

**CODE OF CONDUCT FOR MEMBERS OF THE EUROPEAN COMMISSION  
ANNEX 1 – DECLARATION OF INTERESTS**

**Language:** EN

**Full name:** Maria Luís Casanova Morgado Dias de Albuquerque

**I. PREVIOUS ACTIVITIES (Article 3(4)(b) and (c) of the Code)**

**I.1. Posts held over the last 10 years, in foundations or similar bodies**  
*(Please indicate the nature of the post, the name of the body and its objective/activity.)*

N/A (not applicable)

| <u>Nature of the post</u><br><u>(during the above-mentioned period)</u> | <u>Name of the body</u> | <u>Body's objective/activity</u> |
|---|-------------------------|----------------------------------|
|   |                         |                                  |
|   |                         |                                  |

**I.2. Posts held over the last 10 years in educational institutions**  
*(Please indicate the nature of the post and the name of the institution.)*

N/A (not applicable)

| <u>Nature of the post</u><br><u>(during the above-mentioned period)</u> | <u>Name of the institution</u>   |
|---|--|
| Member of the Advisory Board (non-paid) (May 2019 to September 2024)    | INDEG-ISCTE Executive Education (INDEG – “Instituto para o Desenvolvimento da Gestão Empresarial” or Institute for the Development of Corporate Management; ISCTE – “Instituto de Ciências do Trabalho e da Empresa” or Institute for Labour and Corporate Sciences) |
| Member of the Advisory Board (non-paid) (March 2022 to September 2024)  | Faculty of Economics and Business, Universidade Lusíada de Lisboa  |

**I.3. Posts held over the last 10 years in the governing, supervisory and advisory organs of companies and other bodies devoted to commercial or economic activities**  
*(Please indicate the nature of the post and the name and the business of the company or other body.)*

N/A (not applicable)

| <u>Nature of the post (during the above-mentioned period)</u>  | <u>Name of the company or other body</u>  | <u>Business of the company or other body</u> |
|--|---|--|
| <p>Independent Non-Executive Director from March 2016 to October 2021 (As defined by the regulatory requirements, the management was supervised by a number of Non-Executive members of the Board, of which some must be independent – with no financial interests in the company, and no variable remuneration. As the Group was present in several countries, I had to be scrutinised and approved by the Central Banks of Ireland, Italy, England, Portugal and the Netherlands. As part of my role, I was the Designated Board Member for Employee Voice and Workforce Engagement. In October 2021 the Company was acquired by a private equity fund and delisted from the London Stock Exchange, so I resigned)</p> | <p>Arrow Global Group plc</p>   | <p>Credit management services provider</p>   |
| <p>Member of the Supervisory Board from September 2022 to 31 August 2024 (Independent Non-Executive Director. Under German law, these financial institutions must have a Supervisory Board with a minimum number of independent non-executive directors. These independent non-executive directors must scrutinise the management and assure that all stakeholders' interests are adequately protected. Independent Non-Executive Directors must be approved</p>   | <p>Morgan Stanley Europe Holding SE<br/>Morgan Stanley Europe SE<br/>Morgan Stanley Bank AG</p> | <p>Banking</p>                               |

|  |  |  |
|--|--|--|
| under the Fit & Proper assessment by the ECB prior to being appointed. They are not employees of Morgan Stanley) |  |  |
|--|--|--|

**I.4. Other professional activities held over the last 10 years, including services, liberal profession, consulting activities**  
*(Please indicate the nature of the activity.)*

|                      |
|----------------------|
| N/A (not applicable) |
|----------------------|

| <u>Nature of the other professional activities</u><br><u>(during the above-mentioned period)</u>   |
|--|
| <p>Member of the National Council of Partido Social Democrata (political party), which is a non-executive, advisory role, since July 2022. This appointment will cease in October 2024, when a new National Council will be elected.</p>   |
| <p>From January 2022 to 15 September 2024, I was a member of the operating team at Horizon Equity Partners (Independent Fund Manager). I followed the day-to-day management of a Public Private Partnership/concession contract for the building of the Hospital of Terceira Island in the Azores Region. That entailed interacting with the maintenance operator, the Hospital administration, and the public contract manager. Also as part of my work with Horizon Equity Partners, I became Member of the Board of HRRL Açores, SA (an asset management services provider) from 28 December 2023 to 29 August 2024. This is the shareholder company to manage the holdings of Infrastructure Funds in Euroscut Azores. I was a member of the Board from the inception of the company and stepped down when my name was announced as the Portuguese nominee for the College of Commissioners. I had no remuneration for this role, as my actual work would start later in 2024, after the transition period from the previous owner of the asset.</p> |
| <p>For Banco Millennium Atlântico (Banking) (January-June 2022 and July-December 2023), I was a consultant, preparing an Action Plan to Strengthen Compliance Culture and Improve Governance, including revising policies, suggesting improved procedures, increased accountability and transparency, as well as the preparation of a set of materials for training sessions, questionnaires for self-assessment of board effectiveness, among other materials on governance best-practices.</p>   |
| <p>I have set up a company (owned by me and my husband) to support these activities as a services provider to Horizon Equity Partners and to Banco Millennium Atlântico. As I have terminated all professional activities after being designated as candidate for the College of Commissioners, the company is being closed.</p>   |
| <p>Elected Member of the Municipal Assembly of Almada, Portugal (from October 2017 to October 2021)</p>  |
| <p>Portuguese Treasury and Debt Management Agency (November to December 2021) – after resigning from Arrow Global Group plc I returned to my position in the Portuguese public administration, where I had worked as responsible for the public debt</p>   |

issuance from 2007 to 2011. By 31 December 2021 I resigned and terminated the employment relationship.

Vice-President of PSD - Partido Social Democrata (from 2016 to 2018)

Member of Portuguese Parliament (from November 2015 to October 2019)

Minister of State and Finance of Portugal (from July 2013 to November 2015)

**II. CURRENT OUTSIDE ACTIVITIES in line with Article 8 of the Code (Article 3(4)(b) and (c) of the Code)**

*(Unpaid courses, publications and speeches – Article 8(2)(a) to (c) of the Code – do not have to be declared.)*

**II.1. Honorary posts currently held in foundations, similar bodies or educational or research establishments (Article 8(2)(d) of the Code)**  
*(Please indicate the nature of the post, the name of the body and its objective/activity.)*

**X** N/A (not applicable)

| <u>Nature of the honorary post</u> | <u>Name of the body</u> | <u>Body's objective/activity</u> |
|------------------------------------|-------------------------|----------------------------------|
|                                    |                         |                                  |
|                                    |                         |                                  |

**II.2. Additional relevant information on other functions (e.g. other functions of an honorary nature and/or attributed for life)**

**X** N/A (not applicable)

| <u>Additional functions e.g. other functions of an honorary nature and/or attributed for life</u> | <u>Description</u> |
|---|--------------------|
|   |                    |
|   |                    |

**III. FINANCIAL INTERESTS (Article 3(4)(a) and (c) of the Code)**

*Please indicate all financial interests, including assets as well as liabilities, which could be considered to be capable of giving rise to a conflict of interest. Bank accounts, specific goods or loans for the purchase of real estate for private purposes do normally not have to be declared.*

*Investments of a value of more than EUR 10,000 have to be declared in all cases.*

*Please indicate in both cases*

- *the kind of interest (e.g. shares, bond, loans);*
- *the entity concerned (e.g. company, bank, fund);*
- *if the investment is managed on an independent basis by a third party, the name of the entity does not have to be declared unless the investment is linked to specific industries like sector or thematic funds;*
- *the size of the interest (e.g. number of shares and their current value, percentage of participation).*

**Assets**

- (1) which could be considered to be capable of giving rise to a conflict of interest**  
**(2) in any case, where the value of an investment exceeds EUR 10,000**

**Shares**

- (1) which could be considered to be capable of giving rise to a conflict of interest**  
**(2) in any case, where the value of an investment exceeds EUR 10,000**

**X** | **N/A (not applicable)**

| <u>Entity concerned</u> | <u>Number of shares</u> | <u>Total current value</u> |
|-------------------------|-------------------------|----------------------------|
|                         |                         |                            |
|                         |                         |                            |

**Bonds**

- (1) which could be considered to be capable of giving rise to a conflict of interest**  
**(2) in any case, where the value of an investment exceeds EUR 10,000**

**X** | **N/A (not applicable)**

| <u>Entity concerned</u> | <u>Number of bonds</u> | <u>Total current value</u> |
|-------------------------|------------------------|----------------------------|
|                         |                        |                            |
|                         |                        |                            |

**Other assets**  
**(1) which could be considered to be capable of giving rise to a conflict of interest**  
**(2) in any case, where the value of an investment exceeds EUR 10,000**

N/A (not applicable)

| <u>Kind of asset/investment</u> | <u>Size of interest</u> |
|---------------------------------|-------------------------|
|                                 |                         |
|                                 |                         |

**Liabilities**  
**which could be considered to be capable of giving rise to a conflict of interest**

**Loans**  
**which could be considered to be capable of giving rise to a conflict of interest**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Size of interest</u> |
|-------------------------|-------------------------|
|                         |                         |
|                         |                         |

**Other liabilities**  
**which could be considered to be capable of giving rise to a conflict of interest**

N/A (not applicable)

| <u>Kind of liability</u> | <u>Entity concerned</u> | <u>Size of interest</u> |
|--------------------------|-------------------------|-------------------------|
|                          |                         |                         |
|                          |                         |                         |

**IV. FINANCIAL INTERESTS OF SPOUSES, PARTNERS<sup>1</sup> AND MINOR CHILDREN WHERE THOSE MIGHT BE CONSIDERED TO BE CAPABLE OF GIVING RISE TO A CONFLICT OF INTEREST (Article 3(4)(a) of the Code)**

*(Please provide in that case, in principle, the same information as under III.)*

**Financial interests of spouses/partners  
where those might be considered to be capable of giving rise to a conflict of  
interest**

N/A (not applicable)

**Assets**

**Shares**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Number of shares</u> | <u>Total current value</u> |
|-------------------------|-------------------------|----------------------------|
|                         |                         |                            |
|                         |                         |                            |

**Bonds**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Number of bonds</u> | <u>Total current value</u> |
|-------------------------|------------------------|----------------------------|
|                         |                        |                            |
|                         |                        |                            |

**Other assets**

N/A (not applicable)

| <u>Kind of asset</u> | <u>Size of interest</u> |
|----------------------|-------------------------|
|                      |                         |
|                      |                         |

**Liabilities**

**Loans**

N/A (not applicable)

<sup>1</sup> Stable non matrimonial partner as defined in Article 1(2)(c) of Annex VII of the Staff Regulations.

| <u>Entity concerned</u> | <u>Size of interest</u> |
|-------------------------|-------------------------|
|                         |                         |
|                         |                         |

**Other liabilities**

N/A (not applicable)

| <u>Kind of liability</u> | <u>Entity concerned</u> | <u>Size of interest</u> |
|--------------------------|-------------------------|-------------------------|
|                          |                         |                         |
|                          |                         |                         |

**Financial interests of minor children  
where those might be considered to be capable of giving rise to a conflict of  
interest**

N/A (not applicable)

**Assets**

**Shares**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Number of shares</u> | <u>Total current value</u> |
|-------------------------|-------------------------|----------------------------|
|                         |                         |                            |
|                         |                         |                            |

**Bonds**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Number of bonds</u> | <u>Total current value</u> |
|-------------------------|------------------------|----------------------------|
|                         |                        |                            |
|                         |                        |                            |

**Other assets**

N/A (not applicable)

| <u>Kind of asset</u> | <u>Size of interest</u> |
|----------------------|-------------------------|
|                      |                         |
|                      |                         |



**Liabilities**

**Loans**

N/A (not applicable)

| <u>Entity concerned</u> | <u>Size of interest</u> |
|-------------------------|-------------------------|
|                         |                         |
|                         |                         |

**Other liabilities**

N/A (not applicable)

| <u>Kind of liability</u> | <u>Entity concerned</u> | <u>Size of interest</u> |
|--------------------------|-------------------------|-------------------------|
|                          |                         |                         |
|                          |                         |                         |

**V. MEMBERSHIP OF ASSOCIATIONS, POLITICAL PARTIES, TRADE UNIONS, NON-GOVERNMENTAL ORGANISATIONS OR OTHER BODIES IF THEIR ACTIVITIES, IN PUBLIC OR PRIVATE, ARE INTENDED TO INFLUENCE OR AFFECT THE EXERCISE OF PUBLIC FUNCTIONS (Article 3(4)(d) of the Code)**

**Membership of associations, political parties, trade unions, non-governmental organisations or other bodies**  
*(Please specify the name of the organisation and its area of activity; membership of clubs in the cultural, artistic, social, sporting or charitable fields does not have to be declared.)*

N/A (not applicable)

| <u>Nature of membership</u> | <u>Name of the organisation</u> | <u>Area of activity of the organisation</u> |
|-----------------------------|---------------------------------|---|
| Member                      | Partido Social Democrata        | Political Party                             |
|                             |                                 |   |

**VI. REAL ESTATE (Article 3(4)(e) of the Code)**

**Real estate**

(Homes reserved for the exclusive use of the owner and his/her family do not need to be declared.)

N/A (not applicable)

| <u>Description</u>  | <u>Ownership: direct or through a real estate company</u>  |
|---|--|
| House in Cascais-Portugal, family home  | Direct ownership, with a standard mortgage with a Portuguese commercial bank   |
| Two buildings, comprising apartments and commercial spaces, all empty, in a small village in the countryside in Northern Portugal                                 | Family inheritance, undivided estate   |
| Ca.70 hectares of non-exploited land, distributed by several properties, in the countryside of Northern Portugal. No economic activity, no subsidies of any kind. | Ownership with my husband through a "Sociedade Agricola", with no income or economic activity for more than 15 years. It's a family inheritance. |

**VII. SPOUSE'S/PARTNER'S<sup>2</sup> PROFESSIONAL ACTIVITY (Article 3(4)(f) of the Code)**

**Spouse's/partner's professional activity**

(Please set out the nature of the activity, the title of the position held and the name of the employer.)

N/A (not applicable)

| <u>Nature of the activity</u> | <u>Title of the position</u> | <u>Name of the employer</u> |
|-------------------------------|------------------------------|-----------------------------|
|                               |                              |                             |
|                               |                              |                             |

**I hereby declare that the information given above is correct.**

**Date:** 03/10/2024

**Signature:** 

This declaration will be made public in line with Article 3(5) of the Code.

<sup>2</sup> Stable non matrimonial partner as defined in Article 1(2)(c) of Annex VII of the Staff Regulations.