

CURRICULUM VITAE

CARLOS DE LUCENA E VASCONCELLOS CRUZ

PERSONAL INFORMATION

Carlos de Lucena e Vasconcellos Cruz

Date & Place of Birth: September 12, 1957 - Lisbon, Portugal

Nationality: Portuguese

Marital Status: Married, 2 children

Spoken Languages: Portuguese (native language); English (fluent); French (fluent); Spanish (fluent)

EDUCATION

- Primary School done at the English School of Lisbon, Portugal (1963 – 1967).
- High School done at the Military School in Lisbon, Portugal (1967 – 1974).
- Master Degree in Business & Administration done at I.S.C.T.E. (Instituto Superior de Ciências do Trabalho e da Empresa), Lisbon, Portugal (1975 – 1980).
- Post-Graduate Course in Corporate Development, D.S.E. – Deutsch Stiftung for International Entwicklung, Berlin, Germany (1981).
- “Quality and Productivity Course” – Harvard Business School, USA (1982).
- “Top Management Program”, INSEAD, Fontainebleau, France (1992).
- “Strategy for Top Management”, IMD, Lausanne, Switzerland (1994).
- “Top Management Corporate Development Program”, INSEAD, Fontainebleau, France (1998).
- Senior Management Corporate Development Program – INSEAD, Fontainebleau, France (1998).

CAREER SUMMARY

Presently

- **Executive Chairman and shareholder of Quântico, S.A.**

Quantico is a Leading Player in the Urban Renovation Market in Portugal.

www.quantico-sa.com

- **Chairman of NNS – Investimentos e Consultadoria, S.A.**

NNS is a Company focused on consultancy in the areas of **strategy and internationalization**. Main areas of activity: **Finance, Biotechnology, Tourism and Hotel Industry, Luxury Products, Environment, Branding, Real Estate, Telecommunications, Energies.**

www.nns.pt

- **Founder and Shareholder of FABER VENTURES**

FABER is a technological company that builds digital products and services that improve everyday life of people and societies. It's focus areas are: **mobility, social web, cloud computing, software as a service (SAAS) and E-commerce.**

www.faber-ventures.com

- **Board Member of Ceará Investment Fund – Brazil.**

Ceará Investment Fund is a real estate fund that, in partnership with two other Portuguese groups (Dom Pedro and Solverde) and a Brazilian group (Dias Branco) are the shareholders of the largest touristic project in Latin America (Aquiraz Riviera). Apart from Aquiraz Riviera, the Fund owns other important real estate assets in the State of Ceará.

Aquiraz Riviera, which is under construction, is a large project for residential-tourism, in a land of 300 ha, 20 minutes from Fortaleza, with 2 km of private beach, a golf course, hotels and plots for apartments and villas. The total investment is 300 million Euros.

www.aquiraz-riviera.com

- **Member of the Strategic Committee of Iris Capital Fund - Venture Capital (Paris)**

IRIS CAPITAL FUND is a Private Equity specialized in Media, Communications and IT. Since its foundation in 1986 it has successfully invested more than 700 Mio Euros in approx. 200 companies.

www.iriscapital.com

- **Senior Advisor of CREDIT AGRICOLE - Corporate and Investment Bank**

CREDIT AGRICOLE is one of the most important global investment banks, with approx. 13000 employees located in more than 50 countries.

www.ca-cib.com

- **Chairman, Founder and Shareholder of BEWITH**

BEWITH is a business consultancy company, based in Angola and with offices in Portugal and Brazil. Its business is the identification, support, analysis and development of business and investments between Africa, Portugal and Brazil.

Other founding partners are Accenture (global consulting company), H&S – a company of Heidrick & Struggles, Kroll (world leader in risk management) and HAAAG – a legal firm with practices in Portugal, Brazil and Angola.

www.bewithangola.com/organizacao.html

- **Strategic Senior Advisor of CRITICAL SOFTWARE/CRITICAL LINKS**

The Critical Group is one of the worldwide leaders in the development of solutions, services and software technologies for critical information systems, operating in Portugal, USA and UK and has NASA as a reference customer.

www.criticalsoftware.com

- **Founder shareholder of SUNLOVER, S.A.**

Sunlover is the first worldwide nutricosmetic beverage that protects the human skin from premature aging effects provoked by external and internal factors (sun and skin oxidation). It is sold in Portugal and its globalization is underway.

www.sunlover.com

- **Senior Advisor of FYRON GROUP**

The Fyron Group operates in the areas of Engineering, Infrastructures, Telecommunications and Energies in 12 countries.

www.fyrongroup.com

- **Shareholder and Member of the Advisory Board of ALFAMA, INC.**

Alfama is a world leader biotechnology company in its investigation field (carbon molecules). Incorporated in the US, has research labs in Portugal, US and Italy.

www.linkedin.com/company/alfama

- **Senior Advisor of GLG – Gerson Lehrman Group**

GLG operates since 1998 in the global expertise market through a group of professionals, academics, scientists and business leaders.

Areas of practice in GLG are: Strategy, Globalization, Leadership, Corporate Governance, Media, Telecommunications and Technology.

www.glgresearch.com

- **Founder and Executive Board Member of LIDE PORTUGAL**

Lide is a global leaders organization, founded in Brasil being a “Think-Tank” with the major objectives of improving the global leaders networking across the world, by selecting top corporations and their leaders to strengthen global business relations according strict ethical principles, adequate corporate governance rules and best practices of social responsibility and sustainability.

www.lide.pt

- **Member of the Advisory Board of CIP - Portuguese Confederation of Enterprise Owners**

The most prestigious confederation of Portuguese entrepreneurs and company owners

www.cip.org.pt

- **Invited Professor of Universidade Nova and Universidade Católica Portuguesa, top Portuguese Management Schools (Post-Graduate Courses and MBA Programs)**

Previously

From 2012 to 2014 – FYRM – Energias (BRASIL)

- **Founder and Vice Chairman of FYRM – Energias (BRASIL)**
FYRM operates in the areas of Generation, Transmission, Distribution, Energetic Efficiency; Consultancy and Technique Management in all Energy areas.

From 2011 to 2013 – FYRON GROUP

- **Chairman, CEO and Shareholder of the FYRON GROUP**
As an global corporation operating in the engineering, telecommunication and energy sectors, FYRON GROUP main competences involve the conception, development, construction, set up, operation and maintenance of Energy and Telecommunication networks.

From 2010 to 2011 – OT, SGPS, SA

- **Chairman of the Board**
Holding Company with participations in several business sectors – software, digital signage and healthcare.

From 2008 to 2010 – PH, SGPS, SA

- **CEO**
Holding with activity in the financial and real estate markets.

From 2007 to 2008 – ORIZON Group

- **Executive Vice President**
Real Estate, Golf & Hotels.

From 1999 to April 2006 – GRUPO PORTUGAL TELECOM

- Until the separation of PT Multimedia in December 2007, PORTUGAL TELECOM Group was the largest Private Portuguese Group, listed in the Portuguese stock market and New York (NYSE). Revenue of approx. 6 Billion Euros, employing more than 10000 people.

FUNCTIONS

- **Executive Board Member and member of the Executive Committee of Portugal Telecom Group (PT)**
- **CEO of PT Investimentos Internacionais (all the international areas of the Group – 24 companies, 14 countries in 4 continents)**
- **Executive Vice-Chairman of VIVO (largest mobile telecommunications company in the southern hemisphere – 30 Mio customers)**
- **CEO PT Brazil**
- **CEO PT Asia**
- **CEO PT Comunicações (largest business unit of the Group)**
- **CEO PT PRIME, SA**
- **CEO MARCONI, SA**
- **CEO PT WI-FI, SA**
- **CEO PT.com SGPS, SA**
- **CEO DIRECTEL – Listas Telefónicas Internacionais (Yellow Pages)**
- **Member of the Board of Directors Páginas Amarelas, SA (Yellow Pages)**
- **Chairman and CEO of Tradecom, SGPS (BZB Marketplace)**
- **CEO PT Móveis, SGPS**
- **Chairman PT Contact SA (Call Centers)**
- **Member of the Board of Directors PT Corporate, SGPS, SA**
- **Executive Vice-Chairman PT Ventures, SGPS, SA**
- **Executive Vice-Chairman Celular Participações, SA, Brazil**
- **Executive Vice-Chairman Tele Sudeste Participações, SA, Brazil**
- **Executive Vice-Chairman Tele Centro Oeste Celular Participações, Brazil**
- **Executive Vice-Chairman Tele Leste Celular Participações, Brazil**

- **Member of the Board of Directors Companhia de Telecomunicações de Macau**
- **Member of the Board of Directors Fundação Portugal Telecom**
- **Member of the Board of Directors PT Compras, SA**
- **Member of the Board of Directors PT – Sistemas de Informação, SA**
- **Member of the Board of Directors TMN, SA**
- **CEO Telesp Celular, SA, Brazil**
- **CEO Global Telecom, SA, Brazil**
- **Member of the Board of Directors Banco Best, SA**

From 1985 to 1999 – DUN & BRADSTREET CORPORATION – NY, USA

- **Dun & Bradstreet is the worldwide leading consultancy company for BUSINESS INFORMATION, BUSINESS INTELLIGENCE AND DATABASE MANAGEMENT, with more than 2 Mio customers in all countries of the world with a business volume at that time, of more than 2 Billion USD.**

FUNCTIONS

- **Member of the Worldwide Board of Dun & Bradstreet Corporation – N.Y, USA.**
- **Executive Vice President of Dun & Bradstreet Corporation – N.Y, USA.**
- **Worldwide Leader of D&B Global - N.Y, USA**
- **Executive Vice President of D&B Europe - London, U.K**
- **President and CEO of D&B Iberia (Portugal and Spain)**
- **Vice President of Trans Union España Credit Bureau SA (Madrid, Spain)**
- **Senior Vice President of Dun & Bradstreet Corporation – N.Y, USA**
- **Senior Vice President of Dun & Bradstreet Europe – London, U.K.**
- **President & CEO D&B Iberia & Middle East**
- **President & CEO of Dun & Bradstreet Iberia (Spain and Portugal)**
- **President & CEO of Dun & Bradstreet Portugal**

- **President of the “European Customer Service Group” of Dun & Bradstreet – London, U.K.**
- **General Manager of Dun & Bradstreet France, Paris**
- **Commercial Director of Dun & Bradstreet Portugal, Lisbon**

1983 – 1985 – LEASINVEST – BANCO BORGES & IRMÃO

- **Senior Economist.**

1978 – 1983 – Ministry of Finance, Portugal

- **Economist and project manager at The Ministry of Finance of Portugal, working directly with the World Bank, United Nations, European Investment Bank and Kreditanstalt für Wiederaufbau (KfW).**

OTHER PROFESSIONAL ACTIVITIES

1980 - 1987

- Taught “Financial Management” at the Lisbon Management University – ESOCT.

Since 1980

- Cooperated with various business newspapers and magazines.
- Invited as guest speaker by various Portuguese and International Institutions, Universities, Seminars and Conferences.

Since 1979

- Consultant for several companies in the areas of:
 - Internationalization
 - Strategy
 - Finance
 - Marketing
 - Telecommunications
 - e-Business
 - Real Estate
 - Private Equity

CURRENT PROFESSIONAL AND CLUB MEMBERSHIPS

- Chairman of the General Assembly of APQ - Associação Portuguesa para a Qualidade (2003-2005)
- Vice President of APQ - Associação Portuguesa para a Qualidade from 1992 to 1994
- Chairman of the General Assembly – Management Club – ISCTE” – (2002-2005)
- Member of the Portuguese Association of Business Information Companies (Vice-President from 1992 to 2000)
- Member of APDC - Associação Portuguesa para o Desenvolvimento das Comunicações
- Member of the International Association of Business Leaders (USA)
- Member of the Consulting Council of NOVA FORUM – Universidade Nova de Lisboa (2004-2006)
- Executive Director of MBA Programme “Management, Communications and Multimedia” – ISEG (2004-2006)
- Member of the Consulting Council and Vice-Chairman of the General Assembly of ADVP - Associação dos Dirigentes de Vendas e Marketing de Portugal
- Vice-President of APPM – Associação Portuguesa dos Profissionais de Marketing
- Member of AAACM – Associação dos Antigos Alunos do Colégio Militar (Lisbon, Portugal)
- Member of the American Club of Lisbon
- Member of C.I.F. (Lisbon)
- Member of ACP – Automóvel Club de Portugal

PUBLISHED WORKS

- “Quality – A Management Philosophy” – Texto Editora, Lisboa, 1992

HONORIFIC TITLE

- “Grande-Oficial da Ordem do Infante D. Henrique”, by His Excellency the President of the Portuguese Republic (February 2006).