



# ETHICS AND COMPLIANCE COMMITTEE

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DECLARATION OF INTEREST FORM FOR BOARD MEMBERS,  
ALTERNATES AND NON-VOTING EXPERTS

Declaration of Interest should be submitted, duly signed and dated, by e-mail to the ECC Secretariat  
([ecc@eib.org](mailto:ecc@eib.org))

## DECLARATION OF INTEREST FORM FOR BoD MEMBERS, ALTERNATES AND NON-VOTING EXPERTS

<b>FULL NAME:</b>	ISABEL RAMOS DE ALMEIDA
<b>ROLE:</b>	ALTERNATE EXPERT
<b>TERM'S START DATE:</b>	7 OCTOBER 2024

### 1. OUTSIDE ACTIVITIES

#### 1.1. CURRENT ACTIVITIES NOT CONNECTED TO [EIB/EIF]'S WORK.

Please indicate (i) any official/professional position(s), (ii) membership to governing bodies (e.g. of international, European or national agencies) and (iii) positions in institutes, associations, foundations.

Name of the body	Position (incl. outline of main tasks)	Nature of the business / type of activity of the body	Remunerated? (Yes/No)

No current activities to declare

#### 1.2. PREVIOUS ACTIVITIES

Please indicate (i) any official/professional position(s), (ii) membership to governing bodies (e.g. of international, European or national agencies) and (iii) positions in institutes, associations, foundations, held in each case over the last 5 years.

End date	Name of the body	Position (incl. outline of main tasks)	Nature of the business/ type of activity of the body
SEPTEMBER 2025	NA	EXPERT BANKING CONSULTANT	CONSULTANCY ON FINANCIAL SERVICES
JUNE 2023	NOVO BANCO	HEAD OF CORPORATE AND REGULATORY AFFAIRS DEPARTMENT AND CHIEF OF STAFF OF THE CEO	BANKING
JUNE 2023	BANCO BEST	NON EXECUTIVE BOARD DIRECTOR	BANKING
SEPTEMBER 2022	NOVO BANCO	CHIEF OF STAFF OF THE CEO AND HEAD OF THE STATUTORY BOARD SECRETARIAT	BANKING

No previous activities to declare

I hereby declare that, as of 31 DECEMBER 2025 the information given here above is true, correct and complete to the best of my knowledge.

\* Insert date of appointment or 31 December reference year or date of material change, depending on the relevant circumstances

Date\*\*: 1 JANUARY 2026

Signature:

A handwritten signature in black ink, appearing to read "J. L. R. de Almeida". The signature is written in a cursive style with a large initial "J" and "L".

**\*\*The date of the signature must be January of the reference year, or date of material change, depending on the relevant circumstances**