

MARIA ESTELA BARBOT

Director: since April 2015

Board Committees: Ethics and Corporate Governance Committee

Listed Public Company Directorships: None

Listed Public Company Directorships 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, BR 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.
- 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 EXPERIENCES AND COMMUNITY INVOLVEMENT

- President of the General Council of Universidade Nova de Lisboa > 2019 to 2022;
- Nova SBE Advisory Board - Estoril Conferences > 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;
- District Vice-Chairman of Porto - SEDES - Associação para o Desenvolvimento Económico Social;
- Vice-Chairman of the Coordinating Council - SEDES - Associação para o Desenvolvimento Económico Social > July 2024 and to date;
- Chairman of the Board of Trustees of the Universidade Nova de Lisboa Foundation > October 2024 and to date;
- Member of the Advisory Board of Ar.Co - Center for Art and Visual Communication > 1996 to date;
- Member of the Advisory Board of the Laurel Association;
- Member of the Council of Founders (1989 to date) and of the Remuneration Committee (2001 to date) 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 Cônsul 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;
- Course In Executive Programme at DBS - London Business School > 2007; and
- Degree In Economics from the University of Porto > 1981.