

Template Proxy Letter Under the Terms of Article 23 of Portuguese Securities Code
(Código dos Valores Mobiliários)

To the
Chairman of the Shareholders' General Meeting of
RAMADA INVESTIMENTOS E INDÚSTRIA, S.A.
Rua Manuel Pinto de Azevedo, 818
4100-320 PORTO
Portugal

[Date]

[...] (shareholders' identification: name¹ or company name, tax identification number or company number, address or head office), holder of [...] shares, appoints [...] or [...], holder of the tax identification number [...], to represent him/her in the Shareholders' General Meeting of the Company, convened for the 28th of May 2019, at 11:00 hours, in its head office, granting him/her powers, in this General Meeting, regarding all items on the agenda mentioned in the Notice of Meeting, or any other items added to the agenda, to vote according as it may deem suitable.

Signature and ID number
or
Name and capacity

¹If the shareholder is a legal person, besides the respective identification the person who signs the power of attorney will also have to be identified, indicating the capacity in which s/he does so and if s/he has ample powers for the act