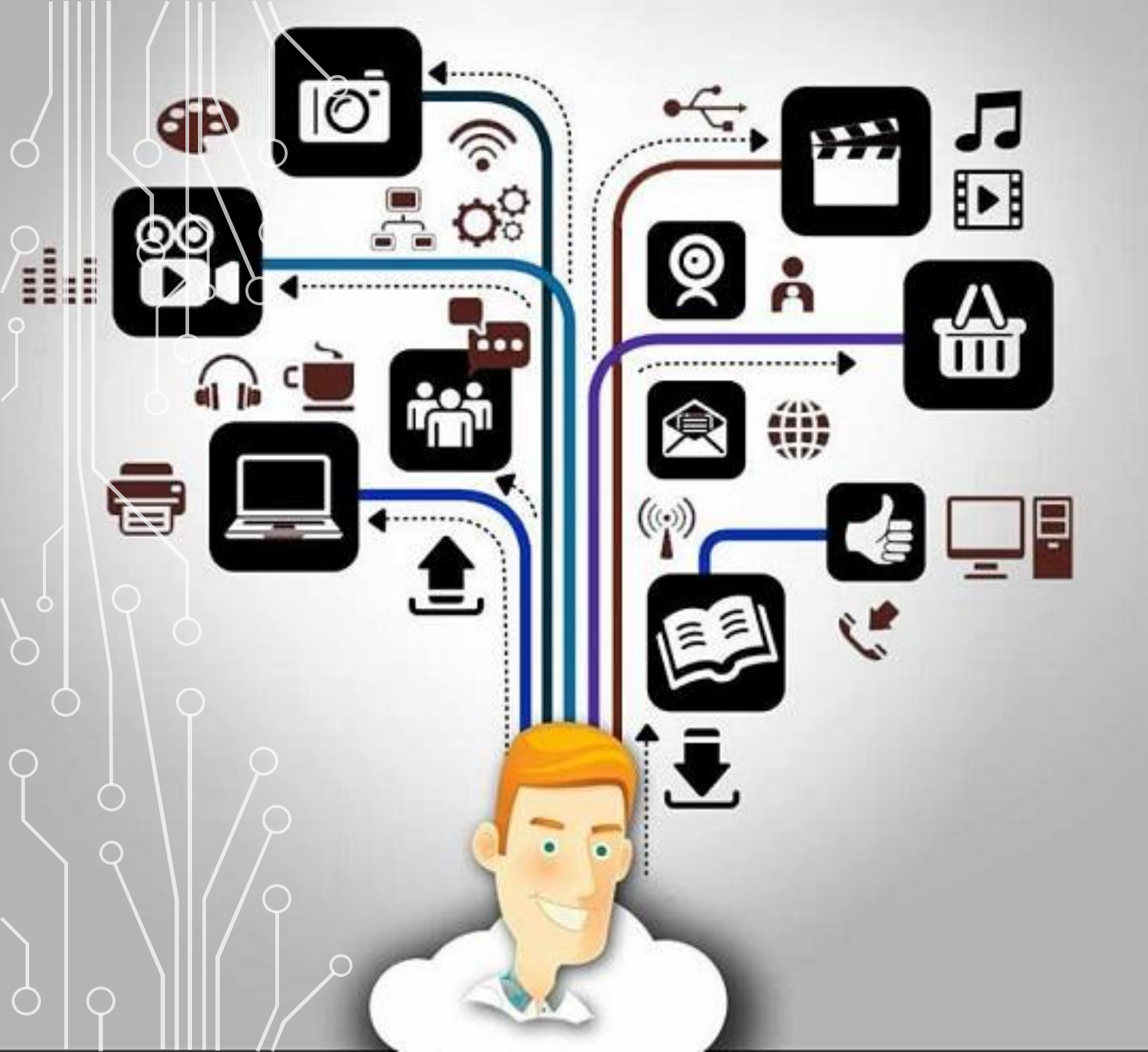


The background is a dark blue gradient with various white line-art icons representing digital technology. These include server racks, a magnifying glass, a cloud with circuitry, a smartphone, a paper plane, a globe, a laptop, a shield with a lock, a hand holding a smartphone, a speech bubble, a padlock, a Wi-Fi symbol, and a person icon. A central black rounded rectangle contains the title text in white.

DIGITAL TRANSITION AND DIGITAL TRANSFORMATION



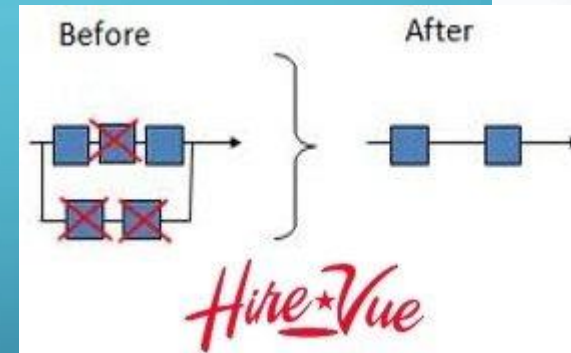
- Digital transition is a process in which companies and public entities use technology as the main basis of their way of acting. The main basis to operate.



- The digital transition is only possible when there is a real change in the business structure, it is not enough to buy better and up to date software.
- The main goal of a digital transformation process is that the chosen technological tools become the pillars of that business, the starting point for improving its performance in several different fields and industries.

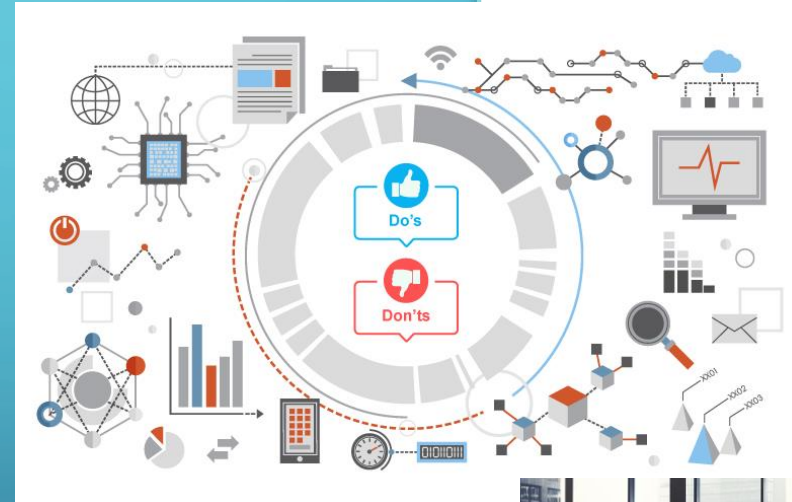
- The digital transition is a contribution to:

- Increase employee productivity
- Reduce the time of different processes
- Increase the quality of the products delivered to consumer
- Make services provided to the public more efficient
- Improve customer experience



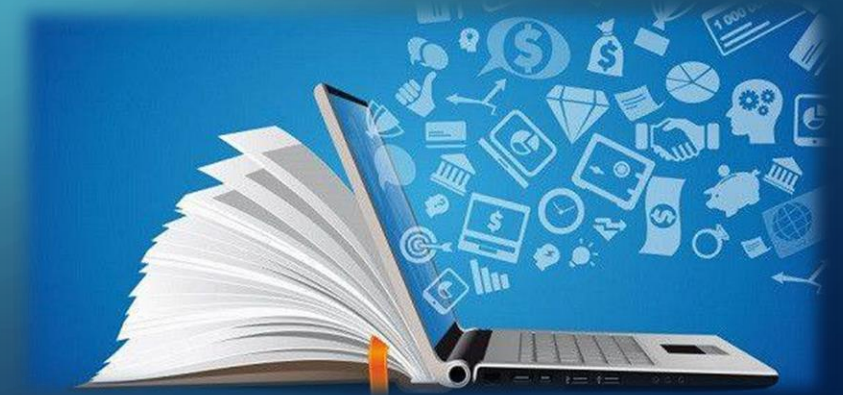
TO MAKE THE DIGITAL TRANSITION HAPPEN
IN OUR ORGANIZATION, WE NEED TO
CONSIDER THESE 5 FIRST STEPS:

- Restructure processes and do it based on a digital culture
- Have a good strategic plan
- Consider the current technological infrastructure and what will be need to buy
- Promote the behaviour change for managers and employees
- Make clear the reasons and the importance of digital transformation for the company



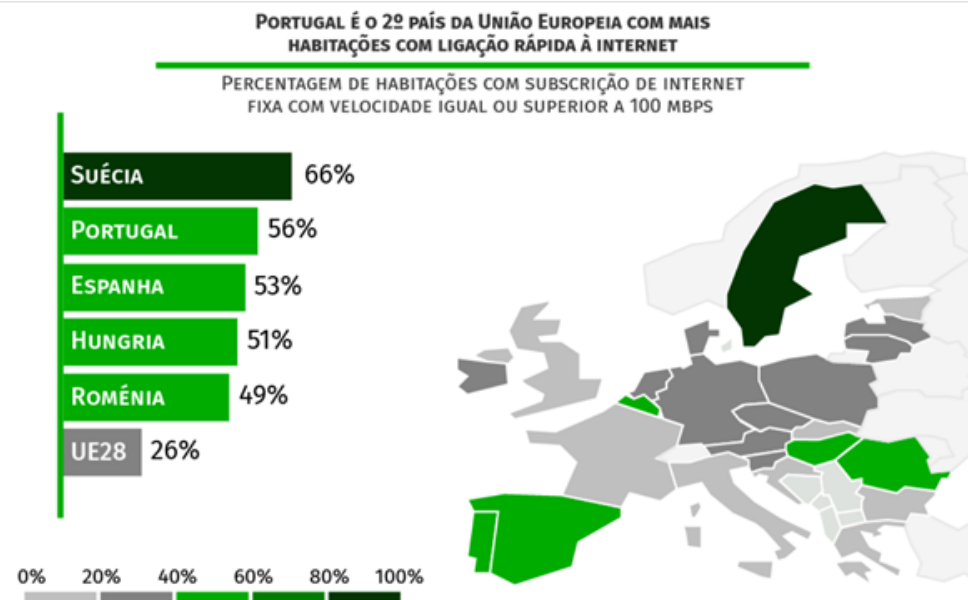
WHAT ARE THE IMPACTS OF THE DIGITAL TRANSITION?

- The digital transition has an impact on an organization's internal processes, in the relationship it has with its customers and in the experiences offered to all of them and to society as a whole.
- It is really important to be aware that the delivery of better, faster and more dynamic solutions changes people's lives in several aspects.
- For example, companies in the health sector that reduce service time, help to promote better quality of life for their users.
- More streamlined purchasing processes can reduce payment clearing time and shipping of goods, which can considerably improve the relationship of customers with the brand and the company's image in the market.
- Reduction the use of paper in organizations, namely with the dematerialization of documents, keeping them in digital format, use document management software, maximizes resources and reduce the ecological footprint.

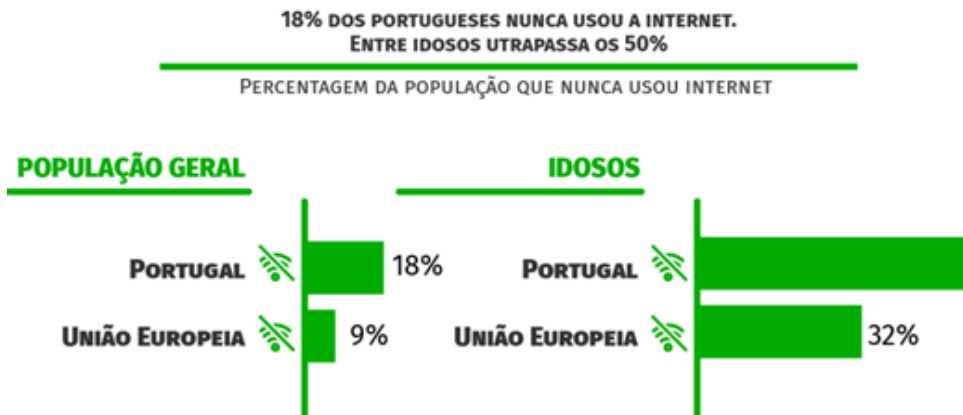


DIGITAL TRANSITION IN PORTUGAL

- The future economic and social successes of each country will largely depend on the speed and effectiveness of adapting to a new digital context, which will deeply transform societies.
- We will no longer have digital and non-digital organizations and economic agents. Digital is transversal. Although the development of digital infrastructures in Portugal and its coverage are, to a large extent, following European trends, the main gap lies in the lack of qualifications and digital literacy of the population, starting with its decision-makers and managers. People will, as always, be the key success (or failure) factor in this transition.



- Portugal ranks 2nd among the 27 European Union countries with the most homes with fast broadband subscription (over 100 mbps). We acknowledge the effort and money invested by communications operators in the development of mobile communications and we acknowledge the national coverage of the fibre optic net, meaning that the fundamental foundations are well underway.



- We have the infrastructures to support the digital economy, but we do not have enough people trained to use them and leverage them for economic and social development.
- According to Eurostat, Portugal is the third country in the European Union where more people have never used the Internet, about a fifth of the population. In addition to this, we rank second to last in terms of advanced digital skills and development, which are essential to drive the digital transition.
- Eighteen percent never use the internet.

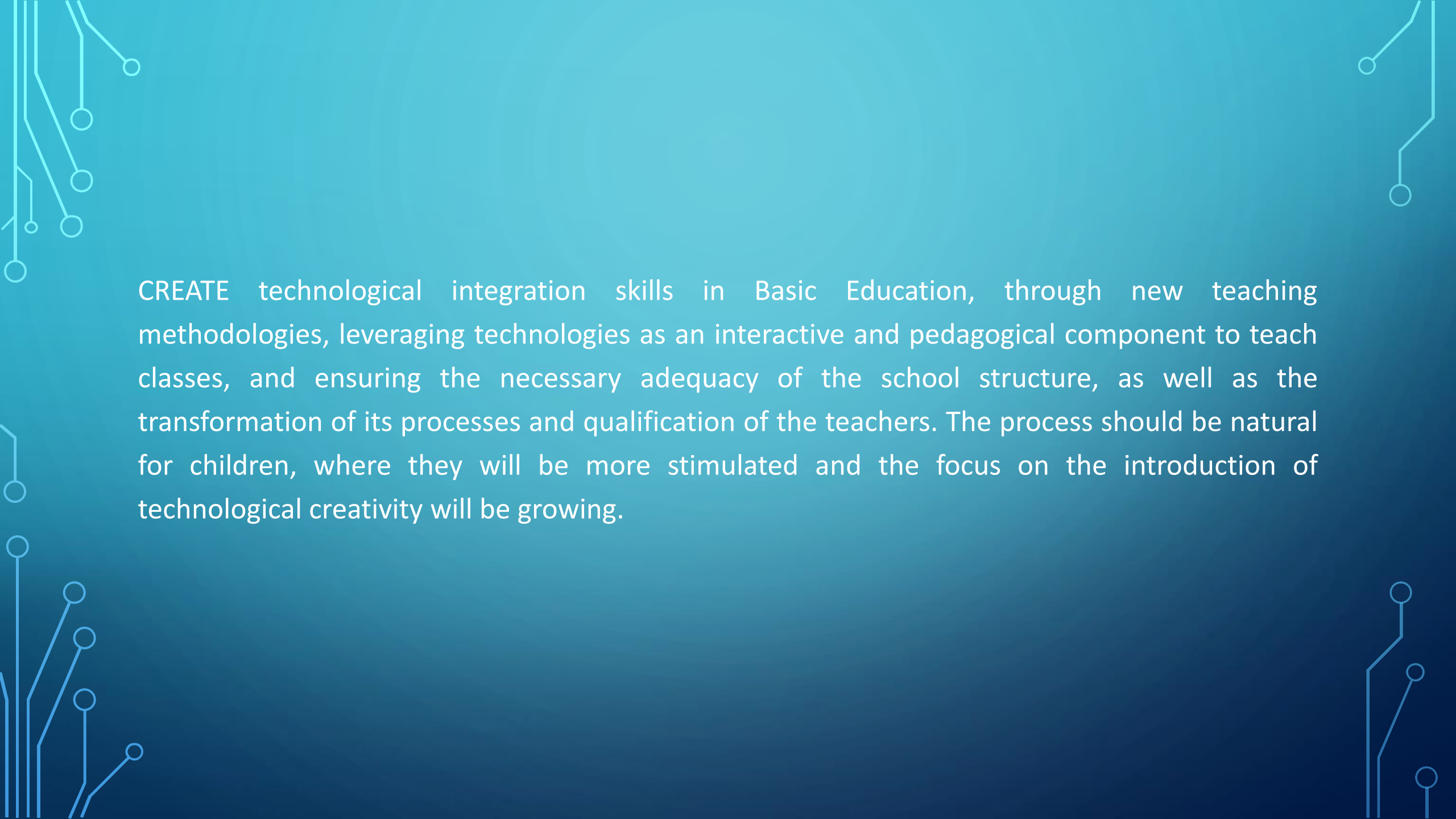
- These indicators reveal that, despite Portugal showing relative strength in terms of infrastructure, qualifications have not been addressed in a structured way, which puts us in a very fragile position to face this digital decade, that is now beginning.
- The competitiveness of a country, especially of its public sector, is mainly focused on the ability to ensure a fast and effective digital transformation.
- This transition implies ensuring progress in three key points: People, Processes and Technologies. There is a need for a Digital Transformation.



HOW TO MAKE IT HAPPEN?

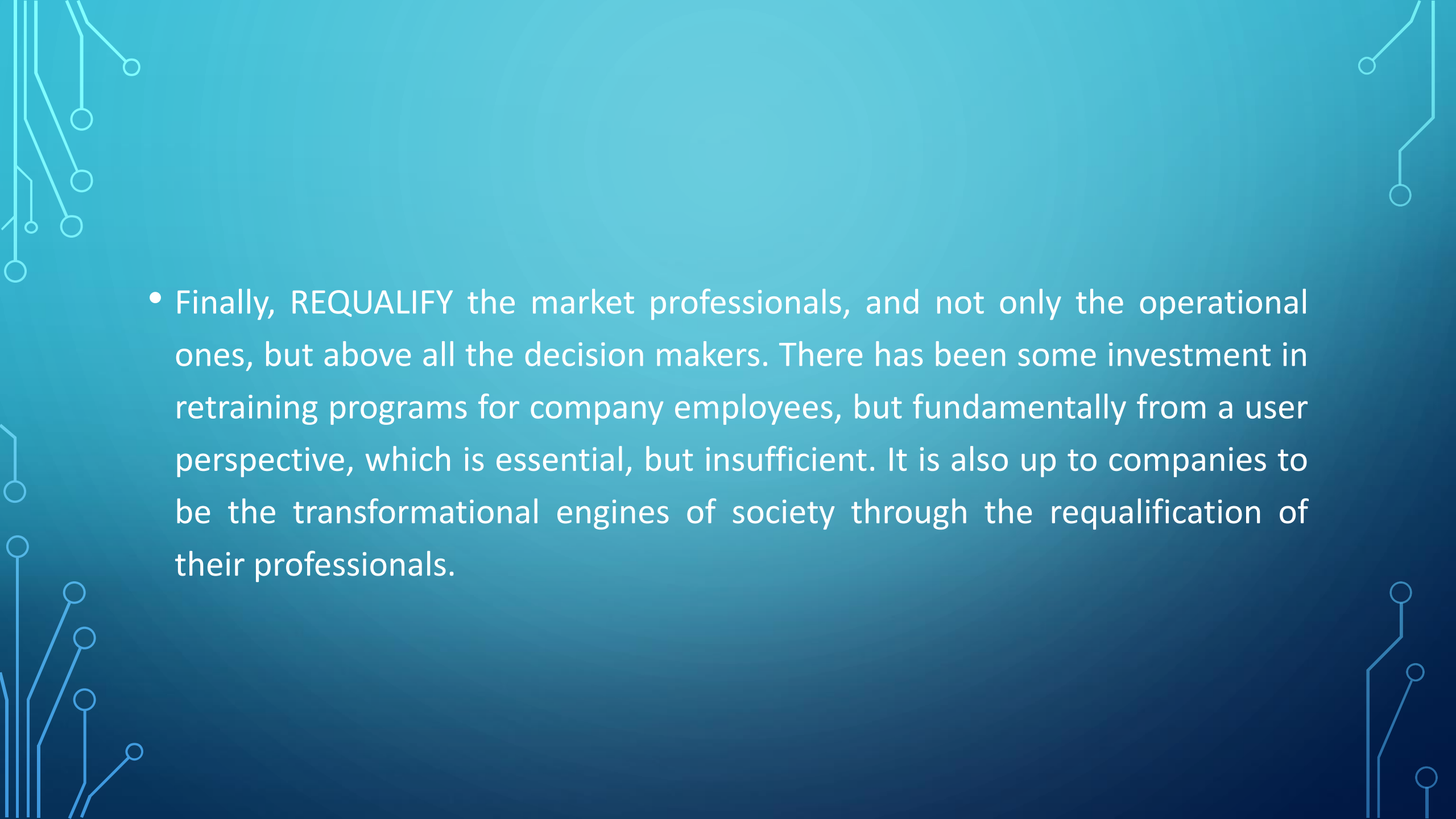
Make the bet on people, this means Education from the very beginning level! Be **creative**; **boost potential** and **requalify**

Betting on people means betting on Education, from its base. Bet on creating, enhancing and requalifying:

The background is a solid blue gradient. In the corners, there are decorative white line art elements that resemble circuit boards or neural network connections, with lines and small circles branching out.

CREATE technological integration skills in Basic Education, through new teaching methodologies, leveraging technologies as an interactive and pedagogical component to teach classes, and ensuring the necessary adequacy of the school structure, as well as the transformation of its processes and qualification of the teachers. The process should be natural for children, where they will be more stimulated and the focus on the introduction of technological creativity will be growing.

- 
- The background is a solid blue gradient. In the corners, there are decorative white line art elements resembling circuit boards or neural networks, with lines and small circles connecting them.
- **STRENGTHEN** digital structuring and operational concepts in Secondary and Higher Education, promoting an adaptation of curricula, in particular non-technological courses, in order to include components of technological interaction and digital skills, in order to provide future professionals with higher levels of interaction and technological dexterity. In practical terms, ensuring that any new professional has sufficient digital awareness and literacy to create added value in an organization, minimizing technological learning cycles within companies. This effort should complement a greater focus on specialized higher education in these areas to ensure that the country is able to train a sufficient number of professionals to respond to the challenges of the digital age and the future needs of the labor market.

- 
- The background is a solid blue gradient. In the corners, there are decorative white line art elements resembling circuit boards or neural networks, with lines and small circles connecting them.
- Finally, REQUALIFY the market professionals, and not only the operational ones, but above all the decision makers. There has been some investment in retraining programs for company employees, but fundamentally from a user perspective, which is essential, but insufficient. It is also up to companies to be the transformational engines of society through the requalification of their professionals.

The background is a solid blue gradient. In the corners, there are abstract, light blue line art designs that resemble circuit boards or digital connections. These designs consist of thin lines that branch out and terminate in small circles, creating a sense of connectivity and technology.

A requalification that is not carried out in a single stage, is continuous, as the new digital business models and new disruptive technologies bring with them new methodologies. Digitally transforming a country or a company implies that People have to be prepared and equipped with tools and, in this way, be the main drivers of this transformation, allowing us to rethink processes and use the added value of technology to materialize these ideas. It is therefore urgent to reflect on the current state of digital skills in our society and to propose reforms and structural measures that are the true basis of sustainability, that accompany the work being carried out in terms of technological infrastructures. A challenge that involves everyone: government, public entities, private entities, professionals and families.