SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL
OF THE
BOARD OF DIRECTORS
CONCERNING
POINT TWO ON THE AGENDA

(Translation of a document originally issued in Portuguese)

Under the legal and statutory terms, and for the year 2025, the **Board of Directors of ALTRI, SGPS, S.A.** proposes, in its annual report, that the individual net result of ALTRI, SGPS, S.A., in the amount of 34,067,959 Euros, be fully applied as dividends. Furthermore, it proposes to distribute as dividends an additional amount from reserves in the amount of €17,214,959, which corresponds to a total dividend distribution of:

Dividends	51,282,918 Euros

The distribution of profits for the year and free reserves now proposed will imply the payment of a gross dividend of 0.25 Euros per share.

Oporto, 9th of April 2026

The Board of Directors

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A. TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026 AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL

OF THE SHAREHOLDER

PROMENDO INVESTIMENTOS, S.A.

CONCERNING

POINT THREE ON THE AGENDA

(Translation of a document originally issued in Portuguese)

PROMENDO INVESTIMENTOS, S.A., in its capacity of shareholder holding 36,475,972 shares representing 17.78% of the share capital and voting rights of **ALTRI, SGPS, S.A.**, proposes to the shareholders that they express their confidence in the management and supervision of the company during fiscal year 2025.

Lisbon, 9th of April 2026

The Board of Directors

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL
OF THE
BOARD OF DIRECTORS
CONCERNING
POINT FOUR ON THE AGENDA

(Translation of a document originally issued in Portuguese)

The **Board of Directors of ALTRI, SGPS, S.A.**, with the purpose of adapting the Company's Articles of Association to a new Governance model to be implemented in the new term, proposes to the General Meeting that it approve the following amendments to the wording of the Company's Articles of Association:

- Article 1.º;
- Article 4.º, number 2;
- Article 9.º including the numbers 1, 2 e 3;
- Article 11.º;
- Article 12.º, number 2, paragraph b);
- Article 14.º, number 1, number 2 and number 4;
- Article 16, number 2;
- Article 18.º, number 1, eliminating paragraph f) and making paragraph g) paragraph f);
- Article 21.º, numbers 1 to 5, adding the numbers 6 to 9;
- Addition of a new Article 22;
- Renumbering of the following articles, which change from Article 22 to 27 to Article 23 to 28;
- Amendment to the previous Article 23, paragraphs 1 and 2 (Article 24, after amendments).

The full text of the Articles of Association is attached to this proposal, as it is proposed that the wording thereof be adopted.

The proposed amendment to Article 4, number 2, of the Articles of Association ("*The Board of Directors, under the legal terms, may increase, from this date (May 4, 2026) until May 3, 2031, the share capital in one or more stages, up to a limit of thirty-five million euros, who will determine in that deliberation the conditions of subscription and the categories of shares to be issued, based on those already existing at the time*.") aims to authorize the Board of Directors, under the terms and for the purposes set out in Article 456 of the Commercial Companies Code, and under the same terms as the previous authorizations, to proceed with increases in the share capital, one or more times, up to a limit of thirty-five million euros, a power that may be exercised until May 3, 2031.

Oporto, 9th of April 2026

The Board of Directors

PROPOSAL NUMBER FOUR, SIGNED BY THE COMPANY'S BOARD OF DIRECTORS, TO BE PRESENTED TO SHAREHOLDERS AT THE ANNUAL GENERAL MEETING OF MAY 4, 2026.

ALTRI - SGPS, S.A.

Articles of Association

(Translation from the Portuguese original)
ARTICLES OF ASSOCIATION – 04/05/2026

CHAPTER I

COMPANY NAME, REGISTERED OFFICE AND PURPOSE

ARTICLE I

The Company adopts the name of “ALTRI, S.G.P.S., S.A.” and its duration is indefinite.

ARTICLE 2

ONE – The registered office is located in: Rua Manuel Pinto de Azevedo, no. 818 (eight hundred and eighteen), Ramalde, Porto, Portugal, and may be transferred, under the terms of the law, by simple decision of the Board of Directors.

TWO – The Board of Directors may open or close branches, agencies, offices, delegations and any other form of local representation both in Portugal or abroad, without having to decide upon the said actions with any other Company body, as it considers appropriate.

ARTICLE 3

ONE – The Company's sole purpose is the management of financial investments, as an indirect form of exercising economic activity.

TWO – The Company can also provide specialised administration and management services to all or some of the companies in which it owns shares representing minimum 10 % (ten per cent) of the respective share capital or voting rights, or with which a subordination agreement has been signed.

THREE – Within the scope of its activity and in compliance with legal limits, the Company may acquire or sell shares in any other Portuguese or foreign companies, independently of their purpose and type.

FOUR – The Company can also, through deliberation of the Board of Directors, associate itself with other legal entities in order to, specifically, form new entities, natural or legal, companies, complementary groups of companies, European economic interest associations, consortiums and participation associations or any other form of association, temporarily or permanently, between companies or entities of other nature.

CHAPTER II

SHARE CAPITAL, SHARES AND BONDS

ARTICLE 4

ONE – The fully paid-up share capital amounts to 25,641,459 (twenty-five million and six hundred and forty-one thousand and four hundred and fifty-nine) Euros, and is represented by 205,131,672 (two hundred and five million, one hundred and thirty-one thousand, six hundred and seventy-two) shares, whose nominal value is 0.125 (twelve-point five Euro cents) Euros each.

TWO – The Board of Directors, under the legal terms, may increase, from the present date (May 4, 2026) until May 3, 2031, the share capital in one or more stages, up to a limit of 35,000,000 (thirty-five million) Euros, who will determine in that deliberation the conditions of subscription and the categories of shares to be issued.

ARTICLE 5

ONE – The shares representing the share capital of the Company are nominative and issued as book shares.

TWO – The shares may be issued under the terms and cases provided by law, at the request and at the expense of interested parties.

THREE – The representation of the securities, if any, will be carried out in accordance with the law, and the securities, provisional or definitive, representing the shares of the Company must have the signature of two administrators, which may be affixed to the securities by mechanical reproduction or by seal, in any case, authorized by them.

FOUR – The Company may issue non-voting preference shares and other preference shares, which may be redeemed at their nominal value, with or without a premium, if the General Meeting so decides, and, if this is the case, define the method for calculating the any redemption premium.

FIVE – In the event of non-compliance with the redemption obligation, the Company is constituted under the obligation to indemnify the holder, in an amount to be determined in the issue resolution.

ARTICLE 6

ONE – Upon the decision of the General Shareholders' Meeting or the Board of Directors, the Company may issue, under legal terms, nominative bonds, namely convertible bonds into ordinary or special category shares and bonds with the right to subscribe ordinary or special category shares, as well as other nominative debt securities, including commercial paper and autonomous warrants on own securities.

TWO – In the event that the issuance of any of the types of bonds referred to in the preceding paragraph is decided by the Board of Directors, the special categories of shares mentioned therein must already exist.

THREE – Bonds, other debt securities and covered warrants on own securities may be issued in a titled or book-entry form, with the necessary adaptations to the provisions of paragraph 3 of Article 5.

FOUR – The convertible bonds and autonomous warrants on the Company's shares which carry the right to subscribe them under the terms of this clause, will be issued by resolution of the Board of Directors.

ARTICLE 7

The Company may, under the legal terms, acquire own shares and bonds and other debt securities representatives of its debt, as well as autonomous warrants for the Company shares.

ARTICLE 8

ONE – The Company may amortise shares held by shareholders who make use of their right to information for purposes other than the Company's interests, thus causing harm to the Company or to other shareholders, which can be done within one year of the occurrence of the fact that underlies the amortization.

TWO – The shares shall be amortised in accordance with the value on the last approved balance sheet, and the respective amount paid within 180 (one hundred and eighty) days of the date on which the Company reached the decision to carry out the said amortisation.

CHAPTER III

STATUTORY BODIES

ARTICLE 9

ONE - The corporate bodies are the Shareholders' General Meeting, the Board of Directors comprising an Audit Committee and the Statutory Auditor.

TWO - The Company also has a Secretary of the Company, as well as an Substitute, appointed by the Board of Directors.

THREE - The Company also has a Remuneration, Evaluation and Nomination Committee, appointed by the General Assembly.

SHAREHOLDERS' GENERAL MEETING

ARTICLE 10

ONE – The Shareholders' General Meeting deliberates on all matters for which the law attributes it competence.

TWO – The participation at the General Meeting follows the applicable legal terms and the notice of meeting.

THREE – The General Meeting is made up of all shareholders with voting rights, one vote corresponding to each share.

FOUR – The shareholders wishing to participate in the Shareholders' General Meeting shall declare his/her intention in writing to the Chairman of the General Shareholders' Meeting, at the latest by the day prior to the third business day prior to the date of the General Meeting.

FIVE – The bondholders and shareholders without voting rights cannot participate in the General Meeting.

SIX – Postal votes are permitted, as long as the Company has its shares admitted to trading in a regulated market.

SEVEN – Without prejudice to proof of shareholder status in compliance with the terms and deadlines provided for by law, only postal votes sent by registered mail to the Company's headquarters, addressed to the Chairman of the General Meeting, and re-

ceived by him until at the end of the third business day prior to the date of the General Meeting.

EIGHT – The vote declaration must be signed by the holder of the shares or by those who legally represent him, and the shareholder, if he is a natural person, must accompany the vote declaration with a certified copy of his identification document and, if he is a legal person, its signature recognized in quality and empowered for the act.

NINE – Vote declarations must ***(i)*** indicate the point or points on the agenda to which it relates, ***(ii)*** indicate the specific proposal to which it is addressed, with indication of that of the proposers, as well as ***(iii)*** contain the precise and unconditional indication the voting direction for each proposal.

TEN – The counting the votes cast by correspondence to verify the constitutive quorum of the General Meeting, the result of the voting by correspondence in relation to each item on the agenda being disclosed at the point to which it relates.

ELEVEN – The postal vote issued shall be deemed to be revoked, in the event of the presence, at the General Meeting, of the shareholder who issued it or of a representative designated by him.

TWELVE – If the vote declarations omit the vote in relation to proposals presented before the date on which these same votes were cast, this shareholder will be deemed to abstain from these proposals.

THIRTEEN – The votes exercised by correspondence are considered as negative votes in relation to deliberation proposals submitted after the date on which these same votes were cast.

FOURTEEN – It is the responsibility of the Chairman of the Board of the General Meeting to check the conformity of the declarations of vote by correspondence, the votes corresponding to the declarations not being accepted being not cast.

FIFTEEN – It is the Company's responsibility to ensure the confidentiality of votes cast by correspondence until the time of voting.

SIXTEEN – The General Meeting may be held by telematic means, provided that the Chairman of the Board confirms that, for the purposes of holding the meeting, the respective means, the authenticity of the declarations and the security of communications are ensured.

SEVENTEEN – The Shareholders' General Meeting may operate on the first call, provided that shareholders holding shares that hold more than fifty percent of the share capital are present or represented.

ARTICLE 11

The Board of the Shareholders' General Meeting is composed, at least, by a Chairman and a Secretary, being their absences covered under the law and the Company's Secretary.

ARTICLE 12

ONE – The Shareholders' General Meeting shall be convened by the Chairman.

TWO – The General Meeting shall meet:

a) Ordinarily, within the timing established by law for the Shareholders' Annual General Meeting;

b) Extraordinarily, whenever the Board of Directors or the Audit Committee request it, and at the request of shareholders representing more than the minimum voting share capital required for this purpose, by law.

ARTICLE 13

The company resolutions are approved by a majority of votes cast, independently of the percentage of capital represented at the Shareholders' General Meeting, unless otherwise required by law.

BOARD OF DIRECTORS

ARTICLE 14

ONE – The Board of Directors is made up of an even or odd number of members, with a minimum of three and a maximum of sixteen, elected at the Shareholders' General Meeting, which will designate, having power, from the outset, (i) the President and members of the Audit Committee, as well as (ii) its President. If the General Meeting does not expressly set the number of directors, the number of members of that body in each term will be considered to be the number of directors elected for the same.

TWO – The Board of Directors will appoint, if it deems necessary, one or more managing directors or an Executive Committee, delegating the management powers it considers appropriate to assign to them, in accordance with the law.

THREE – The provisions of the preceding paragraph do not prejudice the change, during the term of office and up to the legal or statutory limit, of the number of members of the governing body concerned.

FOUR – If it decides to set up an Executive Committee, the Board of Directors should define the respective operating rules and the scope of the powers to be delegated.

ARTICLE 15

ONE – One of the directors may be elected, among persons proposed on lists subscribed by groups of shareholders, provided that none of these groups has shares representing more than 20 (twenty) percent and less than 10 (ten) percent of the share capital. If there are proposals in this regard, the election will be carried out in isolation before the election of the other directors.

TWO – Every one of the lists referred to in § 1 shall propose at least 2 (two) candidates eligible for each one of the available posts, one of them being nominated as substitute.

THREE – No shareholder may endorse more than 1 (one) of the said lists.

FOUR – If, in an isolated election, lists are presented by more than one group, the voting will focus on all of those lists.

FIVE – The provisions of this clause will only apply if, under any circumstances, the Company is considered to be a public subscription, a State concessionaire or an entity equivalent to it.

ARTICLE 16

ONE – The Board of Directors is responsible for the performance of all acts necessary for the pursuit of the Company's corporate purpose, for which the broadest management and representation powers permitted by law are conferred.

TWO – The Board of Directors, without prejudice to other rights conferred by law, holds the following powers:

a) to acquire, sell and encumber any moveable assets, namely motor vehicles, as well as property, within the applicable legal limits;

b) to acquire, sell or encumber shares in other companies;

c) to lease or lease out any assets and property;

d) to appoint authorised representatives or attorneys to carry out particular acts or types of acts, defining the scope of their respective mandates;

e) to represent the Company, in and out of court, proposing and contesting any shares, settling and withdrawing from them and committing themselves to arbitration, the Board of Directors being able to delegate its powers to a single agent;

f) to nominate a Company Secretary and a Substitute Company Secretary;

g) Approve the Company's budget;

h) to deliberate that the Company associates with other entities, natural or collective, public or private, under the terms of § 4 of the third clause, as well as designate any persons, natural or legal, to exercise social positions in other companies;

i) to deliberate on the issuance of bonds and the contracting of financing in the financial market, national or foreign;

j) to deliberate on the provision, by the Company, to its subsidiary companies, of technical and financial support.

ARTICLE 17

ONE – A meeting of the Board of Directors shall normally be held at least once every quarter and, extraordinarily, whenever convened, whether verbally or in writing, by the Chairman or by any two Directors.

TWO – Decisions shall be taken by a majority of votes of the Directors present at the meeting or duly represented.

THREE – The Board of Directors can only take decisions if the majority of Board members are present or represented.

FOUR – Any member of the Board of Directors can be represented at Board of Directors' meetings by another member of the Board by means of an appointment letter, addressed to the Chairman of the Board, indicating the day and hour of the meeting to which it refers to. Each letter of representation may only be used at the meeting for which it was issued.

FIVE – The meetings of the Board of Directors may be held by any available media support, under the terms of the law.

ARTICLE 18

ONE – All the documents that legally bind the company including cheques, bills of exchange, promissory notes and other financial and banking documents, will be valid when signed by:

a) Two members of the Board of Directors;

b) One or more legally mandated signatory, in accordance with the respective mandate instruments;

c) One member of the Board of Directors and a legally mandated signatory, signing within his/her respective mandate;

d) The signature of one member of the Board of Directors to whom sufficient powers have been granted, in accordance with the law and within the limits of the delegation;

e) One member of the Board of Directors, to appoint a judicial attorney of the company or when duly appointed for the purpose or purposes, when the appointment has been minuted at a Board meeting;

f) One legally mandated signatory, if appointed for the purpose or purposes by the Board of Directors or a member of the Board of Directors with powers to so delegate.

TWO – Routine documents may be signed by one member of the Board of Directors.

THREE – It is expressly forbidden to Directors and legally mandated signatories to force the Company in acts and contracts that are not related to social business.

ARTICLE 19

ONE – The Boards of Directors, under the legal terms, will appoint a substitute in case of death, resignation or temporary or permanent incapacity or unavailability of any member.

TWO — If a Director fails to be present at any two meetings without providing a justification for such absence which is accepted by the Board of Directors, such a Director shall than be deemed permanently unavailable

THREE — If the definitive absence is of the administrator elected under the rules provided for in Article 15, an election shall be held at the General Meeting convened for that purpose.

ARTICLE 20

The Members of the Board of Directors will provide guarantees for their responsibilities as Directors as decided by the Shareholders' General Meeting that elects them or, if no such decision is taken, in terms required by law.

AUDIT COMMITTEE AND STATUTORY AUDITOR

ARTICLE 21

ONE – The audit of the company is the responsibility of a Audit Committee, which is a body of the Company consisting of some of the members of the Board of Directors, and by a Statutory Auditor or by a Statutory Audit Company, that will have a Substitute, nominated by the Shareholders' General Meeting.

TWO – The Audit Committee will be composed of three members, one of whom will be the Chairman, who will be appointed (Chairman and Members) by the General Assembly.

THREE – The Members of the Audit Committee are prohibited from holding executive positions within the Company.

FOUR – The Audit Committee must be composed of a majority of independent members and must include at least one member with a higher education degree appropriate to the performance of the duties and knowledge in auditing or accounting matters and who, according to the law, is independent.

FIVE – The General Assembly may only remove members of the Audit Committee if there is just cause.

SIX – The Audit Committee shall meet at least bimonthly.

SEVEN — The powers of the Audit Committee are those assigned to it by law.

EIGHT — The members of the Audit Committee shall provide security for the exercise of their duties in accordance with the terms decided by the General Assembly that elects them or, in the absence of a decision on security, in accordance with the terms required by law.

NINE — The Audit Committee may be assisted by technicians specifically designated for this purpose and also by a company specializing in audit work.

TEN – The Statutory Auditor has the powers and responsibilities established by law, and is especially responsible for carrying out all examinations and verifications necessary for the legal review and certification of the accounts.

SECRETARY OF THE COMPANY

ARTICLE 22

ONE – The Company has a Secretary, as well as an Substitute, appointed by the Board of Directors, with the powers provided for by law.

TWO – The Secretary's duties cease upon the termination of the term of the Board of Directors that appointed him.

COMMON PROVISIONS

ARTICLE 23

ONE – The mandate of the Statutory Bodies is 3 (three) years, and they may be re-elected once or more.

ARTICLE 24

ONE — The remuneration of members elected to the governing bodies will be determined by a Remuneration, Evaluation and Nomination Committee composed of three members, elected by the General Assembly, which will determine whether or not the respective members will be remunerated and under what terms.

TWO — The Remuneration, Evaluation and Nomination Committee is responsible for proposing the remuneration policy for the governing bodies, to be approved by the General Assembly, as well as setting the respective remunerations for all its components.

THREE – The Directors' remuneration and bonus may be a fixed amount or partially consist of a percentage which shall not exceed 5 % (five per cent) of the profits of the financial year.

CHAPTER IV

GENERAL PROVISIONS

ARTICLE 25

ONE – The net results shown in the annual financial statements, after deduction of the amounts legally required to create or to add to the legal reserve, will be applied as determined by the Shareholders' General Meeting, by simple majority:

a) Remuneration of Directors, or bonus of workers, within the limits provided for in paragraph 3 of Article 23, if, under the terms of paragraphs 1 and 2 of Article 23, such form of remuneration is decided;

b) Payment of the preferred dividend to preferred shares without vote, in cash or in kind as decided, by simple majority, at the General Meeting, if, by any chance, the Company has issued them;

c) Application of the remainder in reserves and distribution of dividends by shareholders, in cash or in kind, as decided, by simple majority, at the General Meeting.

TWO – Every financial year, the Company may make interim distributions of dividends, in accordance with the applicable legal provisions.

ARTICLE 26

The Shareholders' Meeting may resolve on the reimbursement of the share capital, in whole or in part, in which case, the shareholders, the nominal value of each share held or part of it, and the Shareholders' Meeting may resolve that, in the event of partial reimbursement, a lottery proceeds.

ARTICLE 27

ONE – In the case of the issuance of new shares due to the increase in share capital, these will share in the profits to be distributed, as provided for in the respective resolution of increase or, in the event of no forecast, proportionally to the period between the last day of the period subscription of shares and the end of the fiscal year.

TWO – In the event of a capital increase through incorporation of reserves, the issuance of the new shares will respect the proportion among the various existing categories and, consequently, shares of the type held by him will be attributed to the shareholder.

ARTICLE 28

All matters and decisions pertaining to the interpretation and execution of the present contract and which oppose the Company and its shareholders shall be of the exclusive territorial competence of the District Court of Porto, as agreed upon by the contracting parties, with the express exclusion of any other court.

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL
OF
THE SHAREHOLDERS
ACTIUM CAPITAL, S.A. AND CADERNO AZUL, S.A.
CONCERNING
POINT FIVE ON THE AGENDA
(translation of a document originally issued in Portuguese)

ACTIUM CAPITAL, S.A., with its registered office in Rua Manuel Pinto de Azevedo, 818, Porto, with a share capital of € 50,000.00, corporate tax number 508824508, registered in the Commercial Registry Office of Oporto under the same number in its capacity as a shareholder holding 30,325,728 shares representing 14.78% of the share capital and of the voting rights of ALTRI, SGPS, S.A. and CADERNO AZUL, S.A., with its registered office at na Rua António Nicolau D'Almeida, 66, 6º Direito, Porto, with a share capital of € 100,000.00, corporate tax number 508038596, registered in the Commercial Registry Office of Oporto under the same number in its capacity as a shareholder holding 34,200,000 shares representing 16.67% of the share capital and of the voting rights of ALTRI, SGPS, S.A., propose to the Shareholders the approval of the following composition (i) Board of the General Meeting, (ii) the Board of Directors, including the Audit Committee, and (iii) the Remuneration, Evaluations and Nominations Committee, establishing the remuneration of the members who will form the latter, for the new three-year term 2026 – 2028:

1. **Election of the Members of the Board of the General Meeting**

Identification	Position
Rui Manuel Pinto Soares Pereira Dias	President
Mafalda Luísa de Carvalho Patrão de Sá	Secretary

2. **Election of the 16 (sixteen) Members of the Board of Directors, including the Members of the Audit Committee**

Identification	Position
João Afonso Ramalho Sopas Pereira Bento	Chairman
João Manuel Matos Borges de Oliveira	Vice-Chairman
Paulo Jorge dos Santos Fernandes	Vice-Chairman

Ana Rebelo de Carvalho Menéres de Mendonça	Member
Domingos José Vieira de Matos	Member
Pedro Miguel Matos Borges de Oliveira	Member
José Armindo Farinha Soares de Pina	Member
Carlos Alberto Sousa Van Zeller e Silva	Member
João Carlos Ribeiro Pereira	Member
Vítor Miguel Martins Jorge da Silva	Member
Miguel Allegro Garcez Palha de Sousa da Silveira	Member
Sofia Isabel Henriques Reis Jorge	Member
María del Carmen Gil Marín	Member and Member of the Audit Committee
Sandra Maria e Queiroz Bomtempo Costa	Member and Chairman of the Audit Committee
Ana Sofia Vaz Pires	Member and Member of the Audit Committee
Verónica Maria Guimarães Lobato Catarino Soares Franco	Member

3. Election of Members of the Remuneration, Evaluations and Nominations Committee

Identification	Position	Remuneration
Vítor Augusto Brinquete Bento	Chairman	20,000
Anabela de Jesus Moreira Carneiro	Member	Remuneration declined
Paulo Miguel Garcês Ventura	\Member	10,000

We further propose that members of the Board of Directors and members of the Supervisory Board shall provide a guarantee (stand bond) for their responsibilities up to the amount of 250,000 Euro (two hundred and fifty thousand Euro) by any means permitted by the Portuguese Companies Act, and that members of the Board of Directors be authorised to hold positions on the Board of Directors of companies in which ALTRI holds, directly or indirectly, a controlling interest or in which a company holding a controlling interest in that company holds, directly or indirectly, a controlling interest, under the terms and for the effects of the article 21 of the Portuguese Securities Code, as well as in companies that have in their shareholder structure, at least, two shareholders with qualifying holdings coincident with the shareholders with qualifying holdings in ALTRI, without applying any restriction on their access to information under the terms and for the effects of paragraph 4 of Article 398 of Portuguese Companies Act.

We also propose that the members of the corporate bodies be remunerated according to the terms established by the Remuneration, Evaluations and Nominations Committee.

The information required by sub-paragraph d) of number 1 of Article 289 of Portuguese Companies Act, is hereto attached.

Oporto, 9th of April 2026

The Sole Directors of the Shareholders,

By Actium Capital, S.A.

_____

Paulo Fernandes

By Caderno Azul, S.A.

_____

João Borges de Oliveira

ALTRI, S.G.P.S., S.A.

(translation of a document originally issued in Portuguese)

APRIL 2026

BOARD OF THE SHAREHOLDERS' GENERAL MEETING

APRIL 2026

RUI MANUEL PINTO SOARES PEREIRA **DIAS**

APRIL 2026

RUI MANUEL PINTO SOARES PEREIRA **DIAS**

Qualifications:

Doctor of Law (Faculty of Law, University of Coimbra, 2017)

LL.M. PhD in Regulation, Litigation and Arbitration of International Business (New York University School of Law, 2011)

Master's Degree in Business Law (Faculty of Law, University of Coimbra, 2007)

Bachelor's Degree in Law (Faculty of Law, University of Porto, 2002)

Professional Activity:

Professor at the Faculty of Law, University of Coimbra

Executive Director (2018-2023) / member (since April 2023) of the Executive Committee for Monitoring and Evaluation of the Corporate Governance Code of the Brazilian Institute of Corporate Governance

Lawyer since 2004 (registration suspended at his request)

Arbitrator and legal consultant

In the last 5 years, he has performed, or still performs, the following professional activities:

- In other companies:

- Cofina – SGPS. SA: Chairman of the General Assembly (2023-2025)
- REN – Redes Energéticas Nacionais, SGPS, S.A.: Vice-Chairman of the General Assembly
- Estoril Sol, SGPS, SA: Chairman of the General Assembly
- Sumários e Predicados, Ltda.: Manager
- Ramada Investimentos e Indústria, S.A.: Chairman of the General Assembly

- Other Activities:

– Associação Direito Empresarial em Revista: Chairman of the Board
– IDET – Instituto de Direito Empresarial e do Trabalho: Member of the Board
– Deutsch-Lusitanische Juristenvereinigung e.V. (German-Portuguese Association of Lawyers): Vice-Chairman of the Board
– IPCG – Instituto Português de Governança Corporativa: Member of the Board

Shares held
Does not hold any shares of ALTRI, SGPS, S.A..

DECLARATION OF INDEPENDENCE

Rui Manuel Pinto Soares Pereira Dias,

in the context of his election to the position of Chairman of the General Meeting of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where he will hold the position of Chairman of the General Meeting,**

Declares, for the benefit of the Company, that:

In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Commercial Companies Code (C.S.C.):

1. Is not associated with any specific interest group within the Company, nor is he/she in any circumstance likely to affect his/her impartiality in analysis or decision-making, notably due to:

   (i) Holding or acting on behalf of or in the name of holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

   (ii) Having been re-elected for more than two terms, continuously or intermittently.

Furthermore, in his/her capacity as Chairman of the General Meeting of the Company, he/she declares that he/she is not in any of the situations that constitute incompatibility, under the terms and for the purposes of the provisions of Article 414-A of the CSC, with the exception of subparagraph b), all in accordance with applicable law.

April 9, 2026

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Rui Manuel Pinto Soares Pereira Dias

MAFALDA LUÍSA DE CARVALHO PATRÃO DE **SÁ**

APRIL 2026

MAFALDA LUÍSA DE CARVALHO PATRÃO DE **SÁ**

Qualifications:

Bachelor of Laws, Faculty of Law, University of Coimbra (2009-2013)

Master of Laws in European Law (LL.M.), College of Europe, Bruges (2013/2014)

Postgraduate degree in Banking, Stock Exchange and Insurance Law, Institute of Banking, Stock Exchange and Insurance Law (BBS), Coimbra (2017/2018)

PhD candidate in Business Law, Faculty of Law, University of Coimbra (since 2016/2017)

Professional Activity:

Invited Assistant Professor at the Porto School of the Faculty of Law of the Catholic University of Portugal (since September 2023)

In the last 5 years, she has performed, or is currently performing, the following professional activities:

- In other companies:

Secretary of the Board of the General Assembly of Cofina, SGPS, S.A. (2023-2025)

Chairman of the General Assembly of ABANCA Portugal, S.A. (2024-2025)

Vice-Chairman of the General Assembly of Estoril-Sol, SGPS, S.A. (2025-2028)

Secretary of the General Assembly of Ramada Investimentos e Indústria, S.A. (2026-2028)

- Other Activities:

Lecturer in the Postgraduate Course in Banking, Stock Exchange and Insurance Law, Institute of Banking, Stock Exchange and Insurance Law (BBS), Coimbra (since 2018/2019)

Shares held

Does not hold any shares of ALTRI, SGPS, S.A..

DECLARATION OF INDEPENDENCE

Mafalda Luísa de Carvalho Patrão de Sá,

in the context of her election to the position of Secretary of the Board of the General Meeting of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where she will hold the position of Secretary of the Board of the General Meeting,**

Declares, for the benefit of the Company, that:

In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Commercial Companies Code (C.S.C.):

1. Is not associated with any specific interest group within the Company, nor is she in any circumstance likely to affect her impartiality in analysis or decision-making, notably due to:

   (i) Holding or acting on behalf of or in the name of holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

   (ii) Having been re-elected for more than two terms, continuously or intermittently.

Furthermore, in her capacity as Secretary of the Board of the Company's General Meeting, she declares that she is not in any of the situations that constitute incompatibility, under the terms and for the purposes of Article 414-A of the CSC, with the exception of subparagraph b), all in accordance with applicable law.

April 9, 2026

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Mafalda Luísa de Carvalho Patrão de Sá

BOARD OF DIRECTORS

APRIL 2026

JOÃO AFONSO RAMALHO SOPAS PEREIRA **BENTO**

APRIL 2026

JOÃO AFONSO RAMALHO SOPAS PEREIRA **BENTO**

Holds a degree in Civil Engineering and a master's degree in Structural Engineering from IST, Lisbon, a doctorate in Civil Engineering from Imperial College, London, and a Habilitation in Intelligent Systems, also from IST. He also holds a Certificate from the INSEAD International Directors Programme.

Currently, he is a member of the Board of Directors of Business Roundtable Portugal, Vice-President of the Advisory Board of Banco Português de Fomento, Vice-President of EPIS (Association of Companies for Inclusion), Permanent Member of the Advisory Board of AICEP (Portuguese Agency for Foreign Investment), and Individual Member of the General Council of IPCG (Portuguese Institute of Corporate Governance).

He has been CEO of CTT since 2019, having joined the Board of Directors in 2017. He led the company through a profound transformation from a traditional postal operator to the fastest-growing e-commerce logistics company in Europe, with a leading position in Portugal and a very significant presence in Spain, being the best-performing company in terms of revenue growth, EBIT, and share market capitalization among listed postal companies. During his tenure as CEO, the company tripled its market capitalization. He has decided to end his executive functions at the end of CTT's current term, whose Annual General Meeting will take place on April 30, 2026.

Previous Experience

He also has significant professional experience in executive and non-executive roles in publicly traded and privately held companies, especially in Portugal and Brazil, particularly in the infrastructure, industry, and energy sectors.

He was CEO of the Manuel Champalimaud Group (family holding company; 2015-19) and Efacec (heavy industry; 2011-15) and executive director of several companies, such as Brisa (listed company, highways; 2000-11) and the José de Mello Group (holding company; 2011-15). He was also a non-executive director of several listed companies, such as CCR (Brazil, highways; 2008-10), EDP (listed company; 2000-03) and entities such as the Belém Cultural Center Foundation (2012-13) and IBTTA – International Bridge, Tunnel and Turnpike Association (USA; association; 2008-11).

During the same period, he became a member of the Board of Directors and the Executive Committee of the José de Mello Group until 2015.

Other leadership roles, academic life and distinctions

He was President of COTEC Portugal (Association for Business Innovation), ASECAP – European Association of Toll Motorways, APCAP – Portuguese Association of Toll Motorways and the Portuguese Academy of Engineering.

He spent the first 20 years of his professional activity as an academic (not covered in this brief curriculum vitae), being a Full Professor at IST Lisbon (with his contract suspended since 2003).

He was appointed Honorary President of ASECAP in 2007 and, in 2016, was awarded the Grand Cross of the Order of Prince Henry the Navigator by the President of the Portuguese Republic.

Shares held

Altri, SGPS, SA

8,901 shares

DECLARATION OF INDEPENDENCE

João Afonso Ramalho Sopas Pereira Bento,

In the context of his election to the position of Chairman of the Board of Directors of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where he will hold the position of Chairman of the Independent Board of Directors,**

He declares, for the benefit of the Company, that:

1. In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Portuguese Companies Code (C.S.C.):

a) He is not associated with any specific interest group in the Company, nor is he in any circumstance likely to affect their impartiality in analysis or decision-making, notably due to:

(i) Holding or acting on behalf of or representing holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

(ii) Having been re-elected for more than two terms, continuously or intermittently.

2. In accordance with and for the purposes of Recommendation IV.2.4 of the 2018 Corporate Governance Code, revised in 2023, of the Portuguese Institute of Corporate Governance:

a) Not having been employed by the Company or a company that is in a relationship of control or group with it in the last three years;

b) Not having provided or established, in the last three years, services or a significant commercial relationship with the Company or a company that is in a relationship of control or group with it, either directly or as a partner, director, manager or officer of a legal entity;

c) Is not a beneficiary of remuneration paid by the Company or by a company that is in a relationship of control or group with it, other than the remuneration resulting from the exercise of the functions of administrator;

d) Does not live in a stable union and is not a spouse, relative or in-law in the direct line and up to the 3rd degree, inclusive, in the collateral line, of administrators of the Company, of directors of a legal entity holding a qualified participation in the Company or of natural persons directly or indirectly holding a qualified participation.

April 9, 2026

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João Afonso Ramalho Sopas Pereira Bento

JOÃO MANUEL MATOS **BORGES DE OLIVEIRA**

APRIL 2026

JOÃO Manuel Matos **BORGES DE OLIVEIRA**

Graduated from the Porto University with a degree in Chemical Engineering, holds an MBA from INSEAD.

He is one of the founders of RAMADA INVESTIMENTOS E INDÚSTRIA, the current holding company of the Ramada group, which was acquired in the 1990s, and of which he has been a shareholder and Chairman of the Board since then. Ramada Investimentos' current activity is mainly focused on real estate, particularly the management of real estate assets, especially forestry assets, and the management of financial investments.

He is also one of the founders of ALTRI, which resulted from a spin-off from Cofina, and is also a shareholder and director (co-Vice-President), assuming executive functions in the construction of the group since its foundation. The group has experienced remarkable growth through the completion of large and complex M&A transactions. Its industrial units are now a global benchmark for technology and innovation and operate in the cellulosic fiber production sector and in the forest-based renewable energy sector, namely industrial cogeneration using black liquor and biomass.

In addition to the Companies which currently holds functions of director, his professional experience includes:

1982/1983	Assistant Director of Production of Cortal
1984/1985	Production Director of Cortal
1987/1989	Marketing Director of Cortal
1989/1994	General Director of Cortal
1989/1995	Vice President of the Board of Cortal
1989/1994	Director of Seldex
1996/2000	Non-executive Director of Atlantis, S.A.
1997/2000	Non-executive Director of Vista Alegre, S.A.
1998/1999	Director of Efacec Capital, S.G.P.S., S.A.
2008/2015	Chairman of the Supervisory Council of Porto Business School
2008/2011	Non-executive director of Zon Multimédia, S.G.P.S., S.A.
2011/2013	Member of University Library CFO Advisory Forum
Since 2019	Member of the Remuneration Committee of the Serralves Foundation
Since 2023	Member of the General Council of Porto Business School

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Caderno Azul, S.A. (a)
- Cofihold, S.A. (a)
- Préstimo – Prestígio Imobiliário, S.A. (a)
- Ramada Investimentos e Indústria, S.A. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Altri, SGPS, S.A.

34,200,000 shares

PAULO JORGE DOS SANTOS **FERNANDES**

APRIL 2026

PAULO Jorge dos Santos **FERNANDES**

Paulo Fernandes is an entrepreneur and investor; he has actively participated in intense mergers and acquisitions activity, as well as in the creation of business projects in various areas and sectors.

His involvement spans industry, including manufacturing, media, renewable energy, forestry, real estate, and the healthcare sector.

Throughout his career, which began in 1982, he has held management and leadership positions, assuming a central role in several renowned Portuguese public companies, including Altri, Cofina, Ramada, and Greenvolt.

He holds a degree in Electronic Engineering from the University of Porto and an MBA from Nova School of Business and Economics.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Actium Capital, S.A. (a)
- Articulado – Actividades Imobiliárias, S.A. (a)
- Expressão Livre, SGPS, S.A. (a)
- MediaLivre, S.A. (a)
- Ramada Investimentos e Indústria, S.A. (a)
- Santos Fernandes & Vieira Matos, Lda. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Altri, SGPS, S.A.

30,325,728 shares

ANA REBELO DE CARVALHO MENÉRES DE **MENDONÇA**

APRIL 2026

ANA Rebelo de Carvalho Menéres de **MENDONÇA**

Holds a degree in Economics by the Universidade Católica Portuguesa of Lisbon.

She is a shareholder and director of RAMADA INVESTIMENTOS E INDÚSTRIA, the current holding company of the Ramada group, which was acquired in the 1990s. Until 2024, Ramada Investimentos e Indústria's activities included, within its core business area, steel, machining, and the manufacture of mold structures and wire drawing. Currently, it has a strong presence in the Real Estate sector, focused on the management of real estate assets, especially forestry assets, and in the management of financial investments.

She was also a shareholder and director of COFINA, a group that was a benchmark in the media sector in Portugal.

She is also a shareholder and director of Altri, which resulted from a spin-off of Cofina, a group that experienced remarkable growth through the completion of large and complex M&A transactions. Its industrial units are now a global benchmark for technology and innovation and operate in the cellulosic fiber production sector and in the forest-based renewable energy sector, namely industrial cogeneration using black liquor and biomass. More recently, as one of the founders, she promoted the Initial Public Offering (IPO) of Altri's subsidiary, at the time GreenVolt, and was a shareholder and director of the Company until May 31, 2024.

In addition to the Companies which currently holds functions of director, her professional experience includes:

1995	Journalist in the economic newspaper SEMANÁRIO ECONOMICO
1996	Commercial Department of CITIBANK
1996	Board member of PROMENDO, S.A.
2009	Board member of PROMENDO, S.G.P.S., S.A.

As of 31st of December 2025, the other companies where she carries out management functions are as follows:

- Promendo Investimentos, S.A. (a)
- Ramada Investimentos e Indústria, S.A. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Altri, SGPS, S.A.

36,475,972 shares

DOMINGOS JOSÉ VIEIRA DE **MATOS**

APRIL 2026

DOMINGOS José Vieira de **MATOS**

Holds a degree in Economics from the Faculty of Economy of the University of Porto. Initiated his carrier in management in 1978.

He is one of the founders of RAMADA INVESTIMENTOS E INDÚSTRIA, the current holding company of the Ramada group, which was acquired in the 1990s, and of which he has been a shareholder and director ever since. Until 2024, Ramada Investimentos e Indústria's activities, within its core business area, included steel, machining, and the manufacture of mold structures and wire drawing. Currently, it has a strong presence in the real estate sector, focused on the management of real estate assets, especially forestry assets, and in the management of financial investments.

He was also one of the founders of COFINA, a group in which he was a shareholder and director, having been directly involved in the construction and management of the group since its foundation, which was a benchmark in the media sector in Portugal.

He is also one of the founders of Altri, which resulted from a spin-off from Cofina, and is also a shareholder and director, having participated in the construction of the group since its foundation. The group has registered remarkable growth through the completion of large and complex M&A operations. Its industrial units are now a global benchmark for technology and innovation and operate in the cellulosic fiber production sector and in the forest-based renewable energy sector, namely industrial cogeneration using black liquor and biomass.

In addition to the Companies which currently holds functions of director, his professional experience includes:

1978/1994	Director of CORTAL, S.A.
1983	Founding Partner of PROMEDE – Produtos Médicos, S.A.
1989/2025	Director of Cofina, SGPS, S.A.
1989/2007	President of the Supervisory Board of Futebol Clube do Porto
1997/2008	President of the Supervisory Board of Futebol Clube do Porto – Futebol, SAD
1998/2000	Director of ELECTRO CERÂMICA, S.A.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Elege Valor, Lda. (a)
- Expressão Livre, SGPS, S.A. (a)
- MediaLivre, S.A. (a)
- Ramada Investimentos e Indústria, S.A. (a)
- Santos Fernandes & Vieira Matos, Lda. (a)
- Vieira de Matos - VDM Capital, S.A. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., SA Group

Shares held

Altri, SGPS, S.A.

34,056,025 shares

PEDRO MIGUEL MATOS **BORGES DE OLIVEIRA**

APRIL 2026

PEDRO Miguel Matos **BORGES DE OLIVEIRA**

Holds a degree in Financial Management by the Institute of Administration and Management of Porto. In 2000 completed the Executive MBA in the Enterprise Institute Porto in partnership with ESADE Business School, Barcelona, currently Catholic Porto Business School. In 2009 completed the Business Valuation Course in EGE-Business Management School.

He is the sole shareholder and Chairman of the Board of Directors of Ramada Aços, S.A. Ramada is a wholesaler and distributor of special steels, drawn steels, and cutting tools. It provides steel machining and heat treatment services, and also produces various types of industrial tools for the wood and recycling industries.

He is the sole shareholder and Chairman of the Board of Directors of Socitrel - Sociedade Industrial de Trefilaria, S.A. Socitrel manufactures and markets various types of steel wire for use in the industrial, agricultural, and construction sectors.

He is a shareholder and director of Altri, which resulted from a spin-off of Cofina, a group that has experienced remarkable growth through the completion of large and complex M&A transactions. Its industrial units are now a global benchmark for technology and innovation and operate in the cellulosic fiber production sector and in the forest-based renewable energy sector, namely industrial cogeneration using black liquor and biomass.

He is also a shareholder and director of Ramada Investimentos e Indústria, the current holding company of the Ramada group. Ramada Investimentos e Indústria's current activity involves a strong presence in the real estate sector, focused on the management of real estate assets, especially forestry assets, and in the management of financial investments.

Between 2009 and 2025, he was a shareholder and director of COFINA, a group that was a benchmark in the media sector in Portugal.

As one of the founders, he promoted the Initial Public Offering (IPO) of Altri's subsidiary, at the time a subsidiary of GreenVolt, and remained a shareholder and director of the company until May 31, 2024.

In addition to the Companies which currently exercise functions of administration, his professional experience includes:

1986/2000	Management advisor of FERÁGUEDA, Lda.
1992	Manager of Bemel, Lda.
1997/1999	Director´s assistant of GALAN, Lda.
1999/2000	Director´s assistant of the Department of Saws and Tools of F. RAMADA, AÇOS E INDÚSTRIAS, S.A.
2000	Director of the Department of Saws and Tools of F. RAMADA, AÇOS E INDÚSTRIAS, S.A.
2006	Board member of UNIVERSAL AFIR, AÇOS ESPECIAIS E FERRAMENTAS, S.A.
2009	Board member of F. Ramada - Investimentos, S.G.P.S., S.A.
2009/2025	Director of Cofina, SGPS, S.A.
2014	Director of Altri, SGPS, S.A.
2021/2024	Member of the Board of Directors of Greenvolt - Energias Renováveis, S.A.
2024	Chairman of the Board of Directors of Ramada Aços, S.A.
2025	Chairman of the Board of Directors of Socitrel - Sociedade Industrial de Trefilaria, S.A.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Blau Stahl, Unipessoal, Lda. (a)
- Planfuro Global, S.A. (a)
- Ramada Aços, S.A. (a)
- Ramada Investimentos e Indústria, S.A. (a)
- Ramada Solar, Unipessoal, Lda. (a)
- Socitrel - Soc. Industrial de Trefilaria, S.A. (a)
- Socitrel Solar, Unipessoal, Lda. (a)
- Universal - Afir, S.A. (a)
- Valor Autêntico, S.A. (a)
- Título Singular, S.A. (a)
- 1 Thing, Investments, S.A. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Altri, SGPS, S.A.

20,541,284 shares

JOSÉ ARMINDO FARINHA **SOARES DE PINA**

APRIL 2026

JOSÉ Armindo Farinha **SOARES DE PINA**

He has a degree in Civil Engineering from the New Jersey Institute of Technology, USA, and also attended a master's degree in Construction Management at the Instituto Superior Técnico. Subsequently, he completed advanced Business Management programs at Indiana University, USA, and INSEAD, France.

He was designated Director in April 2020 and he is currently CEO.

Early in his career, he led renovation and architectural conservation projects in several regions, performing the role of Operations Director for several organizations. In 1995, he joined the American multinational Dow, one of the world's largest groups of industrial chemicals, polymers and for agriculture, where he performed various commercial, operational and global business management functions, with service commissions in several countries in Europe, in the USA and China:

1995/2005	Several commercial and marketing management positions for Europe, Middle East and Africa, in the Construction Materials and Polymers divisions, based in Portugal, Germany and Switzerland
2005/2007	ADC Global General Manager (including the unit of non-woven elastic materials), Germany
2005/2008	Global Director of the Polymers for Health and Hygiene Unit, USA
2008/2010	Global Director of Strategy and Business Development, Specialized Chemical Materials Unit, Switzerland
2010/2014	President and Global Chief Executive Officer of AgroFresh Inc., USA
2014/2017	President of the Division of Agricultural Sciences and Biotechnology for Asia, China
2017/2020	Corporate Strategy and Business Development Director for Asia Pacific, China

Throughout his career, he also held management positions in other organizations:

2014/2017	Vice-Chairman of the Board of Directors of CropLife Asia
1996/2010	Member of the Board of Directors of the World Monuments Fund for Portugal

During the year 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic “Duties and Obligations of Administrators”;
- Internal Training, on the topic “Carbon Footprint”.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Aeoniq Holding AG
- Aeoniq GMBH
- Aeoniq Portugal, S.A.
- Altri Abastecimento de Madeira, S.A.
- Altri Abastecimento de Biomassa, S.A.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Altri Florestal, S.A.
- Altri Sales, S.A.
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Celbi, S.A.
- Florestsul, S.A.
- Greenfiber, S.L.
- Nascento Invest, Lda. (a)
- Sociedade Imobiliária Porto Seguro – Investimentos Imobiliários, S.A.

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Altri, SGPS, S.A.
104,631 shares

CARLOS ALBERTO SOUSA **VAN ZELLER** E SILVA

APRIL 2026

CARLOS Alberto Sousa **VAN ZELLER** e Silva

Holds a degree in Chemical Engineering from Faculdade de Engenharia of University of Coimbra and is in Celulose Beira Industrial (CELBI) staff from more than 20 years. He leads ALTRI's Industrial area, having postgraduate degrees and long-term programs for executives in Management, from the Universidade Católica and from Kellogg School of Management.

He was designated Director in Abril 2020 and he is currently Deputy-CEO since March 2021.

In addition to the companies where he currently exercises management functions, his professional experience includes:

• Sonae Indústria - production of pellets
• Celbi - different operational leadership positions, namely project production and implementation
• StoraEnso - activities in the scope of operational and product development

During the year 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic "Duties and Obligations of Administrators".

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Aeoniq Holding AG
- Aeoniq GMBH
- Aeoniq Portugal, S.A.
- Altri – Abastecimento de Madeira, S.A.
- Altri – Abastecimento de Biomassa, S.A.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Altri Florestal, S.A.
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Celbi, S.A.
- Florestsul, S.A.
- Greenfiber, S.L.
- Sociedade Imobiliária Porto Seguro – Investimentos imobiliários, S.A.

Other Positions:

- Biond - 1st Secretary of the General Assembly Board, representing Celbi, S.A. (a)

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Does not hold any shares of ALTRI, SGPS, S.A..

JOÃO CARLOS RIBEIRO **PEREIRA**

APRIL 2026

JOÃO Carlos Ribeiro PEREIRA

He has a law degree from the University of Lisbon Law School and attended an advanced management program for executives at the Catholic University of Lisbon.

In addition to the companies where he currently exercises management functions, his professional experience includes:

- Started working at Caima on 02.11.1988, having worked at CPK, SA as General Manager (2005-2006), at Celbi, SA, as Commercial Director (2006-2007), joining Altri Sales, SA as Director and General Manager since 01.01.2008.
- He performs various executive functions with special emphasis on the commercial and logistics areas, for which he is responsible in the Altri Group.

He is part of the Altri Group's management team (extended Executive Committee).

During the year 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic “Duties and Obligations of Administrators”.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Altri – Abastecimento de Madeira, S.A.
- Altri – Abastecimento de Biomassa, S.A.
- Altri Florestal, S.A.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Altri Participaciones Y Trading, S.L.
- Altri Sales, S.A.
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Celbi, S.A.
- Florestsul, S.A.
- Greenfiber, S.L.
- Sociedade Imobiliária Porto Seguro - Investimentos Imobiliários, SA.

Shares held

Does not own any shares of ALTRI, SGPS, S.A..

VÍTOR **MIGUEL** MARTINS JORGE DA **SILVA**

APRIL 2026

Vítor MIGUEL Martins Jorge da SILVA

He has a degree in Business Organization and Management from ISTEC, a post-graduate degree in Management Control and Performance from Overgest ISCTE, and attended a Corporate Senior Management program (PADE) from AESE/IESE.

He was designated Director in Abril 2022.

In addition to the companies where he currently exercises management functions, his professional experience includes:

1995 to 2002	Several positions in the Financial Area in companies of the Cimpor Group
2003 to 2004	CFO Cementos Andalucia (Cimpor Group)
2005 to 2006	Director of Management Control and IT Corporacion Noroeste (Cimpor Group)
2007 to 2009	CFO Asment Temara (Marrocos) and Ciments Jbel Oust (Tunísia), both Cimpor Group
2010 to 2012	Corporate Director Management Control and member of the Management Committee of Cimpor
2013	Corporate Director InterCement Management Control
2014	Corporate Director Nuvi Group Management Control (Angola and Portugal)
2015 to 2021	CFO Nuvi Group (Angola and Portugal)

During the year 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic “Duties and Obligations of Administrators”.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Aeoniq Holding AG
- AeoniQ GmbH
- Aeoniq Portugal, SA.
- Altri – Abastecimento de Madeira, S.A.
- Altri – Abastecimento de Biomassa, S.A.
- Altri Participaciones Y Trading, S.L.
- Altri Florestal, S.A.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Captaraíz – Unipessoal, Lda.
- Celbi, S.A.
- Florestsul, S.A.
- Inflora – Sociedade de Investimentos Florestais, S.A.
- Greenfiber, S.L.
- Pulpchem Logistics, A.C.E. (a)
- Sociedade Imobiliária Porto Seguro – Investimentos Imobiliários, S.A.
- Viveiros do Furadouro, Unipessoal, Lda.

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Does not own any shares of ALTRI, SGPS, S.A..

MIGUEL ALLEGRO GARCEZ PALHA DE SOUSA DA **SILVEIRA**

APRIL 2026

MIGUEL Allegro Garcez Palha de Sousa da SILVEIRA

He has a degree in Forest Engineering from Instituto Superior de Agronomia, an MBA in Business Administration from ISEG, a *High Performance Leadership* program from IMD, and a post-graduate *Advanced Management Program* (AMP) from Católica Lisbon School of Business & Economics and Northwestern University - Kellogg School of Management.

In addition to the companies where he currently exercises management functions, his professional experience includes:

2000 to 2003	Technical Supervisor at AFLOPS - Setúbal Forestry Producers Association
2003 to 2009	Director of Operations at Logística Florestal, S.A.
2010 to 2014	Director of Wood and Biomass Supply at Altri Florestal, S.A.

During 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic “Duties and Obligations of Administrators”;
- Training Entity: Higher Institute of Agronomy of the University of Lisbon, on the topic “Automation and AI in Agriculture and Forestry”;
- Training Entity: Nova SBE Executive Education, on the topic “Carbon Markets”;
- Internal Training, on the topic “Carbon Footprint”.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Altri – Abastecimento de Madeira, S.A.
- Altri – Abastecimento de Biomassa, S.A.
- Altri Participaciones Y Trading, S.L.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Altri Florestal, S.A.
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Captaraíz – Unipessoal, Lda.
- Celbi, S.A.
- Florestsul, S.A.
- Inflora – Sociedade de Investimentos Florestais, S.A.
- Greenfiber, S.L.
- Serforal - Sociedade de Gestão e Investimento Agroflorestal, Lda. (a)
- Sociedade Imobiliária Porto Seguro – Investimentos Imobiliários, S.A.
- Viveiros do Furadouro, Unipessoal, Lda.

a) – companies, at December 31st, 2025, that cannot be considered as part of Altri, S.G.P.S., S.A. Group

Shares held

Does not own any shares of ALTRI, SGPS, S.A..

SOFIA ISABEL HENRIQUES REIS JORGE

APRIL 2026

SOFIA Isabel Henriques Reis JORGE

She has a degree in Chemical Engineering from the Faculty of Science and Technology, University of Coimbra.

She has done several specializations and trainings, namely:

- 1996 - 1997: Specialization in Cellulose Technique ("Cellulosateknik") at the Higher Institute of Gävle-Sandviken in Sweden;
- 2002 - 2003: Advanced Management Program for Executives (PAGE) at Católica Lisbon School of Business and Economics;
- 2014 - 2015: Breakthrough Program for Altri Future Leaders at Porto Business School;
- 2016: "Leading and Energizing Teams For Performance" Program at Católica Lisbon School of Business and Economics;
- 2021: Sustainable Finance: Green and Climate Finance at ISEG Lisbon School of Economics & Management;
- 2022: Advanced Management Program Universidade Católica/Kellogg School of Management at Northwestern University - Kellogg School of Management.

In addition to the companies where he currently exercises management functions, his professional experience includes:

1996-1998	Process Engineer at Stora-Cell AB Skutskär (Sweden) - StoraEnso Group
1998-2005	Management Systems Engineer at Celulose Beira Industrial (Celbi), S.A - StoraEnso Group
2005 - 2012	Head of the Management Systems Development Sector at Celulose Beira Industrial (Celbi), S.A - Altri Group
2012 - 2019	Director of the Technical Control and Management Systems Department of Celulose Beira Industrial (Celbi), S.A. and accumulation with the coordination of the activities of the other Directors of this area of the other industrial units of the Altri Group
Oct 2019-Oct 2021	Executive Director of Sustainability of the Altri Group
Oct 2021-May 2022	Executive Director of Sustainability, Risk and Communication in the Altri Group
May 2022	Member of Altri's Management Team, responsible for the areas of People & Talent, Sustainability, Communication and Risk Management
April 2023	Executive Director of Altri, responsible for the areas of People & Talent, Sustainability, Communication and Risk Management

During 2025, the following training courses were completed within the scope of professional competencies:

- Training Entity: Abreu Advogados Knowledge Institute, on the topic “Duties and Obligations of Administrators”;
- Training Entity: Católica Porto Business School, on the topic “Leaders Workshop - Integrative Management”;
- Internal Training, focusing on the topics “Carbon Footprint” and “Courtesy Policy”.

As of 31st of December 2025, the other companies where he carries out management functions are as follows:

- Altri – Abastecimento de Madeira, S.A.
- Altri – Abastecimento de Biomassa, S.A.
- Altri Forestal, SL
- Altri Forestal Logistics, SL
- Altri Florestal, S.A.
- Biogama, S.A.
- Biotek, S.A.
- Caima, S.A.
- Celbi, S.A.
- Florestsul, S.A.
- Greenfiber, S.L.
- Sociedade Imobiliária Porto Seguro – Investimentos Imobiliários, S.A.

Shares held
Does not own any shares of ALTRI, SGPS, S.A..

MARÍA DEL CARMEN GIL MARÍN

ABRIL 2026

MARÍA DEL CARMEN GIL MARÍN

Academic Qualifications:

1990 - 1996	Pontifical University of Comillas (ICAI) - Higher Degree in Industrial Electronic Engineering (Extraordinary Prize: ranked in the top 1% nationally)
1998 - 1999	INSEAD - MBA Program (Dean's List distinction)
2019 - 2019	UCLA Anderson School of Management - Santander-UCLA W50: Preparing Our Boards of Women Members of Tomorrow
2019 - 2019	Nova School of Business & Economics Executive Education - Corporate Governance: Board Leadership
2019 - 2019	Harvard Business School - The Women's Leadership Forum
2019 - 2020	Stanford University - Cybersecurity and Executive Program
2021	INSEAD - International Directors Program (STBY)

Professional Experience:

Executive with over 25 years of experience in technology and cybersecurity, M&A, and venture capital, with a consolidated track record in corporate governance, financial supervision, and capital markets.

She began her career in strategic consulting at the Boston Consulting Group and in investment banking in London and New York, while simultaneously teaching in various management areas. Subsequently, she held executive and non-executive positions in business groups and financial institutions in Portugal and Spain.

Currently, she serves as an independent non-executive director in several companies, including listed companies, participating in audit, risk, sustainability, and compensation committees.

She holds a degree in Industrial Electrical Engineering from the Universidad Pontifícia de Comillas (ICAI), a doctorate in Alternative Energy from UNED, an MBA from INSEAD, and executive training from various academic institutions, including Stanford University, Harvard Business School, and UCLA Anderson School of Management.

Professional activities carried out in the last five years:

- Independent Non-Executive Director of Seguros Santalucía, S.A., member of the Audit, Risk and Sustainability Committee and the Remuneration Committee (since 2024);
- Independent Non-Executive Director of Caixa Geral de Depósitos, S.A., member of the Audit Committee and the Remuneration Committee (since 2021);
- Independent Non-Executive Director of CTT – Correios de Portugal, S.A., member of the Audit Committee (since 2020);
- Member of the Board of Directors of Novabase, S.G.P.S., S.A., with responsibilities in the areas of technology, international business (Europe), ESG, marketing and communication, and capital markets (since 2021);
- Member of the International Advisory Board of Católica Lisbon School of Business & Economics (since 2025);
- Member of the Strategic Innovation Council of Vieira de Almeida & Associados (VdA) (since 2021).

Shares held

Does not hold any shares in ALTRI, SGPS, S.A.

DECLARATION OF INDEPENDENCE

María Del Carmen Gil Marín,

In the context of her election to the position of Member of the Board of Directors of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where she will hold the position of Independent Non-Executive Director,**

She declares, for the benefit of the Company, that:

1. In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Portuguese Companies Code (C.S.C.):

a) She is not associated with any specific interest group in the Company, nor is she in any circumstance capable 1. This may affect their impartiality in analysis or decision-making, notably due to:

(i) Holding or acting on behalf of or representing holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

(ii) Having been re-elected for more than two terms, continuously or intermittently.

2. In accordance with and for the purposes of Recommendation IV.2.4 of the 2018 Corporate Governance Code, revised in 2023, of the Portuguese Institute of Corporate Governance:

a) Not having been an employee of the Company or of a company that is in a relationship of control or group with it in the last three years;

b) Not having provided or established, in the last three years, services or a significant commercial relationship with the Company or with a company that is in a relationship of control or group with it, either directly or as a partner, director, manager or officer of a legal entity;

c) Is not a beneficiary of remuneration paid by the Company or by a company that is in a relationship of control or group with it, other than the remuneration arising from the exercise of the functions of administrator;

d) Does not live in a stable union and is not a spouse, relative or in-law in the direct line and up to the 3rd degree, inclusive, in the collateral line, of administrators of the Company, of directors of a legal entity holding a qualified participation in the Company or of natural persons directly or indirectly holding a qualified participation.

Furthermore, in her capacity as a Member of the Company's Audit Committee, she declares that she is not in any of the situations that constitute incompatibility, under the terms and for the purposes of the provisions of article 414 A of the CSC, with the exception of subparagraph b), all in accordance with applicable legal terms.

April 9, 2026

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María del Carmen Gil Marín

SANDRA MARIA E QUEIROZ **BOMTEMPO COSTA**

ABRIL 2026

SANDRA MARIA E QUEIROZ **BOMTEMPO COSTA**

Academic Qualifications:

- Bachelor's Degree in Economics from the Faculty of Economics of Porto
- International Executive Program (INSEAD)
- High Performance Program (Tignum)
- Advanced Program for Non-Executive Directors (IPCG)

Professional with a consolidated track record in leadership roles in the areas of Auditing, Strategic Planning, Controlling and Finance, with significant experience in multinational groups in the Consumer Goods (Beverages), Energy and Pharmaceutical sectors.

Professional Experience and Professional Activities Performed in the Last Five Years:

Galp

- Director of Internal Audit of the Group and member of the Ethics and Conduct Committee since July 2023, having also performed these functions between 2015 and 2019

Bial

- Vice-President of Finance (November 2019 to June 2023)

Super-Bock Group

- Non-Executive Director at New Coffee, SA (2012 to 2015)
- Director of Strategic Planning and Controllership (2007 to 2015)
- Director of Strategic Planning (2004 to 2006)
- Administrative and Financial Director of Vidago, Melgaço and Pedras Salgadas (2002 to 2003)
- M&A Manager (2001)
- Previously held various positions in the Controllership area

Shares Held

Not holder of no shares in ALTRI, SGPS, S.A.

DECLARATION OF INDEPENDENCE

Sandra Maria e Queiroz Bomtempo Costa,

In the context of her election to the position of member of the Board of Directors of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where she will hold the position of Independent Non-Executive Director,**

She declares, for the benefit of the Company, that:

1. In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Portuguese Companies Code (C.S.C.):

a) She is not associated with any specific interest group in the Company, nor is she in any circumstance capable of 1. To affect their impartiality in analysis or decision-making, notably due to:

(i) Holding or acting on behalf of or representing holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

(ii) Having been re-elected for more than two terms, continuously or intermittently.

2. In accordance with and for the purposes of Recommendation IV.2.4 of the 2018 Corporate Governance Code, revised in 2023, of the Portuguese Institute of Corporate Governance:

a) Not having been an employee of the Company or of a company that is in a relationship of control or group with it in the last three years;

b) Not having provided or established, in the last three years, services or a significant commercial relationship with the Company or with a company that is in a relationship of control or group with it, either directly or as a partner, director, manager or officer of a legal entity;

c) Is not a beneficiary of remuneration paid by the Company or by a company that is in a relationship of control or group with it, other than the remuneration arising from the exercise of the functions of administrator;

d) Does not live in a stable union and is not a spouse, relative or in-law in the direct line and up to the 3rd degree, inclusive, in the collateral line, of administrators of the Company, of directors of a legal entity holding a qualified participation in the Company or of natural persons directly or indirectly holding a qualified participation.

Furthermore, in her capacity as President of the Company's Audit Committee, she declares that she is not in any of the situations that constitute incompatibility, under the terms and for the purposes of the provisions of article 414 A of the CSC, with the exception of subparagraph b), all in accordance with applicable legal terms.

April 9, 2026

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Sandra Maria e Queiroz Bomtempo Costa

ANA **SOFIA VAZ PIRES**

ABRIL 2026

ANA **SOFIA VAZ PIRES**

Academic Qualifications:

- Women on Boards Program, Harvard Business School (2023)
- Executive Organizational Leadership, London School of Economics (2023)
- Executive Leadership, Cornell University (2019)
- MBA, ESADE Business School (2012)
- MEng in Electrical and Computer Engineering, Instituto Superior Técnico (2004)

Professional Experience and professional activities performed in the last five years:

NCFE

- Executive Board Administrator (Jan 2026 – Present)

Portugal's National Engineering Body (Ordem dos Engenheiros)

- Member of the Assembly of Representatives Council (2023-Present)
- Commissioner of the Year for Digital Transition (Jan – Dec 2022)

Microsoft Executive Board Member & Chief Operating Officer (2022–2026)

- Worldwide Platinum Club Outstanding Achiever Award Microsoft (2024)
- Led cross-functional teams to deliver sales enablement and operational strategy
- Oversaw resource allocation, budget management, and data-driven process optimization
- Drove organizational transformation, business expansion, and operational excellence

Ericsson

CEO & Country Manager (2021–2022)

- Drove delivers industry-leading financial performance and public relations results associated with the national rollout of 5G

Ricoh Company Limited, London HQ

Global Vice President, Business Development & International Sales (2017–2020)

- Drove global growth initiatives, P&L responsibilities, and led teams across three continents

BT Group, London HQ

Various leadership roles (2011–2016)

- Vice President, Telco Partnerships (2016)
- Global COO, Telecom Markets (2014–2016)
- Director, Development of Business (2013–2014)
- Acting as COO BT Conferencing, South America. Based in São Paulo, Brazil (2012-2013)
- Global Head of Strategy (2011–2013)

- Served as Interim Chief Operating Officer for BT in the South American region, overseeing operations, strategy, and performance across various markets.
- Oversaw Global Operations, leading governance, risk management, and compliance initiatives, ensuring strong partner relationships and operational excellence.
- Developed and executed growth strategies for cloud and mobile infrastructure services, fostering innovation and market expansion (EE acquisition).
- Managed cross-functional teams and complex stakeholder relationships, cultivating a high-performance culture and promoting sustainable business transformation.

Shares Held

Does not hold any shares in ALTRI, SGPS, S.A.

DECLARATION OF INDEPENDENCE

Ana Sofia Vaz Pires,

In the context of her election to the position of Member of the Board of Directors of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where she will hold the position of Independent Non-Executive Director,**

She declares, for the benefit of the Company, that:

1. In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Portuguese Companies Code (C.S.C.):

a) She is not associated with any specific interest group in the Company, nor is she in any circumstance capable 1. This may affect their impartiality in analysis or decision-making, notably due to:

(i) Holding or acting on behalf of or representing holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

(ii) Having been re-elected for more than two terms, continuously or intermittently.

2. In accordance with and for the purposes of Recommendation IV.2.4 of the 2018 Corporate Governance Code, revised in 2023, of the Portuguese Institute of Corporate Governance:

a) Not having been an employee of the Company or of a company that is in a relationship of control or group with it in the last three years;

b) Not having provided or established, in the last three years, services or a significant commercial relationship with the Company or with a company that is in a relationship of control or group with it, either directly or as a partner, director, manager or officer of a legal entity;

c) Is not a beneficiary of remuneration paid by the Company or by a company that is in a relationship of control or group with it, other than the remuneration arising from the exercise of the functions of administrator;

d) Does not live in a stable union and is not a spouse, relative or in-law in the direct line and up to the 3rd degree, inclusive, in the collateral line, of administrators of the Company, of directors of a legal entity holding a qualified participation in the Company or of natural persons directly or indirectly holding a qualified participation.

Furthermore, in her capacity as a Member of the Company's Audit Committee, she declares that she is not in any of the situations that constitute incompatibility, under the terms and for the purposes of the provisions of article 414 A of the CSC, with the exception of subparagraph b), all in accordance with applicable legal terms.

April 9, 2026

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Ana Sofia Vaz Pires

VERÓNICA MARIA GUIMARÃES LOBATO CATARINO **SOARES FRANCO**

ABRIL 2026

VERÓNICA MARIA GUIMARÃES LOBATO CATARINO **SOARES FRANCO**

Executive with over 25 years of experience in various sectors — including hospitality, transportation, strategic consulting, and consumer goods. She has held leadership positions in both large multinational companies (notably Procter & Gamble and the Boston Consulting Group) and Portuguese family businesses with a significant international presence. She has lived in Portugal, Spain, and the United States, which has strengthened her global perspective.

Academic Qualifications:

1995-1999	Bachelor of Business Administration, NOVA School of Business & Economics
2004-2005	MBA, Columbia Business School
2021	Executive Leadership Program, London School of Economics
2024	Executive Corporate Governance Program, Women on Boards, Harvard Business School

Professional Experience and professional activities carried out in the last five years:

2018-2026	Member of the Executive Committee of the Pestana Hotel Group - Member of the Board of Directors of Pestana Management, SA and Manager of Intervisa - Viagens e Turismo Unipessoal, Lda since 2020.
2022-2026	Member of the Supervisory Board of Armilar Venture Partners, SCR, S.A.
Since 2016	Manager of Innermast, Unipessoal, Lda.

Other activities:

Over the last decade, taught at The Lisbon MBA and Católica Lisbon School of Business & Economics in the areas of strategy, change management, and leadership. Member of the Alumni Supervisory Board of Nova School of Business & Economics.

Shares held

Does not hold any shares in ALTRI, SGPS, S.A.

DECLARATION OF INDEPENDENCE

Verónica Soares Franco,

In the context of her election to the position of Member of the Board of Directors of ALTRI, SGPS, S.A. ("Company"), a company whose shares are admitted to trading on a regulated market, with its registered office at Rua Manuel Pinto de Azevedo, number 818, 4100-320 Porto, holder of the unique registration and corporate tax identification number 507 172 086, with a share capital of €25,641,459.00 (twenty-five million, six hundred and forty-one thousand, four hundred and fifty-nine Euros), **where she will hold the position of Independent Non-Executive Director,**

She declares, for the benefit of the Company, that:

1. In accordance with and for the purposes of the provisions of paragraph 5 of Article 414 of the Portuguese Companies Code (C.S.C.):

a) She is not associated with any specific interest group in the Company, nor is she in any circumstance capable 1. This may affect their impartiality in analysis or decision-making, notably due to:

(i) Holding or acting on behalf of or representing holders of a qualified shareholding equal to or greater than 2% of the Company's share capital;

(ii) Having been re-elected for more than two terms, continuously or intermittently.

2. In accordance with and for the purposes of Recommendation IV.2.4 of the 2018 Corporate Governance Code, revised in 2023, of the Portuguese Institute of Corporate Governance:

a) Not having been an employee of the Company or of a company that is in a relationship of control or group with it in the last three years;

b) Not having provided or established, in the last three years, services or a significant commercial relationship with the Company or with a company that is in a relationship of control or group with it, either directly or as a partner, director, manager or officer of a legal entity;

c) Is not a beneficiary of remuneration paid by the Company or by a company that is in a relationship of control or group with it, other than the remuneration arising from the exercise of the functions of administrator;

d) Does not live in a stable union and is not a spouse, relative or in-law in the direct line and up to the 3rd degree, inclusive, in the collateral line, of administrators of the Company, of directors of a legal entity holding a qualified participation in the Company or of natural persons directly or indirectly holding a qualified participation.

April 9, 2026

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Verónica Soares Franco

AUDIT COMMITTEE

APRIL 2026

SANDRA MARIA E QUEIROZ **BOMTEMPO COSTA**

ABRIL 2026

SANDRA MARIA E QUEIROZ **BOMTEMPO COSTA**

Academic Qualifications:

- Bachelor's Degree in Economics from the Faculty of Economics of Porto
- International Executive Program (INSEAD)
- High Performance Program (Tignum)
- Advanced Program for Non-Executive Directors (IPCG)

Professional with a consolidated track record in leadership roles in the areas of Auditing, Strategic Planning, Controlling and Finance, with significant experience in multinational groups in the Consumer Goods (Beverages), Energy and Pharmaceutical sectors.

Professional Experience and Professional Activities Performed in the Last Five Years:

Galp

- Director of Internal Audit of the Group and member of the Ethics and Conduct Committee since July 2023, having also performed these functions between 2015 and 2019

Bial

- Vice-President of Finance (November 2019 to June 2023)

Super-Bock Group

- Non-Executive Director at New Coffee, SA (2012 to 2015)
- Director of Strategic Planning and Controllership (2007 to 2015)
- Director of Strategic Planning (2004 to 2006)
- Administrative and Financial Director of Vidago, Melgaço and Pedras Salgadas (2002 to 2003)
- M&A Manager (2001)
- Previously held various positions in the Controllership area

Shares Held

Not holder of no shares in ALTRI, SGPS, S.A.

ANA **SOFIA VAZ PIRES**

ABRIL 2026

ANA **SOFIA VAZ PIRES**

Academic Qualifications:

- Women on Boards Program, Harvard Business School (2023)
- Executive Organizational Leadership, London School of Economics (2023)
- Executive Leadership, Cornell University (2019)
- MBA, ESADE Business School (2012)
- MEng in Electrical and Computer Engineering, Instituto Superior Técnico (2004)

Professional Experience and professional activities performed in the last five years:

NCFE

- Executive Board Administrator (Jan 2026 – Present)

Portugal's National Engineering Body (Ordem dos Engenheiros)

- Member of the Assembly of Representatives Council (2023-Present)
- Commissioner of the Year for Digital Transition (Jan – Dec 2022)

Microsoft Executive Board Member & Chief Operating Officer (2022–2026)

- Worldwide Platinum Club Outstanding Achiever Award Microsoft (2024)
- Led cross-functional teams to deliver sales enablement and operational strategy
- Oversaw resource allocation, budget management, and data-driven process optimization
- Drove organizational transformation, business expansion, and operational excellence

Ericsson

CEO & Country Manager (2021–2022)

- Drove delivers industry-leading financial performance and public relations results associated with the national rollout of 5G

Ricoh Company Limited, London HQ

Global Vice President, Business Development & International Sales (2017–2020)

- Drove global growth initiatives, P&L responsibilities, and led teams across three continents

BT Group, London HQ

Various leadership roles (2011–2016)

- Vice President, Telco Partnerships (2016)
- Global COO, Telecom Markets (2014–2016)
- Director, Development of Business (2013–2014)
- Acting as COO BT Conferencing, South America. Based in São Paulo, Brazil (2012-2013)
- Global Head of Strategy (2011–2013)

- Served as Interim Chief Operating Officer for BT in the South American region, overseeing operations, strategy, and performance across various markets.
- Oversaw Global Operations, leading governance, risk management, and compliance initiatives, ensuring strong partner relationships and operational excellence.
- Developed and executed growth strategies for cloud and mobile infrastructure services, fostering innovation and market expansion (EE acquisition).
- Managed cross-functional teams and complex stakeholder relationships, cultivating a high-performance culture and promoting sustainable business transformation.

Shares Held

Does not hold any shares in ALTRI, SGPS, S.A.

MARÍA DEL CARMEN GIL MARÍN

ABRIL 2026

MARÍA DEL CARMEN GIL MARÍN

Academic Qualifications:

1990 - 1996	Pontifical University of Comillas (ICAI) - Higher Degree in Industrial Electronic Engineering (Extraordinary Prize: ranked in the top 1% nationally)
1998 - 1999	INSEAD - MBA Program (Dean's List distinction)
2019 - 2019	UCLA Anderson School of Management - Santander-UCLA W50: Preparing Our Boards of Women Members of Tomorrow
2019 - 2019	Nova School of Business & Economics Executive Education - Corporate Governance: Board Leadership
2019 - 2019	Harvard Business School - The Women's Leadership Forum
2019 - 2020	Stanford University - Cybersecurity and Executive Program
2021	INSEAD - International Directors Program (STBY)

Professional Experience:

Executive with over 25 years of experience in technology and cybersecurity, M&A, and venture capital, with a consolidated track record in corporate governance, financial supervision, and capital markets.

She began her career in strategic consulting at the Boston Consulting Group and in investment banking in London and New York, while simultaneously teaching in various management areas. Subsequently, she held executive and non-executive positions in business groups and financial institutions in Portugal and Spain.

Currently, she serves as an independent non-executive director in several companies, including listed companies, participating in audit, risk, sustainability, and compensation committees.

She holds a degree in Industrial Electrical Engineering from the Universidad Pontifícia de Comillas (ICAI), a doctorate in Alternative Energy from UNED, an MBA from INSEAD, and executive training from various academic institutions, including Stanford University, Harvard Business School, and UCLA Anderson School of Management.

Professional activities carried out in the last five years:

- Independent Non-Executive Director of Seguros Santalucía, S.A., member of the Audit, Risk and Sustainability Committee and the Remuneration Committee (since 2024);
- Independent Non-Executive Director of Caixa Geral de Depósitos, S.A., member of the Audit Committee and the Remuneration Committee (since 2021);
- Independent Non-Executive Director of CTT – Correios de Portugal, S.A., member of the Audit Committee (since 2020);
- Member of the Board of Directors of Novabase, S.G.P.S., S.A., with responsibilities in the areas of technology, international business (Europe), ESG, marketing and communication, and capital markets (since 2021);
- Member of the International Advisory Board of Católica Lisbon School of Business & Economics (since 2025);
- Member of the Strategic Innovation Council of Vieira de Almeida & Associados (VdA) (since 2021).

hares held

Does not hold any shares in ALTRI, SGPS, S.A.

REMUNERATION, EVALUATION AND NOMINATION COMMITTEE

APRIL 2026

VITOR AUGUSTO BRINQUETE **BENTO**

ABRIL 2026

VITOR AUGUSTO BRINQUETE **BENTO**

Academic Qualifications:

- Bachelor's Degree (5 years) in Economics
- Master's Degree in Philosophy (of Action)
- PhD in Strategic Studies and Certification in Corporate Governance (INSEAD)

Professional Experience and Professional Activities in the last five years:

- Chairman of the Board of Directors of SIBS (2015 – May 2021)
- Chairman of the Board of Directors of the Portuguese Banking Association (June 2021- ...)
- Consultant at Semapa (2015-2021)
- Consultant at the Gulbenkian Foundation (2015-2021)
- Member of the Fiscal Council of the Catholic University (October 2023 - ...)
- Member of the Higher Council of the Catholic University (2017 – October 2023)
- President of the Jury of the IRGA Awards (promoted by Deloitte) (2018 -...)
- Invited Full Professor (Catholic University) (2022 - ...)
- Invited Full Professor (Higher Institute of Social and Political Sciences) (2018-2021)
- Member of the Advisory Board of the Bank of Portugal (ex officio)
- Member of the Advisory Board of the IGCP (Portuguese Treasury and Debt Management Agency)

Other Activities:

- Member of the Board of PWN (Professional Women Network – Lisbon)
- Member of the General Council of the Portuguese Institute of Corporate Governance

Shares held

Does not hold any shares in ALTRI, SGPS, S.A..

ANABELA DE JESUS MOREIRA **CARNEIRO**

ABRIL 2026

ANABELA DE JESUS MOREIRA **CARNEIRO**

Academic Qualifications:

- PhD in Economics, University of Porto (2003)

Professional Experience and Activities in the last five years:

- Exclusively at the University of Porto

Shares Held:

Does not hold any shares in ALTRI, SGPS, S.A.

PAULO **MIGUEL** GARCÊS **VENTURA**

ABRIL 2026

PAULO **MIGUEL** GARCÊS **VENTURA**

Academic Qualifications:

1989 - 1994	Law Degree from the Faculty of Law of the University of Lisbon (Classical)
2008 - 2009	Portuguese Catholic University – Customized Management Course
2008	Insead IEP F/S'08Jul – International Executive Program – 6 weeks – Management
2015	Insead COL '15Dec – Leadership Challenge - 4 weeks - Leadership
2018	Insead Certification in Corporate Governance – International Directors Programme

Professional Experience and Professional Activities in the last five years:

1995 - 1996	Internship course at the Lisbon District Council of the Bar Association
1995 - 1996	Banco Espírito Santo – Legal Department Intern
1996	Permanent registration as a Lawyer with the Bar Association
1996 – 1997	Start of professional practice and activity as a lawyer
1996 - 2007	Professional activity as a lawyer in a self-employed capacity with a special focus on civil and commercial law
1997 – 2006	Responsible for the legal area at the Queiroz Pereira Group
1997 - 2006	Company Secretary at Semapa – Sociedade de Investimento e Gestão, SGPS, S.A.
1997 - 2019	Performance of functions on the Boards of General Assemblies of several companies in which Sodim, SGPS, S.A., Semapa – Sociedade de Investimento e Gestão, SGPS, S.A., and other related companies hold shares
1998 - 2000	Chairman of the Board of Directors of Beira Rio – Sociedade Construtora de Armazéns, S.A. on behalf of a legal entity designated as administrator
2006 - 2019	Member of the Board of Directors of Semapa and its Executive Committee (as well as several subsidiaries)
2008 - 2019	Member of the Board of Directors from ETSA - Empresa de Transformação de Subprodutos Animais S.A. and ETSA – Investimentos, SGPS, S.A.
2008 - 2020	Member of the Board of Directors of Sodim, SGPS, S.A. (as well as several subsidiaries)
2011 - 2019	Member of the Board of Directors of THE NAVIGATOR COMPANY, S.A. (as well as some subsidiaries)
2012 - 2019	Member of the Board of Directors of SECIL - Companhia Geral de Cal e Cimento, S.A. (as well as some subsidiaries)
2012 - 2019	Member of the Board of Directors of SEMAPA NEXT, S.A.
2014 - 2020	Member of the Board of Directors of HOTEL RITZ, S.A.
2014 - 2016	Member of the Board of Directors of Villa Magna, S.L.
2018 - 2020	Member of the Board of Directors of Sonagi
2007 – 2019	General Meeting Board positions outside the QP Group: Vice-President of the General Meeting Board of REN, SGPS, S.A. (2007 – 2008) and Vice-President of the General Meeting Board of Infraestruturas de Portugal, S.A., formerly known as EP – Estradas de Portugal, S.A. (2007 -2022)
2022…	Of Counsel Vieira de Almeida e Associados

Association Activity:

2005 - 2007	Member of the Lisbon District Council of the Portuguese Bar Association
2014 - 2017	Member of the General Council of AEM – Association of Companies Issuing Securities Listed on the Market
2017 - 2019	Member of the Board of Directors of AEM – Association of Companies Issuing Securities Listed on the Market
2017 - 2020	Member of the General Council of the Foundation Our Lady of Good Success
2017-2020	Business Council of the Portuguese Arbitration Association

Shares held

Does not hold any shares in ALTRI, SGPS, S.A..

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL
OF THE
SUPERVISORY BOARD
CONCERNING
POINT SIX ON THE AGENDA

(translation of a document originally issued in Portuguese)

The Statutory Auditor found that the current Statutory Auditor can only be re-elected for one more year, given that, under the terms of paragraph 3 of article 54 of Law 140/2015 of September 7, the time limit within which may remain in functions is 10 years.

In this regard, pursuant to and for the purposes of the provisions of subparagraph b) of paragraph 2 of article 420 of the Commercial Companies Code, The Statutory Auditor proposes that:

(i) Be appointed as Statutory Auditor of ALTRI, SGPS, S.A. to hold the position during the first year of the term (year 2026), thus completing the 10-year term limit:

> ***Ernst & Young Audit & Associates - SROC, SA,*** with headquarters at Avenida da Índia, 10, Piso 1, 1349-066 Lisboa, with the company identification no. 505 988 283, member of the Statutory Auditors Association under no. 178, represented by Pedro Filipe Barreiros Miguel, with professional address at Rua Direita de Francos, 165 - 14º, 4100-211 Porto, holder of tax identification number 234 345 160, member of the Statutory Auditors Association under no. 1933,
>
> **Substitute**: Augusto Gil Gomes Escaleira, married, with professional address at Avenida da Índia, 10, Piso 1, 1349-066 Lisboa, holder of tax identification number 182 974 278, member of the Statutory Auditors Association under no. 1415.

(ii) Be appointed as the Statutory Auditor of ALTRI, SGPS, S.A. to serve for the remainder of the term (years 2027-2028):

> ***Deloitte & Associados, SROC, S.A.,*** with headquarters at Avenida Eng. Duarte Pacheco, 7, 1070-100 Lisboa, with the company identification no. 501 776 311, member of the Statutory Auditors Association under no. 43, represented by Hugo Ricardo Alves Araújo, with professional address at Bom Sucesso Trade Center, Praça do Bom Sucesso, 61 - 13º, 4150-146 Porto, holder of tax identification number 167 768 263, member of the Statutory Auditors Association under no. 1437,

Substitute: João Carlos Henriques Gomes Ferreira, with professional address at Avenida Eng. Duarte Pacheco, 7, 1070-100 Lisboa, holder of tax identification number 200 212 460, member of the Statutory Auditors Association under no. 1129.

In preparing this proposal, the advantages and disadvantages of maintaining the same firm of certified auditors for the first year of the mandate were duly considered. The Statutory Board is of the opinion that the quality of work performed by Ernst & Young and the experience accumulated in the sector in which Altri, SGPS, S.A. operates, represent an advantage for the company and, considering operational and financial organization issues, justifies the proposed re-election for a period of one year.

For the remainder of the term (2027-2028), the proposal to elect the firm of Official Auditors Deloitte & Associates, SROC, S.A., was based on the comparative advantage in terms of price, experience, technical quality of the team, and knowledge of the Group.

The information required by sub-paragraph d) of paragraph 1 of article 289 of Portuguese Companies Act is hereto attached.

Oporto, 17th of March 2026

The Supervisory Board,

Jorge Manuel de Sousa Marrão – Chairman

Pedro Nuno Fernandes de Sá Pessanha da Costa – Member

Ana Paula dos Santos Silva e Pinho – Member

ALTRI – S.G.P.S., S.A.

(translation of a document originally issued in Portuguese)

To the
Board of Directors of Altri, S.G.P.S., S.A.
Rua Manuel Pinto de Azevedo, 818 4100-320 PORTO

Porto, April 9, 2026

Dear Sirs,

In accordance with the provisions of subparagraph d) of paragraph 1 of article 289 of the Portuguese Companies Code, we declare that Deloitte & Associados, SROC, S.A., its partners and directors do not hold any shares in Altri, S.G.P.S., S.A. or in companies that are related to it by way of control or group.

During the last five years, our Company has performed, in a significant number of companies, the functions of Sole Auditor and Statutory Auditor, as provided for in articles 262 and 413 of the aforementioned Code. The identification of the companies was provided to the Order of Statutory Auditors in accordance with the provisions of the Statute of the Order of Statutory Auditors, approved by Law No. 148/2015.

Attached are the CV of our partner, Hugo Ricardo Alves Araújo, for nomination as representative of this firm, and of João Carlos Henriques Gomes Ferreira for nomination as alternate Statutory Auditor, along with their declarations of independence.

Without further ado, we remain, with high consideration.

Yours sincerely,

Deloitte & Associados, SROC, S.A.
Statutory Auditors' Firm Represented by:

_____
Hugo Ricardo Alves Araújo - ROC No. 1437
Registered with the CMVM under No. 20161047

HUGO RICARDO ALVES **ARAUJO**

APRIL 2026

HUGO RICARDO ALVES **ARAÚJO**

Academic background and education:	Bachelor's degree in Economics from the Faculty of Economics of the University of Porto (2001).
Professional experience:	Has been working exclusively as a Certified Public Accountant for over five years as a Partner at Deloitte & Associados, SROC, S.A. and is registered with the Order of Certified Public Accountants under number 1437 since 2010 and with the CMVM under number 20161047 since 2016.

DECLARATION OF INDEPENDENCE

Hugo Ricardo Alves Araújo declares, for all due purposes, that he does not incur any of the incompatibilities referred to in paragraph 1 of Article 414-A of the Commercial Companies Code, nor is he in any circumstances likely to affect his independence under paragraph 5 of Article 414 of the same Code.

The occurrence of any event that, during the term of office, determines incompatibility or loss of independence within the scope of the aforementioned legal norms will be immediately communicated to Altri – S.G.P.S., S.A.

April 9, 2026

_____

Hugo Ricardo Alves Araújo - ROC No. 1437
Registered with CMCM under No. 20161047

JOÃO CARLOS HENRIQUES GOMES **FERREIRA**

APRIL 2026

JOÃO CARLOS HENRIQUES GOMES **FERREIRA**

Academic background and education:	Graduated in Business Administration from the Higher Institute of Economics and Management (1994).
Professional experience:	Has been working exclusively as a Certified Public Accountant for over 5 years as a Partner at Deloitte & Associados, SROC, S.A. and is registered with the Order of Certified Public Accountants under number 1129 since 2002 and with the CMVM under number 20160741 since 2016.

DECLARATION OF INDEPENDENCE

João Carlos Henriques Gomes Ferreira declares, for all due purposes, that he does not incur any of the incompatibilities referred to in paragraph 1 of Article 414-A of the Commercial Companies Code, nor is he in any circumstances likely to affect his independence under paragraph 5 of Article 414 of the same Code.

The occurrence of any event that, during the term of office, determines incompatibility or loss of independence within the scope of the aforementioned legal norms will be immediately communicated to Altri – S.G.P.S., S.A.

April 9, 2026

_____

João Carlos Henriques Gomes Ferreira - ROC No. 129
Registered with the CMVM under No. 20160741

PROPOSAL

OF THE REMUNERATION COMMITTEE

CONCERNING

POINT SEVEN ON THE AGENDA

(translation of a document originally issued in Portuguese)

THE REMUNERATION POLICY OF THE GOVERNING BODIES

The Remuneration Committee of ALTRI, SGPS, S.A., ("**ALTRI**" or "**Company**") proposes to the Shareholders' General Meeting the approval of the Remuneration and Compensation Policy of the Corporate Bodies ("**Remuneration Policy**").

1. LEGAL FRAMEWORK

This policy was prepared as provided for in articles 26-A and following of the Securities Code ("CVM"), as well as the recommendations of the Corporate Governance Code of the Portuguese Institute of Corporate Governance 2018 (and revised in 2023), hereinafter referred to as the IPCG code.

2. PRINCIPLES OF ALTRI'S CORPORATE BODIES POLICY

ALTRI's Corporate Bodies Remuneration Policy is based on the assumption that competence, dedication, availability and performance are the determining elements of good performance, and that only with good performance is it possible to ensure the necessary alignment with the company's interests and its shareholders.

In view of the Company's interest, culture and long-term strategy, ALTRI's Corporate Bodies Remuneration Policy aims, as established in article 26-C, no. 1, of the CVM, to "*contribute to the company's corporate strategy, its long-term interests and its sustainability*".

In particular, the Remuneration Policy aims to:

- Attract and retain the best professionals for the functions to be performed, providing the necessary conditions of stability in the exercise of functions;
- Reward performance, by means of remuneration appropriate to the mechanisms for defending the interests of Shareholders, discouraging excessive risk-taking, by providing for mechanisms for deferring variable remuneration;
- Reward the focus on continuous improvement, productivity and the creation of long-term value for shareholders;
- Reward environmental sustainability and energy efficiency of the Company.

This Policy is based on criteria aimed at the sustainability of the Company, is aligned with comparable benchmarking and, complying with legal requirements, is based on the following vectors:

1. Responsibility inherent to the functions performed

The functions performed and the responsibilities assumed by each member are, necessarily, taken into account in the definition of remuneration. Not all members are in the same position, which imposes a carefully case-by-case definition. In assessing the level of responsibility, the time of dedication, the

requirement imposed by the areas under their supervision and the functions performed in the subsidiaries must be considered.

2. The Company's economic situation

The definition of remuneration must be compatible with the size and economic capacity of the Company, while ensuring adequate and fair remuneration.

3. Market standards

The observance of market rules, through a comparative exercise ("benchmark"), is essential to pay adequately and competitively, taking into account the practice of the reference market (nationally and internationally), the activity developed and the results obtained.

4. Alignment of management interests with the Company's strategic objectives

The definition of remuneration should be based on criteria for assessing performance and objectives, of a financial and non-financial nature, in line with the Company's corporate strategy and which ensure the Company's long-term sustainability.

5. ESG commitment

The objectives associated with the definition of remuneration must be associated with the performance of the Company in environmental, social and corporate governance (ESG) indicators, reflecting the commitment to sustainable development, especially in the context of environmental sustainability, of the Company, as well as the permanent fulfillment of the Company's ethical values and principles and which constitute a cornerstone in the way it is structured and related to all stakeholders.

6. Conditions of employment and remuneration of workers

The defined remunerations must take into account the conditions of employment and remuneration of the Company's employees, which is achieved through a comparative exercise ("benchmark") with the reference market (nationally and internationally), with reference to functions equivalent, in order to guarantee internal equity and a high competitive level.

The ALTRI's Remuneration Committee understands that these principles are in accordance with the legislative and recommendatory framework in force, reflecting, in the same way, that which is the Company's view on this matter.

BOARD OF DIRECTORS:

The ALTRI's Remuneration Committee, in line with the Company's organizational model and the principles described above, took into account the following measures:

i. reinforcement of the need to maintain a process for setting goals and evaluating performance;
ii. ensure consistency between quantitative and qualitative objectives;
iii. ensure that the quantitative objectives of the Executive Directors are in line with the quantitative objectives of the most relevant staff of the Company.

Non-Executive Directors

iv. the remuneration of Non-Executive Directors comprises only a fixed component, corresponding to a fixed monthly remuneration, the amount of which is determined by the Remuneration Committee and reviewed, if necessary, on a periodic basis taking into account best practices and the responsibilities of each Non-Executive Director; In line with market practices, the remuneration of Non-Executive Directors may be differentiated (i) by the special functions of representing the Company that may be assigned to each one; (ii) by the experience and know-how in executive functions previously exercised in the Company, as well as (iii) by the business knowledge and know-how in the sector of activity in which the Company operates;

v. additionally, ALTRI's Remuneration Committee takes into consideration the participation of Non-Executive Directors in internal committees of the Board of Directors.

Executive Directors

vi. the remuneration of Executive Directors includes two components:

a) fixed component, corresponding to an amount paid monthly;
b) variable component, which includes a short-term variable premium and a medium-term variable premium.

Short-Term Variable Premium

The short term variable premium is paid annually and cannot be higher than the annual fixed remuneration.

Medium Term Variable Premium

The Medium Term Variable Premium is configured in the form of *Phantom Shares*, which is a calculation formula that consists of the establishment, a priori, of a value for ALTRI shares, which will correspond to the value of the closing share price on a given day and assuming an investment of a certain amount in the Company's shares, and may be exercised in full, within a certain period to be agreed upon which shall never be less than three years from the date of attribution, or by the maximum amount of 50% (fifty percent) within 4 (four) years and the remaining amount of 50% (fifty percent) within 5 (five) years, in any case as from the date of attribution, subject to the verification and fulfillment of quantitative performance objectives associated with the *Total Share Return*, for which reason its payment is not guaranteed.

This formula for calculating the Medium Term Variable Premium in the form of *Phantom Shares*, by deferring the time of payment by at least 3 (three) years, allows the performance of the Executive Directors to be aligned with the long term interests of the Company, without transferring ownership of the shares to the Executive Directors.

Variable Remuneration Allocation Criteria

i. the variable component (short and medium term) is determined in accordance with the individual performance of each Executive Director, taking into account the respective annual individual assessment, in accordance with previously defined quantitative (of a financial and non-financial nature) and qualitative objectives;

ii. quantitative and qualitative objectives are long-term in nature and therefore have a timeframe that may extend over one or more years;
iii. individual quantitative objectives must reflect the Company's financial performance, namely its growth and the return generated for shareholders. The financial indicators must take into account the Company's strategic objectives, in particular the evolution of the Company's turnover and results and the financial and capital strength of the Company;
iv. individual qualitative objectives must reflect the achievement of environmental, social, corporate governance and team management capacity indicators;
v. the individual performance assessment process for each Executive Director is annual and must be supported by concrete evidence, made available to the ALTRI Remuneration Committee;
vi. In addition to the variable component that may be attributed to the Executive Directors, no non-monetary benefits are attributed to the members of the management body, other than the means made available to them for the performance of their duties and a personal health and accident insurance policy in accordance with market practices.

Process for determining the variable remuneration:

(i) An internal evaluation process is observed (always based on the criteria of the Remuneration Policy) carried out hierarchically, whereby: the Chairman of the Board of Directors leads the evaluation process in relation to the Chairman of the Executive Committee and the latter leads the evaluation process in relation to the other Executive Directors, whose reporting is under his responsibility;
(ii) The leader of each evaluation process may call for the participation of Non-Executive Directors who may contribute, due to their experience and know-how in certain areas, to the evaluation process in question;
(iii) The Remunerations Committee analyses the evaluation process carried out, in light of the current Corporate Body Remuneration Policy and finally confirms, in view of the available information, the adequacy and general coherence of the process, setting the variable remuneration.

Special Rules Applicable to the Remuneration of Directors

- The overall fixed remuneration of the Board of Directors, including remuneration paid by subsidiaries to members of the Board of Directors, shall not exceed 4,000,000 Euros per annum;
- The variable component of the remuneration, once determined, awarded and paid, cannot be refunded by the Executive Director who has received it, even in the event of early termination, for whatever reason, of his functions, without prejudice to the Company's general right to compensation in the event of damage caused by the actions of the Executive Directors, which includes the right to withhold amounts awarded, but not yet paid, as a variable component of remuneration;
- In view of the different business areas covered by the Company, it is considered appropriate that the payment of the fixed and/or variable component of the remuneration of Executive Directors may be divided between the Company and subsidiary companies, or paid only by subsidiaries whose management bodies comprise them, in accordance with the terms to be defined by ALTRI's Remuneration Committee;

- If contracts are signed with members of the management or supervisory bodies for contractual regulation, such contracts shall not exceed the term of office without prejudice to the principle of contract renewal concurrently with the renewal of the term of office, and without specifically applicable notice periods.

Thus, and based on the measures listed above, and the ALTRI Remuneration Committee's understanding, the remuneration of Executive Directors (and, well, Non-Executive Directors) is adequate and, as established in article 26.-C, no. 1, of the CVM, "contributes to the company's corporate strategy, to its long-term interests and to its sustainability.".

AUDIT COMMITTEE

The remuneration of the members of the Audit Committee shall be based on fixed annual amounts considered appropriate for the function.

GENERAL SHAREHOLDERS' MEETING

The remuneration of the members of the Board of the Shareholders' General Meeting shall be exclusively fixed and shall respect market practices.

STATUTORY AUDITOR

The Statutory Auditor shall receive a fixed remuneration that is appropriate for the function benchmarked against the market, under the supervision of the Supervisory Board.

The remuneration will be established in the respective service agreement to be entered into for this purpose, under the supervision of the Supervisory Board.

SUPPLEMENTARY PENSION OR EARLY RETIREMENT SCHEMES:

The Company's Executive Directors may participate in the pension fund in effect at the subsidiaries, as applicable, under the same terms as all employees of their respective subsidiaries participate in that pension fund. There are no early retirement schemes.

CONFLICTS OF INTEREST:

The Remuneration Committee shall be responsible for identifying and resolving any situations of conflict of interest that may be related to the Remuneration Policy and any of the persons or entities covered by it. A conflict of interest is considered to exist whenever: (i) the applicable law and regulations so determine, as well as when the private interest of any member of a corporate body interferes, in any way, with this Remuneration Policy and/or when (ii) the performance of the duties of any member of a corporate body may contradict or negatively impact the criteria for setting the remuneration of such member or of the other members of this corporate body.

Any situation of conflict of interest that is identified by the Remuneration Committee and that it cannot resolve within a reasonable time considering the circumstances, shall be submitted to the appreciation and decision of the General Meeting of the Company, after consultation with the Ethics Committee of the Company.

REMUNERATION COMMITTEE OF ALTRI, SGPS, S.A.

SCOPE OF APPLICATION:

This policy applies not only to remuneration paid directly by ALTRI, but also to all remuneration that is paid by companies directly or indirectly controlled by ALTRI, pursuant to Article 21 of the Securities Code, to members of ALTRI's Governing Bodies.

POLICY APPROVAL, AMENDMENT AND REVISION:

Approval: The Company's Remuneration Policy is prepared by the Remuneration Committee and submitted to the General Meeting for approval.

Amendment: Any amendment to the Remuneration Policy must always be proposed by the Remuneration Committee to the General Meeting of the Company for approval. Any corporate body may request to the Remuneration Committee an amendment to the Remuneration Policy, and should submit a written request, duly substantiated. The Remuneration Committee will assess the relevance and adequacy of such request, and shall submit a written response, also duly substantiated, on the conclusions of its analysis and on the procedures to be adopted.

Review: The Remuneration Committee reviews the Remuneration Policy on a three-yearly basis at the end of each term of office, making any changes it deems appropriate in the light of best governance practices, the objectives underlying the remuneration of the members of the Company's governing bodies, the recommendations of the entities with powers in this area, with a view to adapting the policy to best market practices and the sustainable development objectives of the Company.

Procedure: Amendments and revisions to the Remuneration Policy should always be contained in a proposal prepared by the Remuneration Committee and submitted to the General Meeting, in which the reasons for such proposal should be explained and the proposed changes clearly identified. The amended or revised Remuneration Policy will come into force on the first working day following its approval by the General Meeting, and the consolidated version of the Remuneration Policy should be published as required by law.

POLICY DURATION

The Remuneration Policy is in force for periods of three years, coinciding with the Company's mandates, and comes into force on the first working day following its approval by the General Meeting.

Oporto, 9th of April 2026

The Remuneration Committee

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL OF THE

BOARD OF DIRECTORS

CONCERNING

POINT EIGHT ON THE AGENDA

(translation of a document originally issued in Portuguese)

We propose that the Shareholders' General Meeting authorises the Board of Directors to acquire and sell treasury shares of the Company on the regulated market within the legal limits and within the following terms and conditions:

One – Acquisition of treasury shares:

a) the maximum number of treasury shares acquired may not exceed ten percent of the share capital;
b) the period for which this authorisation will last shall not exceed eighteen months from the date of the decision;
c) treasury shares will always be acquired on the regulated market;
d) the minimum and maximum acquisition prices will be eighty five percent and one hundred and ten percent, respectively, of the shares price at closing on the session immediately before the day on which the transaction is made.

Two – Disposal of treasury shares:

a) the minimum number of treasury shares to be sold is one hundred shares;
b) the period for which this authorisation will last shall not exceed eighteen months from the date of the decision;
c) treasury shares will always be sold on the regulated market;
d) the minimum sale price will be eighty five percent of the shares price at closing on the session immediately before the day on which the transaction is made.

The Board of Directors is authorised to decide on the timing of operations, taking into account market conditions, the interest of the company and its shareholders.

Oporto, 9th of April 2026

The Board of Directors

SHAREHOLDERS' ANNUAL GENERAL MEETING OF ALTRI, SGPS, S.A.
TO BE HELD IN EDIFÍCIO LACS, RUA AZEVEDO COUTINHO, 39, 7º ANDAR, SALA 7.1, 4100-100 PORTO ON 4TH OF MAY 2026
AT 11:00 HOURS (Lisbon Time (UTC+1))

PROPOSAL OF THE

BOARD OF DIRECTORS

CONCERNING

POINT NINE ON THE AGENDA

(translation of a document originally issued in Portuguese)

We propose that the Shareholders' General Meeting authorises the Board of Directors to acquire and sell own bonds of the Company within the legal limits and within the following terms and conditions:

a) the maximum number of bonds to be acquired corresponds to the total amount of each issue, without prejudice to the limits resulting from the law, deducting the disposals made;
b) the minimum number of bonds to be sold corresponds to the minimum amount that, at the time of the disposal, is legally fixed for the Company's bonds or the amount less than sufficient to meet obligations assumed by the Company or by its dependent company, resulting from law, contract or issue of other securities;
c) the period during which this authorisation will be valid cannot exceed eighteen months subsequent to the date of the resolution;
d) own bonds will always be acquired on a regulated market;
e) the minimum and maximum acquisition prices will be between 90% and 110%, respectively, of the bonds nominal value;
f) the minimum and maximum sale prices will be between 90% and 110%, respectively, of the bonds nominal value.

The Board of Directors is hereby authorised to decide on the timing of the operations, bearing in mind market conditions, the interests of both the Company and the shareholders.

Oporto, 9th of April 2026

The Board of Directors