

IMPRESA - SOCIEDADE GESTORA DE PARTICIPAÇÕES SOCIAIS S.A.

ANNUAL GENERAL MEETING

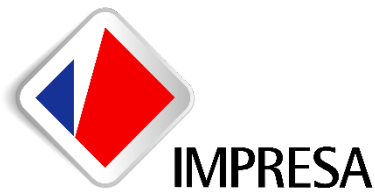
26/05/2026

PROPOSAL RELATING TO ITEM ONE OF THE AGENDA

To ratify the co-option of Ricardo Costa, Ana Sengo da Costa and Teresa Moura Gonçalves as members of the Board of Directors, of Pedro Bissaia Barreto and Massimo Musolino as members of the Audit Committee, and to ratify the appointment of Francisco Pedro Pinto de Balsemão as Chairman of the Board of Directors, for the remaining period of the term of office corresponding to the 2023/2026 quadrennium

Whereas:

- A.** Following the strategic partnership entered into between Media For Europe, N.V. (“**MFE**”) and Impresa – Sociedade Gestora de Participações Sociais, S.A. (“**Impresa**” or “**the Company**”) and MFE’s acquisition of a stake in Impresa’s share capital, the Company’s corporate governance structure was reorganised.
- B.** In this context, on 10 March 2026, Francisco Maria Supico Pinto Balsemão resigned from his position as Vice-Chairman and member of the Board of Directors; Catarina do Amaral Dias Duff Burnay resigned from her position as a Member of the Board of Directors and Member of the Audit Committee; Maria Luísa Coutinho Ferreira Leite de Castro Anacoreta Correia resigned from her position as a Member of the Audit Committee and Member of the Board of Directors, remaining in office as a member of the Board of Directors until a replacement is appointed.
- C.** In the absence of elected alternates, in accordance with Article 393 of the Portuguese Companies Code and Article 5 of the Board of Directors’ Regulations, the permanent vacancy of a director must be filled by co-optation, and such co-optation must be ratified at the first general meeting held after the co-optation.
- D.** On 10 March 2026, following the resignations submitted, the Board of Directors resolved to co-opt, for the remainder of the current term of office corresponding to the 2023–2026 quadrennium, Ricardo Paiva da Costa as a member of the Board of Directors; Ana Cristina Oliveira Sengo da Costa as a member of the Board of Directors; Pedro Simões de Almeida Bissaia Barreto as a member of the Audit Committee; and Massimo Musolino as a member of the Audit Committee.



- E.** On the same date, the Board of Directors resolved to appoint Francisco Pedro Presas Pinto Balsemão as Chairman of the Board of Directors.
- F.** On 26 March 2026, the Board of Directors resolved to co-opt Teresa Mafalda Pais de Moura Gonçalves to the position of member of the Board of Directors, who took up her duties on 17 April 2026.
- G.** In accordance with the Portuguese Companies Code, co-optations remain in force for the remainder of the term of office of the directors they replace.
- H.** In accordance with the Articles of Association, members of Impresa's governing bodies are elected for four-year terms, with the term corresponding to the 2023/2026 period currently in progress.

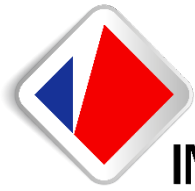
It is proposed to the General Meeting:

1. To approve the ratification of the co-optation of Ricardo Paiva da Costa as a Member of the Board of Directors;
2. To approve the ratification of the co-optation of Ana Cristina Oliveira Sengo da Costa as a Member of the Board of Directors;
3. To approve the ratification of the co-optation of Pedro Simões de Almeida Bissaia Barreto as a Member of the Audit Committee;
4. To approve the ratification of the co-optation of Massimo Musolino as a Member of the Audit Committee;
5. To approve the ratification of the co-optation of Teresa Mafalda Pais de Moura Gonçalves as a Member of the Board of Directors;
6. To approve the ratification of the appointment of Francisco Pedro Presas Pinto de Balsemão as Chairman of the Board of Directors.

Furthermore, pursuant to and for the purposes of Article 289(1)(d) of the Portuguese Companies Code, the documents relating to each of the proposed members of the Board of Directors, containing information on their professional qualifications and professional activities carried out over the last five years, are attached to this proposal as Annex I (CVs).

It is further noted that the members of the Board of Directors and the Audit Committee whose appointment is proposed for ratification hold shares representing Impresa's share capital as follows:

- i. Ricardo Paiva da Costa: not a holder of shares;
- ii. Ana Cristina Oliveira Sengo da Costa: not a holder of shares;
- iii. Pedro Simões de Almeida Bissaia Barreto: not a holder of shares;
- iv. Massimo Musolino: not a holder of shares;
- v. Teresa Mafalda Pais de Moura Gonçalves: not a holder of shares;

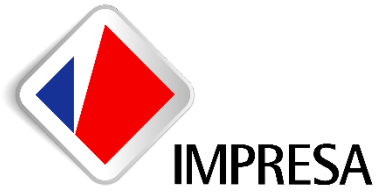


IMPRESA

vi. Francisco Pedro Presas Pinto de Balsemão: owner of 10,000 shares.

Paço de Arcos, 4 May 2026

On behalf of the Board of Directors,



Annex

[CV]

RICARDO COSTA

No âmbito do Grupo Impresa, é, desde janeiro de 2025, Administrador Executivo da SIC - Sociedade Independente de Comunicação, S.A., da IMPRESA PUBLISHING, S.A., da IMPRESA OFFICE & SERVICE SHARE – Gestão de Imóveis e Serviços, S.A., bem como membro do Conselho de Gerência da GMTS (Global Media e Technology Solutions) Serviços Técnicos e Produção Multimédia, Sociedade Unipessoal, Lda. e da SIC Studios, Unipessoal, Lda., com o pelouro da área de conteúdos, (Chief Content Officer).

Foi Diretor de Informação da SIC e Diretor Geral de Informação do Grupo Impresa, de 2016 a 2025. Foi Diretor do Jornal Expresso de 2011 a 2016. Antes, ocupou funções de Editor Adjunto do mesmo jornal, entre 2009 e 2010. Foi também Diretor de Informação da SIC Notícias, o primeiro canal de notícias 24 horas em Portugal, de 2003 a 2008. Entrou como estagiário no jornal Expresso em 1989 e, em 1992, integrou a equipa fundadora da SIC.

Ana Cristina Oliveira Sengo da Costa

+351 961 535 267
ascosta@impresa.pt
Lisboa, Portugal

PERFIL PROFISSIONAL

Gestora com carreira consolidada no Grupo Impresa, com responsabilidades nas áreas de produção e distribuição editorial, compras, logística e controlo de gestão no setor dos media.

Experiência na gestão operacional e financeira, planeamento estratégico e coordenação de equipas, com participação ativa em processos de decisão e reporting à Administração.

Desenvolve também atividade na administração de empresas nos setores imobiliário, alojamento e gestão empresarial, assegurando a coordenação administrativa e financeira das operações.

EXPERIÊNCIA PROFISSIONAL

GRUPO IMPRESA

Diretora de Produção e Distribuição Publishing, Arquivo e Compras

Janeiro 2024 – Presente

- Produção e distribuição editorial
- Arquivo de Imprensa e TV
- Compras e Logística

Subdiretora de Compras e Logística

Fevereiro 2018 – Dezembro 2023

- Coordenação de compras e logística
- Gestão de fornecedores e serviços contratados

Controller — Área de Imprensa (até 6 empresas)

Julho 2007 – Janeiro 2018

- Elaboração e controlo orçamental
- Reporting financeiro à Administração
- Análise de desempenho e acompanhamento de indicadores
- Apoio financeiro às restantes áreas da empresa

Coordenadora do Departamento de Marketing Direto

Outubro 2006 – Junho 2007

- Conceção de campanhas de captação e retenção de assinantes
- Gestão de vendas diretas e plataformas B2B e B2C (papel, internet, telefone, vendas pessoais)

Responsável por Database Marketing e Controlo de Custos

Julho 2004 – Setembro 2006

- Gestão da base de dados de assinantes
- Desenvolvimento de ferramentas e indicadores de gestão
- Análise de dados de apoio à decisão

Planeamento e Controlo de Custos no departamento de Assinaturas

Setembro 2002 – Junho 2004

- Preparação de orçamentos e controlo orçamental
- Criação de relatórios de apoio à gestão

ADMINISTRAÇÃO DE EMPRESAS

Administradora / Gerente

2015 – Presente

Coordenação administrativa e financeira das seguintes empresas:

- BF Properties, S.A.
 - BF My Room & Studio, Lda.
 - Brito Fouto Management, Lda.
 - Brito Fouto Unipessoal, Lda.
-
- Acompanhamento de decisões estratégicas e desenvolvimento de negócios

EXPERIÊNCIA ANTERIOR

Co-Gestão — Livraria 117, Lda. (Empresa Familiar)

2000 – 2004

- Relação com clientes e fornecedores
- Acompanhamento financeiro e desenvolvimento de ações comerciais
- Estabelecimento de parcerias locais

FORMAÇÃO ACADÉMICA

MBA em Marketing

2006 – 2008

Católica | Nova

Licenciatura em Gestão

2003 – 2004

Universidade Católica Portuguesa

Licenciatura em Economia

1998 – 2003

Universidade Católica Portuguesa

LÍNGUAS

Inglês – B2

TOEFL, Lisboa (2006)

St. Lawrence College, Ramsgate, UK (1995)

Espanhol - Básico

Instituto Espanhol de Línguas, Oeiras (2005)

OUTROS

Oradora Convidada

IV Encontro de Marketing Direto — Global Estratégias (2007)

3.º Lugar

Jogo de Gestão de Marketing — IPAM / Público / Optimus (2002)

Secretária-Geral e Vogal

Associação de Estudantes da Universidade Católica Portuguesa (2000–2002)

Resumo Curricular:

Pedro Barreto licenciou-se em Gestão de Empresas, pela Universidade Católica Portuguesa, no ano de 1989, e frequentou o Programa de Formação para Executivos, da Universidade de Stanford nos EUA, no ano de 2001.

Iniciou a sua atividade profissional no mesmo ano em que iniciou a sua licenciatura, tendo nos primeiros quatro anos trabalhado na área de sistemas informáticos da Soporcel-Sociedade Portuguesa de Celulose, atual Navigator, e, no quinto e último ano, no Banco BPI, instituição onde permaneceu durante quase trinta e seis anos (Outubro 1988 a Março 2024). Desenvolveu a sua carreira essencialmente nas áreas Comerciais e de Marketing, tendo sido nomeado Diretor Central de Marketing em 1998, função que desempenhou até Março de 2004. Em Março de 2004, tornou-se membro da Comissão Executiva do Banco BPI, tendo exercido, ao longo de 20 anos, funções de Administrador em diversas áreas, tanto Comerciais como Operacionais.

Em termos não executivos, foi Vice-Presidente do BCI, líder do mercado bancário moçambicano, de 2013 a 2024, e desempenhou funções de Administrador da Unicre e da SIBS, entre 2014 e 2017, e da Allianz Portugal entre meados de 2016 e de 2017. Foi ainda Presidente do Júri do Prémio PME Inovação COTEC-BPI, Presidente do Júri do Prémio Nacional de Agricultura, Presidente do Júri do Prémio Nacional de Turismo-e Membro do Conselho Geral da COTEC. É, desde Novembro de 2024, Vice-Presidente do Grupo Impresa, desde 10 de março de 2026, Vogal da Comissão de Auditoria do Grupo Impresa e, desde Maio de 2025, Vogal do Conselho de Administração da Semapa.

MASSIMO MUSOLINO

BA in Economics and Banking from the *University of Siena* and an MBA from the Business School at *University of Turin*.

1986: *Sirio Group S.p.A.* in Milan as Controller.

1988: *Fininvest S.p.A.* in the Planning and Control Division, involved in various activities related to the television sector.

March **1994:** Head of Management Control of *Gestevisión Telecinco S.A. - Spain*

1996: Director of Operations and Control.

1998: Deputy General Management of *Telecinco* in.

January **2000:** *RTI* (Italy), the company that manages *Mediaset Group's* three TV channels, as Deputy General Manager.

2002- 2022: Managing Director of *Telecinco* Spain.

July **2007-** May 2012: CEO of *Mediacinco Cartera S.L.* as well as Director in *EDAM* (a company controlled by *Endemol BV*).

April **2008** – present: Board Director of *Mediaset España Comunicación*.

December **2010** - July **2014:** Vice-Chairman and Director at *Canal+ Spain*.

January **2023:** Chief Executive Officer of Management and Operations at *GAM (Grupo Audiovisual Mediaset España, S.A.U)*, a company that is part of the European group *MFE – MediaForEurope*.

At the end of March, **2026**, after a 32- year career across Italy and Spain I will conclude my professional career with this company.



TERESA GONÇALVES

C-Level Executive

I lead complex transformations where strategy, execution and people must move in full alignment.

I am an Executive Board Member at NAV Portugal, responsible for Human Resources, Legal, and Procurement & Logistics. With more than 25 years of experience across Corporate Finance, M&A, Business Development, Strategic Planning, and Planning & Control, I bring a strong foundation in finance and leadership combined with sharp analytical capability and strategic communication skills. My career has been shaped by working in highly regulated, operationally demanding environments where clarity, discipline and alignment are essential. As CEO of SATA, and previously CFO, I led the State Aid process with the European Commission to address the impact of COVID-19, ensured close coordination with the Regional Government, and secured the funding required for the company's restructuring through strong banking relationships. I redesigned financial processes, created a shared services unit, and improved cash collection performance. To strengthen governance and long-term resilience, I established two critical areas within the company: Compliance & Regulation and Cybersecurity. This transformation was driven by a leadership approach grounded in trust, cooperation, rigor and a shared strategic vision across the executive team.

At NAV Portugal, my focus is on strengthening organizational sustainability, aligning people and culture with long-term strategy, and reinforcing governance in a sector critical to the country. I am committed to building institutions that are financially sound, operationally resilient, and people-centered, and to leading organizations through complexity with discipline, integrity and measurable impact.

Experience

- Jan.2026/ Mar.2026** **NAV Portugal, E.P.E. Executive Board Member**
 - Executive Board Member with responsibility for Human Resources, Legal, and Procurement & Logistics in a highly regulated, safety-critical national air navigation services provider.
- Sep.2025/ Present** **Teaching Assistant at Católica Lisbon School of Business and Economics**
Teaching Assistant of Introduction to Management to Undergraduate Management Program
- Nov.2025/ Dec.2025** **Executive Advisory for Planning and Control at Católica Lisbon School of Business and Economics**
- May.2024/ Dec.2025** **TMPG Consulting**
As a Freelance Consultant, I provide strategic financial guidance and support to diverse businesses, focusing on enhancing operational efficiency and driving growth. My key responsibilities include:
 - Establishing robust financial infrastructure and managing operations to optimize financial performance.
 - Developing customized financial strategies and policies that align with client objectives.
 - Attracting investors for growth initiatives by leveraging extensive industry insights and networks.
 - Creating frameworks for budgeting, forecasting, and reporting to facilitate effective financial decision-making.
 - Identifying and analyzing investment opportunities in key sectors across Portugal to inform strategic decisions.
 - Conducted detailed studies and analyses tailored to client needs, providing insights and recommendations to inform strategic decision-making.
- Apr.2023 / May.2024** **SATA Group Executive Board Member / President of the Board (CEO) (Sata Holding, Sata Air Açores, Sata Azores Airlines and Sata Gestão Aeródromos)**
 - Served as CEO of Grupo SATA - SATA Holding, S.A., enhancing the company's international presence in North America and Europe and fostered relationships with key stakeholders, including investors, government officials, and industry leaders, to advocate for the company's interests and growth.
 - Defined and implemented a long-term strategic vision for Grupo SATA, focusing on expansion and market competitiveness in the aviation sector.
 - Monitored company financial performance, managing budgets, forecasts, and expenditures to ensure fiscal responsibility and profitability.
 - Led the entire privatization process for Grupo SATA, including the organization and execution of roadshows to engage potential investors and stakeholders.
 - Led sustainability initiatives aimed at reducing the airline's carbon footprint, including investments in fuel-efficient aircraft and renewable energy sources.
 - Enhanced talent acquisition and retention strategies, building a diverse workforce and promoting a culture of inclusion and innovation.

Personal Info

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(+351) 965 405 474

Date of Birth
30/05/1977

E-mail
teresapaisgoncalves@gmail.com

LinkedIn
linkedin.com/in/teresa-mafalda-goncalves-56b3ba8

Languages

Portuguese Native

English Native

French Intermediate

Spanish Beginner

Experience

- Ensured compliance with aviation regulations and safety standards, collaborating with governmental agencies and industry bodies to uphold best practices.
- Established strategic partnerships with local entities, tourism bodies, and key market players.
- Focused on employee development through training and capacity building initiatives.
- Prioritized mental health and well-being programs to support a positive workplace environment.
- Led efforts to restructure the organization according to a plan approved by the European Commission.
- Ensured that all strategic initiatives aligned with the company's long-term sustainability goals.

**Jul.2022 /
Apr.2023**

**IATA Industry Financial Advisory Council
International Air Transport Association (IATA)**

- Actively participated in the IATA Industry Financial Advisory Council, composed of 20 global airline CFOs.
- Analyzed and evaluated financial trends and challenges in the aviation sector.
- Developed strategies to enhance the financial health of airlines.
- Provided recommendations to IATA to support the financial stability and growth of the aviation industry.
- Collaborated with industry leaders to identify innovative financial opportunities.
- Advised on critical financial issues impacting the global aviation industry.

**Jan. 2020 /
Apr.2023**

**SATA Group Executive Board Member / CFO
(Sata Air Açores, Sata Azores Airlines and Sata Gestão Aeródromos)**

- Responsible for the following areas: accounting and taxation; planning and control; treasury; customs clearance; legal; shared services (information systems, salary processing, accounting, and invoice scanning); compliance and regulation; purchasing, logistics and asset management; information security (cybersecurity).
- Works closely with cross-functional teams to reverse a downward trend in past-due accounts collections and payments with better automated outreach.
- Responsible for the preparation and analysis of all documentation submitted to the European Commission, ensuring compliance and alignment with regulatory requirements.
- Implemented the restructuring plan approved by the European Commission, by raising debt and implementing cost cutting and efficiency measures, as well as leading the corporate reorganization of the group.
- Oversaw all negotiations with banks, suppliers, regulators, and involved entities as part of the recovery process for Grupo SATA, ensuring favorable terms and collaboration.

**Aug. 2016 /
Dec. 2019**

**AMT – Autoridade da Mobilidade e dos Transportes (Mobility and Transport Authority)
Director of Promotion of Competition**

- Responsible for organizing the First European Mobility Workshop in Lisbon, which was attended by various stakeholders in the transport sector: Regulators, Consumers, Operators and Infrastructure Managers. Various topics related to rail transport, mobility in cities and challenges were discussed.
- Led a team, reporting directly to the AMT Executive Committee, to analyze several Legal, Operational and Financial issues. Very close relationship with the Regulator's President working directly and advising on various topics.
- Participated actively in an independent railway group (IRG-Rail) interacting with other Regulatory Bodies, and being responsible for the Portuguese representation in some working groups, namely: i) Charges working group, ii) Charges for Service Facilities working subgroup, iii) Market Monitoring working group
 - Elected Co-Chair with France of the Market Monitoring working group, being responsible for the work developed in this group and defining future analysis and actions. Responsible for the publication of the European Market Monitoring Report.
 - Coordinated the work of the Portuguese Presidency in IRG-Rail 2019.
- Interacted directly with the Portuguese Competition Authority in the analysis of merger operations.
- Analyzed and approved Infraestruturas de Portugal tariffs and participated in the tariff model redesign workgroup.
- Supported different areas of AMT, participated in several working groups in different sectors: Port, Railway, Road, Logistics.

**Aug. 2015 /
Jul. 2016**

Consultancy projects in different companies

- African Telecom Company: participated in the project of restructuring the incumbent fixed operator in Angola (Angola Telecom). Member of the Interim Management Committee, with responsibilities in Human Resources, Legal and Development of the Business Plan proposed for the company restructuring.
- Mobile Apps Start-up: responsible for the development of a business plan to raise capital from new investors; organization of the company's financial area.

Experience

- Oct. 2011 / Jul. 2015** **PORTUGAL TELECOM SGPS / Investimentos Internacionais ("PT")
Corporate Finance / Business Development – Director**
- Oversaw a team reporting directly to the Top Management of Portugal Telecom Group.
 - Direct relationship with leading consulting, auditing, law and investment banking firms, namely McKinsey & Company (Portugal, Angola), Deloitte (Portugal and Brazil), Bank of America (former Merrill Lynch), Morgan Stanley, Vieira de Almeida, Garrigues, Abreu Advogados, Cescon, Barrieu, Flesch & Barreto (formerly Sousa Cescon - Brazil), Simmons & Simmons (Paris), among others.
 - Monitored the operations of the various international companies, bridging the gaps with ongoing operational projects.
 - Participated in the negotiation team of the Public-private Partnership of the Public Emergency and Security Network (SIRESP), coordinating the work on the PT side. Focused on the financial issues and reviewed the contracts drawn up with the State and Private Shareholders.
 - Developed national and international Corporate Finance and M&A projects (eg.: sale of PT stake in CTM – mobile operator in Macao; Naming Rights contract for MEO Arena – previously Pavilhão Atlântico; sale of PT stake in Páginas Amarelas (Yellow Pages) – Directories Company).
 - Participated in the Merger of Oi (Brazilian integrated Operator) and PT, particularly in the valuation of PT Assets and issues related to Angola and PT's partners in Africatel.
 - Led teams that participated in Due Diligence of ongoing projects.
 - Supported different areas of PT in the elaboration of partnerships and agreements.
 - Oversaw the Concession Contracts negotiation team in East Timor, with responsibilities in the business plan development, in the assessment of PT's impacts, and in the review of contracts to be signed with the Timorese State.
 - International business development, with main responsibilities:
 - PT's strategy definition for the development of the African and Asian markets.
 - Identification of new business opportunities (prospecting for opportunities, developing of business cases, and coordination of multidisciplinary project teams - internal and external - in the assessment of the opportunities and steps for "Go").
- Mai. 2008 / Sep. 2011** **PORTUGAL TELECOM SGPS / Investimentos Internacionais ("PT")
Senior Manager Corporate Finance**
- Participation in tenders, with the responsibility for the development of the business plan (interaction with the operational departments to understand the business, key operational highlights; develop some business intelligence, benchmarking).
 - Development of national and international Corporate Finance and M&A projects, from the standpoint of business development for PT (eg.: new business opportunities, partnerships).
 - Responsibility for monitoring a Telecom Player in Brazil and a Call Centre Operator business (eg.: business monitoring, development of reports).
 - Definition of capital increase scenarios, analysing the impacts on dividends payable to shareholders.
 - Direct participation in takeovers and in the mergers.
 - Direct involvement in the sale of a Brazilian Mobile Operator, coordination of Investment Banks and Lawyer teams from Portugal, Brazil and Spain.
 - Direct participation in the takeover of a Top 10 IT company in Brazil
 - Responsibility for the Operation in Brazil (until its sale in late 2010), reporting directly to PT Board Member responsible for Brazilian market, with several responsibilities, among which are examples: support to the business: operational and financial follow-up, monitoring the Brazilian market (Telecom and Macroeconomic); negotiation of the Strategic Plan; interaction with the other shareholder to negotiate the annual budget, distribution of dividends and other topics; monitoring of financial flows between Portugal and Brazil.
- Sep. 2007 / Apr. 2008** **PORTUGAL TELECOM COMUNICAÇÕES (PTC)
Strategic Planning – Responsible for Special Projects**
- Led a project team reporting to the Director and had direct interaction with the CFO and the CMO.
 - Developed several cross-company projects, with emphasis on issues related to new business development for PT Group, among which are examples:
 - Analyzed the feasibility of new products launch.
 - Analyzed the feasibility of investment in new technologies.
 - Monitored the pension funds and health plans restructurings.
- Sep. 2006 / Sep. 2007** **PORTUGAL TELECOM COMUNICAÇÕES (PTC)
Business Development – Project Manager**
- Led a project team reporting to the Director and had direct interaction with the CFO and the CMO.
 - Developed several cross-company projects of business development and restructuring / optimization, among which are examples:
 - Redesigned the range of products for the senior segment.
 - Decided upon a new business line in the Internet.
 - Restructured the company's health plan in force (operational and financial analysis, assessment of impacts for PT, simulation of new health plans with different co-payments).
 - Restructured the company pension funds, culminating with its transition to the Portuguese State (development of an actuarial model, coordination of meetings with Hewitt).

Experience (cont.)

- Aug. 2003 / Aug. 2006** **PORTUGAL TELECOM COMUNICAÇÕES (PTC)**
Planning and Control - Coordinator
- Oversaw a team in the area of Planning and Analysis.
 - Coordinated the planning process and definition of high-level objectives for the Company.
 - Analyzed several projects, such as launching of new products, changes in distribution strategy and identification of initiatives to reduce costs.
 - Developed several studies related to business performance and internal actions.
 - Close relationship with PTC's operational departments and frequent participation in multifunctional teams working with exposure to the CFO and Directors.
- Jan. 2001 / Jun. 2003** **CAP GEMINI ERNST & YOUNG (EX-GEMINI CONSULTING)**
Strategy Consultant, Consulting Services
- Main sectors: Banking, Transportation, Automotive Distribution, Public Sector and Postal Services.
 - Key areas of intervention included: Analysis of the financial feasibility of a portal for the public sector; Redefinition of the governance model for a automotive retail group; Optimization of operations and planning process, including job analysis and working teams reorganization for a transport company; Analysis of revenues and costs models of an Autarchy; Analysis of Organizational and Operating Model of Postal Distribution Centers and identification of solutions and processes to improve the Distribution Network.
- Mar. / Dec. 2000** **BANKING**
Strategic Marketing Department – Analyst
- Main areas of focus: Quality analysis of services provided by the Bank (client perspective) including definition and implementation of corrective measures as well as regular reporting to the Executive Committee; Analysis of the Bank key processes (eg.: Accounts cancelation) and its redefinition.
- Summer 1998 /1999** **DEUTSCHE BANK**
Summer Internship in the Financial Control Department
- XEROX PORTUGAL**
Summer Internship in the Accounting Department

Education

- 2025** **WORKSHOP "GESTÃO DE CONFLITOS"**
MASTER IA ACADEMY – comunidade exclusiva de Alta Performance Potenciada por Inteligência Artificial
- 2024** **HARVARD UNIVERSITY (On-line Learning/HarvardX)**
Exercising Leadership: Foundational Principles
- 2023** **UNIVERSITY OF CAMBRIDGE**
Business Sustainability Management
- 2022** **Price Waterhouse Cooper (PwC) ACADEMY**
ESG: sustainability for managers
- 2016-2017** **FACULDADE DE DIREITO DA UNIVERSIDADE DE LISBOA | IDEFF - Instituto de Direito Económico Financeiro e Fiscal**
XI Postgraduate Course in Competition and Regulation
- 2015** **KELLOGG SCHOOL OF MANAGEMENT (NORTHWESTERN UNIVERSITY)**
Business Marketing Strategy
- 2003** **UNIVERSIDADE NOVA DE LISBOA**
Postgraduate in Finance
Final grade: 16/20
- 1995-2000** **UNIVERSIDADE CATÓLICA PORTUGUESA**
Degree in Economics
Final grade: 14/20
- 1999** **LONDON SCHOOL OF ECONOMICS**
"Options, Futures and other Financial Derivatives". Final grade: A

Additional Activities

- Pro-bono fundraising support for a non-profit association that works with children and young people, many of them living in disadvantaged conditions, negotiating directly with companies.
- Participation in GRACE – Responsible Companies, a non-profit, public utility business association that works in the areas of Social Responsibility and Sustainability to implement the Azores Cluster.

Discussion Panels / Conferences – Organization and Participation

- Ishka Aviation Finance Festival, “*Will Aviation Lose Its Social License to Grow?*” panel, Dublin, Ireland, 14-15 May 2024.
- Sustainable Regional Aviation Forum 2024 – responsible for the organization of the event and participated on the panel discussion: “*Social Sustainability – ensuring citizens’ freedom of movement*”, Ponta Delgada, Portugal, January 2024.
- More than Green – “*Sustainability as a Competitiveness Factor – Does size matter*”; 1st Grace Congress, Lisbon, Portugal, November 2023.
- Senior leadership panel – “*The challenges ahead beyond sustainability*”, ERA General Assembly 2023, Innsbruck, Austria, October 2023.
- Aviation Leadership roundtable: *Navigating through turbulence*, Ishka Aviation Finance Festival, Dublin, Ireland, May 2023.
- Ishka Aviation Finance Festival, “*C-suite*” panel, Dublin, Ireland, 8-9 June 2022.
- Airfinance Journal Dublin, “*Cash flows, liquidity, or deleveraging– what should the priority for airline treasury teams be throughout 2022?*”, Dublin, Ireland, May 2022.
- First European Mobility Workshop in Lisbon - responsible for the organization of the event, Lisbon, Portugal, July 2019.

CURRICULUM VITAE

IDENTIFICAÇÃO:

Francisco Pedro Presas Pinto de Balsemão

EXPERIÊNCIA PROFISSIONAL:

IMPRESA – Sociedade Gestora de Participações Sociais, S.A., (www.impresa.pt)

- . CEO, desde 2016.
- . Membro da Comissão Executiva e COO Recursos Humanos, Jurídico e Sustentabilidade e Secretário da Sociedade, desde outubro 2012 até março 2016.
- . Diretor de Recursos Humanos e Assuntos Jurídicos; Secretário da Sociedade, desde outubro 2011 até setembro 2012.
- . Diretor de Recursos Humanos, desde setembro 2009 até setembro 2011.

Impreger – Sociedade Gestora de Participações Sociais, S.A

- . Vogal do Conselho de Administração, desde novembro 2025

SIC Esperança

(Associação de cariz social)

- . Vice-Presidente, desde 2013.

Balseger – Sociedade Gestora de Participações Sociais, S.A.

- . Membro do Conselho de Administração, desde 2010

Heidrick & Struggles

- . Senior Associate, desde fevereiro 2008 até julho 2009.

Missão de Portugal junto das Nações Unidas (Nova Iorque)

- . Assistant adviser, desde setembro 2007 até dezembro 2007.

Linklaters (Lisboa)

- . Associate, desde outubro 2005 até setembro 2006.
- . Junior Associate, desde setembro 2003 até setembro 2005.

FORMAÇÃO:

Eurogroup Consulting Portugal

Seminário de Dirigentes, 2024

Nova School of Business and Economics

CEO Carcavelos Council (Executive Program), 2022

ESADE Business School

Singularity University, NASA Research Park, Silicon Valley, USA

Journey to Business Transformation (Executive Program), 2018

IMD Business School

Lausanne, Suíça

Orchestrating Winning Performance / Leading the Family Business, 2012.

Universidade Católica Portuguesa, Lisboa, Portugal e Kellogg School of Management, Chicago, USA

Advanced Management Program, 2011.

Nova School of Business and Economics, Universidade Nova de Lisboa

Lisboa, Portugal

Curso Geral de Gestão, 2008 .

University of Oxford

Oxford, Inglaterra

Masters - LLM (Mestrado em Direito), 2006 – 2007.

Faculdade de Direito, Universidade Nova de Lisboa

Lisboa, Portugal

Curso de Direito, 1998 – 2003; em 2002: programa Erasmus na Universitat Pompeu Fabra, Barcelona.

OUTRAS ACTIVIDADES:

Mentor na C-Level Mentorship Academy, desde novembro 2025

Membro do Conselho Geral do ISCTE-IUL, Mandato 2025 a 2029

Mentor no Programa de Mentoring do The Lisbon MBA Católica| Nova, Executive MBA, desde 2025

Membro do Conselho de Faculdade da Faculdade de Direito da Universidade Nova de Lisboa, quadriénio 2018-2021

Membro da St. Julian's School Association, desde novembro 2016

PRÉMIOS E NOMEAÇÕES PROFISSIONAIS:

CEO Impresa

- . Eleito Personalidade do Ano 2019 na área de Media pela Revista Meios & Publicidade.
- . Distinguido com o Prémio Rotary 2025 na categoria "Comunicação Social".

Equipa da Direção de Recursos Humanos da Impresa

- . Masters Capital Humano 2015 na categoria "Melhor estratégia de motivação e engagement dos colaboradores".
- . Prémio Convergência Impresa 2011 – Organização da Corrida Impresa.
- . Prémio Convergência Impresa 2010 – Organização de um Casting para os funcionários que permitiu que o vencedor integrasse o elenco da novela Laços de Sangue.

Jurídico (em nome individual)

- . Eleito para o General Counsel (GC) Powerlist da Península Ibérica, prémio atribuído pela Legal 500 (2016).
- . Nomeação para European Counsel Awards 2012 – categoria General Commercial