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

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

Language: **EN**

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.)

NOT APPLICABLE

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.)

Nature of the post (during the above-mentioned period)	Name of the institution
Member of the Advisory Board (non-paid)	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)	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.)

Nature of the post (during the above-mentioned period)	**Name of the company or other body**	**Business of the company or other body**
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 –	Arrow Global Group plc	Credit management services provider

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)		
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 under the Fit & Proper assessment by the ECB prior to being appointed. They are not employees of Morgan Stanley)	Morgan Stanley Europe Holding SE Morgan Stanley Europe SE Morgan Stanley Bank AG	Banking
Member of the Board 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)	HRRL Acores, S.A.	Asset management services

I.4. Other professional activities held over the last 10 years, including services, liberal profession, consulting activities

(Please indicate the nature of the activity.)

Nature of the other professional activities (during the above-mentioned period)
Member of the operating team at Horizon Equity Partners - Independent Fund Manager (from January 2022 to September 2024) Day-to-day management of a Public Private Partnership/concession contract for the building of the Hospital of Terceira Island in the Azores Region, entailing interacting with the maintenance operator, the Hospital administration, and the public contract manager
Consultant at Banco Millenium Atlantico (Banking) (from January-June 2022 and from July-December 2023), 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
Services provider to Horizon Equity Partners and to Banco Millennium Atlântico (private company co-owned with spouse) (closed)
Elected Member of the Municipal Assembly of Almada, Portugal (from October 2017 to October 2021)
Responsible for the public debt issuance - Portuguese Treasury and Debt Management Agency (from 2007 to 2011 and from November to 31 December 2021)
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.)

Nature of the honorary post	Name of the body	Body's objective/activity
Participation in the Honor Committee ("Comissao de Honra")	Honor Committee ("Comissao de Honra") for Maia, Capital Europeia do Voluntariado 2026	The "Comissao de Honra" gathers well known personalities that can lend symbolic support to an event or organisation.

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

NOT APPLICABLE

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).

III.A 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

III.A.1 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

NOT APPLICABLE

III.A.2 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

NOT APPLICABLE

III.A.3 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

NOT APPLICABLE

III.B Liabilities

Which could be considered to be capable of giving rise to a conflict of interest

III.B.1 Loans

Which could be considered to be capable of giving rise to a conflict of interest

NOT APPLICABLE

III.B.2 Other liabilities

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

NOT APPLICABLE

IV. FINANCIAL INTERESTS OF SPOUSES, PARTNERS(*) 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)

IV.A Financial interests of spouses/partners

(*) Stable non matrimonial partner as defined in Article 1(2)(c) of Annex VII of the Staff Regulations.(*) Stable non matrimonial partner as defined in Article 1(2)(c) of Annex VII of the Staff Regulations.
(Please provide in that case, in principle, the same information as under III.)

where those might be considered to be capable of giving rise to a conflict of interest

IV.A.1.1 Shares

IV.A Financial interests of spouses/partners



NOT APPLICABLE

IV.A.1.2 Bonds

NOT APPLICABLE

IV.A.1.3 Other assets

NOT APPLICABLE

IV.A.2 Liabilities

IV.A.2.1 Loans

NOT APPLICABLE

IV.A.2.2 Other liabilities

NOT APPLICABLE

IV.B Financial interests of minor children
IV.B.1 Assets



IV.B.1.1 Shares

NOT APPLICABLE

IV.B.1.2 Bonds

NOT APPLICABLE

IV.B.1.3 Other assets

NOT APPLICABLE

IV.B.2 Liabilities

IV.B.2.1 Loans

NOT APPLICABLE

IV.B.2.2 Other liabilities

NOT APPLICABLE

V. MEMBERSHIP OF ASSOCIATIONS, POLITICAL PARTIES, TRADE UNIONS, NON-GOVERNMENTAL ORGANISATIONS OR OTHER BODIES IF THEIR ACTIVITIES, IN PUBLIC OR PRIVATE, ARE INTENDED TO

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.)

Nature of membership	Name of the organisation	Area of activity of the organisation
Member of National Council of PSD, non-executive, advisory role as from 20 October 2024	Partido Social Democrata (PSD)	Political Party

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

REAL ESTATE (Article 3(4)(e) of the Code)

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

Description	Ownership: direct or through a real estate company
House in Cascais-Portugal, family home	Direct ownership, with a standard mortgage with a Portuguese commercial bank
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(*) 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.)

Nature of the activity	Title of the position	Name of the employer
State-owned company managing regional food suppliers markets across Portugal	Director of Development and Institutional Relations	SIMAB, SA (Sociedade Instaladora de Mercados Abastecedores, S.A.)

SIGNATURE

I hereby declare that the information given above is correct.
Date: **05/11/2026**

Signature :



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