

Victor José Pécurto Guégués

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Avenida dos Barris 577 • 2890-099 Alcochete • Portugal

Phone: +351 96 178 11 06 • E-mail: vitorguegues@hotmail.com / victor@origem-invest.com

Snapshot Bio Resume

- **Economist, Entrepreneur & Investor**
- **Founder: on March 2024 of Origem – Responsible Investment¹ (“Origem”)** being **Executive Board Member – Managing Director**
- **Guest Professor of Private Equity finance to SMES:** Postgraduation in Corporate Finance, Restructuring & Litigation at Universidade Católica (Faculdade de Direito)
- **Co-Founder:** on April 2014 of Atena Equity Partners – Sociedade de Capital de Risco, S.A. (“Atena²”), being **Executive Board Member (as CFO) and Investor (as LP)** of Atena’s Private Equity Fund’s since their incorporation.
- **Chairman:** of several Atena Funds’ portfolio companies (Cariano, Matcerâmica and SIMI) and **Non-Executive Board Member** (Malo Clinic, Páginas Amarelas, Plastrofa, Prado Carolinas da Lousã, Quinta e Santos Score, Sidefarma and We Mold Group):
 - Leading M&A, financial & operational turnaround, value creation plan, refinancing, dividend recap and successful divestment of SIMI, Cariano & Prado; and Matcerâmica (2nd Portuguese Dynaware Stoneware producer, acquired in July 23)
 - Leading the M&A processes carried out by the Atena Funds (i.e. Malo Clinic, Grupo Leya, Prado Cartolinas da Lousã and We Mold Group).
- **CFO:** of Explorer Investments’ funds³ (2011-2014), leading Report and Communication with Investors and Market.

¹ Origem is a Portuguese Seard Fund leading Private Equity investment strategies, focus in Succession, Build Up, Growth, Carve outs strategies in Portuguese performing SMES and non-performing Market Leaders. www.origem-invest.com

² Atena is a portuguese independent Private Equity management company which invests in high-quality Portuguese companies facing succession or restructuring challenges in control-oriented equity and distressed debt instruments, adapting each deal structure to the needs of the seller and the stabilization of the company. Atena raised its first Atena I fund in 2014 and is currently concluding the investment period of Atena II fund, closed in January 2019 with 75M€. Since its foundation in 2014, Atena invested in Industrials, Education, Healthcare and Business Services. Together they represented around 260M€ in sales, with over two thirds abroad, and more than 2000 people. www.atenaep.com

³ Explorer Investments is the main independent management company leader in the Private Equity in Portugal with assets under management of ~ 1,400 M€, divided into two business areas: Private Equity and Hospitality. www.explorerinvestments.com

- **CFO and Interim CEO:** at Insyncro & Cuadrifolio – Explorer Investments Fund 1 subsidiary (2008-2011).
 - **Financial & Administrative Director:** at Imocom Group (2007-2008) leading the restructuring of debts and the internationalization process to Argentina.
 - **Manager:** of Advisory, Assurance da Due Diligence at Deloitte⁴ (previously Arthur Andersen as Senior Auditor) - Telecoms, Media, Construction and Tourism Industries (1999-2007).
 - MBA Executive from ISCTE, Graduation in Economics from Universidade de Évora, Corporate Finance, Taxation and Restructuring & Insolvencies Executive Specialization from APEU/ Faculdade de Economia de Coimbra, and Universidade Católica do Porto.
 - Member of the Portuguese Order of Economists and the Portuguese Institute of Corporate Governance
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Relevant Skills

- Experience of **more than 15 years of Leadership as Chairman or Board Member at Midcaps and Iberian SMEs** (export and internationalization driven - Industrials, Business Services, Education and Tourism)
- **Leadership of M&A, Legal and Corporate Operations teams** of subsidiaries led as Founding Partner of the Atena
- **Leader of corporate, tax and legal structuring of the Funds' investments, as well the reporting process to Investors and CMVM**
- **Leader of complex financial and operational turnarounds**, such Cariano, SIMI, Matcerâmica and Prado / Malo Clinic (in co leadership).
- Main Competencies' & Skills:
 - Defining Strategy
 - People Leadership - C Level
 - Multidisciplinary and versatile hard skills - Strategy / M&A / Financial and Tax / Legal / Operations / People
 - Analytical and decision-making
 - Negotiation and diplomacy
 - Focus on results and continuous improvement
 - Full commitment & transparency
 - Independence

⁴ www2.deloitte.com/pt

Detailed Experience

- **Founder and Board Member**
Origem – Responsible Investment (www.origem-invest.com)
March 2024 to present
- **Founding Partner and Board Member**
Atena Equity Partners, SCR, S.A. (www.atenaeop.com)
Aug 2014 to January 2024
- **Chairman** (representative of Atena)
 - Matcerâmica – Fabrico de Louça, S.A. (www.matceramica.com / www.nosse.pt)
Revenues ~25 M€ / HR > 500 FTE's
Aug 2023 to January 2024
 - Cariano, S.A. (www.cariano.pt)
Revenues ~6.5 M€ / HR > 50 FTE's
Dec 2021 to July 2023
 - Simi – Sociedade Internacional de Montagens, S.A. (www.simi.pt)
Revenues ~ 25 M€ / HR > 250 FTE's
Dec 2015 to Aug 2022
- **Board Member** (representative of Atena)
 - Plastrofa, S.A. (www.plastrofa.pt)
Revenues ~ 10 M€ / HR > 100 FTE'S
May 2023 to January 2024
 - Quinta & Santos Score (www.quintasantos.pt)
Revenues ~ 6 M€ / HR > 100 FTE'S
July 2022 to January 2024
 - Sidefarma, S.A. (www.sidefarma.pt)
Revenues ~ 10 M€ / HR > 100 FTE'S
July 2021 to January 2024
 - Malo Clinic, S.A. (www.maloclinics.com)
Revenues ~18 M€ / HR > 250 FTE's
Aug 2019 to January 2024
 - Grupo Leya (www.leya.com)
Revenues ~ 100 M€ / HR > 500 FTE's
Aug 2018 to Aug 2020
 - Wemold Group (www.wemoldgroup.com)
Revenues ~ 20 M€ / HR > 200 FTE's
Oct 2017 to January 2024
 - Prado Cartolinas da Lousã, S.A. (www.papeldoprado.com)
Revenues ~ 25 M€ / HR > 100 FTE's
Apr 2016 to January 2024

- Páginas Amarelas, SA. (www.pai.pt)
Revenues ~ 15 M€ / HR > 100 FTE's
April 2015 to Mar 2016

- **CFO of Private Equity Fund's**

Explorer Investments (www.explorerinvestments.com)

Financial Department Leader

Corporate, tax investment and asset divestment process definition.

Leading the Financial Report process to Market and communication with Market Regulators and Investors (CMVM and CSFF Lux).

Dec 2011 to Aug 2014

- **Interin Managing Director & CFO**

Insyncro / Cuadrifolio (Explorer I Fund) - Explorer Investments

Leading the Operational & Financial Turnaround, acquisition, and divestment of Cuadrifolio
Sep 2008 to Dec 2011

- **Financial & Administrative Director**

Grupo Imocom

Financial Department Leader & in charge of the setup of the internalization process in Argentina

Aug 2007 - Sep 2008

- **Manager (Advisory, Assurance & Due Diligence)**

Deloitte

Management of + 60 clients (~with a revenue billing portfolio of 2 M€), operating mainly in the areas of Telecom, Media, Construction, Cement and Tourism.

Simultaneously leadership of several projects and teams with direct reporting to 4 Partners. Business development, managing portfolio and attracting new clients – taxation or consultancy

Leadership of Due Diligence (M&A) and consultancy projects (ie. Financial & Tax Due Diligence, Vendors Due Diligence, review of internal control procedures, business plan modeling and review and implementation of IFRS)

Two years Trainer of new Hiring Deloitte Trainees, Analysts and Seniors

Leadership several of companies' valuations & due diligences: Aug 2002 to Aug 2007

- **Senior Auditor**

Arthur Andersen & Co. (merged with Deloitte)

Leadership of several Statutory and External Audit projects, and maximum responsibility for the annual / semi-annual audit field work, both on the individual financial statements and the consolidated financial statements (ie. Teixeira Duarte, SUMA, Cimpor Group and Cofina).

Aug 1999 to Aug 2002

Education

- **MBA Executive, Master of Business Administration & Management**
INDEG-ISCTE Executive Education
2019 to 2021
- **Graduation in Economics**
Universidade de Évora
1995 to 1999

Other Executive Educational Experiences

- **Strategy & Corporate Governance**
HEC Paris / France
2021
- **Non-Executive Board of Directors Advance Program**
Instituto Português de Corporate Governance
2021
- **Restructuring and Insolvency Legal Process Executive Program,**
Católica Porto Business School
2017
- **Taxation**
FEUC APEU Universidade de Coimbra
2011
- **Finance**
FEUC APEU Universidade de Coimbra
2001

Motivations

- Family; Friends; Alentejo; History; Build a sustainable future