



REN - REDES ENERGÉTICAS NACIONAIS, S.G.P.S., S.A. - listed company

Registered Office: Avenida dos Estados Unidos da América, no. 55, Lisbon

Share capital: 667,191,262 Euros

Company and registration number with the Lisbon Commercial Registry Office: 503 264 032

*Non-binding translation
For information purposes only*

PROPOSAL OF RESOLUTION

ITEM 8 OF THE AGENDA FOR THE ANNUAL GENERAL SHAREHOLDERS MEETING

OF MAY 9TH, 2024

Whereas:

- A) Pursuant to Article 8, number 2, paragraph b) of the Articles of Association of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN), the General Shareholders Meeting shall appoint the members of the General Shareholders Meeting Board, of the Board of Directors and of the Audit Committee and pursuant to Article 8, number 2, paragraph d) shall appoint the members of the Remuneration Committee;
- B) Under Article 27, number 1 of the Articles of Association of REN, the members of the corporate bodies are elected for periods of three years;
- C) The term-of-office corresponding to the three-year-period 2021-2023 has ended.

The Shareholders propose to the General Shareholders Meeting of REN to resolve:

1. To elect the persons identified in the list provided below as members of the Board of Directors and of the Audit Committee for the term-of-office corresponding to the three-year-period 2024-2026:
 - Rodrigo Costa - Chairman of the Board of Directors;
 - State Grid International Development Limited (represented by Guangchao Zhu) - Vice-Chairman of the Board of Directors;
 - João Faria Conceição;
 - Gonçalo Morais Soares;
 - Yang Qu;
 - Mingyi Tang;
 - Jorge Magalhães Correia;
 - Ana Pinho;
 - Gonçalo Gil Mata;
 - José Luís Arnaut;
 - Manuel Sebastião;



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- Maria Estela Barbot;
- Rosa Freitas Soares- Chairman of the Audit Committee;
- Ana da Cunha Barros- Member of the Audit Committee; and
- Dulce Mota- Member of the Audit Committee.

2. To elect the persons identified in the list provided below as members of REN's General Shareholders Meeting Board for the term-of-office corresponding to the three-year-period 2024-2026:

- Pedro Rebelo de Sousa - Chairman of the General Shareholders Meeting Board; and
- Rui Manuel Pereira Dias - Vice-Chairman of the General Shareholders Meeting Board.

3. To elect the persons identified in the list provided below as members of REN's Remuneration Committee under Article 26 of the articles of association for the term-of-office corresponding to the three-year-period 2024-2026:

- João Duque - Chairman of the Remuneration Committee;
- José Galamba de Oliveira - Member of the Remuneration Committee; and
- Fernando Neves de Almeida - Member of the Remuneration Committee.

Lisbon, 21st March 2024

The Shareholders,

State Grid Europe Limited

Pontegadea Inversiones S.L.

Fidelidade - Companhia de Seguros, S.A.



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PROPOSAL OF RESOLUTION

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Whereas:

- D) Pursuant to Article 446, number 1 of the Portuguese Companies Code and Article 22, number 2, paragraph d) of the Articles of Association of REN - Redes Energéticas Nacionais, SGPS, S.A. ("REN"), the Audit Committee shall propose to the General Shareholders Meeting the election of the Statutory Auditor;
- E) The term-of-office corresponding to the three-year period 2018-2020 has ended;
- F) The Audit Committee concluded that, during its second term-of-office corresponding to the three-year-period 2021-2023, the Statutory Auditor provided its services in a satisfactory manner and revealed appropriate technical accuracy and independence in its actions, thus justifying its re-election for the term-of-office corresponding to the three-year-period 2024-2026.

Accordingly, the Audit Committee proposes to the General Shareholders Meeting of REN to resolve:

To approve the election as Effective and Alternate Statutory Auditor for the term-of-office corresponding to the three-year period 2024-2026:

- a) Ernst & Young, Audit & Associados - SROC, S.A. (SROC No 178), in the capacity of Effective Statutory Auditor, represented by Ricardo Miguel Barrocas André (ROC n.º 1461);
- b) Pedro Miguel Borges Marques (ROC n.º 1801), in the capacity of Alternate Statutory Auditor.

Lisbon, 21 March 2024

The Audit Committee of



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REN - Redes Energéticas Nacionais, SGPS., S.A.

Manuel Sebastião (Chairman)

Rosa Freitas Soares (Member)

Gonçalo Gil Mata (Member)



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ANNEX
TO
ITEM 8 OF THE AGENDA FOR
THE GENERAL SHAREHOLDERS MEETING
OF MAY 9TH, 2024

ELECTION OF THE MEMBERS OF THE CORPORATE BODIES
(THREE-YEAR-PERIOD 2024-2026)

(Curricula)



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RODRIGO COSTA

Independent Director: November 2014 to February 2015

Executive Director since: February 2015

Chairman of the Board of Directors and CEO since: May 2015

Board of Directors Committees: Chairman of the Executive Committee and Chairman of the Sustainability Committee

Other listed public companies Directorships: None

Other current public company Directorships within past 5 years: None

Key experience and qualifications

Software developer with multidisciplinary experience: for 11 years, he worked as a programmer, analyst and team manager, coordinating the development of business management and industrial applications.

Senior executive with responsibilities in General Management, Marketing and Business Development: Software, telecommunications, financial services and energy.

International experience: M&A, business development and management of large, diverse, multinational teams in different geographies. Extensive experience and direct responsibilities in the following markets: United States, Brazil, Chile, China, South Korea, Japan, India, Spain, France, UK and other countries in Western and Eastern Europe, Asia, South America and Africa.

Leadership and corporate governance: Several years of experience as Chairman of the Board of Directors and Executive Chairman of listed companies, contributing with an informed perspective during the meetings of the Board of Directors and the committees he has been a member of, namely with regard to the Corporate Governance perspective, with a view to developing a solid reputation for the benefit of the organization and the achievement of its objectives. This contribution was also aimed at creating a rigorous culture of social responsibility, long-term sustainability and high ethical standards.



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Personal focus, Conference attendance and public speaking: during the past 10 years the main areas are: energy transition, climate change, corporate governance, people development, cyber security, executive leadership.

Career Highlights

- Chairman of the Board of Directors and CEO - REN SGPS., S.A. - Energia (Portugal and Chile) > 2015 to date;
- Chairman of the Board of Directors and CEO Unicre S.A. - Financial services - Credit cards > 2014
- Executive Chairman - NOS SGPS (ZON Multimedia and Optimus merger) - Telecommunications > 2008 to 2015;
- Executive Vice President - PT SGPS, Telecom > 2005 to 2007;
- Microsoft Corporation - Software > 1990 to 2005;
- Corporate VP of Microsoft Corporation - Redmond, USA > 2001 to 2005;
- General Manager - MS Brazil > 2000 to 2001;
- Founder and General Manager - MS Portugal > 1990 to 2000; and
- Software Developer > 1979 to 1990.

Previous experience - Professional and Community Involvement

- General Counsel of Coimbra University;
- General Counsel Porto Business School;
- Participation in various working groups on technology and education within the public sector; and
- Awarded by the Portuguese Republic President - Great Officer of Ordem do Infante D. Henrique for services to Portugal, in 2006.

Education

- High School and Multiple Computer Language Programming Certificates;
- Certificate of Corporate Governance from Instead;



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- Corporate Governance program from Harvard Business School; and
- Multiple executive education programs.

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GUANGCHAO ZHU

Director since: March 2012

Board Committees: None

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Key experience and Qualifications

Experience in energy markets: Experience in fast-growing international energy markets, including China.

Career Highlights

- HK Electric Investments, company that operates in the sector of energy distribution:
Member of the Board of Directors > March 2017 to date.

- State Grid Corporation of China¹, entity responsible for the Chinese electricity network operation:

Deputy Chief Engineer > November 2015 to date;

General Director of the International Cooperation Department > November 2015 to date; and

General Director of the International Cooperation Department > June 2009 to March 2010.

- National Grid Corporation of the Philippines (NGCP), entity responsible for electricity network operation:

Chairman of the Board of Directors > June 2017 to date;

Consultive Chairman > 2009;

Chief Executive Advisor > 2009;

Member of the Board of Directors > 2009

¹ A company which indirectly holds 166,797,815 shares in REN.



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Vice-chairman of the Preparatory Group > December 2007 to March 2009.

- State Grid International Development, company that invests mainly in the development of power projects and operating industries:

Chief Executive Officer > December 2011 to November 2015;

Member of the Board of Directors > December 2011 to November 2015;

Senior Executive Vice President > March 2010 to December 2011; and

Member of the Board of Directors > March 2010 to December 2011.

State Grid Brazil Holding, company that provides energy services:

Chairman of the Board of Directors > December 2011 to March 2018.

Education

- MBA at Baylor University (USA) > 2022
- Master's degree in Electrical Systems and Automation from the University of Shandong (China) > 1992; and
- Degree in Relay Protection Systems from the University of Shandong (China) > 1989.

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JOÃO FARIA CONCEIÇÃO

Director since: May 2009

Board Committees: Executive Committee, Sustainability Committee

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Career Highlights

- Portuguese Government
- Supported the Ministry of Economy and Innovation in the field of Energy > 2007 to 2009; and.
- Boston Consulting Group, company of consulting services:
- Consultant > 2000 to 2007.

Education

- MBA at the Institut Européen d'Administration des Affaires (INSEAD) (France);
- “Research Master” in Aerodynamics at the Von Karman Institute for Fluid Dynamics (Belgium); and
- Degree in Aerospace Engineering from the Instituto Superior Técnico (Portugal).

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Holds 500 shares in REN.



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GONÇALO MORAIS SOARES

Director since: March 2012

Board Committees: Executive Committee, Sustainability Committee

Listed Public Company Directorship: None

Listed Public Company Directorship within past 5 years: None

Key experience and Qualifications

Corporate Governance: Due to his years of experience as a director of REN, he is very familiar with the company, its structure, business and future ambitions.

Finance: Experience developed throughout his career, both in investment banking and in various financial foundations.

Energy: More than 10 years of experience as a REN director.

Telecommunications: Solid career in the telecommunications industry, having taken on different responsibilities and functions within this area.

Career Highlights

- ZON SGPS, ZON TV Cabo e ZON Lusomundo Audiovisuais, companies that operate in the field of audiovisual communication:

Head of Planning and Control 2007 > 2012; and • Director > 2010 to 2012.

- Portugal Telecom, S.A., company that operates in the field of telecommunications: Head of Planning and Control > 2003 to 2007.

- Jazztel, S.A.U, company that operates in the field of telecommunications: Head of Finance > 2000 to 2003.

- Santander Investment, S.A., operates as an investment management company: VP in Corporate Finance > 1996 to 2000.

- Reditus, S.A., provision of computer management and consultancy services: Analyst > 1993 to 1994.



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Education

- Course in IDP (“International Director’s Program”) at INSEAD > 2021;
- Course in LEAP (“Leadership Excellence through Awareness and Practice”) at INSEAD Business School > 2018;
- Program in Advanced Management at the Kellogg Business School (Chicago) and the Lisbon Catholic University > 2010;
- MBA from Georgetown University (Washington) > 1996; and
- Degree in Economy from the Universidade Nova de Lisboa > 1993.

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YANG QU

Director since: March 2023

Board Committees: Nominations and Evaluation Committee, Ethics and Corporate Governance Committee

Listed Public Company Directorship: None

Listed Public Company Directorship within past 5 years: None

Key Experience and Qualifications

Energy: 37 years of experience in the electricity sector in China, Brazil and Oman.

Business development and business administration: Held various senior positions in the areas of business development and business administration.

Other skills: Has a diverse set of skills ranging from strategy and planning, investment, project management, regulation and compliance, business development, corporate governance, communication, among others.

Career Highlights

- State Grid International Development Limited (SGID):

Chief Compliance Officer > June 2022 to date.

- Oman Electricity Transmission Company (OETC):

Vice Chairman of the Board of Directors;

Chief Regulator Officer > February 2020 to June 2022; and

Member of the Board of Directors > February 2020 to June 2022.

- CPFL:

Member of the Board of Directors > December 2016 to February 2020.

- State Grid Brazil Holding, S.A.:

Director > June 2011 to April 2014; and

Deputy General Manager > April 2014 to December 2016.



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Education

- Bachelor's degree in electrical power systems engineering and automation from the University of Science & Technology, Chengdu, China > 1986.

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MINGYI TANG

Director since: November 2023

Board Committees: None

Listed Public Company Directorship: None

Listed Public Company Directorship within past 5 years: None

Key experience and Qualifications

Leadership: Throughout his professional career, he has held positions of responsibility, enabling him to develop skills in managing different teams and projects.

Experience in energy markets: Experience in fast-growing international energy markets, including China.

Career Highlights

- State Grid Corporation of China, chinese state-owned electric utility corporation:

Deputy director of the department of legal affairs > August 2022 to date.

- State Grid Shanghai Electric Power Co., Ltd, chinese state-owned electric utility corporation:

Chief legal counsel and director of Legal Compliance Department > March 2012 to August 2022.

- Zhongchengtong International Investment Co., Ltd., investment company:

Executive deputy general manager > July 2010 to March 2012.

- China Chengtong Holding Group Co., Ltd, investment company:

General counsel > April 2008 to March 2012.

- Civil Aviation Administration of China, chinese civil aviation authority under the Ministry of Transport:

Deputy director and director of the legal affairs division of the department of policy, law and regulation > December 2003 to April 2008.



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- Air China, airline:
- Deputy director of the legal affairs department and legal manager of the president's office > March 2000 to December 2003.

Education

- Doctoral degree in civil and commercial law from the Renmin University of China > 2004;
- Master degree in law from the Renmin University of China > 1999; and
- Bachelor degree in law from the Minzu University of China > 1992.

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JORGE MAGALHÃES CORREIA

Director since: April 2015

Board Committees: None

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: Yes - Banco Millennium BCP

Key experience and Qualifications

Corporate Governance and financial experience: He has held positions in various financial and insurance companies, including as Chairman of the Board of Directors and Director. He has also held responsibilities in the legal, auditing, human resources and commercial areas.

Leadership, negotiation and people management

Career Highlights

- Fidelidade - Companhia de Seguros, S.A.², insurance company:

Chairman of the Board of Directors > March 2017 to date.

- Luz Saúde, S.A., company that provides a variety of services, including the management of equity stakes in other companies and consultancy services:

Chairman of the Board of Directors > February 2015 to date.

- Millennium BCP Bank, S.A., credit institution:

Vice Chairman of Board of Directors > June 2018 to date.

- Longrun Portugal, SGPS, S.A., management of equity stakes in other companies:

Non-Executive Director > December 2021 to date.

- Mundial-Confiança, insurance company:

Member of the Board of Directors > March 1998 to September 2002.

² A company which holds, directly and/or indirectly, 35,496,424 shares representative of REN's share capital.



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- Fidelidade Mundial, insurance company:

Member of the Board of Directors > April 2000 to September 2002.

- Império Bonança, insurance company:

Member of the Board of Directors > January 2008 to May 2012.

- Via Directa, insurance company:

Member of the Board of Directors > May 2006 to March 2008.

- Caixa Seguros e Saúde, SGPS, management of equity stakes in other companies:

Vice Chairman of the Board of Directors > July 2005 to May 2013.

- USP Hospitales (Barcelona), entity operating in the health sector:

Member of the Board of Directors > 2011 to 2012.

- Hospitais Privados de Portugal SGPS, company that manages equity stakes in other companies:

Chairman of the Board of Directors > October 2011 to March 2013; and

Member of the Board of Directors > February 2003 to January 2005.

- Portuguese Inspectorate-General of Finance, aims to ensure the strategic control of the financial administration of the State:

Chief Inspector > 1982 to 1991.

- Portuguese Securities Market Commission, securities markets supervisory authority:

Head of Markets (“Diretor de Mercados”)/ Chief Inspector > 1992 to 1995.

Other Professional Experience and Community Involvement

- Vice Chairman of the Portuguese Insurers Association > January 2008 to date;

- Member of the Geneva Association > 2017 to date;

- Lecturer at Lisbon University Faculty of Law > 1982 to 1990;

- Member of several advisory bodies of cultural institutions and universities.

Education



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- Law degree from the University of Lisbon > 1982.

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ANA PINHO

Director since: May 2019

Board Committees: Sustainability Committee

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Career Highlights

- Fundação Serralves, a foundation that promotes cultural activities in the field of arts:

Chairman of the Board of Directors and of the Executive Committee.

- Arsopi - Lda., company operating in the metallurgical and metalworking industry:

Member of the Board.

- Tecnom, S.A., a company operating in the development and production of solutions for automation and control of industrial processes, design and execution of electrical infrastructures, technical assistance and commercialisation of industrial components:

Member of the Board of Directors.

- ATP - Associação de Turismo do Porto e Norte, which aims to develop and promote externally Porto and the North of Portugal as a tourist destination:

Member of the Board of Directors.

- UBS España, entity operating in the financial sector:

Member of the Executive Committee.

- UBS Portugal, entity operating in the financial sector :

Chief Executive Officer.

- TAP SGPS, S.A., company that manages equity stakes in other companies:

Member of the Board of Directors.

Other Professional Experiences and Community Involvement



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- Financial Analyst at Banco Português de Investimento, S.A.;
- Equity analyst at Schroder Securities PLC (London); and
- Worked at UBS AG.

Education

- Took multiple courses in Art History at Serralves Foundation (Porto), The National Society of Fine Arts, Lisbon, Christie's Education London and Sotheby's Institute London;
- Executive programme in Corporate Finance from London Business School;
- MBA from Cass Business School, London; and
- Bachelor's degree in Economics from the Faculty of Economics, University of Porto.

Independent Member

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GONÇALO GIL MATA

Director since: April 2015

Board Committees: Audit Committee

Listed Public Company Directorship: None

Listed Public Company Directorship within past 5 years: None

Key experience and Qualifications

Experience: He has developed his career in the areas of Venture Capital and Investment Banking, as well as having experience in the area of Strategic Consulting and basic training in the areas of Technology and Business Management.

Venture Capital: As Executive Partner of C2 Capital Partners, he coordinates the investment portfolio of several funds focused on SMEs and the tourism and real estate sectors.

Investment Banking: As head of Corporate Finance at Deutsche Bank (Portugal), S.A., he coordinated several M&A and Capital Markets operations.

Strategic Consulting: He has worked on several strategic consulting projects at McKinsey & Company for large Portuguese groups in Banking, Insurance and Telecommunications sectors.

Career Highlights

- C2 Capital Partners- Sociedade de Capital de Risco, venture capital investment and management:

Executive Partner > October 2012 to date.

- Goma Consulting, Lda., company operating in the business consultancy sector:

Manager > 2013 to date.

- Deutsche Bank (Portugal), S.A., credit institution that operates in the banking sector:

Head of Corporate Finance > July 2000 to September 2012.

- McKinsey & Company (Portugal), management consultancy firm:



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Senior Associate > January 1998 to June 2000.

- Banco Finantia, S.A., banking institution:

Deputy Director of Corporate Finance > September 1995 to January 1998.

Other professional experiences and Community Involvement

- Non-Executive Member of the Board of Directors of Arquiled, S.A.;
- Non-Executive Member of the Board of Directors of Gypfor - Gessos Laminados, S.A.;
- Non-Executive Member of the Board of Directors of Hotéis Praia Verde;
- Non-Executive Member of the Board of Directors of Vila Monte, S.A.;
- Non-Executive Member of the Board of Directors of Boost (Animação turística);
- Non-Executive Member of the Board of Directors of Água Castello;
- Non-Executive Member of the Board of Directors of Casca Wines.

Education

- MBA awarded by the Nova University of Lisboa > 1994; and
- Degree in Software Engineering awarded by the University of Coimbra > 1993.

Independent Member

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

Holds no shares in REN.



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JOSÉ LUÍS ARNAUT

Director since: June 2012

Board Committees: Chairman of the Ethics and Corporate Governance Committee

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Key experience and Qualifications

Leadership: Throughout his career he has carried out leadership functions, by coordinating different projects, people and teams.

Governance: Due to his years of experience as a director or member of other governing bodies and committees, he is familiar with the management and activities of companies.

Career Highlights

- ANA - Aeroportos de Portugal (VINCI Airports), S.A., entity that operates, under concession, the public airport support service for civil aviation in Portugal:

Chairman of the Board of Directors > June 2018 to date.

- Goldman Sachs, Company, entity that is dedicated to providing financial services:

Member of the International Advisory Board > January 2014 to date.

- AON, S.A., insurance and reinsurance brokerage:

Member of the Consulting Board > January 2011 to date.;

- Lisbon Tourism Association, collective person of public utility, dedicated to the development of tourism:

Deputy Chairman > January 2018 to date.;

- PORTWAY - Handling de Portugal, (VINCI Airports) S.A., entity that is dedicated to ground handling of aircraft in airports and aerodromes:

Chairman of the General Meeting > September 2013 to date.



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- SIEMENS, S.A., manufacture, distribution, supply, development, assembly of systems and solutions in the electrical, electronic and mechanical fields, among other activities:

Chairman of the General Meeting > January 2014 to date.

- Grupo Super Bock:

Chairman of the General Meeting > 2019 to date.

- Tabaqueira II, S.A., marketing and distribution of tobacco and related products as well as of equipment used for their consumption:

Chairman of the General Meeting > March 2017 to date.

- Portuguese Football Federation:

Chairman of the General Meeting > December 2011 to date.

Other Professional Experience and Community Involvement

- Member of the Executive Board of CMS Legal Services EEIG > January 2012 to date;
- Founding Partner and Managing Partner of the Law Firm Rui Pena, Arnaut & Associados > January 2002 to date;
- Awarded with the insignia of Chevalier de la Legion d'Honneur by the President of the French Republic > 2006;
- Conferred with the Grand Cross of the Order of Merit by the President of the Lithuanian Republic > 2006;
- Awarded with the Grand Cross Ordem Nacional do Cruzeiro do Sul by the President of the Republic of Brazil > 2004;
- Awarded the Commend of Great Officer of Ordem do Infante Dom Henrique by the President of the Portuguese Republic > 1995;
- Commissioner for Lisbon 94 - European Capital of Culture > 1994;
- Minister of Cities, Local Administration, Housing and Regional Development in the XVI Portuguese Constitutional Government > July 2004 to March 2005;



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- Deputy Minister to the Prime Minister José Manuel Durão Barroso in the XV Portuguese Constitutional Government > April 2002 to July 2004;
- Member of the Portuguese Parliament, where he presided over the Committee on Foreign Affairs and the National Defence Committee > October 1999 to September 2009;
- General Secretary of the Social Democratic Party, led by José Manuel Durão Barroso > May 1999 to May 2004; and
- Lawyer of the Law Firm Pena, Machete & Associados > 1989 to 2002.

Education

- Graduated in Higher Specialized Studies from the Robert Schuman University, in Strasbourg > 1991;
- Admitted to the Portuguese Bar Association > 1991; and
- Graduated in Law from the Lisbon Lusíada University > 1988.

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

7,587 shares representative of REN's share capital are attributable to Mr. José Luís Arnaut, corresponding to 480 shares held directly and the remainder held by Platinumdetails - Consultoria e Investimentos, Lda., in which 68% of the share capital is held.



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MANUEL SEBASTIÃO

Director since: April 2015

Board Committees: Chairman of the Audit Committee and Chairman of the Nominations and Appraisals Committee

Listed Public Company Directorship: Yes

Listed Public Company Directorship within past 5 years: Yes

Key experience and Qualifications

Knowledge: Career i) in the banking sector, first as a staff member and later as a member of management bodies, in executive and non-executive functions, and of supervisory bodies; ii) in regulatory authorities, as a staff member (Banco de Portugal), member of the board of directors (Insurance Institute of Portugal and Banco de Portugal), and chairman (Portuguese Competition Authority); iii) at the International Monetary Fund, as economist; iv) in the energy sector, as non-executive director and chairman of the Audit Committee of REN SGPS, S.A.; and v) in academia, as teaching assistant and professor of economics and finance, at different stages of his career, at three universities (Universidade Nova de Lisboa, Universidade Católica de Lisboa, and ISCTE - Instituto Universitário de Lisboa).

Career Highlights

- Banco Português de Investimentos, S.A. (BPI, S.A.), Portuguese bank, entirely owned by the Caixabank Group:

Chairman of the Audit Committee > November 2020 to September 2023;

Non-executive Director > November 2020 to September 2023; and

Chairman of the Supervisor Board > July 2018 to November 2020.

- Banco de Portugal, central bank of Portugal and member of the Eurosystem - European System of Central Banks:

Advisor to the Board of Directors > September 2013 to April 2015;

Member of the Board of Directors > February 2000 to March 2008;



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Senior Advisor > October 1996 to February 1999; and • Economist > June 1986 to September 1988.

• Portuguese Competition Authority, independent regulatory authority in charge of promoting and enforcing competition in the public, private and cooperative sectors of the economy:

Chairman > March 2008 to September 2013.

• Insurance Institute of Portugal (currently, Insurance and Pension Funds Supervisory Authority), independent regulatory authority in charge of regulating and supervising the insurance and pension funds activity in Portugal:

Member of the Board of Directors > March 1999 to February 2000.

• Banco de Fomento e Exterior, state owned bank, operating as the development of the bank of Portugal:

Member of the Board of Directors > July 1992 to October 1996.

• International Monetary Fund:

Economist > October 1988 to July 1992.

• Banco de Fomento Nacional, predecessor of Banco de Fomento e Exterior, state owned bank operating as the development bank of Portugal:

Economist > December 1978 to August 1981.

• Eurogestão, company that aimed to evaluate the investment projects of the CUF Group:

Economist > October 1973 to March 1975.

Other professional experiences and Community Involvement

• Chief of staff to the Minister of Industry, V Constitutional Government > August 1979 to January 1980; and

• Advisor to the Deputy-Minister of Energy, Ministry of Industry and Technology, IV Provisional Government > March 1975 to August 1975.

Education



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- PhD in Economics, Columbia University, USA > 1986;
- Doctorat de 3ème Cycle, Economic Planning, Université de Paris I, Panthéon-Sorbonne, France > 1978; and
- Undergraduate degree in Economics, School of Economics, Technical University of Lisbon > 1973.

Independent Member

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

Holds 35.000 shares in REN.



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MARIA ESTELA BARBOT

Director since: April 2015

Board Committees: Ethics and Corporate Governance Committee

Other current listed Public Company Directorship: None

Other current Public Company Directorship within past 5 years: None

Key Experience and Qualifications

Relevant business experience: Skills in corporate governance, business administration and financial engineering processes. Relevant business experience in the industry, with subsequent in-depth knowledge of the business world at both national and international level. Responsible for negotiating and developing partnerships with multinational companies (Dupont, BP Chemicals, Rhone Poulenc, Signode Packaging Solutions, among others). Led the process of acquiring AGA - Álcool e Géneros Alimentares, S.A., which culminated in the purchase of the Portuguese state-owned company (1994), its restructuring and in the development of new business areas (pharmaceutical products).

Career Highlights

- Banco Santander de Negócios, S.A., banking institution:

Member of the Board of Directors > 2005 to 2010.

- IMF - International Monetary Fund, its mission is to stimulate global monetary cooperation, protect financial stability, facilitate international trade:

Member of the European Advisory Board > 2010 to 2012.

- Trilateral Commission, discussion forum:

Member of the European Consultative Committee > 2010 to 2011.

- IFD - Financial Institution for Development, entity dedicated to carrying out operations that address market failures in the financing of viable small and medium-sized enterprises:

Member of the Audit Committee > 2017 to 2019; and

Member of the Board of Directors > 2015 to 2019.



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Portuguese Business Association (“Associação Empresarial de Portugal”), aims to defend the interests of all entrepreneurs and of all companies with SME status:

- Vice Chairman of AEP > 1996 to 1999.
- Confederation of Portuguese Industry (“Confederação da Indústria Portuguesa”), protects the interests of private enterprise in Portugal:
- Member of the Consultative Council > 2002 to 2003.

Other Professional Experience and Community Involvement

- President of the General Council of Universidade Nova de Lisboa > 2019 to 2022;
- Nova SBE Advisory Board - Estoril Conferências > 2022;
- Managing Partner of ALETSE - Real Estate > 2011 to date;
- Senior International Consultant of Roland Berger Holding GmbH > 2019 to 2020;
- Chairman of Forum Portugal Global > 2017 to date;
- Chairman of the Portuguese Group of the Trilateral Commission
- Member of the Advisory Board of Ar.Co - Center for Art and Visual Communication >1996 to date;
- Member of the Council of Founders and of the Remuneration Committee of the Museu de Arte Moderna da Fundação de Serralves > 1989 to date;
- Member of the Portuguese Group in the Bilderberg Meeting > 2019;
- Guatemala’s Consul General in Portugal > 1994 to 2014;
- Entrepreneurship and Excellence Award > 2010;
- Businesswoman Award > 1999;
- Commissioner of Expo 98 > 1998; and
- Awarded the Dona Adelaide Ferreira Award > 1998.

Education

- Course in Corporate Governance course at Harvard Business School > 2016;



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- Course in Executive Programme at LBS - London Business School > 2007; and
- Degree in Economics from the University of Porto > 1981.

Independent Member

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Holds no shares in REN.



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ROSA FREITAS SOARES

Director since: April 2021

Board Committees: Audit Committee, Nominations and Appraisals Committee

Other current listed Public Company Directorships: None

Other current Public Company Directorships within the past 5 years: None

Key Experience and Qualifications

Specialist in tax and investment law issues: Participation in numerous projects involving the restructuring of both Portuguese and international groups. She has relevant experience in the banking/ financial services sector, both in dealing with the audit and tax issues of banks/financial institutions and in the tax analysis of financial products. She has also developed expertise in individual income taxes, social security regimes and wealth/ estate tax planning issues.

Experience acknowledged by high entities: Due to her level of experience, and technical ability, she was chosen by the Government to be part of Commissions that aimed to carry out tax reforms and has also won multiple awards.

Career Highlights

- Sogrape, SGPS, S.A., management of equity stakes in other companies:

Member of the Remuneration Committee > April 2016 to date.

- Deloitte Central Services, S.A., provides consulting services relating to tax matters:

Equity Partner > September 2002 to June 2020;

Head of Family Business at Deloitte Family Business Center > January 2016 to June 2020;

Directed the Portuguese Transfer Pricing practice > June 2006 to June 2018; and

Directed the Personal Tax Division in Portugal > September 1999 to June 2020.

- Arthur Andersen (merged with Deloitte in 2002), S.A., provides consulting services on tax matters:



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Partner > September 1999 to June 2002;

Manager > September 1993 to August 1999;

Senior > September 1990 to August 1993; and

Analyst > June 1988 to August 1990.

Other professional experiences and Community Involvement

- Elected as a tax expert in the Portuguese market by International Tax Review (ITR);
- Senior Advisor (of-counsel) at the law firm RFF Associados > 2022 to date;
- Was chosen by the Government to be a member of the 2014 Personal Income Tax Reform Commission > 2014;
- Has lectured in several conferences/ university courses (Católica Business School of Lisbon, ISCTE, ISEG, and University of Lisbon Law School) on tax, human resources and corporate governance matters; and
- Author of several articles on tax, human resources and corporate governance matters in newspapers and other publications.

Education

- PhD candidate in Tax Law at Nova School of Law and Senior Researcher at Nova Tax Research Lab > September 2022 to date;
- LLM in “Global Corporate Compliance” by IE Law School of Madrid > 2022;
- Course “Leading Professional Services Firms” (Postgraduate) at Harvard University Business School > 2009;
- Course in Business Management (Postgraduate) at Universidade Católica Business School in Lisbon > 2000; and
- Bachelors degree in Law from the University of Lisbon Law School > 1985.

Independent Member

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Holds no shares in REN.



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ANA DA CUNHA BARROS

REN Board Member since: April 2021

Board Committees: Sustainability Committee

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Key Experience and Qualifications

National and international experience in markets and financial advisory services:

Garnered expertise as former investment banking professional in first tier international banks, with a focus on strategic advisory and execution of M&A, debt and equity financing across industries and geographies, dealing with a variety of stakeholders.

Governance and regulatory expertise: Leverages current service on the boards of directors and board committees of regulated entities and previous experience in banking.

Focus on risk and sustainability matters: Draws upon current board roles, including in connection with the role in the Sustainability Committee and years of experience in the financial industry

Career Highlights

- Abanca Corporación Bancária, a retail and comercial bank, based in Spain:

Independent Non-executive Director > October 2019 to date; and

Member of the Risk Committee > May 2020 to date.

- Status Capital, an asset management company focusing on real estate and forestry funds:

Non-Executive Director > October 2019 to date.

- Barclays, a financial services company:

Managing Director in Investment Banking > June 2010 to January 2018.



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- Citigroup (started in Salomon Brothers later acquired by Citigroup), a financial services company:
- Various positions of increased seniority in London, New York, Madrid and Lisbon, including Director in Investment Banking > February 1996 to May 2010.
- Nomura International, a financial services company:

Financial Analyst in Corporate Finance > January 1994 to December 1996.

Other Professional Experience and Community Involvement

Co Vice President of the WomenExecs on Boards, a global network of over 350 women who have graduated from Harvard Business School's board governance programs October 2022 to date.

Education

- Courses on sustainable energy and digitalization: Cyber Risk Supervision IMF > 2023; Sustainable Energy from MIT > 2022; Cybersecurity Risk Management from RIT > 2022; Energy with Environmental Constraints from Harvard > 2021; Digital Transformation from MIT > 2020; Fintech from NYU > 2019;
- Global ESG Competent Boards Certificate Designation > 2021;
- Corporate Governance IDP-C from INSEAD > 2019;
- The Women on Boards: Succeeding as a Corporate Director at Harvard Business School > 2017;
- MBA in Finance from Cass Business School > 1993; and
- Degree in Business Management from the Economics University of the Porto University > 1992.

Independent Member

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

Holds no shares in REN.



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DULCE MOTA

Director since: November 2023

Board Committees: None

Listed Public Company Directorships: None

Listed Public Company Directorships within past 5 years: None

Key experience and Qualifications

Leadership: Throughout her professional career, she has held positions of responsibility, which enabled her to develop skills in managing different teams and projects.

Corporate Governance: Dulce has worked in various companies as manager and director and is therefore familiar with the management and internal procedures of Portuguese companies.

Financial Sector: Solid experience in different companies in the Portuguese banking and financial sector.

Career Highlights

- Norgarante - Sociedade de Garantia Mútua, S.A.:

Non-Executive Director > May 2023 to date.

- Lisgarante - Sociedade de Garantia Mútua, S.A.:

Non-Executive Director > May 2023 to date.

- Caixa Económica Montepio Geral, Caixa Económica Bancária, S.A.:

Vice Chairman of the Executive Committee > January 2019 to October 2022.

- Banco ActivoBank, S.A. :

Chairman of the Board of Directors > January 2018 to January 2019.

- Banco Comercial Português, S.A.



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Head of Office of the Chairman of the Board of Directors > March 2012 to December 2017.

Other Professional Experience and Community Involvement

- Member of the board of the Portuguese Chamber of Commerce and Industry;
- Guest lecturer in the field of Operational Research > January 1980 to December 1995;
- Member of the Board of Directors of AF - Investimentos, Gestão de Patrimónios, S.A. > 1996 to 2001; and
- Member of Fundação Millennium bcp > 2012 to 2017.

Education

- MBA at AESE Business School > 1995;
- Masters in Economics and Management at ISCTE > 1980;
- Course “Alta Direção”, at Insead (Paris); and
- Specific training in Corporate Governance by NOVA SBE.

Independent Member

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

Holds no shares in REN.



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PEDRO REBELO DE SOUSA

Academic and Specialized Qualifications

Law degree from the Faculty of Law of Universidade Clássica de Lisboa

Post-graduate degree in Commercial and Corporate Law from Universidade Pontificia Católica, Brazil

MBA in Business and Finance from Fundação Getúlio Vargas - Business and Administration School, São Paulo, Brazil

Management and Supervision positions held in other companies

Chairman of the Audit Board of Associação dos Amigos do Hospital de Santa Maria

Other Relevant Positions

Founder and Senior Partner of Sociedade Rebelo de Sousa & Advogados

Member of the Sub-Committee for Latin America of the Atlantic Council, Washington DC

Board Member of Grémio Literário - ONG

Chairman of the Board of the General Shareholders Meeting of A. Santo, SGPS (Group Santo)

Chairman of Círculo Eça de Queiroz - ONG

Chairman (previous CEO) of the Portuguese Institute of Corporate Governance

Consulting Board of Laureate (Universidade Europeia)

Consulting Board of Marsh & Mercer

Member of the Remunerations Commission of Novabase S.A.

Chairman of the Board of the General Shareholders Meeting of Sumolis Group Refriger

Chairman of the Board of the General Shareholders Meeting of Federação dos Advogados de Língua Portuguesa

Chairman of the Board of the General Shareholders Meeting of COSEC



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Chairman of the Board of the General Shareholders Meeting of Millennium BCP

Chairman of the Board of the General Shareholders Meeting of Core Capital Partners S.A.

Chairman of the General Meeting of various Institutions and Associations

Past Professional Experience Relevant to the Position

From 1977-1985 - In-House with Management positions - General Counsel and International Vice President of Citibank, São Paulo, Brazil

From 1985 to 1988 - Vice President of Citicorp Investment Bank (Loan Syndication and Restructuring Division) New York

From 1988 to 1990 - Vice President International Corporate Finance Division of Citibank N.A, New York

From 1990 to 1992 - Chairman and CEO of the Board of Directors - Banco FONSECAS & BURNAY S.A,

From 1984 to 2017 - President and Curator of the Câmara de Comércio Portuguesa, São Paulo, Brazil

From 1998 to 2010 - Non-executive Director of Intesa SanPaolo IMI International, Portugal

From 1999 to 2009 - Partner of the Law firm Simmons & Simmons, and non-executive Board member of such firm from 2004 to 2009

From 2004 to 2006 - Chairman of the Board of the General Shareholders Meeting of PT International

From 2005 to 2006 - Chairman of the Board of the General Shareholders Meeting of Galp, S. A.

From 2005 to 2011 - Member of the Supervisory Board of Banif Investimento S.A.

From 2007 to 2012 - Director of the Portuguese Chamber of Commerce and Industry in UK

From 2009 a 2013 - Chairman of the Supervisory Board of Banco Caixa Geral Brasil. S.A.



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From 2009 to 2013 - Non-Executive and Member of the Board, Chairman of the Appraisal and Strategy Committee and Member of the Audit Committee of Caixa Geral de Depósitos, S.A

From 2012 to 2018 - Non-Executive member of the Board of Directors, Chairman of the Corporate Governance Committee of Cimpor - Cimentos de Portugal, S.A

From 2020 to 2023 - Chairman of the Board of the General Shareholders Meeting of Edisoft

From 2020 to 2023 - Chairman of the Board of the General Shareholders Meeting of CTT

Ownership of shares representative of the share capital of REN - Redes Energéticas Nacionais, SGPS, S.A. (REN)

Holds no shares in REN.



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RUI MANUEL PEREIRA DIAS

Date of birth: 04/09/1979

Nationality: Portuguese

Academic qualifications:

Degree in Law from the Faculty of Law at the University of Porto (average final mark of 17/20 points) (2002);

Master's Degree in Commercial Law from the Faculty of Law at the University of Coimbra (with a dissertation on: Liability for influence upon the directors of public limited liability companies) ("Very Good" (18/20 points) (2007);

LL.M. In International Business Regulation, Litigation and Arbitration from New York University School of Law (with a Fulbright scholarship) (2011);

PhD in Law from the Faculty of Law at the University of Coimbra (thesis on: International corporate litigation in European Union law: choice-of-forum clauses in intra-corporate litigation) (unanimously "approved with distinction and honours") (2017).

Professional Qualifications:

Attorney (*Advogado*), registered in the Portuguese Bar in 2004 (currently with the registration suspended at his own request).

Professional career:

I. TEACHING AND ACADEMIC POSITIONS

Professor of Law at the Faculty of Law of the University of Coimbra. Researcher of the Legal Institute of the Faculty of Law.

Faculty member in various post-graduate courses at the University of Coimbra, at the University of Lisbon (at the Private Law Research Centre), at the University of Minho (LL.M. in European and Transglobal Business Law), and at Católica University (Porto and Lisbon schools).

Has been a member of numerous Master's Degrees Examination Boards in the fields of commercial law, civil law, international arbitration and private international law at the Universities of Coimbra, Lisbon, Nova of Lisbon, Minho, Catholic University, Autónoma of Lisbon, and the University of São Paulo.



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Supervisor for more than a dozen Master's and PhD students at the Faculty of Law of the University of Coimbra.

II. INSTITUTIONAL POSITIONS

Has served as Faculty Coordinator of the Master's Degree programme at the Faculty of Law of the University of Coimbra.

Founding member of ADSR (Association of Corporate Law in Review) and member of its Scientific Council. Elected in October 2023 President of the Board of Directors of this Association.

Deputy Chairman (*stellvertretender Vorsitzende*) of the Board of Directors of the Portuguese-German Lawyers Association (*Deutsch-Lusitanische Juristenvereinigung e.V.*).

Founding member of the Portuguese Association of Public Markets.

Member of the Board of Directors of the Institute of Corporate and Labour Law (IDET) at the Faculty of Law of the University of Coimbra.

Member of the Portuguese Arbitration Association, the International Law Association, the European Law Institute, the Portuguese Society of International Law, and the German Society for International Law (*Deutsche Gesellschaft für Internationales Recht*).

Member of the Editorial Committee or Scientific Council of numerous scientific publications, namely DSR (Corporate Law in Review), acting as Executive Editor; RIAC (International Review for Arbitration and Conciliation), acting as Deputy Director; Commercial, Industrial, Economic, and Financial Law Review (Tulio Ascarelli Institute at the University of São Paulo, Brazil), *Studia Iuridica Toruniensia* (University of Torun, Poland).

III. OTHER PROFESSIONAL ACTIVITIES

Legal consultant and arbitrator.

Served as the first Executive Director of the Executive Monitoring Committee of the Corporate Governance Code issued by IPCG (Portuguese Institute of Corporate Governance), acting currently (since 2023) as a non-executive member.

Has spoken at numerous conferences and lectured on courses in different areas of commercial law, international arbitration and private international law, in Portugal, Spain, Germany, Angola, South Africa and Brazil.

Has published and edited three books and dozens of articles in these areas. Has participated in the collective work "Commentary on the Portuguese Companies Code" (Almedina,



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Coimbra, volumes I to VII) with annotations to the legal provisions relating to, inter alia: shareholder liability, annual financial reporting, acquisition of own shares, corporate groups, and consolidated financial and non-financial statements.

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Holds no shares in REN.



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JOÃO DUQUE

João Duque was born in 1961 in Lisbon, where he still lives. He has a first degree in Business Management (ISEG, University of Lisbon, 1984), a PhD in Business Administration (University of Manchester, 1995) with a supplementary degree in Management (“Agregação”) (University of Lisbon, 2002).

He was reappointed the Dean of ISEG, University of Lisbon on 15 November 2022, after a first term that ran from October 2009 to May 2014. At ISEG he is a Full Professor of Finance. He currently belongs to the coordination of the Post-Graduation in Financial Analysis where he teaches Derivatives and Financial Engineering, curricular units that he also teaches in the Master in Finance. He also teaches Financial Markets & Institutions course in the MBA programme. He was the Scientific Coordinator of the MBA programme between 2012 and 2014 and he was coordinator of the Master in Finance between 2004 and 2022.

Outside University of Lisbon, he currently serves as a member of the General and Supervisory Board of Caixa Central de Crédito Agrícola Agrícola Mútuo, C.R.L., chairing the risk committee and participating in the remuneration committee, member of the Supervisory Board of Novabase S.G.P.S. S.A., and member of the PSI Management Committee on the Lisbon Stock Exchange.

In the past he was the chairman of Taguspark - Sociedade de Promoção e Desenvolvimento do Parque de Ciência e Tecnologia da Área de Lisboa, SA, non-executive board member at Novabase SGPS, chairman at IDEFE-ISEG, member of the Supervisory Board of Sagres - Sociedade de Titularização de Créditos, S.A., chairman of the Advisory Board of the BCSD Portugal - Conselho Empresarial para o Desenvolvimento Sustentável, Managing Director of the Research Department of the CMVM - Comissão do Mercado de Valores Mobiliários (the Portuguese securities market regulator) between 1993 and 1998, Board Member of APAF - Associação Portuguesa dos Analistas Financeiros (the Portuguese Association of Financial Analysts), non-executive director of SOGEVINUS SGPS (a wine company) and adviser of CMC - Comissão do Mercado de Capitais (the security markets regulator of Angola), Board Member and later chairman of the Supervisory Board of the FGP - Federação de Ginástica de Portugal (the Portuguese Gymnastics Federation), chairman of the Scientific Board of APOTEC (Associação dos Técnicos Oficiais de Contabilidade (the Portuguese Association for Chartered Accountants) between 2007 and 2009, a Member of the Advisory Board of the Agência de Gestão da Tesouraria e da Dívida Pública - IGCP, E.P.E. (the Portuguese institute for the public treasury and debt management) between 2000 and 2008 and chairman of the Ethics



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Commission of OMIP - Operador do Mercado Ibérico de Energia (Pólo Português), S.G.M.R., S.A. (the regulator for the Iberian energy market), as well as that of OMI Clear Sociedade de Compensação de Mercados de Energia, S.G.C.C.C.C, S.A. (the Iberian energy market clearing operator).

He has carried out research in Finance (Financial Products, Markets and Financial Institutions and Financial Regulation). He has also published papers (both, of an academic and a business/general nature), has been guest speaker at various academic and business conferences, and has lectured at several national and international universities. He writes a weekly opinion column for the Expresso newspaper, regularly participates in economic opinion reports in Rádio Renascença, a national radio station, and regularly participates in TV programmes on Economics in SIC TV where he has been a guest commentator for economic subjects.

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JOSÉ GALAMBA DE OLIVEIRA

José Galamba de Oliveira holds a degree in Mechanical Engineering from the University of Manchester (United Kingdom), and post-graduation studies and executive studies at INSEAD (France) and at the Catholic University (Portugal).

Started his professional career in 1984 as a Systems Engineer working for UMM-União Metalomecânica, (4WD vehicle manufacturer).

In 1985 he joined the consulting division of Arthur Andersen (later to become Accenture), where he acquired over 30 years of experience in management consulting and technology, helping clients in Portugal and abroad, to develop and implement business strategies and operational models, change programs and lead major transformational programs including complex design and systems implementations.

In 2005, he was appointed Country Managing Director of Accenture in Portugal, responsible for developing and executing the country growth strategy, the overall coordination of the business units, the development of client relationship networks, the external representation of Accenture, the Legal and Compliance office, as well as the execution of the Corporate Citizenship agenda.

Other leadership roles at Accenture include Change Management Service Line Lead (1994-1997), Strategy Service Line Lead (1995-1997), Financial Services Lead for Portugal (2001-2005), Financial Services Lead for Portugal, Africa and Brazil geographies (2005-2007); Financial Services Lead for Portugal and Africa geographies (2007-2008); Financial Services Risk & Client Satisfaction Office Lead for SPAI (Spain, Portugal, Africa and Israel (2009-2015); Angola Country Managing Director (2006-2010); Mozambique Country Managing Director (2012-2015).

In September, 2016 he became President of APS (Portuguese Association of Insurers) responsible for overall coordination of the execution of the approved strategy for APS as well as its external representation with all industry and institutional stakeholders.

Other current professional responsibilities outside APS include non-Executive Director of BIG-Banco de Investimento Global (Portugal) and non-Executive Director of Intersection Ventures Limited (UK).

He is frequently invited to lead seminars, write and publish opinion articles, attend and participate in discussion panels at major conferences. He also lectures at post-graduate classes in the fields of management at two major universities in Lisbon (ISEG and INDEG-ISCTE).



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He holds 23,912 shares in REN.



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FERNANDO NEVES DE ALMEIDA

Fernando Neves de Almeida is an International Partner of Boyden Global Executive Search and Country President of the Lisbon office since 1998.

He has a degree in Hospitality Management from Universidade Internacional, an undergraduate degree in Human Resource Management and Workplace Psychology from Universidade Europeia and an MBA and Master's degree in Management from Catholic Portuguese University. His professional career has developed in the area of sales, having been a Salesperson, Sales Manager, Commercial Director and General Manager in various organizations and industries (electrical equipment, hospitality and IT) until 1993, when he founded Neves de Almeida Consultores, a Training and Consulting company in Human Resources, of which he was Non-Executive President until 2023.

He is a University Lecturer and was, until February 2014, Executive Coordinator of the PhD, Masters and Undergraduate programs in Strategic Management of Human Resources of Universidade Europeia (Laureate Universities group). He has written over 100 articles for various economic publications and is author of the books *Psychology for Managers* and *Performance Evaluation for Managers*, both from McGraw Hill, and also author of *The Manager and the Art of Leadership* from Presença and co-author of the work *Luck is Hard Work* from Almedina. He is member of the University Council of Universidade Europeia.

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RICARDO MIGUEL BARROCAS ANDRÉ

Ricardo Miguel Barrocas André, graduated from ISCTE - Instituto Universitário de Lisboa, in Management. He is officially accredited as an Auditing and Accounting professional in Portugal (Revisor Oficial de Contas with the number 1461 and registered with the CMVM with the number 20161071) and in Angola. He is IFRS, SEC and PCAOB accredited and holds specific training in the energy, real estate, health and telecommunications sectors.

Ricardo joined EY in 2017 as an Assurance partner. He is the Assurance Learning Leader since 2017, as well as the partner responsible for the Valuation Team, assurance support team specialized in fair value and impairment matters founded in 2021. Since 2023 he is the partner responsible for Forensic.

He has experience in coordinating audits of Public Interest Entities and regulated entities, which involve reporting and communication with regulators, and also experience in managing international teams.

Among his clients are large national and international groups, belonging to the energy, real estate, health and telecommunication sectors.

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PEDRO MIGUEL BORGES MARQUES

Pedro Miguel Borges Marques, graduated from Instituto Superior de Economia e Gestão (ISEG), with a specialization in Management. He is officially accredited as an Auditing and Accounting professional in Portugal (Revisor Oficial de Contas since 2016 with the number 1801 and registered with the CMVM with the number 20161640). Has IFRS accreditation and specific training in the retail, telecommunications and industry sectors.

Pedro joined EY in 2010, having been a partner since June 2020. He has been the Quality Enablement Leader for Portugal since 2018, being also responsible for implementing the use of Data Analytic Technics in the audit process, with an active participation in the implementation of new IT tools to support the audit and subsequent training process.

He has experience in coordinating audits of Public Interest Entities and regulated entities, which involve reporting and communication with regulators, and also experience in managing international teams.

Among his clients are large national and international groups, belonging to the retail and consumer goods, telecommunication and media & entertainment sectors.

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Nominations and Appraisals Committee

Opinion on the proposal for the Board of Directors and Audit Committee

26 March 2024

Following the submission of the list proposed by the shareholders for the election of the Corporate Bodies for the term of office 2024-2026, the Nominations and Appraisals Committee assessed the proposal for the Board of Directors and Audit Committee.

As a result of its assessment, the Nominations and Appraisals Committee is of the opinion that:

- i. Each proposed Board member meets the requirements of integrity, professional qualifications, management experience, and availability to perform their functions;
- ii. The proposed Board of Directors meets the relevant diversity criteria, namely in terms of academic background, professional experience, and gender;
- iii. The proposed Board of Directors meets the requirements for representation of independent directors and members of the Audit Committee; and
- iv. The proposed members of the Audit Committee are well qualified to perform their supervisory role, with their proposed chairperson benefiting from the overlapping experience of a term of office as member of the Audit Committee.

Therefore, the Nominations and Appraisals Committee is of the opinion that the proposed Board of Directors, Executive Committee, and Audit Committee meet the applicable legal and corporate governance requirements to perform their management and supervisory functions in an appropriate manner and lead the company in the next term of office.