

Maria Luís Albuquerque

Portuguese nationality



Independent Non-Executive Director, and Member of the Audit, Risk, and Nomination Committees, Morgan Stanley Europe Holding SE, Morgan Stanley Europe SE, and Morgan Stanley Bank AG 2022-present Member of the Operating Team, Horizon Equity Partners 2022-present Member of the Advisory Board, INDEG-ISCTE Executive Education 2019-present Independent Non-Executive Director, Arrow Global Group plc 2016-2021 Elected Member, Municipal Assembly of Almada 2017-2021 Member of Expert Group, High-Level Forum on Capital Markets Union of the **European Commission** 2019-2020 Member of the Portuguese Parliament 2015-2019 Minister of State and Finance 2013-2015 **Deputy Minister for Treasury** 2011-2013

P	Head of Issuing and Markets, Portuguese Debt and Treasury Management Agency (IGCP) 2007-2011
ļ	Director, Department of Financial Management, Rail Infrastructure Company (REFER) 2001–2007
þ	Advisor to the Secretary of State for Treasury and Finance
† P	Master's degree in Financial and Monetary Economics, Lisbon School of Economics and Management (ISEG) 1994–1997
4	Degree in Economics, University of Lusíada 1986–1991