


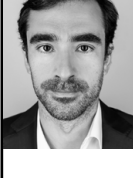


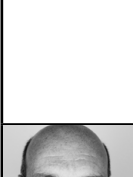



Data Centres: Infrastructure, Investment and the AI Era

PROGRAMME	09h30	WELCOME COFFEE REGISTRATION
	09h45	OPENING KEY NOTE
		Pedro Siza Vieira , Partner PLMJ
	10h00	PANEL 1: BUILDING THE BACKBONE – FINANCING, LICENSING & POWERING DATA CENTRES
		This panel will explore the critical success factors for launching and scaling hyperscaler and colocation data centres in Portugal and beyond.
		Topics to include:
		<ul style="list-style-type: none">Infrastructure financing models and bankability issuesReal estate and zoning complexitiesEnergy sourcing and grid interconnectionEnvironmental licensing and permitting hurdlesWater and circularity challenges
		Charles Poole-Warren , Partner A&O Shearman Daniela Silva e Sousa , General Counsel Start Campus João Marques Mendes , Partner PLMJ Luis Pedro Duarte , President Portugal DC
		Moderator: André Figueiredo , Partner PLMJ
	11h15	COFFEE-BREAK
	11h30	PANEL 2: DATA SOVEREIGNTY, AI & THE NEW REGULATORY FRONTIER
		This discussion will look ahead at how data centre operations intersect with growing regulatory scrutiny on data residency, computing infrastructure, AI governance, and cybersecurity.
		Topics to include:
		<ul style="list-style-type: none">EU data localization rules, critical infrastructures and data governance mechanismsFrameworks for boosting EU cloud and data centre capacity (the future Cloud and AI Development Act)The regulatory implications of the AI Act and the NIS 2 DirectiveESG, sustainability requirements and responsible tech development
		Ana Soares , Head of Legal & Regulatory ONI Filip Elsen , Partner A&O Shearman Raquel Brízida Castro , Vice-President ANACOM Samuel Carvalho , Global Head of Marketing Angola Cables
		Moderator: Pedro Lomba , Partner PLMJ
	12h30	CLOSING SESSION

SPEAKERS	
	Ana Soares Head of Legal & Regulatory ONI <p>Ana Soares is Head of Legal & Regulatory at ONI, where she oversees legal strategy, regulatory compliance, and public affairs for one of Portugal's leading business-focused telecommunications providers. With over two decades of experience in the telecom and regulatory sectors, she brings deep insight into the legal frameworks shaping digital infrastructure, connectivity, and innovation in Portugal. Prior to joining ONI in 2021, Ana held legal advisory roles at Vodafone, ANACOM, and Portugal Telecom. Since 2023 Ana assumed the role of Head of Legal & Regulatory Affairs at Gigas Group (ONI's shareholders), a Spanish multinational company specializing in cloud computing and telecommunications services for businesses that operates in 12 data centres across Europe, United States, and Latin America. Her career spans both private and public sector experience, giving her a unique perspective on the intersection between regulation and market dynamics. Ana's background equips her to navigate the evolving legal challenges in telecoms, particularly as they relate to data centres, connectivity, and digital transformation.</p>
	André Figueiredo Partner PLMJ <p>André Figueiredo is a partner and head of the Banking & Finance and Capital Markets practices. His work spans capital markets, structured and corporate finance, and financial regulation, advising a wide range of clients including issuers, sponsors, banks, and investors. He has played a key role in major transactions within the Portuguese banking sector, including investor-side work on resolution matters and some of the country's largest NPL deconsolidation deals, including publicly traded transactions. He also leads the firm's impact investment practice.</p>
	Charles Poole-Warren Partner A&O Shearman <p>Charles Poole-Warren is a Partner at A&O Shearman. He is an English law-qualified finance lawyer with over 25 years of experience advising in the Iberian market. His clients include leading financial institutions, corporates, and investment funds, particularly in the energy and infrastructure sectors. In recent years, he has been increasingly focused on energy transition, digitalisation, and sustainable finance, reflecting his strong interest in the sustainability agenda. He advises on a broad range of credit and capital markets products and has led teams on several innovative and market-first transactions. Charles leads the firm's Portuguese desk, working closely with others active in Portugal and other Lusophone speaking countries, including Brazil, Angola and Mozambique.</p>
	Daniela Silva e Sousa General Counsel Start Campus <p>Daniela Silva e Sousa is General Counsel at Start Campus, where she leads the legal strategy behind the development of one of Europe's largest hyperscale data centre campuses. With over two decades of experience in corporate and financial law, she plays a central role in ensuring legal and regulatory alignment across complex infrastructure, energy, and technology interfaces. Before joining Start Campus, Daniela held senior legal roles in the banking sector, including at Banco Santander Portugal, where she was Head of Legal Business. At Start Campus, she supports the company's mission to develop the SINES Data Campus, a transformative EUR 8.5 billion privately funded initiative poised to become Europe's largest and most sustainable AI-ready data centre ecosystem. The 1.2-gigawatt campus is designed to support AI, cloud, and high-performance computing workload. Daniela works closely with internal and external stakeholders to address the legal dimensions of innovation, energy transition, and international investment.</p>
	Filip Van Elsen Partner A&O Shearman <p>Filip Van Elsen is a partner and Technology Sector Lead at A&O Shearman. He advises leading corporations, private equity funds, technology companies and emerging growth companies on strategic technology transactions. Filip has particular experience in assisting established and emerging companies on digital transformation projects in the pharmaceutical, banking, energy, mining and digital infrastructure sectors. He works with clients to negotiate strategic alliances and partnership deals, IP licensing agreements, cross-border outsourcing, cloud computing, AI collaborations, data centre service agreements and IP and data driven joint ventures. Filip is specialized in advising clients to navigate the often diverging regulations on data, cybersecurity and artificial intelligence.</p>
	João Marques Mendes Partner PLMJ <p>João Marques Mendes is a partner and head of the energy practice at PLMJ. He has vast experience in the energy and infrastructure sectors, advising clients on regulatory, transactional, and project development matters. He has worked with utilities, investors, and developers across a range of areas, including renewables, power generation, and energy networks, with a growing focus on energy transition and sustainability-related issues. His practice covers both national and cross-border matters, and he regularly supports clients in navigating the legal and regulatory challenges linked to decarbonisation, electrification, and the integration of new technologies in the energy sector.</p>
	Luis Pedro Duarte President Portugal DC <p>Luis Pedro Duarte is the President of Portugal DC, the Portuguese Data Centre Association, where he advocates for the development and competitiveness of the national data centre ecosystem. Luis Pedro is also the Head of Facility Management and Corporate Real Estate at SIBS, where he oversees critical infrastructure operations, including data centres and corporate facilities. With over 15 years of experience in facility management, mission-critical environments, and procurement, he has played a key role in ensuring operational excellence and resilience in high-availability infrastructures.</p>
	Pedro Lomba Partner PLMJ <p>Pedro Lomba is a partner and head of the Technology, Media and Telecommunications practice at PLMJ, with more than 18 years of experience advising leading technology companies, media groups, and digital platforms on complex regulatory and legal matters. His work spans infrastructure providers, content distributors, OTT services, video-sharing platforms, e-commerce providers, and digital intermediaries across multiple sectors. Pedro frequently advises on high-stakes regulatory investigations and judicial proceedings, including class actions and collective actions involving privacy, advertising, and digital rights. His background includes public service as Deputy Secretary of State in two Constitutional Governments of Portugal, with responsibilities in media and parliamentary affairs. A respected voice in legal and policy circles, Pedro is also active in professional networks such as SIPE and Lisbon Digital Rights and Freedoms, and he continues to contribute to public discourse through academic and media engagement</p>
	Pedro Siza Vieira Partner PLMJ <p>Pedro Siza Vieira is a partner in the Banking & Finance and Capital Markets practices, with over 30 years of experience advising Portuguese and international clients on major projects, complex transactions, and arbitration matters. He has been involved in some of the most significant and transformative projects in the Portuguese economy, drawing on a strong background in both legal practice and public service. Pedro served as Minister of State, Economy and Digital Transition from 2017 to 2022.</p>
	Raquel Brízida Castro Vice-President ANACOM <p>Raquel Brízida Castro is Vice-President of ANACOM. Appointed in early 2025, she brings extensive experience from her time as a board member at the ERC. Her diverse background includes roles as a journalist, legal advisor, and academic offering a broad perspective on communications and digital infrastructure. She holds a Ph.D. in Law from the University of Lisbon, where she is Assistant Professor and Deputy Director. Her academic focus on constitutional law, digital rights, and regulation positions her as a key voice on data governance and AI-related legal frameworks that are critical areas in the evolution of data centres and emerging technologies.</p>
	Samuel Carvalho Global Head of Marketing Angola Cables <p>Samuel Carvalho is Chief Marketing Officer at Angola Cables, leading global strategy, product development, and communications across EMEA, the Americas, and Asia. With over 20 years of experience, he plays a key role in positioning Angola as a digital and establishing Angola Cables as a top-tier global wholesale and Data Centre Global interconnect and continental Cloud provider with initiatives like the "Global Deep Connection" strategy for Atlantic subsea cable systems including Monet (Brazil-US), SACS (Angola-Brazil), Fortaleza HUB, and WACS (South Africa-UK). Recognized by the industry as one of Capacity Power 100 Personality (2024), he led Angola Cables to become working group for Africa at World Economic Forum, Digitalization and Sustainability Working Groups. Previously, Samuel held senior strategic roles at TMN, Portugal Telecom, and Altice Group, and provided brand and strategy consulting in the Finance and FMCG sectors. He is an active contributor to global discussions on connectivity, innovation, and digital transformation.</p>

Organization: