

apdc digital business  
community

apdc digital  
business  
community

2026

# Contents

3

About us

7

Activity Areas

- Events & Insights
- Communication & Trend Intelligence
- Training & Professional Development
- Public Policy
- Membership & Networking
- 2026 Activity Plan

18

Impact & Results

21

Sponsors & Partners

26

Digital Presence

# About us



# APDC

**APDC – Digital Business Community** is a public-interest, non-profit business association founded in 1984.

It brings together the leading **Information and Communication Technology (ICT) and Media companies operating in Portugal**, representing the national digital ecosystem.

Our mission is to foster reflection, dialogue and development across the sector, helping **accelerate the digital transformation of Portugal's economy and society**. With more than 130 institutional members, APDC acts as a platform connecting business, academia and public administration, actively contributing to public-policy discussions that promote digitalization, competitiveness and sustainable innovation in the country.

Learn more at

[apdc.pt](https://apdc.pt)

# APDC Board (2025–2027)



**Rogério Carapuça**  
President



**Carlos Correia**  
Vodafone



**Fernando Marta**  
MEO



**Filipa Carvalho**  
NOS



**Adolfo Martinho**  
DXC Technology



**Dennis Teixeira**  
HPE



**Diogo Madeira**  
Huawei



**Fernando Braz**  
Salesforce



**Filipa Brigola**  
Google



**Francisco Mª  
Balsemão**  
Impresa



**José Manuel  
Paraíso**  
Kyndryl



**Luísa Ribeiro Lopes**  
.PT



**Marina Ramos**  
RTP



**Marta Silva**  
AWS

# APDC Board (2025–2027)



**Miguel Almeida**  
Cisco



**Olívia Mira**  
Media Capital



**Paolo Favaro**  
Vantage Towers



**Paulo Filipe**  
Accenture



**Pedro Coelho**  
HP



**Pedro Faustino**  
Axians



**Pedro Gomes**  
Inetum



**Pedro Gonçalves**  
Ericsson



**Pedro Tavares**  
Deloitte



**Rodrigo Cordeiro**  
Capgemini



**Sérgio Catalão**  
Nokia



**Tiago Barroso**  
NTT Data




**Vasco Mendes Almeida**  
Minsait




**Sandra Almeida**  
Executive Director

# Activity Areas


# Activity Areas




Events &  
*Insights*




Communication  
& Trend  
Intelligence



Training &  
Professional  
Development



Public Policy



Membership &  
Networking



# Key Initiatives

## Congress

A flagship conference showcasing technology projects from leading companies, demonstrating their impact and inspiring acceleration of the digital transition.

MAY

## Executive Breakfasts

Topical discussions over breakfast on relevant sector issues.

4/YEAR

## EVOLVE

An annual summit that brings together public- and private-sector leaders to assess progress on Portugal's State Reform digital initiatives and drive administrative modernization.

SEP

## Executive Dinner

Exclusive dinner with a distinguished guest, reserved for APDC annual sponsors.

3/YEAR

## GovTech

A high-level gathering focused on government innovation and public-sector digital transformation.

JUL

## Digital Union

A webinar series developed with VdA to explore and debate European policies affecting the digital sector.

3/YEAR

## Awards

**Cities & Territories of the Future**  
Recognizes and supports tech-based urban projects with meaningful impact on citizens' lives.

### Best Thesis Award

Honors the top three master's theses in Media, Telecommunications and IT.

### World Summit Awards

International initiative highlighting digital projects with strong social impact.

### Women Shaping Tech

Promotes actions that attract, retain and empower female talent in the technology sector.

# 2026 Plan

## January

**28** – Conference “AI in the Public Sector: Assessment & Future”  
**30** - Launch of the Best Thesis Award

## February

**5** - Webinar “Agentic AI” (MEO)  
Impulso AI @ Beja  
Impulso AI @ Portalegre

## March

Impulso AI @ Viana do Castelo  
Impulso AI @ Vila Real  
Fiscal Council & General Assembly

Digital Union x 1 ; Executive Dinner x 1 ; Executive Breakfast x 1

## April

## May

**35th APDC Congress & Awards**

## June

Internet Governance Forum  
Portugal

## July

**GovTech Summit**

Digital Union x 1 ; Executive Dinner x 1 ; Executive Breakfast x 1

## September

**EVOLVE Porto**

## October

Women Shaping Tech Award  
Ceremony  
Launch of Cities & Territories of  
the Future Prize

## November

## December

Pequenos-almoços com  
Marketings de Patrocinadores &  
Associados APDC

Digital Union x 2 ; Executive Dinner x 1 ; Executive Breakfast x 2

May 2026 | Lisbon + online



## **Europe in the Digital Age: Balancing Sovereignty, Security and Innovation**

---

**António Gameiro Marques**  
Congress Chaiman



May 2026 | Lisbon & online

**DAY 1**

**09:30 OPENING SESSION**

**Rogério Carapuça** - President of APDC  
**António Gameiro Marques** - Congress Chairman  
**Luís Montenegro** - Prime Minister of Portugal  
**António Costa** - President of European Council

**10:30 EUROPE AT THE CROSSROADS: THE NEW GEOMETRY OF DIGITAL POWER**

*Keynote Addresses*

- **Mário Draghi** - Former President of the European Central Bank and former Prime Minister of Italy
- **Henna Virkkunen** - Executive Vice-President of the European Commission and European Commissioner for Digital and Frontier Technologies

**11:30 COFFEE-BREAK**

**12:00 STRATEGIC AUTONOMY AND GLOBAL DEPENDENCIES**

*Keynote Speaker:* **Paulo Portas** - Former Deputy Prime Minister of Portugal and Former Minister of Foreign Affairs

**12:30 TBA**

**13:00 LUNCH BREAK**

*Provisional Programme — Invitations in Progress*

**14:30 DIGITAL INFRASTRUCTURES** (Space, Submarine Cables, Data Centers, Telecommunications, Cloud)

*A conversation with:*

- **Roberto Viola** - Director-General of DG CONNECT
- **Gonçalo Regalado** - President & Chief Executive Officer, Portuguese Development Bank (Banco Português de Fomento)

*Moderated by:* **Mário Campolargo** - Former Director-General of DG DIGIT, European Commission

**15:15 DISRUPTIVE DIGITAL TECH** (AI, Quantum, Chips)

*Keynote Speaker:* **TBA**

*Panel Discussion:*

- TBA

**16:00 COFFEE-BREAK**

**16:30 ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP**

*Keynote Speaker:* **João Rui Ferreira** - Secretary of State for Economy of Portugal

*Panel Discussion:*

- **Magda Cocco** - Partner & Head of ICT and Space Law Sector, Vieira de Almeida & Associados
- **Pedro Siza Vieira** - Partner, PLMJ - Lawyers & Tax Consultants (Former Deputy Prime Minister & Minister of Economy of Portugal)

**17:15 SECURITY IN THE DIGITAL ECOSYSTEM**

*Keynote Speaker:* **Sir Jeremy Fleming** - Former Director of the Government Communications Headquarters, UK

*Panel Discussion:*

- TBA

**18:00 AWARD CEREMONY 'CITIES AND TERRITORIES OF THE FUTURE'**



May 2026 | Lisbon & online

## DAY 2

### 09:30 THE HUMAN AND ETHICAL DIMENSION

*Keynote Speaker:* **Jacinda Ardern**, Former Prime-Minister of New Zealand

### 10:15 REINVENTING THE DIGITAL STATE: PROGRESS AND CHALLENGES IN PORTUGAL'S REFORM

*Keynote Speaker:* **Gonçalo Matias** - Minister for State Modernization and Administrative Reform of Portugal

*Panel Discussion:*

- **Manuel Dias** - Portugal's Chief Technology Officer, heading the Agency for the Technological Reform of the State (ARTE)
- TBA

### 11:00 COFFEE-BREAK

### 11:30 PORTUGAL'S ROLE IN THE EUROPEAN DIGITAL STRATEGY – THE EXPERIENCE OF PORTUGAL'S TECH UNICORNS

*Panel Discussion:*

- **Paulo Rosado** - Founder & CEO, OutSystems
- **Cristina Fonseca** - Co-Founder, Talkdesk
- **Nuno Sebastião** – CEO, Feedzai
- **Virgílio Bento** - CEO/Founder, Sword Health
- **Marcelo Lebre** – Founder, Remote

### 12:45 BEST THESIS AWARD CEREMONY

### 13:15 LUNCH BREAK

### 14:30 THE STATE OF THE NATION OF MEDIA

*Interview:* **Telmo Gonçalves** - Member of the Board, Portuguese Media Regulatory Authority (ERC)

*Panel Discussion:*

- **Francisco Pedro Balsemão** - CEO, Impresa
- **Luís Santana** - CEO, Medialivre
- **Nicolau Santos** - President, RTP
- **Pedro Morais Leitão** - CEO, Media Capital

### 15:45 THE STATE OF THE NATION OF DIGITAL INFRASTRUCTURES

*Panel Discussion:*

- **João Osório Mora** - Managing Director, Cellnex
- **Paolo Favaro** - Managing Director, Vantage Towers
- **Pedro Rocha** - CEO, FastFiber
- **Robert Dunn** - Chief Executive Officer, Start Campus

### 16:45 COFFEE-BREAK

### 17:00 BUILDING PORTUGAL'S DIGITAL AND INFRASTRUCTURE BACKBONE

*Keynote Speaker:* **Miguel Pinto Luz** - Minister of Infrastructure and Housing

### 17:15 THE STATE OF THE NATION OF COMMUNICATIONS

*Interview:* **Sandra Maximiano** - Chairwoman of the Board, ANACOM (Portuguese Communications Regulatory Authority)

*Panel Discussion:*

- **Ana Figueiredo** - CEO, MEO
- **Luís Lopes** - CEO, Vodafone Portugal
- **Miguel Almeida** - CEO, NOS

### 18:30 CLOSING SESSION

President of Portugal



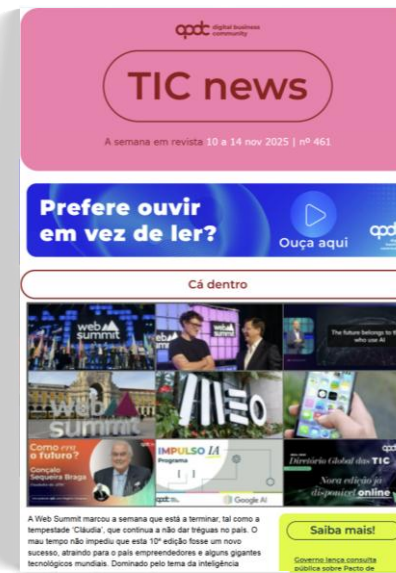
Quarterly Magazine

Over 36,000 views  
per edition



Annual Directory

Over 55.000 views  
per edition

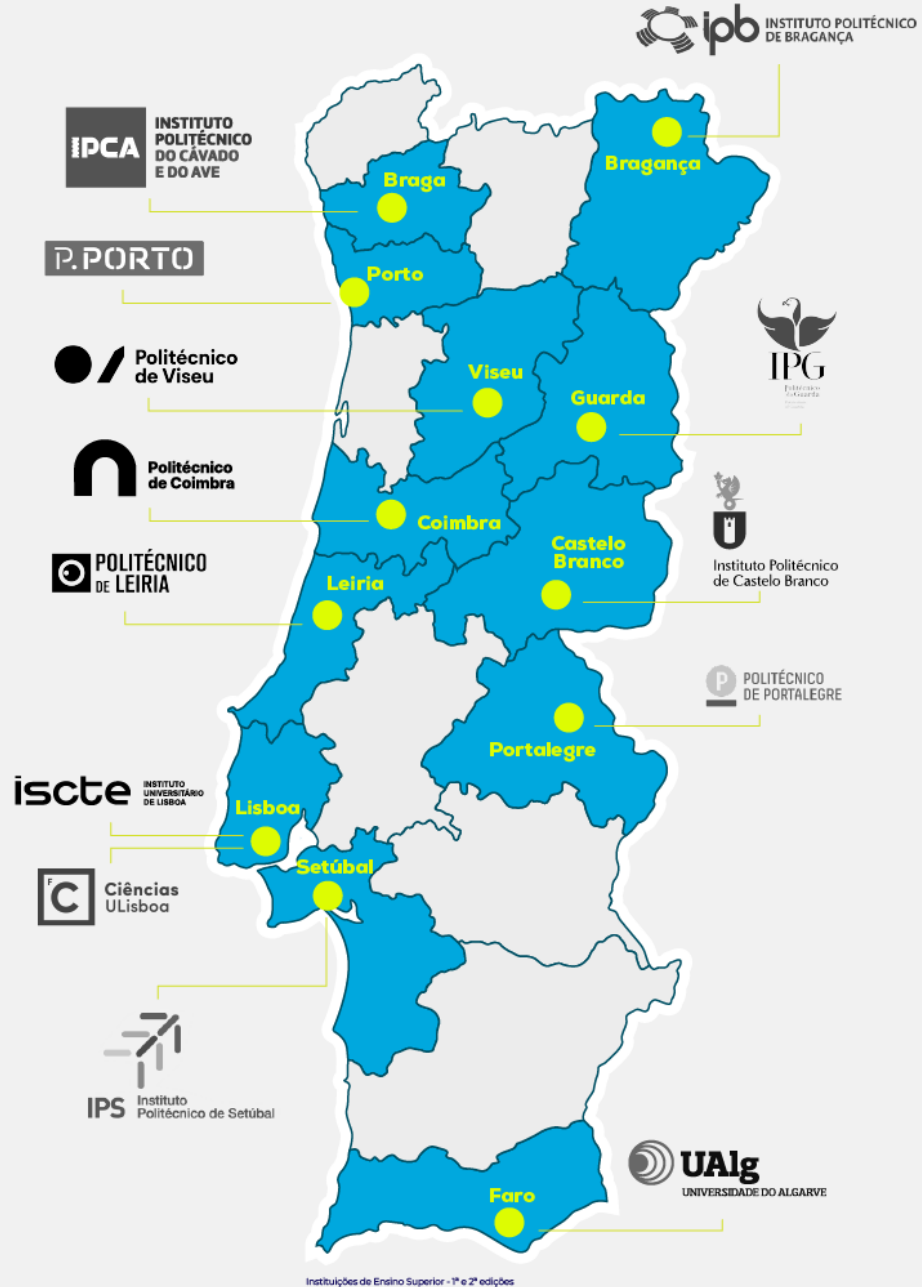


Weekly Newsletter &amp; Podcast

Over 5.000 views  
per newsletter



Podcast "Como era o Futuro"



Training & Professional Development



# UPskill

Digital Skills & Jobs

Professional reskilling programme focused on digital technologies.

6th Edition in 2026

Companies should submit their human-resource needs during Q1.



Training & Professional  
Development



# IMPULSO AI

AI Literacy Programme — Free Courses

## COURSES

- Making Sense of AI
- Practical AI for your Business
- Practical AI for the Workplace
- Practical AI for Marketing

## SESSIONS *(dates to be confirmed)*

- Castelo Branco – 14 Jan
- Beja - 22 Jan
- Portalegre - 23 Jan
- Viana do Castelo - 11 Mar
- Vila Real - 12 Mar



# WORKING GROUPS 2025-2027

These working groups frame APDC's contributions to public-policy and regulatory discussions at national and European level.

**WG1**

Artificial Intelligence & Digital Innovation

**WG2**

Connectivity & Digital Infrastructure

**WG3**

Single Market, Competitiveness & Startups

**WG4**

Cybersecurity

**WG5**

Digital Sovereignty



# WORKING GROUPS 2025-2027

Develop joint positions from the APDC ecosystem on regulatory and strategic public consultations.

## Members

- Representatives from APDC's annual sponsoring companies with expertise in the relevant themes.
- Invited experts may also participate.
- Membership is suspended after two consecutive absences.

## Coordinators

- Senior professionals from member companies or academics with recognized expertise.
- Responsible for technical guidance, work facilitation, and drafting joint contributions.

## General Coordination

- Led by APDC's Executive Director: convening meetings, preparing reports, coordinating with the Board, and monitoring EU legislation..

## Planning & Meetings

- Quarterly work plans aligned with the European Commission calendar.
- One plenary per quarter, plus extraordinary sessions when necessary

## Tools & Monitoring

- Shared digital platform for documents and collaborative work.
- Active monitoring of legislative processes and production of summaries and position papers.

## Member Participation

- Associates may join on a trial basis for six months.
- Afterwards, the participation fee per working group is €3,000.
- Open sessions available at key moments (e.g., public consultations, Digital Unions).
- Direct engagement with regulators, the European Commission and relevant EU networks.



# Members

## Who are our members?

Corporate entities operating in Telecommunications, Information and Communication Technologies, Media or related digital sectors

APDC currently has over 130 institutional members, representing the largest and most relevant companies in the ICT and Media industries in Portugal..

Learn more at

[apdc.pt](https://apdc.pt)



# Membership Benefits

- 1 registration for the **APDC Congress** + discounted rates for company staff
- Free participation in **EVOLVE – Digital Transformation Summit** and option to submit a case study for on-stage presentation
- Ability to **propose initiatives** and be part of APDC speaker panels
- Free participation in the **Global ICT Directory**
- Company logo displayed on the **APDC website**
- Welcome announcement (with logo) in the weekly **TIC News newsletter/podcast**
- Promotion of member initiatives across **APDC's communication channels** (website, TIC News, COMUNICAÇÕES magazine)
- Digital access to **COMUNICAÇÕES magazine**
- Privileged access to **partner initiatives**
- **Tax benefits:** APDC membership fees are 150% tax-deductible (per Portuguese Corporate Tax Code, Art. 44)



# Membership Conditions

## Tier A

Companies or public entities with **annual revenue > €150M**

Joining fee  
**€ 500,00**

Annual fee  
**€ 2.500,00**

## Tier B

Companies or public entities with **revenue €5M–€150M**

Joining fee  
**€ 250,00**

Annual fee  
**€ 1.500,00**

## Tier C

Companies or public entities with **revenue ≤ €5M**

Joining fee  
**€ 100,00**

Annual fee  
**€ 500,00**

## Tier D

**Individual entrepreneurs, non-profit organizations, and startups (up to 3 years old)**

Joining fee  
**€ 50,00**

Annual fee  
**€ 220,00**

# Impact & Results

# An active ecosystem amplifying the digital sector's impact in Portugal

## Key Activity Indicators (2025)

**+60** events held (in-person & online)

**+130** institutional members

**+10.000** participants in APDC initiatives

**350** individual members

**+35.000** professionals represented through member organizations

**+500.000** views across digital channels and on-demand video content

## Institutional & Influence Impact



A dynamic platform for dialogue between business, academia and government



Active presence in national and EU legislative and regulatory processes



Regular publications tracking sector evolution: COMUNICAÇÕES Magazine, TIC News Newsletter, Global ICT Directory Portugal



Promotion of inclusion & diversity (WSA, Women Shaping Tech, STEM Women Congress)

# An active ecosystem amplifying the digital sector's impact in Portugal

## Impact on Skills Development & Talent

**+80%** employability rate in the UPskill reskilling programme

**20** Impulso IA sessions held across 14 districts, with 50%+ women participation

## Media Reach & Reputation

**+430** media mentions in 2025

**+25.000** followers across social networks

**+13.000** subscribers receiving the weekly TIC News newsletter

# Sponsors & Partners

Annual sponsorships are essential to APDC's operations and strategic impact. They enable the association's activities and strengthen its ability to influence the national digital agenda.

Together we go further.!

# Annual Sponsorships

## Benefits & Participation

€15K investment in other APDC sponsorships

Participation in a new annual initiative dedicated to Public Administration/Technological Reform of the State, with the possibility of presenting a relevant project or study

Participation of a speaker at the Congress, in a format to be defined

Live Talk recording in the Congress space, for dissemination in podcast format

Presentation of a digital transformation case in an EVOLVE edition

Participation in exclusive initiatives with relevant personalities (dinners)

Participation with a representative in thematic Working Groups, created to address public policy issues in the digital area

Discount in advertising and/or sponsorship of other APDC events/initiatives

	GOLD	SILVER	BRONZE
€15K investment in other APDC sponsorships	•		
Participation in a new annual initiative dedicated to Public Administration/Technological Reform of the State, with the possibility of presenting a relevant project or study	•		
Participation of a speaker at the Congress, in a format to be defined	•	•	
Live Talk recording in the Congress space, for dissemination in podcast format	•	•	•
Presentation of a digital transformation case in an EVOLVE edition	•	•	•
Participation in exclusive initiatives with relevant personalities (dinners)	•	•	•
Participation with a representative in thematic Working Groups, created to address public policy issues in the digital area	•	•	•
Discount in advertising and/or sponsorship of other APDC events/initiatives	15%	15%	10%

# Annual Sponsorships

## Visibility

Reference on all APDC communication materials

LOGO

LOGO

NAME

Reference in digital events: website, newsletters, opening slide, video-on-demand

LOGO

LOGO

NAME

Mention on APDC social media and possibility of sharing sponsor initiatives

•

•

•

Reference on the APDC website and promotion of sponsor events/initiatives (subject to editorial review)

•

•

•

Insertion of news in TIC News - weekly newsletter

•

•

•

Insertion of content, in accordance with the editorial plan in COMUNICAÇÕES Magazine

•

•

•

Insertion of advertising pages in COMUNICAÇÕES magazine

3

2

1

## Registrations

Free registration for the Congress – in-person format

30

20

10

Free registration for APDC events

•

•

•

Value (+VAT)

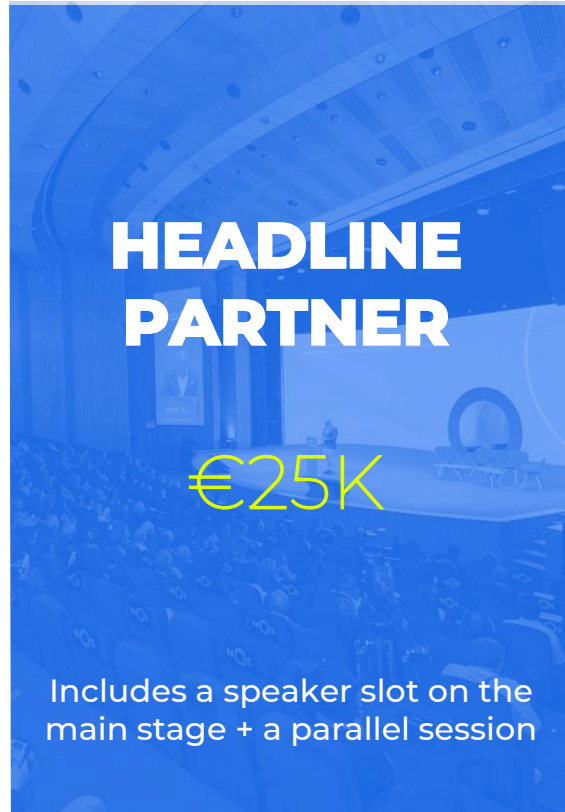
40.000 €

25.000 €

15.000 €

Additional Sponsorship Opportunities

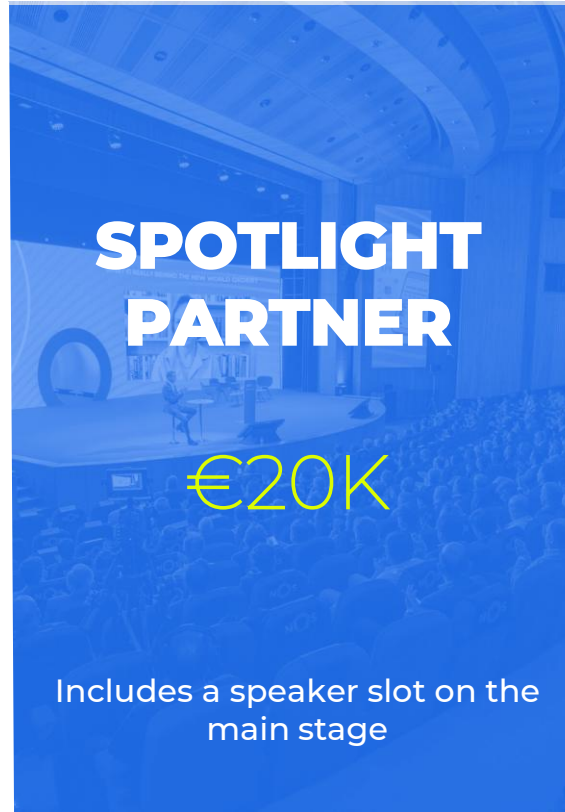
# 35<sup>th</sup> APDC CONGRESS



**HEADLINE  
PARTNER**

€25K

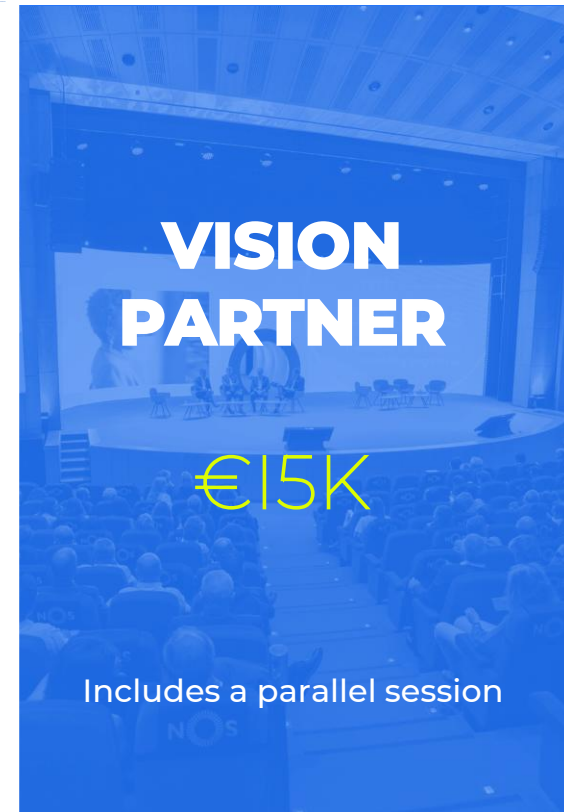
Includes a speaker slot on the main stage + a parallel session



**SPOTLIGHT  
PARTNER**

€20K

Includes a speaker slot on the main stage



**VISION  
PARTNER**

€15K

Includes a parallel session

Full details available upon request

Additional Sponsorship Opportunities

# 35<sup>th</sup> APDC CONGRESS

<b>DIGITAL SPONSOR</b> €10K	<b>AUDITORIUM ENTRY</b> €10K	<b>LGP ACCESSIBILITY</b> €5K
<b>AUDITORIUM BRANDING</b> €10K	<b>CHECK-IN AREA</b> €7,5K	<b>CONGRESS LUNCHES</b> €10K
<b>LOUNGE AREA</b> €10K	<b>BADGES</b> €7,5K	<b>EXHIBITOR</b> €5K

Full details available upon request

Additional Sponsorship Opportunities

# EVOLVE – DIGITAL TRANSFORMATION SUMMIT

## SPONSOR

€6K

Includes the presentation of a case study

## BADGES

€6K

Lanyards featuring the sponsor's logo

## RESERVED LUNCH

€5K

Reserved table for sponsor guests

## STAND

€3K

Sponsor booth located in the coffee-break area

Full details available upon request

Additional Sponsorship Opportunities

## EXECUTIVE MEETINGS



Full details available upon request

Additional Sponsorship Opportunities

# DIGITAL EVENTS

APIs Standard de Rede como Motor de Inovação Global

## WEBMORNING

€2,5K

Webinar organized jointly with the sponsor

Business & Science working together

## DOT TOPICS

€2,5K

Podcast produced in partnership with the sponsor

## DIGITAL UNION

€2,5K

Sponsor-provided speaker in the debate  
Sponsor featured in the event invitation.

Full details available upon request

About us

Activity Areas

Impact & Results

Sponsors & Partners

Digital Presence

Additional Sponsorship Opportunities

## AWARDS



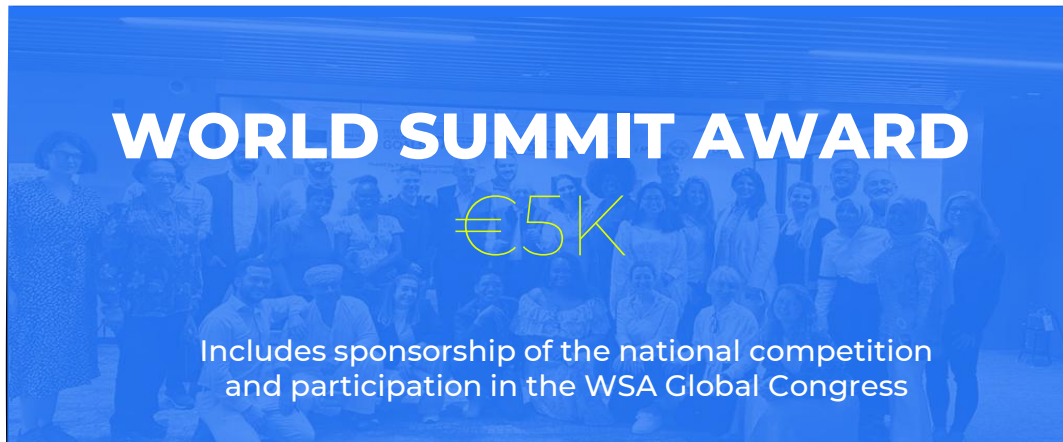
**CITIES AWARD** 3ª Edição  
PREMIO APDC CIDADES & TERRITÓRIOS DO FUTURO  
Conheça os vencedores

€2,5K  
Per category



**BEST THESIS AWARD**

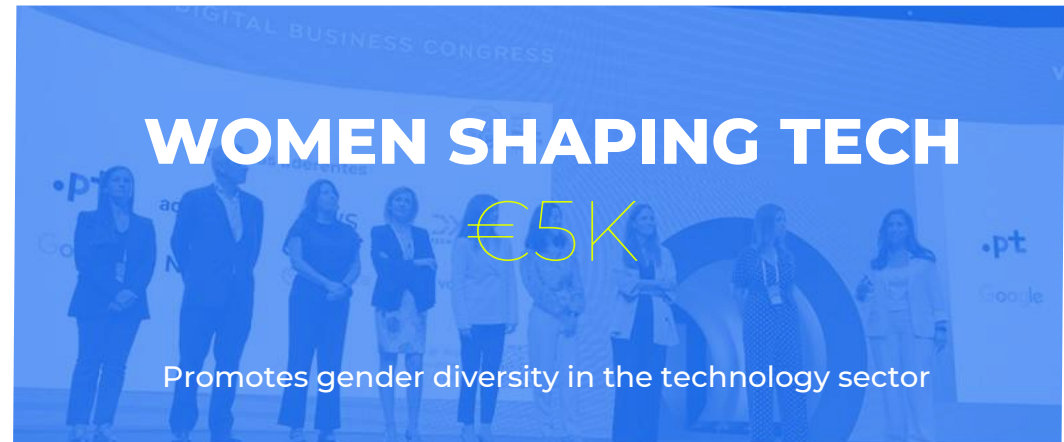
€6K



**WORLD SUMMIT AWARD**

€5K

Includes sponsorship of the national competition and participation in the WSA Global Congress



**WOMEN SHAPING TECH**

€5K

Promotes gender diversity in the technology sector

Full details available upon request

# Annual Sponsors

## GOLD SPONSORS



## SILVER SPONSORS



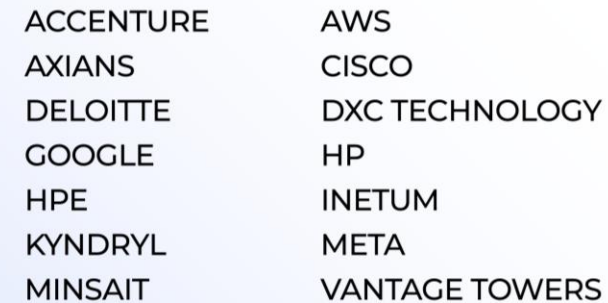
## TALENT PARTNERS



## INSTITUTIONAL SPONSOR



## BRONZE SPONSOR

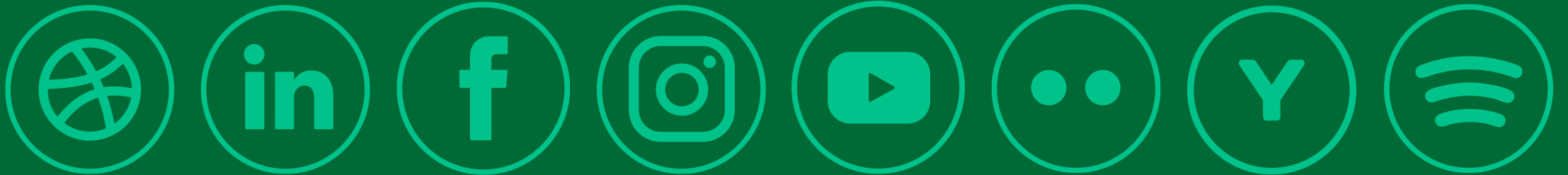


## PARTNERS



# Digital Presence

# Follow us



apdc digital business  
community

apdc digital  
business  
community

Tel: 213 129 670\* | Email: [geral@apdc.pt](mailto:geral@apdc.pt)

\*National Landline Call Charges apply according to the customer's tariff with their operator..