw (ed.), *Social Law and Policy in an Evolving European Union*, (Oxford: Hart Publishing, 2000), pp. 325-349.

The Scope of European Remedies: The Case of Reverse Discrimination and Purely Internal Situations, in Kilpatrick, Novitz and Skidmore (eds.) *The Future of Remedies in Europe*, (Oxford: Hart Publishing, 2000), pp. 117-140.

Never on a Sunday – What Has (EU) Law To Do With It?, in Sciarra (ed.) *Labour Law in the Courts – National Judges and the ECJ*, (Oxford: Hart Publishing, 2000), pp 273-290.

A Crise Existencial do Constitucionalismo Europeu, in Estudos em Homenagem de Francisco Lucas Pires, (Lisboa: Autónoma Editora, 1999), pp. 201-215.

Striking the Elusive Balance Between Economic Freedom and Social Rights in the European Union, in Alston, Cassese, Lalumière, Leuprecht (eds.), *An EU Human Rights Agenda for the New Millennium*, (Oxford: Hart Publishing, 1999), pp. 449-472 (also published in French by Bruylant).

The Heteronymy of European Law (1999) 3 European Law Journal (Special Book Review Issue), pp. 160-168.

The Saga of Article 30: To be Continued -A Comment on Familia Press and Other Recent Episodes (1998) 3 MJECL, pp. 298-316.

Reforming the Market or the State? Article 30 and the European Constitution: Economic Freedom and Political Rights (1997) European Law Journal, 1, pp. 55-80.

Keck: The end? The beginning of the end? Or just the end of the beginning (1994) Irish Journal of European Law 1, pp. 30-43.

Problemas da Concertação Social (1991) Revista Jurídica, nº15, Jan/Jun, p. 9.

O Direito à Segurança no Emprego, with Margarida Cabral, Revista Jurídica, nº15, Jan/Jun, p. 49

ACADEMIC BLOG POSTS

Some Preliminary Remarks on the PSPP Decision of the German Constitutional Court, 6 May 2020, [HTTPS://VERFASSUNGSBLOG.DE/SOME-PRELIMINARY-REMARKS-ON-THE-PSPP-DECISION-OF-THE-GERMAN-CONSTITUTIONAL-COURT/](https://verfassungsblog.de/some-preliminary-remarks-on-the-pspp-decision-of-the-german-constitutional-court/)

WORKING PAPERS

Methodology in the New Legal World (co-editor with Rob Van Gestel and Hans-Wolfgang Micklitz), EUI Law Working Papers 2012/13

A New Governance for the European Union and the Euro: Democracy and Justice, Robert Schuman Center for Advanced Studies Policy Paper 2012/11.

Another Legal Monster? An EUI Debate on the Fiscal Compact Treaty (co-author with L. Azoulai, M. Cremona, B. de Witte, A. Hyvärinen, A. Kocharov, A. Abdallat), European University Institute Working Paper Law 2012/09.

The Euro Crisis and the Democratic Governance of the Euro: Legal and Political Issues of a Fiscal Crisis (co-author with B. de Witte and M. Kumm), in M. Poiares Maduro, B. de Witte, M. Kumm (eds.), *The Democratic Governance of the Euro* - Robert Schuman Center for Advanced Studies Policy Paper 2012/08

An EU Agenda for Global Governance (ed.) - Robert Schuman Center for Advanced Studies Policy Paper 2011/11.

OP-EDS

Regularly Commentator in the Portuguese Broadcasting Network RTP1 and TSF Radio.

Regular Columnist at Expresso newspaper.

Numerous op-eds published in Project Syndicate and newspapers such as The Guardian, Le Monde, El Pais, FAZ, Il Sole 24 ore, Foreign Affairs, Expresso, Publico, Observador.

Previously, regular columnist of Jornal de Notícias and before that at Diário de Notícias.

FORMER PROGRAMMES AND RESEARCH PROJECTS

Global Governance Programme

European Network of Constitutional Scholars

Constitutionalising European Governance

Evolve (International Project on the Evolving Norms of Constitutionalism)

Constitucionalismo: Paradigmas em Mudança

Multi-level Constitutionalism. Transatlantic Perspectives

Jurist: European Law Internet Portal

"An EU Human Rights Agenda for the New Millennium".

"The European Court of Justice and National Courts in the Construction of European Social Policy"

LECTURES AND SEMINAR PRESENTATIONS

Among others, has given lectures or presented papers at the following institutions and events:

- 2016:** Tokyo Keio University, Shenzhen Law School, University of Trento, University of Florence, Oxford Seminar on the Rule of Law, European Commission Fundamental Rights Colloquium, Macau Judicial School, Rome Fondazione Centesimus Annus pro Pontifice Conference on Social Innovation, Yale Global Constitutionalism Seminar, Fundação Francisco Manuel dos Santos (Congress on the Future of Democracy), Bilbao European Encounters, European Parliament Expert Testimony to the Working Group on the Digital Single Market, Vision Summit Conference.
- 2013-2015:** (not relevant, as in office in the Portuguese government)
- 2012:** Sir Jeremy Level Lecture, Oxford University, Harvard Law School, Boston University Law School and European Studies Centre, Keynote Speech at the UK Bar EU Law Section Conference (Porto), University of Barcelona, Trinity College (Dublin), Macau University Law School, Bureau of European Policy Advisors (European Commission), Coimbra University Law School.
- 2011:** Columbia Law School, Northwestern Law School, Princeton University, Setton Hall Law School, Deusto University (Bilbao), College de France (Paris), Istanbul, Hebrew University (Jerusalem), Casa de Mateus (Portugal), Garcia Pelayo Seminar (Madrid), WZB (Berlin), Bologna University Law School.
- 2010:** Yale Law School; Walter Hallstein Institut Berlin; College of Europe (Bruges); Edinburgh; Instituto Europeu IDEFF Lisbon; Univeridade Católica de Lisboa; Oviedo, Spain (Conference on Posting of Workers and Labour Rights organized by the Spanish presidency of the EU); Macau (Academy of International Trade and Investment Law)
- 2009:** Universidade Católica de Lisboa; Universidade de Coimbra; Universidade do Porto; European University Institute (Florence); Macau (Academy of International Trade and Investment Law); London (Oxford University – Seminar on Courts and Pluralism); University of Antwerp (Seminar on the protection of human rights in the interaction between the European Courts); University of Geneva (Conference on Jurisdictional Function in the Context of Constitutional Pluralism); Trinity College Dublin (Seminar on the European Constitution); Porto (Univeridade Católica Portuguesa - Seminar on Fundamental Rights); Bergen (University of Oslo - Seminar Democratic Consequences of ECJ Case law); Prague (Charles

University - Seminar the Role and Legitimacy of the ECJ); University of Freiburg (Conference Interpretation in European Law); University of Dubrovnik

2008: Central European University (Budapest); Univeridade Católica de Lisboa (Lisbon); European University Institute (Florence); University of Macau (Academy of International Trade and Investment Law); University of Chicago Law School; Freiburg University; La Sapienza (Rome); University of Michigan Law School; Yale Law School

2007: University of Michigan (Course "EU Law between Economic and Political Integration"); Paris (Science PO conférence sur l'Organisation judiciaire de l'Europe: originalité du système européen par rapport aux modèles connus); University of Maastricht (Jean Monnet Program "50 Years of European Integration"); Luxembourg (University of Luxembourg and Kings College School "European Administrative Law – Challenges in Integrated Administration"); Oxford (Keynote Speech at 50th Anniversary of the Rome Treaty: "Passion and Reason in European Integration"); Fribourg (Conference: Values for Europe? – Institut Européen – Université de Genève); Paris (Seminar: Démocratie et justice sociale – Cour de cassation française); Rotterdam (Conference Judicial Reasoning and Legitimacy – Leiden University); London School of Economics (LSE); College of Europe (Bruges); Central European University (Budapest); University of Dubrovnik.

2006: Wien (Institute for Austrian and International Tax Law –Vienne University of Economics and Business Administration "EU and the Tax Laws"); Helsinki (Conference "Democracy and Legislative Policy"); Yale Law School(Seminar "Global Constitutionalism"); Macau (Conference "The Global Governance and Democracy"); Budapest (course at the Central European University "Models of Legal Reasoning at the ECJ"); Lisboa (Centre d'Investigation et d'Etudes en Sociologie "European Anti-corruption Agencies: protecting the Community's Financial interests in a knowledge-based, innovative and integrated manner"); Dakar (Senegal) International Center for Ethics Justice and Public Life - Brandeis University (conference: Complementarity and Cooperation Challenges for International Justice); Faculty of Law Tilburg University e Europea Institut Faculty of Law Utrecht University; College of Europe (Bruges); London School of Economics (LSE); Annual European Law Lecture – King's College London; Sweden, Nordic Baltic Seminar; Lisboa (Fac. Of Law University of Lisbon "Globalization and Constitutionalism")

2005: Humboldt Universität Berlin; European University Institute, Firenze; University of Leiden; University Paris I Panthéon Sorbonne; Seminar organized by European ombudsman in The Hague; Centre Jacques Delors in Lisbon; University of Zagreb; University of Budapest; Institute of European Studies of Macau; Instituto Universitário Ortega y Gasset; University of Reykjavik; EUSA Austin (Texas); London School of Economics, London; National University of Singapore; Instituto de Empresa - Business School Madrid; University of Dubrovnik; Universidade

Católica Portuguesa; Université de Luxemburg; Faculdade de Direito Universidade Nova de Lisboa

- 2004:** University of Helsinki; College of Europe, Natolin; University of Amsterdam; Yale Law School (USA); European Institute of Vienna; Universidade de Coimbra; University of Macau; European Institute of Public Administration; University of Warsaw; *Europe: A Beautiful Idea?* Conference organized by the Dutch Presidency of the EU, The Hague; Fundação Getúlio Vargas, São Paulo; Universidad Carlos III Madrid; Universidad de Zaragoza; Universidade do Porto; University of Prague; University of Edinburgh; New York University Law School; University of Riskilde Copenhagen; Exeter University; Madison Law School, University of Wisconsin; Instituto de Estudos Europeus San Pablo - CEU Universidad Madrid; Universidad ONATI (Pais Basco Spain);
- 2003:** Fac. Derecho Universidad Complutense de Madrid; Universidade Nova de Lisboa; European Human Rights Masters, Venice; Universidade de Coimbra; University of Zagreb; College of Europe, Natolin.
- 2002:** College of Europe; New York University School of Law; Universidad de Zaragoza; Instituto de Empresa (Madrid); Universidade de Leiden; Dubrovnik Academy of Human Rights; Council of Europe (Strasbourg); Manchester University School of Law; Universidade de Coimbra; Universidade de Ljubljana; Universidad de Murcia; Instituto Ortega y Gasset (Madrid); Nottingham University; Hong Kong University.
- 2001:** Oxford University; University of Michigan; Madison Law School; Instituto Orgeta y Gasset (Madrid); Max-Planck Projekt Gruppe (Bonn); Instituto Universitário Europeu (Florence); Dubrovnik Academy of Human Rights; Instituto de Empresa (Madrid); Assembleia da República (Portugal); University of Leeds.
- 2000:** German Association of Public Law; Instituto Orgeta y Gasset (Madrid), STPL (Universidade de Manchester), European University Institute (Florence), Kings College (London), Universidade de Coimbra, Universidade Católica Portuguesa.
- 1999:** Law & Society Association, Chicago; Conference on International Trade and Regional Integration, Macau; Jornadas de Direito Internacional (Ministry of Foreign Affairs, Portugal); University of Wisconsin-Madison.
- 1998:** The Society of Public Teachers of Law; Manchester; Florida International University; Conference EU and Human Rights - An Agenda for the Year 2000 Brussels; Key-Note Lecture at the European Day Celebration in Macao; University of Copenhagen.

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.

Abril 2025



Tiago Craveiro

PROFILE

Independent Strategy Consultant in Business Analysis, Communication, Sports and innovation. Competition models, governance, commercial and marketing strategy.

WORK EXPERIENCE

Strategic Consultant

CR7, SA

Since November 2023 ...

Strategic Consultant

UEFA President and Executive Office

Since April 2022...

Chief Executive Officer

Portuguese Football Association

From March 2012 till March 2022

Secretary-General

Portuguese Professional Football League

From October 2006 till March 2012

Media Capital

Journalist

From March 2005 till October 2006

Head of Office

Secretary of State for Youth

From July 2004 till March 2005

Head of Communication

of the Assistant Minister to the Prime Minister

From April 2002 till July 2004

Media Capital

Politics Journalist

From September 2000 till April 2002

Diário de Notícias

Politics Journalist

From August 1998 to September 2000

EDUCATION

Master, European Sports Governance

Science Po – Institute of Political Studies at the Public University of Paris
2014 - 2016

Graduation in Communication Sciences

Minho University

SKILLS

Management. Human Resources. Strategy Planning and implementation.
Communication. Transformation Process in companies.

Curriculum Vitae

Name: Carlos Manuel Baptista Branco

Age: 62 years

Qualifications:

Degree in Business Organization and Management from the *Instituto Superior de Economia* [Higher Institute of Economics] in 1986

Registered as a Chartered Accountant since 1986

Registered as a Statutory Auditor since 1994

Holder of the Certificate of Professional Qualification since 2006

English: Good French: Medium

Professional career:

1987/1988 Trainee Inspector of Finance at the *Inspeção-Geral de Finanças – Inspeção de Empresas* [General Inspectorate of Finance - Inspection of Companies] (1 year);

1988/1994 Consultant in the Tax Division of Arthur Andersen (6 years);

Transfer in 1990 to the Porto office, when it opened;

Between 1991 and 1993 he was responsible for the Tax Division in the Porto office;

In 1992 I was promoted to Director of the Tax Division;

In 1993 I returned to the Lisbon office and joined the Tax Division.

1994/1995 Consultant in the Tax Division of KPMG (1 year);

Director of the Lisbon office in the Tax Division.

1995/2002 “Group Tax Planning Manager” of General Motors Portugal (6 years);

Responsible for the tax area not only of this company but also of the companies that in 1995 belonged to the GM Group in Portugal (four more companies and seven Delphi plants);

In addition to the tax area, he was responsible for the accounts (Group and local) of GM Holding, SGPS, a company that existed until December 1998;

2002/2003 “Tax Manager” at Portugal Telecom, SGPS (1 year);

Responsible for tax affairs of Portugal Telecom, SGPS;

2003/2005 Director of the Tax Division at PT PRO - Shared Management Services (3 years):

Responsible for compliance in the entire tax area of 40 Portuguese companies in the Portugal Telecom Group, namely PT Comunicações, TMN, PT Prime and Grupo Multimédia;

2005/2007 Tax Manager at Portugal Telecom, SGPS (2 years);

Responsible for tax litigation for the Grupo PT's Portuguese companies, including monitoring tax inspections;

2008 / 2016 Director in the Corporate Tax Department of Portugal Telecom, Corporate Centre, set up in 2008 (8 years);

Responsible for tax litigation for the Grupo PT's Portuguese companies, including monitoring tax inspections;

2016 / present Consultant at OI Investimentos, SA, responsible for the Tax Litigation area and consultant at Dias Viegas, Matos Gomes & Associados

2019 / present Chairman of the Supervisory Board of the Portuguese Professional Football League

Currently working as a Chartered Accountant since 1995;

Current Arbitrator at the Administrative Arbitration Centre (CAAD), in the Tax area;

2007 Attended the 8th Advanced Accounting Specialization Course promoted by ISCTE in 2007, with a total of 150 hours on International Accounting Standards and the introduction of these standards in Portugal.

2008 Trainer in Taxation organized by Frouco & Henriques Associados for a total of 32 hours.

2009/2010 Attendance at training sessions organized by the Portuguese Institute of Statutory Auditors and Chartered Accountants and by consultants Deloitte & Touche and KPMG & Associados on the Accounting Standardization System that came into force in 2010, totaling 50 hours.

2010 Supervisor of a master's thesis at ISCTE on the taxation of holding companies.

Trainer in Tax and Accounting organized by Frouco & Henriques Associados, for a total of 100 hours.

2012 Trainer in a VAT and Accounting course organized by Frouco & Henriques Associados, totaling 100 hours.

2020 Trainer in Corporate Tax, Personal Income Tax and Accounting organized by Frouco & Henriques Associados for a total of 100 hours.

Information relevant to VAA – Vista Alegre Atlantis SGPS, SA:

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

April 2025

SUMMARY OF CARLOS ANTÓNIO ROSA LOPES'S CURRICULUM VITAE

April/2025

Qualifications: Undergraduate degree (1973-1978) and Master's in Business Management (1990) from *ISCTE - Instituto Superior de Ciências do Trabalho e da Empresa*.

Work experience

Chartered Accountant since 1989

Professor of general and advanced accounting at the *Instituto Politécnico de Tomar* (1991 - 2012).

Finance Officer for the *Inspeção-Geral de Finanças* (1983-1988)

Planning and management control director at a passenger transportation company (1980-1983).

Academic research

Author of several books and works on account consolidation, financial accounting as well as other economic and financial matters, including:

- Books

- “Manual de Contabilidade e Finanças” - Accounting and finance for non-financial professionals, ed. Escolar Editora, 3rd edition, 2022

- “Manual de Contabilidade Avançada” [Advanced Accounting]. Ed. Escolar Editora, 2nd edition, 2016

- “Consolidação de Contas” [Accounts Consolidation], Edições Sílabo, 4th edition, 2022

- “Consolidação de Contas e Fusões & Aquisições” [Consolidation of Accounts and Mergers & Acquisition], ed. Rei dos Livros, (2004)

- Several articles published in accounting and tax magazines, namely:

- Magazines of Chartered Accountants

- Magazines of Certified Accountants

- Apotec magazine

Companies where he has worked as Sole Auditor and Chartered Accountant:

Afg, SA

Câmara Municipal de Abrantes

Castanheira Henriques & Cª, Lda

Centauro Internacional Trocadores de Calor, Lda

Centauro Portugal, SGPS, SA

Confagri – Confederação Nacional Cooperativas Agrícolas Crédito Agrícola Mútuo Portugal

Diamantino Jorge & Filho, SA

Digidelta SGPS, SA

Digidelta Internacional Import Export, SA

Frutos do Mar de Augusto Filipe Ribeiro da Fonseca, S.A.

Fundação Evangelização e Cultura

Fundação Manuel Cargaleiro

Grazicar – Comércio e Indústria de Carnes, S.A.

Hospital Santa Maria da Feira

Hospital Magalhães Lemos (Porto)

Inválidos do comércio – Instituição Particular de Solidariedade Social [Private Social Solidarity Institution]

Jetmar Veículos e Acessórios, Lda

Manuel Vieira Cª (Irmão), Sucrs, Lda.

Nautiber – estaleiros Navais do Guadiana, Lda

Netscreen, S.A.

NRT – Edifícios Industriais, Unipessoal, Lda

OET-Ordem dos Engenheiros Técnicos

Sivac SGPS, SA

Sivac – Sociedade Ideal de Vinhos de Aveiras de Cima, S.A.

SSAB – Portugal Comércio de Aços, Lda

Transportes Eduardo Cardos, Lda

Nersant- Associação Empresarial da Região de Santarém

Member of the Vista Alegre, SGPS, S.A. Supervisory Board.

“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 any obligations issued by the company".

April 2025



CURRICULUM VITAE
of
Marisa Silva Monteiro
marisadasilvamonteiro@gmail.com

I – EDUCATION

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

2010: **Master's** 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 – COMPLEMENTING EDUCATION

February 2024: **Advanced Postgraduate in Banking Law** - Faculty of Law of the University of Lisbon

February 2024: **Postgraduate in Corporate Governance** - Faculty of Law of the University of Lisbon

May 2020: Course “**Prevention of Money Laundering and Terrorist Financing**” - from the *Instituto de Formação Bancária*

III - PROFESSIONAL CAREER

TEACHING

- Since 2024

University of Lisbon - Faculty of Law - Lisbon

Advanced Postgraduate Diploma in Banking Law

* Autonomous Guarantees

- Since 2020

Universidade Portucalense - Law Studies Department - Porto

PhD in Banking Law and Securities Law

* Derivative Financial Instruments

* Collective Investment Boards: Investment Funds and Investment Companies

- Since 2020

Universidade Católica Portuguesa - Centro Regional de Viseu

Degree in Business Management

* Commercial law

* Labour law

Master's Degree in Applied Management

* Law in Human Resources Management

CONSULTING AND LAW

- *From September 2010 to September 2024*

Leopoldo Camarinha Advogados - Viseu

* Consultant

- *From September 2015 to September 2022*

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

* Consultant - Coordinator of the Financial Law and Guarantees Department

OTHERS

- *Since April 2022*

Banco de Portugal - Market Contact Group on the Digital Euro

* Member

- *From March 2021 to September 2022*

Arbitration Court

Voluntary Arbitration

* Presiding Arbitrator

- *Since 2019*

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

Member of the Supervisory Board

- *From January 2013 to July 2014*

Banco Best - Centro de Investimento de Aveiro

Financial advisor

IV - PUBLISHED LEGAL SCIENTIFIC ARTICLES

- “Os Organismos de Investimento Colectivo em Capital de Risco: Tipologia e Funcionamento – Análise (Breve)”, in *Temas de Direito Bancário e dos Valores Mobiliários*, Vol. I, Coimbra, Almedina, 2022

- “Os deveres de informação perante investidores não profissionais: reflexão à luz da equiparação legal a consumidores”, in *Estudos de Direito do Consumidor*, N.º 17, Centro de Direito do Consumo, Faculty of Law of the University of Coimbra, June 2021

- “A intermediação financeira e os investidores idosos: que (particular) tutela legal para estes?”, in *Os Novos Idosos – Envelhecimento Ativo e Direito*, Coleção Jurídica JPAB, vol. III, Coimbra, Almedina, 2021

- “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, Coimbra, Almedina, 2021,

- “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 irreais 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 - Instituto Politécnico de Leiria*, 2017(pp. 72-96)
https://iconline.ipleiria.pt/bitstream/10400.8/4537/1/atas_VIII_CICJE.pdf

V - **PUBLISHED LEGAL ARTICLES**

- “Jornal Económico” (25-12-2024): «**Futuro, o presente perfeito**»
<https://jornaleconomico.sapo.pt/noticias/futuro-o-presente-perfeito/>
 - “Jornal Económico” (29-11-2024): «**E no entanto ela move-se**»
<https://jornaleconomico.sapo.pt/noticias/e-no-entanto-ela-move-se/>
 - “Jornal Económico” (31-10-2024): «**Onças e arrobas**»
<https://jornaleconomico.sapo.pt/noticias/oncas-e-arrobas/>
 - “Jornal Económico” (03-10-2024): «**Ver sobre os ombros de gigantes**»
<https://jornaleconomico.sapo.pt/noticias/ver-sobre-os-ombros-de-gigantes/>
 - “Jornal Económico” (22-08-2024): «**Investir ou não investir, eis a questão**»
<https://jornaleconomico.sapo.pt/noticias/investir-ou-nao-investir-eis-a-questao/>
 - “Jornal Económico” (31-07-2024): «**Criptos, as moedas que não são moedas**»
<https://jornaleconomico.sapo.pt/noticias/criptos-as-moedas-que-nao-sao-moedas/>
 - “Jornal Económico” (26-06-2024): «**CR7 em acção**»
<https://jornaleconomico.sapo.pt/noticias/cr7-em-accao/>
 - “Jornal Económico” (27-05-2024): «**Reforma da justiça precisa-se**»
<https://jornaleconomico.sapo.pt/noticias/reforma-da-justica-precisa-se/>
 - “Jornal Económico” (29-04-2024): «**A Constituição e a cobrança de créditos**»
<https://jornaleconomico.sapo.pt/noticias/a-constituicao-e-a-cobranca-de-creditos/>
 - “Jornal Económico” (01-04-2024): «**Presunção de culpa: para que te quero?**»
<https://jornaleconomico.sapo.pt/noticias/presuncao-de-culpa-para-que-te-quero/>
 - “Jornal Económico” (04-03-2024): «**Mercearia jurídica**»
<https://jornaleconomico.sapo.pt/noticias/mercearia-juridica/>
 - “Jornal Económico” (05-02-2024): «**Investimento e verdade**»
<https://jornaleconomico.sapo.pt/noticias/investimento-e-verdade/>
 - “Jornal Económico” (16-01-2024): «**Empresas familiares: o futuro é quando o fundador quiser**»
-

<https://jornaleconomico.sapo.pt/noticias/empresas-familiares-o-futuro-e-quando-o-fundador-quiser/>

- “Jornal Económico” (11-12-2023): **“O inferno são os outros e a arte de bem dissipar património”**

<https://jornaleconomico.sapo.pt/noticias/o-inferno-sao-os-outros-e-a-arte-de-bem-dissipar-patrimonio/>

- “Jornal Económico” (22-11-2023): **«Sócios-gerentes: a boa e a má moeda das empresas portuguesas»**

<https://jornaleconomico.sapo.pt/noticias/socios-gerentes-a-boa-e-a-ma-moeda-das-empresas-portuguesas/>

- “Jornal Económico” (25-10-2023): **“Finfluencers: nas redes sociais a vida é sempre bela”**

<https://jornaleconomico.sapo.pt/noticias/finfluencers-nas-redes-sociais-a-vida-e-sempre-bela/>

- “Jornal Económico” (04-09-2023): **“Nem só de lucros vivem as empresas”**

<https://jornaleconomico.pt/noticias/nem-so-de-lucros-vivem-as-empresas/>

- “Jornal Económico” (07-08-2023): **“Enquanto há dinheiro, há amigos”**

<https://jornaleconomico.pt/noticias/enquanto-ha-dinheiro-ha-amigos/>

- “Jornal Económico” (27-06-2023): **“Os juros dos depósitos bancários: sol na eira e chuva no nabal?”**

<https://jornaleconomico.pt/noticias/os-juros-dos-depositos-bancarios-sol-na-eira-e-chuva-no-nabal/>

- “Funds People” (14-06-2023): **“Legislação num Minuto: O novo Regime da Gestão de Ativos”**

<https://fundspeople.com/pt/opiniao/legislacao-num-minuto-o-novo-regime-de-gestao-de-ativos/>

- “Funds People” (17-11-2022): **“Tributação de mais-valias com valores mobiliários”**

<https://fundspeople.com/pt/opiniao/legislacao-num-minuto-tributacao-de-mais-valias-com-valores-mobiliarios/>

- “Funds People” (24-01-2022): **“O novo Regime da Gestão de Activos: um primeiro olhar sobre o projecto da CMVM”**

<https://fundspeople.com/pt/opiniao/o-novo-regime-da-gestao-de-activos-um-primeiro-olhar-sobre-o-projecto-da-cmvm/>

- “Funds People” (07-05-2021): **“Fundo Imobiliário Especial de Apoio às Empresas: uma vista alegre no horizonte pós-pandemia”**

<https://fundspeople.com/pt/opiniao/fundo-imobiliario-especial-de-apoio-as-empresas-uma-vista-alegre-no-horizonte-pos-pandemia/>

- “Dinheiro Vivo” (05-05-2021): **“O fim das moratórias e as manhãs de nevoeiro em Portugal”**

<https://www.dinheirovivo.pt/opiniao/o-fim-das-moratorias-e-as-manhas-de-nevoeiro-em-portugal-13684768.html>

- “Advocatus by ECO” (20-04-2021): **“As criptomoedas e como parar o vento com as mãos”**

<https://eco.sapo.pt/opiniao/as-criptomoedas-e-como-parar-o-vento-com-as-maos/>

- Funds People (11-02-2021): **“O fenómeno da GameStop”**

<https://fundspeople.com/pt/opiniao/o-phenomeno-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/opinioao/legislacao-num-minuto-o-regulamento-cmvm-n-2-2020-parte-i/>

- Funds People – print edition (20-02-2020): **“A nova regulamentação dos PPR”**

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- Jornal de Negócios (21-11-2019): **“Depósitos e malparado: isto anda tudo ligado”**

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- 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/opinioao/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/opinioao/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/opinioao/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?»**

<https://www.jornaldenegocios.pt/opinioao/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/opinioao/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>

- “Advocatus by ECO” (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>

VI – 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 - PRESENTATIONS IN CONGRESSES AND CONFERENCES

- November 2023: *Civil liability of financial intermediaries for breach of information duties: presumption of guilt or causality as well?* - “VII Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra

- November 2022: The liability of banks for carrying out unauthorised payment transactions: the new payment services regime (RSPII) - “IV Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra
 - November 2021: Civil liability of financial intermediaries for their employees’ actions: especially the breach of information duties - “V Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra
 - May 2021: *Civil liability for medical and legal opinions?* 2nd International Congress “Health, new technologies and liability: contemporary perspectives - Law and Liability in Health Issues” - Faculty of Law of the University of Coimbra
 - April 2021: *Governance of Family Businesses: Succession and Family Protocol* - “SPRING - Training and Consultancy Programme for Family Businesses” - University of Beira Interior
 - 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» - 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
-

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.

April 2025

CURRICULUM VITAE

Name: RICARDO JORGE PINTO DIAS

Address: Urbanização da Capadeira, Lote 22 – 3505–377 Viseu

Date of Birth: 28/11/1970

Marital Status: Married

Citizen card: 08921177 4 ZY4, valid until 03/08/2031

VAT Number: 184408806

Mobile: +351 966 426 761

Email: ricardodias@flfsroc.com

Educational qualifications

- Undergraduate in Business Management from the *Cooperativa de Ensino Universidade Lusíada*, in Porto.

Professional qualifications

- Chartered Accountant (OROC member no. 1819, registered with the CMVM under no. 20170008)
- Certified Accountant (OCC member no. 36126)
- Specialist in auditing/legal review of accounts (awarded by the *Ordem dos Revisores Oficiais de Contas* [Order of Chartered Accountants])

Professional career

- In September 1997 he began working with Grupo Visabeira, SGPS, SA - A Multinational and multisectoral holding company, which started working in the telecommunications and construction sectors, and afterwards expanded its area of activity to include tourism, industry, real estate, commerce and

services, with a presence in several countries. -, as internal auditor, a position he held until March 2000.

- Responsible for consolidating the Grupo's accounts from April 2000 until March 2005, as well as taking on the role of Managing Director as of June 2001.
- In April 2005, he joined A. Figueiredo Lopes, M. Figueiredo & Associados, SROC, Lda, where he audited various companies, both in accounting/financial terms and in analysing the internal control systems implemented by the companies.
- In May 2010, he was promoted to Manager responsible for audit work, coordinating field teams in analysing and validating all components of financial statements, including consolidation and reporting processes.
- Chartered Accountant and Managing Partner at A. Figueiredo Lopes, M. Figueiredo & Associados, SROC, Lda, since March 2017.
- As a Chartered Accountant, he has performed duties in private entities, public bodies, companies and entities directly or indirectly owned by the Portuguese Government, including the following:
 - SIMAB – Sociedade Instaladora de Mercados Abastecedores, SA
 - MARL – Mercado Abastecedor da Região de Lisboa, SA
 - MARB – Mercado Abastecedor da Região de Braga, SA
 - MARF – Mercado Abastecedor da Região de Faro, SA
 - ERTCP – Entidade Regional do Turismo Centro de Portugal
 - Metalcértima - Indústria Metalomecânica, S.A.
 - Solcer – Empresa Cerâmica, S.A.
 - Procer – Edições e Comunicação, S.A.
 - Gavis - Sociedade de Representações Automóveis, S.A.
 - JVLM SGPS, S.A.
 - JVLM Imobiliária, S.A.
 - Auto Sertório, S.A.

- Matos & Prata - Veículos, Máq. e Peças, S.A.
- Matos & Prata – Atividades Imobiliária, S.A.
- Lemos & Irmão, S.A.
- Auto Martinauto, S.A.
- Formartinauto - Comércio de Automóveis, S.A.
- Jopauto – Comércio e Indústria de Máquinas e Automóveis, S.A.
- Z. Sousa & Camilo, Lda
- Fábrica de Camisas Sagres, S.A.
- Cotel - Conjunto Turístico da Senhora do Castelo, S.A.
- Fernando Martins de Carvalho, S.A.
- Restin, SGPS, Lda
- AIRV – Associação Empresarial da Região de Viseu
- Alberto Pereira, Lda
- Nu.rise, SA
- Egitana Musical, Lda
- Nwt – New Terracotta, Lda

Other relevant professional activities:

- Member of the Supervisory Board of Fábrica de Camisas Sagres, S.A. (from March 2012 to June 2018)
- Member of the Supervisory Board of Cotel - Conjunto Turístico Senhora do Castelo S.A. (from March 2010 to December 2017)
- Member of the Supervisory Board of Recer Indústria, S.A. (from March 2017 to March 2022)
- Member of the Supervisory Board of Visabeira Infraestruturas, Lda (from April 2018 to June 2021)
- Member of the Supervisory Board of Visabeira Pro - Estudos e Investimentos, S.A. (from April 2018 to May 2020)
- Member of the Supervisory Board of Empreendimentos Turísticos Montebelo - Sociedade de Turismo e Recreio, S.A. (from April 2018)

- Member of the Supervisory Board of Grupo Visabeira, S.A. (from May 2019 to May 2020)

Training complements

- Attendee of OROC training courses on auditing, accounting and tax matters
- Attendee of OCC training courses on accounting and tax matters


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.

Viseu, 1st of April 2025

CONTACT

 anacarlacosta@yahoo.com

 (+351) 918839652

 <https://www.linkedin.com/in/ana-costa-8387921b/>

WORK EXPERIENCE

01/2024 – CURRENT

Director - GSB Grupo Visabeira

Areas:
Business Monitoring
Accounting
Human Resources

08/2018 – 08/2024

Shared Services Coordination Manager Grupo Visabeira

09/2013 – 07/2018 Viseu, Portugal

Internal Audit and New Projects Manager Visabeira Pro
Estudos e Investimentos

07/2008 – 08/2013 Maputo, Mozambique

Chief Financial Officer TV Cabo – Comunicações Multimédia

03/2006 – 06/2008

Internal Audit (Accounting) Ciclorama, Estudos, Projectos e
Produções

02/2002 – 02/2006

Accountant Ciclorama-Estudos, Projectos e Produções

12/2000 – 01/2002

Internal Audit (Accounting) Ciclorama-Estudos, Projectos e
Produções

08/2000 – 12/2000

Intern (Accounting) Grupo Visabeira

08/1998 – 10/1998 Coimbra, Portugal

Intern (Accounting) EDP, Energias de Portugal

EDUCATION AND TRAINING

2008 – 2008

Postgraduate in Company Tax Law Faculdade de Direito da
Universidade de Coimbra

2001 – CURRENT

Member of the Portuguese Chartered Accountants

2000 – 2001

Master Degree in Accounting ISCAC (Coimbra Business
School)

1996 – 1999

Bachelor Degree in Accounting ISCAC (Coimbra Business School)

LANGUAGE SKILLS

MOTHER TONGUE(S): Portuguese

Other language(s):

English

Listening C2

Spoken production C1

Reading C2

Spoken interaction C1

Writing C1

French

Listening A2

Spoken production A1

Reading A2

Spoken interaction A1

Writing A1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

Relevant Information for 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, nor any bonds issued by it.

01/04/2025

PAULO ALEXANDRE RODRIGUES FERRAZ

CURRICULUM VITAE

IDENTIFICATION

Name: PAULO ALEXANDRE RODRIGUES FERRAZ

Date of Birth: 1st of December 1975

Parents: João António Pereira Ferraz and Maria Margarida Rodrigues Ferraz

Place of Birth: Paris

Nationality: Portuguese

Marital Status: Married

Identity Card No: 10455124, issued on 02/08/2007 by the Identification Archive of Viseu

Taxpayer number: 215374398

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

Contact: Mobile – +351 965280517; E-Mail – pferraz75@gmail.com

EDUCATIONAL QUALIFICATIONS

- Complementary course of **ACCOUNTING AND ADMINISTRATION** of the Secondary Education, at *Escola Secundária Emídio Navarro* in Viseu;
- Degree in **BUSINESS MANAGEMENT** (University Degree – Bachelor Degree) – by the *Instituto Politécnico de Viseu – Escola Superior Tecnologia de Viseu*.
- Postgraduate in **EXECUTIVE MANAGEMENT** – by the *Escola Avançada das Beiras*

WORK EXPERIENCE

- **Grupo Visabeira - Sociedade Gestora de Participações Sociais, S.A. (Since April/2000)**
 - **Director of Consolidation Accounts and Investment Projects** – Having already performed some previous tasks as controller (implementation of management control), risk technician, annual closure of accounts including the preparation of final documents (balance sheet, statement of results by nature and functions and respective annexes, cash flows), analysis results and calculation of the respective economic and financial indicators.
- **Banco Nacional Ultramarino - Mangualde (Jun/99 to Nov/99)**
 - **Commercial Manager** – Inserted in the commercial area, the functions performed include the commercialization of credit (personnel and housing) and financial investments (term deposits, investment funds, shares);
- Participation in the organization of the Feira de S. Mateus in 1996 and 1997.

OTHER INFORMATION

- Languages:
 - Speak, write and read fluently **French and English**;
 - understanding and communication in **Spanish**.

- Computer Knowledge: Good computer skills:
 - **User level**: Microsoft Word, Microsoft Excel and Microsoft Access;
 - **Presentations and Graphics**: PowerPoint and PicturePublisher;
 - **Internet**: Microsoft Internet Explorer, Microsoft FrontPage (Preparing Web Pages).
- Hobbies – Sport activity (handball goalkeeper at *AVFC – Académico de Viseu*)

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.

April 2025

PERSONAL INFORMATION

FULL NAME

Martins, Ivone Gonçalves

ADDRESS

Rua do Palácio do Gelo, nº 3, Viseu

MOBILE

(+351) 967 190 594

EMAIL

igmartins24@gmail.com

DATE OF BIRTH

24/05/1979

GENDER

Female

WORK EXPERIENCE

01/04/2004–Present

Head of the Business Management and Monitoring Department - Industry

Main activities in the current company:

- Head of the Business Management and Monitoring Department - Tourism, Trade and Services
- Administrative and Financial Manager of a company in the hotel sector in Mozambique
- Management Control in companies in the Tourism sector

01/09/2003–31/12/2003

Internship in Vida Activa, Caixa Geral de Depósitos, in the Calhabé Branch - Coimbra Region

01/06/2003–31/07/2003

Contract employee at Caixa Geral de Depósitos, Santa Comba Dão branch

EDUCATION AND TRAINING

01/09/1998–30/09/2003

Undergraduate in Business Management
Escola Superior de Tecnologia, Viseu (Portugal)

PERSONAL SKILLS AND
COMPTETENCES

Mother tongue

Portuguese

Other languages

English - Fluent (written and oral)

Communication skills Good communication skills, acquired working in direct contract with clients and other partners
Good team leadership skills, through various projects carried out in the course of professional activity.

Organisation skills Good team coordination skills while responsible for projects carried out in the course of professional activity.

Driver's License VS - 136727 - issued by D.V. Viseu - category B

ADDITIONAL INFORMATION

- **Certified Accountant**, member nº 73916 recognised by the Order of Certified Accountants
- **Experience abroad**, Administrative and Financial Manager in Mozambique for 4 years
- **SAP Consultant**, Experience and training acquired in projects during professional activity

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

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