

## REMUNERATION COMMITTEE

Pedro Miguel de Araújo Raposo

Born in Lisbon on 15/02/66

**Education and Qualifications:**

Degree in Economics from Universidade Católica Portuguesa – 1983/1989

Postgraduate Course in European Economics from Universidade Católica Portuguesa - 1990

Postgraduate Course in Human Resources Development Policies from ISCTE - 2000

Various Executive Training Courses at INSEAD, IMD, UCLA, NYU, Kellogg in the Human Resources área, including an Executive Course at Harvard on Executive Committee Compensation

**Professional background:**

Trainee at Jerónimo Martins – 1988

Assistant and Store Manager at Pingo Doce- 1989/1990

Responsible for Training at Pingo Doce - 1991

Human Resources Director at Pingo Doce - 1994

Human Resources Director at Recheio- 1996

Member of the Negotiating Group with the Unions of the Portuguese Association of Distribution Companies

Responsible for the Development of Executive Staff at BES - 2000

Human Resources Director at BES/ Novo Banco - 2001

Member of the Negotiating Group with the Unions of the Portuguese Banking Association

Director of People and Strategy at Banco de Portugal - 2015

Co- Chair of the Human Resources Committee at the European Central Bank - 2021

Does not hold shares representing the share capital of Semapa – Sociedade de Investimento e Gestão, SGPS, S.A.

May 2025

## JOÃO DO PASSO VICENTE RIBEIRO



**Date and Place of Birth:** 20 May 1948, Lisbon

### **Education**

1979            MBA - INSEAD, Fontainebleau, France  
1973            Degree in Finance (*Licenciatura*) - *Instituto Superior de Economia*, Lisbon  
1964            High School at *Colégio Militar*, Lisbon

### **Work Experience**

#### **Present:**

- Expressão Livre SGPS, SA – Member of the Supervisory Board
- Semapa, SGPS, SA – Member of the Remuneration Committee (since April 2019)
- The Navigator Company, SA - Member of the Remuneration Committee (Since April 2019)
- The Duke of Edinburgh's International Award Portugal – Member of the Supervisory Board
- Vila Galé Gest, S.A. - Sociedade Gestora de Fundos Imobiliários - Member of the Audit Board (since January 2017)
- Bensaúde Participações SGPS, S.A. – Member of the Audit Board (since May 2015)

#### **Past:**

Jul2017-Nov2020 • Unicre – Instituição Financeira de Crédito, S.A. – Chairman of the Audit Board

Nov2017– Mar2018    Oi, S.A. (Brazil) – Statutory Director (executive)  
Brazilian telecom company, listed on the stock exchange

2015-20198            Oi, S.A. (Brazil) - Director  
Member of the Corporate Governance and Finance Committee  
Member of the Risk and Contingency Committee

2015-2017            Pharol SGPS, S.A. – Director

Former-PT SGPS, S.A., listed on the stock exchange

Nov2011-Mar2012	Coordinator of the Working Group on Financing Mechanisms and Instruments for Supporting Tourism Enterprises – Decree no. 497/2012 of the Secretary of State of Tourism of the 19 <sup>th</sup> Constitutional Government
Jun-Nov 2008	BPN – Executive Director (Board presided by Miguel Cadilhe) Banco Português de Negócios
2008-2009	SLN – Director Sociedade Lusa de Negócios, SGPS, S.A.
2008-2009	Grupo Português de Saúde, SGPS, S.A. – Chairman of the Board of Directors
2008-2009	British Hospital XXI S.A. - Chairman of the Board of Directors
2007-2008	Quadrantis Capital, S.A. – Chairman and Founder Sociedade de Capital de Risco, S.A.
2004-2007	PME Investimentos, S.A. – Executive Chairman Investment Company
2002-2003	APFIN – Chairman Portuguese Association of Asset and Investment Funds Management Companies
2002-2003	AF Investimentos – Director Asset and Investment Funds Management Company, Banco Comercial Português Group
1998-2002	BCP Private Banking – Director General Banco Comercial Português
1992-1998	BCP/BPA Direcção de Grandes Empresas – Director General Banco Português do Atlântico / Banco Comercial Português
1989-1995	Leasing Atlântico – Director Banco Português do Atlântico / Banco Comercial Português Group
1987-1992	BPA Direcção Comercial Sul – Director General Banco Português do Atlântico
1986-1987	BPA Direcção Regional de Lisboa – Regional Director Banco Português do Atlântico
1983-1986	BPA Sucursal de Londres – Deputy Director General Banco Português do Atlântico, London

1980-1983                      BPA Sucursal de Paris – Deputy Director General  
Banco Português do Atlântico, Paris

1974-1975                      Instituto de Crédito de Angola, Luanda  
International Department – Director

### **Other**

Dec 2019                      INSEAD Capstone MBA Course - Fontainebleau, França  
Participation as Role Player

2017 - 2022                      Portuguese Association of Economists – Member of the Professional  
Speciality Board of Corporate Economy and Management

2011-2017                      Naves, S.A. - Sociedade de Capital de Risco - Member of the Project  
Assessment Committee/Consultative Committee

2005-2010                      Member of the Audit Board of the Alumni Association of the  
Military School

1999                              Seminar on Strategy for Senior Management of the BCP bank  
INSEAD, Fontainebleau

1984                              Bankers Course  
E.C.G.D. London

1982                              Executive Operations Seminar  
Citybank, New York

1980                              Traineeship at Chase Manhattan Bank Ltd, London

Executive Training Program at Manufacturers Hannover Trust Ltd,  
London

1974                              LBI Banking Course  
Lloyds Bank International Ltd., London

International Banking Course  
West London College, London

1971-1973                      Monitor of the Course Unit Applied Economics II  
Instituto Superior de Economia, Lisbon

1971                              Traineeship at Midland Bank Ltd., London

### **Language Skills**

Portuguese	Mother tongue
French	Very good understanding, writing and spoken production
English	Very good understanding, writing and spoken production

### **Shares of Semapa**

Holds no shares in Semapa – Sociedade de Investimento e Gestão, SGPS, S.A.

May 2025

## Carlota Infante da Câmara Albergaria Caldeira

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### Professional Resume

Cross-functional experience in **human resources** area: as **consultant** with focus in executive search project management (national and international markets) and assessments, and from the client side as **human resources business partner** with focus in strategic consultant for company leadership, ensuring that HR initiatives are aligned with business goals. Strong knowledge about the **academic** world with focus in **training** and **universities relationship**. Consolidated commercial experience regarding both **business development** and **corporate relations management**.

### Professional Experience

Sep. 2023 – Oct 2024 - **NOVA SBE - Nova School of Business and Economics**

**HR Business Partner and HR Generalist** - Accumulating both positions, my main responsibility was acting as a strategic partner for company leadership, ensuring that HR initiatives were aligned with business goals. In addition, I had the following responsibilities:

- Advisor to company leaders on issues related to talent management, organizational culture, team development, performance management, and HR policies;
- Support managers to identify employee development needs, create training and development plans, and ensure the company has a skilled and engaged employees;
- HR metrics and analytics to provide insights that help in strategic decision-making, such as turnover rates, employee engagement, and recruitment strategy effectiveness;
- Recruitment and selection coordination;
- Internal mobility monitoring;
- Onboarding process for new employees and the offboarding process for departing staff, ensuring a smooth experience for both;
- Coordinating billing with external suppliers;
- Support the operations area providing all the employee information needs.

Since May 2022 – **Semapa** – Member of the Remuneration Committee

Since May 2022 – **Navigator** Member of the Remuneration Committee

Feb. 2021 to Sep. 2022 **Colégio de S. Tomás**

**Executive Manager** – Working closely with the high school director, I had the main responsibility of prospecting and planning the internships in companies, and prospecting and planning mentoring programs for these students (10, 11 and 12 grade). Connection between the school and universities (national and international), and the Alumni community contact and leverage (alumni newsletter, invitations for speaker sessions, social events with current students and networking moments).

In accumulation with **Human Resources Consultant** Freelancer

**Quinta das Pintoras - Manager** – Family business oriented for corporate and private events in Lisbon.

Feb. 2017 to 2021 **Human Resources Consultant** – Development of different types of human resources consulting projects as freelancer, for the following clients:

- **Nova SBE** (2 months) – Business Forum planning – annual event (Job fair) that provides an interface between students and companies;
- **AGORA SYS** (5 months) – Recruitment of many profiles and database development with talent pools;
- **Jason Associates | Argo Talents** (9 months) – Recruitment of several functions and assessment centers for many different clients;
- **Mercer** (4 months) – Assessment project for José de Mello Saúde managers (health area client).

2014 to 2017 - **NOVA SBE - Nova School of Business and Economics**

Jul. 2016 to Jan. 2017 - **Corporate Relations Manager**

Responsible for the connection management between companies and the university in all matters that concerns recruitment (Nova SBE Students), strategic partnerships, Internships and Executive Education.

- Operational management relationship with national and international account companies;
- Management monitoring of daily requests from companies that contact the school for all kinds of subjects (partnerships, recruitment, advertising actions, information about internships or master's theses, etc.);
- Searching and monitoring the company speakers for Nova SBE initiatives (lessons, student's clubs, conferences, etc.);
- Project Management - Business Forum (annual job fair), weekly slots of company presentations and other dynamics on campus.

Jul. 2014 to Jun.2016 - **Enrollment Advisor and Account Manager - NOVA SBE Executive Education**

Responsibility for managing the sectorial program's clients and advising students who want to develop their careers with management training. Responsible for the management of five programs with the following main tasks:

- Marketing actions strategy (with ones, in what media channels, in what timings and the their analysis), direct counseling with the interested students (through face-to-face meetings or by phone), manage the admissions and their alignment with operational and financial internal areas and all the follow-up during the training sessions;
- Promotional events management;
- Alumni events management.

Jan 2006 to Apr. 2013 **Heidrick & Struggles**

**Senior Associate | Associate**

Client relationship management, including proposals' development and presentations, commercial conditions negotiation and cross-selling activities;

- Executive Search Project Management (Top Management recruitment processes);
- Human Performance and Leadership Advisory Projects – Participation in several projects (namely Talent Mapping and Succession) developing Talent/Competency Assessments;
- The projects developed include several activity sectors, such as: Fast Moving Consumer Goods (FMCG), Life Sciences, Energy and Transportation, Professional Services, Industry, Telecom, Media and Telecommunications (TMT), Construction and Public Administration.
- Experience in developing projects for several geographies, such as: Portugal, Angola, Brazil, Germany and Poland.
- New business opportunities identification in the new and existing clients.

## EDUCATION

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2005	<b>Universidade Nova de Lisboa – Faculdade de Ciências Sociais e Humanas</b> Bachelor Degree in Sociologia das Organizações
2015	<b>Universidade Nova SBE – Gestão de Empresas Familiares</b>

## PROFESSIONAL TRAINING/ OTHER INFORMATION

2012	AESE: "Gestão de Projectos: uma abordagem prática"	Portugal
2008	Heidrick & Struggles: "Competency Based Interviewing Skills"	France
2008	Heidrick & Struggles: "Becoming an Integrated Talent Partner"	France
2008	Heidrick & Struggles: "Leadership Consulting Practice"	France
2007	Cambridge School – Business English (nível 7)	Portugal
2005	Heidrick & Struggles: "Newcomers Program"	UK
2001	PSE – Produtos e Serviços de Estatística, Lda: "SPSS for Windows: Intermediate"	Portugal

## LANGUAGES

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Portuguese (native); English (fluent); Spanish (intermediate)

Holds no shares in Semapa - Sociedade de Investimento e Gestão, SGPS, S.A.

May 2025