

agenda setting

know news • good news

Services Presentation

May 2011

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finance setting
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cost setting
know cost • good cost

growth setting
know how • good growth

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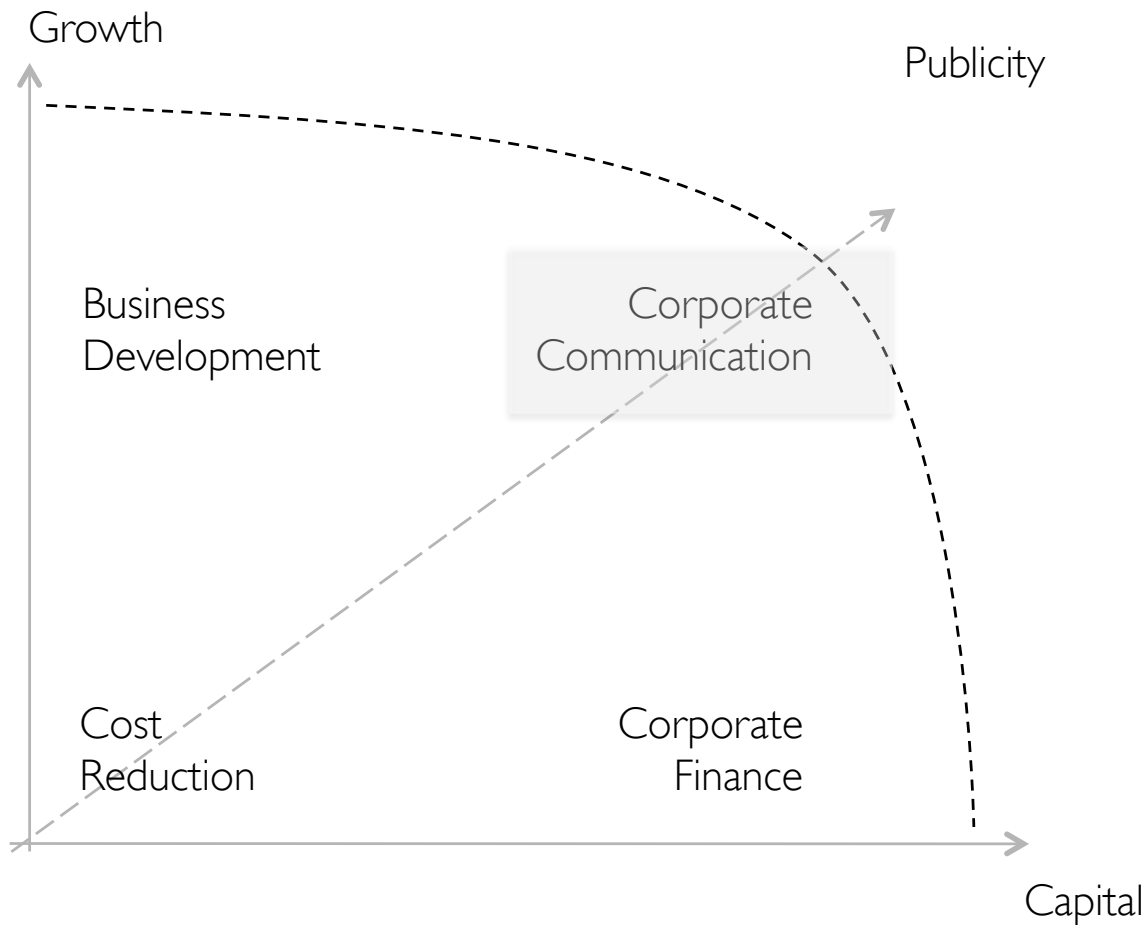
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Corporate finance

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Cost reduction

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Business development

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Corporate Communication

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agenda setting provides services in the Corporate Communication areas

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PUBLIC RELATIONS:

- Business communication diagnostics
- Relations and representation with the press
- Media and PR Events
- Relations with official organisations
- Communication plans (traditional and new media)
- Training in communication and presentation

CRISIS MANAGEMENT:

- Identification of potential areas/themes
- Creation of manuals and systems
- Planning
- Monitoring and prevention and response actions
- Risk management
- Recovery plan and actions
- Evaluation of results and corrective actions

STAKEHOLDERS MANAGMENT:

- Identification and prioritising of issues
- Mapping and/or consultation of interested parties
- Building of alliances
- Implementation and communication plan
- Recovery implementation
- Evaluation of results and Corrective Actions

COMMUNICATION AND IMAGE:

- Creativity
- Contents Management
- Internal and external communication
- Multimedia and new media
- Brand creation and management

thinking
resolving
divulging.

Experience of agenda setting:

- Business sectors: Communication, Publishing, Contents Production, Films, Advertising, Industry, Retail, Environment, Transport, Sport.
- Geographical areas: Angola, Brazil, Mozambique, Cape Verde, São Tomé, Morocco, Macau

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finance setting provides Corporate Finance advisory services

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FINANCIAL ADVISORY:

- Evaluation of businesses, assets and companies
- Reorganisation of asset and business portfolios
- Structuring and implementing of investment vehicles
- Reorganisation of the shareholder structure
- Preparation of companies for purchase and sales operations

CAPITAL RAISING:

- Structuring and implementing of MBO/MBI operations and procuring of capital for business and company expansion and internationalisation processes
- Advise on capital procurement and negotiation with investors (Private Equity, Private Placements)
- Pre-IPO advisory

SECTOR-BASED CONSOLIDATION - M&A:

- Purchase and sales mandates – structuring and implementation of operation for purchasing and selling assets and businesses in the national market

CROSS-BORDER M&A - M&A:

- Advisory services to Portuguese business groups on cross-border M&A operations
- Advisory services to international investors for identifying investment opportunities in Portugal
- Advisory services to international companies on the sale of assets held in Portugal

evaluating
structuring
materialising.

Part of an international network
of M&A correspondents that
covers 20 countries

Experience of finance setting:

- Business sectors: Distribution, Energy, Media & Telecom, Food, Transport and Finance.
- Geographical area: Portugal, Spain, France, Germany, UK, Netherlands, Finland

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cost setting provides cost reduction and management and purchase process optimisation services

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COST REDUCTION AND MANAGEMENT - BCM (Business Cost Management) methodology, company set up in 1993, with offices in 30 countries.

- **Methodology:** 5 phases - Diagnostic; Analysis and Identification of Cost-Reduction Potential; Detailed list itemised by cost; Implementation; Accompaniment (for 2 years, constantly obtaining new reductions).
- **Cost Reductions:** experience of over 15 years in Portugal, and access to experience and information of the international network of BCM, permitting the analysis of the main cost categories (Energy, Communications, Cash, Consumables, Pre-Printing, Insurance, Cleaning, Express Transport Services, Travel, Packaging Material, Vehicles, Maintenance, ...)

BENEFITS: Average cost reduction: 18 - 22%. Model based exclusively on a "Success Fee". **No savings ... No charge!**

OPTIMISATION OF PURCHASE PROCESSES – Through on-line solutions, we optimise the purchase processes (procurement, negotiation with suppliers, orders, deliveries, billing and payment) of the necessary products for the operation of your facilities or other specific aspects of your main activities.

- **Buy Direct:** an on-line solution which allows you to place your orders by delivery locations – **One invoice/One payment** – management of orders and deliveries made by the cost setting services.
- **Order Direct:** an on-line solution, identical to **buy direct**, in which the only difference is in the fact that the billing is done by the suppliers – **Several invoices/Several payments**,
- **Discount Contract:** You can even opt for taking advantage of our lower prices and continue to operate in the traditional manner.

BENEFITS: Reduction in costs through optimising processes, time and the resources involved in the purchase activity. Reduction in costs through purchasing at lower prices.

knowing
solving
optimising.

Methodology:



Experience of cost setting and BCM Portugal:

- Business sectors: Logistics, Services, Textile, Banking, Industry, Environment, Energy, Transport, Financial Services, Telecom, Construction, Automobile, Hotel and Restaurants, Retail, Travel.
- Geographical area: Portugal and Spain

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growth setting provides services in areas related to business growth and development

Support to companies whose main objective and challenge is growth, particularly:

- In the **CREATION** and **LAUNCH** of new companies and/or products/services
- In **EXPANSION** in the market in which they operate, through new Marketing & Sales solutions
- In the **INTERNATIONALISATION** of products/services, businesses or companies
- In the **RECOVERY** (business turnaround) of businesses or companies, through their reorganisation, vitalisation and recuperation

To support companies in their growth challenges, we offer the following services:

- **MARKET & BUSINESS INTELLIGENCE** (Analyses and Studies of Markets and Businesses)
- **ANALYSIS AND REVIEW OF BUSINESS MODELS** (positioning, offer, value chain, organisation, policies, systems, profits, business structure and management)
- **STRATEGIC PLANNING** (analysis of the current situation, objectives, strategy, business plan and implementation)
- **IMPLEMENTATION AND MONITORING:**
 - capital procurement;
 - projects on candidates for support and finance programmes;
 - identification, selection and determining of partners;
 - organisational implementation;
 - acceleration and results improvement programmes (Fast Results Delivery)

Through the international networks GIA and GCN, we have access to information about the main international business sectors and direct access to more than 70 Markets/Countries.

We also provide support to international companies who wish to expand their business activities in Portugal, or in countries with Portuguese as their official language.

growth setting

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defining
implementing
growing.

Member of the
international
networks:



Experience of growth setting:

- Business sectors: Consumer goods, Construction, Energy, Logistics, Industry, Outsourcing of services, Retail, Financial Services, Telecom, Transport, Tourism.
- Geographical area: Portugal, Spain, France, Switzerland, UK, Netherlands, Germany, Finland, Estonia, Latvia, Lithuania, Poland, Czech Republic, Slovakia, Bulgaria, Romania; Saudi Arabia, Dubai, UAE, Oman, Egypt, Ghana, Mozambique, India, Pakistan, Sri Lanka, Malaysia, Singapore, Thailand, Philippines, China, Dominican Republic, Guatemala, Argentina, Brazil, Chile.

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Senior Team

António Vieira da Silva

Managing Partner of business setting

Managing Partner of growth setting



Responsible for the Strategic Planning Unit for new Retail – Downstream businesses, Royal Dutch/Shell Group, 1992-1995, based in London, and responsible worldwide for Strategic Review and New Retail Business Development, Market Entry Studies and Market Exit Studies projects.

Member of the Board of Directors of Shell Portuguesa and Shell Ibéria from 1995 to 1996;

Business Transformation Manager Worldwide, in the Royal Dutch/ Shell Group, 1996-1999, based in the Hague (Netherlands), and responsible for strategic review, business development and business turnaround projects in the principal *operating companies* in Europe, Asia and South America.

Advisor to the Chairman of the Board of Directors and Chairman of the Executive Committee of GALP Energia from 1999-2001, and responsible for the PRIME project, Cost Reduction project for the GALP Energia Group and for the IDEMITSU acquisition process. He also held executive management responsibility for the following business units: Marketing & Communication, Refinery Planning, Lubricants and International Area (Brazil, Cape Verde, Guinea-Bissau, Angola and Mozambique).

From 2001, he occupied the following posts:

- Member of the Board of Directors in companies from the Communication, Outsourcing, Education and Industry sectors;
- Advisor to the Vice-Chairman of the Board of Directors and Chairman of the Executive Committee of SAIP (Alqueva – Residential Tourism Project)
- Member of the Advisory Boards in consultant firms and Private Equity firms
- International consultancy projects, including: “Business Turnaround, European and Middle East Routes”, SriLankan Airlines; “Business Transformation”, Malaysian Airlines; Revaluation of PETROMOC Assets, Mozambique; Revaluation of EDM Assets, Mozambique;
- Advisor to the ANP (National Oil Authority) of Timor-Leste, for the *Downstream Oil & Gas* area
- Guest Professor of ISTE at the event “Masters in International Management” for the “International Projects” discipline

Experience - Sectors:

Consumer goods, Construction, Education, Energy, Logistics, Industry, Outsourcing, Retail, Financial Services, Telecom, Transport, Tourism.

Experience – Geographical areas:

Dominican Rep., Guatemala, Argentina, Brazil, Chile, Bulgaria, Czech Republic, Estonia, Germany, Latvia, Lithuania, Netherlands, Poland, Spain, Romania, Slovakia, Switzerland, UK, Egypt, Dubai, Saudi Arabia, Oman, Sri Lanka, Malaysia, Singapore, Thailand and Australia;

avs@business-setting.com
Tlm +351 96 130 6689
Tel +351 210 480 674

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João Patrício dos Santos



Managing Partner of finance setting

More than 20 years' experience in the *Private Equity and Corporate Finance* areas, in financial institutions in Portugal and overseas. He embarked on his career in the financial sector in Banco de Fomento Exterior (1987-1990) and later in the Venture Capital Company Unirisco (1990-1992).

From 1992 to 1995, he was Director of BNP – Capital e Serviços, a venture capital firm controlled by the Banque Nationale de Paris – BNP group.

Later, he was Managing Director of Banexi Portugal (a business bank belonging to the BNP group), as adviser to international groups involved in operations for the privatisation of Portuguese companies and in M&A operations in Portugal.

From 2000 to 2008, he was Head of Corporate Finance of BNP Paribas in Portugal. During that term, he was adviser to different international groups in M&A operations in Portugal, as Portuguese groups in capital markets operations (shares) and in M&A operations abroad. He also coordinated several evaluation studies on business assets for Portuguese and international clients.

From 2008 to 2011, he cooperated with Gesventure in the areas of capital procurement, structuring of investment vehicles in Venture Capital and Corporate Finance (partner of the international network Translink Corporate Finance).

Experience – Main Sectors:
Distribution, Energy, Media & telecom, Food industry, Transport and Finance

Experience – Geographical areas:
Portugal, Spain, France, Germany, UK, Netherlands, Finland

José Esteves Ferreira



Managing Partner of cost setting

With more than 20 years' professional experience, he has worked in different business sectors related to control, cost efficiency and purchasing of products and services for companies.

Responsible for stocks/supplies management in Snucker, SA (1987-1989).

Product Manager in Rangel Distribuição e Logística, Lda – Rangel Group (1990-1992), where he was responsible for the management and logistics of Samsung products;

Supplies Director in the companies Investia, SA and Cineticum, SA (1993-1999).

In 2000, he set up the company Traço Ecológico, focusing its activity on the cost-reducing area.

Later, in 2005, he set up EQUI in the same business sector, where he occupied the post of Managing Director.

Since then, he has worked in the Outsourcing, acting mainly on the optimisation, cost-reduction and monitoring of procedures in medium and large businesses, and in 2009 he founded the company *Outservices*, which was incorporated into cost setting.

Experience - Sectors:
Logistics,, Outsourcing, Textile, Logistics, Industry, Environment,
Energy, Transport.

Experience – Geographical areas:
Portugal, Spain

José-Manuel Diogo



Managing Partner of agenda setting

Founder of agenda setting, he has more than 20 years' experience in managing communication assets in companies from the public sector and a thorough knowledge of the socio-economic aspects of social communication in Portugal, Portuguese language countries, especially Angola, Brazil, Macau and Cape Verde and also England, where he participated in a media training course for television in the multinational Global Insight.

He commenced his professional activity in 1991 in the programme Coimbra Capital Nacional do Teatro. From 1993 to 2003 he was regional marketing director of the distribution company Medeia Filmes.

Between 2003 and 2008 he held several public positions, specifically prominent positions in the ministries of agriculture and internal administration, and in the secretaries of state for European affairs and Sport. As communication adviser and director, he was responsible for the creation of communication plans, the strategic definition of advertising messages and speeches, the control of relations with stakeholders, the definition of communication instruments and the implementation of activities.

In 2008 he was appointed CEO of agenda setting and consultant to several companies and public, national and international entities. He regularly writes articles in the daily press.

He was President of Rádio Universidade de Coimbra, and has advanced training in areas as varied as Mechanical Engineering, Journalism and Management.

Experience - Sectors:

Communication, Publishing, Contents Production, Films, Advertising, Logistics, Public Sector, Industry, Retail, Environment, Transport, Sport.

Experience – Geographical areas:

Angola, Brazil, Mozambique, Cape Verde, São Tomé, Morocco, Macau

josediago@agendasetting.net

Tlm +351 96 811 5570

Tel +351 213 880 555

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João Caro de Sousa



Associate Partner of cost setting

With over 30 years of professional experience, has always been connected to the provision of services to businesses and organizations.

After completing his degree and UCP (Catholic University) in 1981, he joined one of the largest company in construction and public works in Portugal, the "Construções Técnicas, SA" where he was responsible for project development and implementation of information systems in the of areas Budgeting, Planning & Control and Project Management.

In 1987 he founded the "Orgware", a company specializing in designing, developing, implementing and maintaining information systems for companies of Construction and Public Works. Responsible for design, development and marketing of ERP Software - IACS (Integrated Support to Construction). In partnership with "Andersen Consulting (now Accenture) designed, developed and implemented SLIGO (Local System Works Management), software widely used by the major construction and public works companies in Portugal.

From 1998 focused his activities in the Consulting Cost Reduction, representing in Portugal, and opened its first office abroad, an international reference company in this area, "BCM - Business Cost Management", that currently has a presence in 17 countries.

Since then he has been dedicated to the activity of Cost Reduction and Efficiency improvement in medium and large companies / organizations in Portugal and abroad.

In 2006, and as a complement of consulting activity in Cost Savings, founded in association with the "BCM International based in Ireland," BCM Services, a company specializing in outsourcing of management control and communication costs also named by TEM (Telecom Expense Management).

Experience – Business Sectors:

Logistics, Services, Textile, Banking, Industry, Environment, Energy, Transport, Financial Services, Telecom, Construction, Automobile, Hotel and Restaurant, Retail, Travel.

Experience – Geographical areas:

Portugal and Spain

Paulo Pinho



Associate Partner of growth setting

Specialising in Business Planning, Business Model Innovation, and with experience in analysis and studies in the Market Research and Market Intelligence area. He has an Executive MBA from AESE/IESE, a Masters' Degree in Operations and Logistics Management, a Degree in Management Control and a Degree in Accounting and Administration.

In 2009, he founded the company PLANNO, a consultant firm specialising in Studies and Business Plans, specifically in sector-based studies, investment projects, business plans, companies eligible for QREN, Sifide and Proder funds, business angel proposals and venture capital firms – He was responsible for the Studies and Business Plan design in the following sectors: Tourism, Food Industry, Textile Industry, Education, Construction, Communication, Bookstores Sector, Architecture and Engineering, Events, Films.

In 2004, he set up Montes D' Aventura, a licensed tourist and entertainment company providing customised business incentive solutions for companies or products/situations, associated with team-building, leadership, marketing and incentives.

Instructor at the Bissaya-Barreto Institute between 2005-2008.

Experience in Local and Regional Development, through exercising the functions of Member of the Management Board of ADXTUR (Agency for Tourist Development of the Villages of Xisto) since 2008.

From 2001 to 2010, he was Executive-Director of ARCIL, with responsibilities in all seven business areas.

In 2010 he won the 1st BPI “Capacitar” Prize with the Social Entrepreneurship project Sustento.

Experience - Sectors:
Entrepreneurship, Tourism, Industry, Education, Construction, Communication, Bookstores Sector, Architecture and Engineering, Events, Films, Sport, Local/ Regional Development.

Experience – Geographical areas:
Portugal, Spain, France, UK, Netherlands, Brazil, Angola, India

ready

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