

CURRICULUM VITAE

PAULO PORTAS

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



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

Academic Background

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

Government and Political Experience

Deputy Prime Minister (2013-2015)

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

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

Minister of Foreign Affairs (2011-2013)

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

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

Minister of National Defence (2002-2004)

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

Member of the Council of State (2002-2005)

Member of the High Council for Homeland Security

- As Minister of Foreign Affairs and as Deputy Prime Minister

Member of the National Defence Council

- As Minister of National Defence

Member of Parliament (1995-2016)

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

Member of the European Parliament (1999)

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

President of CDS/PP Party (1998-2016)

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

Other professional experience

Publishing and strategic consultant

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

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

Entrepreneurial Executive

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

Journalist and Director

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

Language skills

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

Decorations

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

*

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

May 2021

PERSONAL INFORMATION

Lopes, Alexandra

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



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alex.conceicao.lopes@gmail.com

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

WORK EXPERIENCE

From 05/1999 to 09/2001

Chief Financial Officer

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

Company Several companies of Grupo Visabeira

From 03/2001 to 10/2002

Financial Management and internal control

Manager of the company based in Brazil

10/2002 -04/2005

Advisor to the Chairman of Grupo Visabeira
Directorate Human Resources

From 04/2005 to 05/2011

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

From 05/2011 to 05/2013

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

Visabeira pro is the company of shared services of Grupo Visabeira for all its national and international companies.
Which includes: Accounting, Legal, Information Systems, Purchasing, Human Resources, Consolidation of Accounts, Financial, among others.

Since 05/2013

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

EDUCATION AND TRAINING

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

1993-1999 – Degree in Economics

Faculty of Economics of the University of Coimbra

PERSONAL SKILLS AND COMPETENCES

Mother tongue

Portuguese

Other languages

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

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

Social competences

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

Organisation skills

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

Computer skills

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

Driver's License

B Category

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

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

May 2022

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 5º); Create and launch a new business concept for children in a shopping centre (Polar & Brincar); Create and launch a new brand of gyms, spa and hairdressers (ForLife); Define the image of the new Palácio do Gelo Shopping and participate, together with the team of architects, in defining the concept, negotiating / hiring Catarina Furtado to be the brand face; Launch of an annual university competition for industrial design with the support of the Centro Português de Design [Portuguese Design Center] (Cerutil Design Challenge); 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 5º), definition of contract clauses with the legal team, report for the Grupo's CFO, development of new sources of revenue, among other related activities.

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

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

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

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

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

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

- August 2004-February 2005: Rio Ave FC

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

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

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

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

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

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

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

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

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

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

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

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

III-EDUCATION AND TRAINING

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

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

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

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

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

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

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

IV- OTHER SKILLS

Several courses:

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

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

Languages:

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

V- OTHER ACTIVITIES

Conferences and seminars (Speaker)

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

Articles published

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

Other interests

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

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

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

May 2022

Carlos Alberto Sá Garcia da Costa



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

May 2022

Curriculum Vitæ

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

Educational Qualifications

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

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

Work Experience

September 1994 / - Grupo Vista Alegre Atlantis

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

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

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

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

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

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

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

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

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

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May 2022

Curriculum Vitae

Teodorico Figueiredo Pais

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

Teodorico Figueiredo Pais

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

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

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

Expertise

Business Skills:

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

Computer skills in the user's perspective in:

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

Academic qualifications

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

Main Professional and Academic Education

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

Teodorico Figueiredo Pais

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

Shares held In VAA

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



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 over 20-year experience working with companies (consulting, executive education and NED). Dean for Executive Education at CATÓLICA LISBON. NED at CUF (private healthcare operator), Vista Alegre Atlantis (luxury manufacturer and brand), Lectra (listed technology provider for fashion) and Greenvolt (listed renewable energy producer). Lead Independent Director at Europac (listed Spanish paper and packaging company) 2015-2019 and NED at CTT (listed Portuguese mail operator) 2016-2020. French citizen, fluent in English and Portuguese.

NON-EXECUTIVE EXPERIENCE

- 2021- **Non-executive Director, Greenvolt, Portugal**
Listed renewable energy producer, listed on Euronext Lisbon (66 M euros).
- 2021- **Non-executive Director, Lectra, Paris**
Leading French provider of technology for the fashion, furniture and car interiors, listed on Euronext Paris (400 M euros).
- 2020- **Non-executive Director, Vista Alegre Atlantis, Portugal**
Leading luxury manufacturer & brand of fine china and crystal, listed (110 M euros).
- 2016- **Non-executive Director, CUF, Lisbon**
Private healthcare company (private hospitals & clinics, and PPP), (600 M euros).
Chair of the Innovation and Sustainability Committee.
- 2016-20 **Non-executive Director, CTT** (CTT Correios de Portugal, S.A.), Lisbon
National mail operator and market leader, listed on Euronext Lisbon, (700 M euros).
Member of the Corporate Governance, Evaluation and Nomination Committee,
- 2012-19 **Non-executive Director and Lead Independent Director (since 2015), Europac** (Papeles y Cartones de Europa, SA), Madrid (5 meetings/year)
Paper and packaging, listed company on DME Madrid, (1000 M euros) acquired by DS Smith in January 2019.
Chair of the Nomination and Remuneration Committee (since 2015),
Member of the Audit and Control Committee (since 2015),

EXECUTIVE EXPERIENCE

- 2019- **Dean for Executive Education, CATÓLICA LISBON, Universidade Católica Portuguesa.**
In charge of Executive Education.
Member of Dean's Office and Scientific Council.

- 2015- **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- **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;
 - Competing for international research funding (over 1M euros).
- 2014-19 **Affiliate Professor in Strategy & Innovation and Academic Director** of the ‘**Fashion & Technology**’ **Lectra Chair, ESCP Business School, Paris**.
- Teaching, doing research and organising events on the topic of Fashion and Technology.
- 2011-12 International Faculty Fellow, **Sloan School of Management, MIT**,
- 2005-13 Assistant Professor in Strategy, **CATÓLICA LISBON**,
- 2002-05 Assistant Professor in Strategy, School of Business and Management, Queen Mary-University of London,
- 2000-02 **Management Consultant, AT Kearney, London**,
- 1999-00 **E-Business Product Manager, Lectra, New York**,
- 1996-99 Research Assistant, Orange Labs, Paris.

EDUCATION

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


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

I hereby declare that I do not hold, at the present date, any shares representing the Company's share capital or bonds issued by the Company.

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.

May 2022

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.

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

May 2022

CURRICULUM VITAE

LUÍS MIGUEL POIARES PESSOA MADURO

(UPDATED: JUNE 2021)

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 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

Chairman of the European Digital Media Observatory
 Chairman of the Supervisory Board of UTAD- University of Trás-os-montes and Alto Douro
 Chairman of the Scientific Board, Gulbenkian Future Forum
 Legal Consultant for 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 Azoulay), 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

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.

La crise de l'euro et l'avenir institutionnel de l'Union européenne – Capacité budgétaire et réforme politique dans l'union monétaire européenne, in *La Cour de justice de l'Union européenne sous la présidence de Vassilios Skouris (2003-2015) - Liber amicorum Vassilios Skouris*, 2015.

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*.

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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)

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

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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 Verfassungspluralismus, in *EUR Europarecht*, 2007, *Nomos*, p. 3-31.

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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

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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).

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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.

The Constitution of the Global Market, in F. Snyder (ed.), *The International and Regional Regulation of Trade*, (Oxford: Hart Publishing, 2002) pp. 49-70.

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 Heteronyms 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 Advances 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 (País Vasco 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 Ortega 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 Ortega 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.

May 2022

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 2022

CURRICULUM VITAE
of
Nelson Luís da Silva Braga Moinhos

Professional Address:

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

Date of Birth: 07. December.1948

Marital Status: Married

Mobile: + 351 91 93 53 096

E-mail: nelsonmoinhos@nmpla-sroc.pt

Work Experience

1991 to date:

Nelson Moinhos, Paulo Lima & Associado, SROC.

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

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

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

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

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

1978 –1992 - Liberal Professional (Economist)

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

1976 – 1978:

Grundig Electrónica Portugal Lda. (Braga)

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

Education

1967 – 1971:

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

Other Competences

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

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

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

May 2022

Nelson Luís da Silva Braga Moinhos

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

CURRICULUM

IDENTIFICATION

Carlos Fernando Calhau Trigacheiro

Married

Born on the 30th of March 1955, in Alvito – Beja

Resident at rua Fernando Araújo Ferreira, 14 – 2300-361 Tomar

Cell phone: +351 927 519 137, email calhautrigacheiro1@sapo.pt

QUALIFICATIONS:

Holds a degree in Business Organisation and Management from the *Instituto Superior de Economia e Gestão de Lisboa* [Higher Institute of Economics and Management] in 1980.

Chartered Certified Accountant, registered in the Bar Association, under no. 898, in May 1995 he became Specialist professor in the area of Business Sciences, following approval in public exams held in January 2013

WORK EXPERIENCE

1. Current functions

He joined the *Inspeção-Geral de Finanças* [General Inspectorate of Finance] in February 1981 (at the age of nearly 41), having been appointed Chief Financial Inspector in December 1989 and Chief Financial Inspector in October 2001, a position he currently holds.

From October 1999 to March 2017, he was responsible for the operational coordination of the entire audit activity of Community Funds. It involved all the entities which are part of the *Sistema Nacional de Controlo dos Fundos Estruturais, Pescas e Agrícolas* [National System for the Control of Structural, Fisheries and Agricultural Funds], which includes the *Inspeção-Geral de Finanças* (IGF) [General Inspectorate of Finance] itself, as well as the respective direct articulation with the European Commission services and with similar bodies in other member states.

Since April 2017, he has been operating as an operational director in the area of Financial Control in the state business sector, an area where he had worked during the first 18 years at the IGF.

Guest Coordinating Professor at the *Escola Superior de Gestão* of the *Instituto Politécnico de Tomar*, where he has been teaching since October 1992 (nearly 30 years), having taught several subjects in the area of Accounting and, in particular, in the area of Auditing, both in undergraduate and in master's degrees.

In particular, he has taught auditing subjects in the Accounting, Taxation and Corporate Finance Master's degree; and in the Auditing and Financial Analysis Master's degree, and is currently teaching in the Auditing and Finance Master's degree. During all these years, he coordinated dissertations, projects and internships at the end of the Master's degree, being part of the juries, participating as well in the evaluation of other Master's degree students.

Since the beginning of the project at the *Escola Superior de Gestão* of the *Instituto Politécnico*

de Tomar, he has been part of the Business Simulation teaching team, as a coordinator. This project is developed together with the *Ordem dos Contabilistas Certificados* [Chartered Certified Accountants Bar Association] and intends to give the equivalence to the internship to candidates for registration in said Bar Association.

Guest professor at *Universidade Nova –Information Management School*, where he has been teaching since 2017, the subject “Principles, Norms and Audit Procedures” in the Financial and Budget Management and Control Postgraduate degree.

Chairman of the Supervisory Board of *Centro Hospitalar e Universitário de São João E.P.E.* [São João Hospital]. He was appointed member in December 2017 and chairman in October 2021.

He has been chairman of the Supervisory Board of the *Fundação de Arte Moderna e Contemporânea — Coleção Berardo* [Modern and Contemporary Art Foundation –Berardo collection], since December 2006.

2. Other functions

As a **Chartered Certified Accountant** he was a member of the supervisory bodies of several private limited companies, public limited companies and public entities, among which are noteworthy the following:

- Between 1999 and 2014 he was Chartered Certified Accountant for *Rádio e Televisão de Portugal, S.A.*;
- Between 2012 and 2017 he was Chartered Certified Accountant and sole auditor for the Public Finance Council.

He has been teaching accounting, taxation and auditing subjects in several **training courses**.

Moreover, he also carries out **consultancy activities** in accounting and taxation matters, as well as other activities specific to the Chartered Certified Accountants, namely issuing opinions.

May/2022

Signed by: **CARLOS FERNANDO CALHAU
TRIGACHEIRO**
No of Identification: 04722422
Date: 2022.05.01 16:34:56+01'00'





CURRICULUM VITAE

of

Marisa Silva Monteiro

(marisa.rlsm@gmail.com)

I – EDUCATION

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

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

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

II - PROFESSIONAL CAREER

- Academic year 2020/2021

Universidade Portucalense - Law Studies Department - Porto

PhD in Banking Law and Securities Law

Professor (curricular units):

- * Derivative Financial Instruments
- * Collective Investment Boards: Investment Funds and Investment Companies

- Academic year 2020/2021

Universidade Católica Portuguesa - Centro Regional de Viseu

Degree in Business Management

Professor:

- * Commercial law

- Since the 1st of May 2019

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

Member of the Fiscal Board

- Since September 2015

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

Consultant - Coordinator of the Financial Law and Guarantee Law Department

- From January 2013 to July 2014

Banco Best - Centro de Investimento de Aveiro

Financial advisor

III - PUBLISHED LEGAL ARTICLES

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

<https://www.jornaldenegocios.pt/opiniao/detalhe/sigi-quem-quer-ser-investidor-imobiliario>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IV – PRODUCTION OF WRITTEN SCIENTIFIC WORKS

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

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

V - PARTICIPATION IN CONGRESSES AND CONFERENCES

- November 2020: *Responsabilidade civil pelos danos da informação noticiosa?* - “IV Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra
 - November 2019: *A responsabilidade do banco pela execução de operações de pagamento não autorizadas no novo regime de serviços de pagamento (RSP2)* - “IV Congresso de Direito Bancário”
 - November 2019: *Responsabilidade civil pela concessão de empréstimos de risco?* - “III Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra
 - October 2019: *A Responsabilidade Civil do Produtor e os Riscos de Desenvolvimento como Causa de Exclusão* - Seminar “O Regime Jurídico da Responsabilidade Civil do Produtor (Decreto-Lei 383/89): 30 anos depois” - Faculty of Law, University of Coimbra
 - July 2019: *Inteligência artificial e sistema financeiro* - Conference “Direito Bancário, Sistema Financeiro e Fintech” - Faculty of Law of the University of Porto
 - November 2018: *Os deveres de actuação dos bancos perante os clientes: responsabilidade civil no direito português* - “II Jornadas Luso-Brasileiras de Responsabilidade Civil” (communication) - Faculty of Law of the University of Coimbra
 - April 2018: *Funding empresarial: do mútuo aos business angels* - JPAB Conference “Capitalização de Empresas” - Santa Casa da Misericórdia do Porto
 - November 2017: *Responsabilidade de gerentes e administradores para com os credores sociais* - “I Jornadas Luso-Brasileiras de Responsabilidade Civil” - Faculty of Law of the University of Coimbra
-

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

VI - PUBLISHED LEGAL SCIENTIFIC ARTICLES

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

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

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

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

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

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

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

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

March 2022
Marisa Silva Monteiro

CURRICULUM

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

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

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

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

May 2022

Joaquim Alexandre O. Silva

**EUROPEAN CURRICULUM
VITAE MODEL**

**PERSONAL
INFORMATION**

Name	VALVERDE. Carlos Manuel Mafra
Address	Rua D. António Alves Martins, nº4 — 2º G, 3500-078
Telephone	+351 232 437 500
Fax	+351 232 436 977
E-mail	cmmvalverdeadv@sapo.pt
Nationality	Portuguese
Date of birth	21 th OF JANUARY 1951
Citizen card	Nº01576831

WORK EXPERIENCE

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

**EDUCATION AND
TRAINING**

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

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

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

May 2022

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

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.

May 2022

PERSONAL INFORMATION Márcio Gabriel Pina Pereira

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

 +351 967826636

 marciopereira@grupovisabeira.com

WORK EXPERIENCE

Since 09/2015

Director

Grupo Visabeira, Viseu (Portugal)

Business Management and Monitoring for the Industry area at Grupo Visabeira

08 2013 -08 2015

Finance technician

Grupo Visabeira, Viseu (Portugal)

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

02/2010–07/2013

Managing and Financial Director

Imovisa - Grupo Visabeira, Maputo (Mozambique)

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

01/2008–01/2010

Controller

Grupo Visabeira, Viseu (Portugal)

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

EDUCATION AND TRAINING

2003 -2007

Degree in Business Management

Instituto Politécnico de Viseu, Viseu (Portugal)

PERSONAL SKILLS AND COMPETENCES

Portuguese

Mother tongue

Other languages

English

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

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

Driver's License: B

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

May 2022