



DUARTE PAULO TEIXEIRA DE AZEVEDO

PERSONAL DETAILS

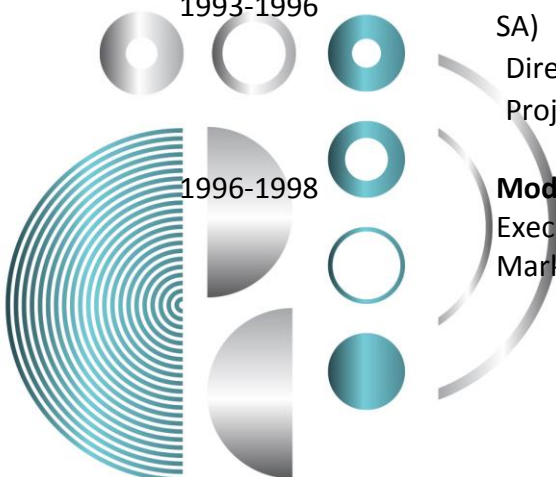
Place of Birth: Porto
Birth Date: 31-12-1965
Marital Status: Married to Nicole Katharina
Gerkrath de Azevedo
Children: 3

QUALIFICATIONS

	Malvern College, UK Secondary Education
1986	École Polytechnique Fédérale de Lausanne Graduation in Chemical Engineering
1989	Porto Business School MBA

PROFESSIONAL BACKGROUND

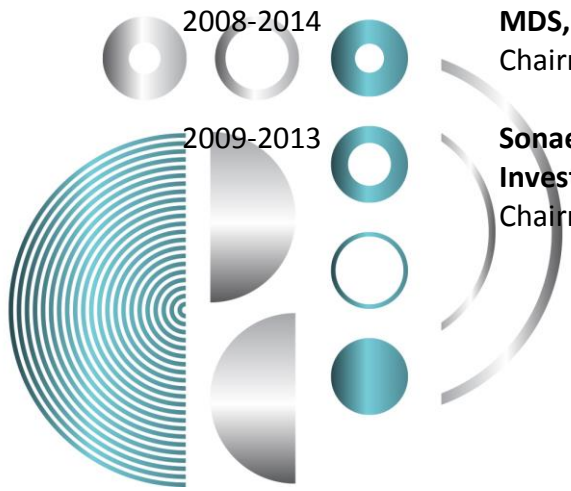
1988-1990	Sonae - Tecnologias de Informação, SA Analyst - New Investments Project Manager New Investments
Desde 1990	Imparfin – Investimentos e Participações Financeiras, SA Member of the Board of Directors
1990-1993	Sonae Indústria, SGPS, SA Project Manager – Organizational Development Commercial Director of Portugal – New Business
1993-1996	Sonae Investimentos - SGPS, SA (currently Sonae - SGPS, SA) Director of Strategic Planning and Control Project Leader – Group restructuring
1996-1998	Modelo Continente Hipermercados, SA Executive Board Director of Merchandising, IT and Marketing



1998-2000	Optimus – Telecomunicações, SA CEO
1998-abril 2007	Sonae - SGPS, SA Executive Board Director
Since 2000	Efanor Investimentos, SGPS, SA Member of the Board of Directors
Since 2000	Migracom, SA Chairman of the Board of Directors
2000-2007	Sonaecom, SGPS, SA CEO
2002-2007	PÚBLICO – Comunicação Social, SA Chairman of the Supervisory Board
2003-2007	GLUNZ, AG Chairman of the Supervisory Board
2004-2007	Tableros de Fibras, SA (TAFISA) Chairman of the Board of Directors
2007-2014	Sonaecom, SGPS, SA Chairman of the Board of Directors
2007-March 2015	Sonae Indústria, SGPS, SA Vice-Chairman of the Board of Directors
2007-April 2015	Sonae - SGPS, SA CEO
Since May 2007	Sonae Sierra, SGPS, SA Chairman of the Board of Directors
Since May 2007	Sonae Investimentos, SGPS, SA Chairman of the Board of Directors

2008-2014 **MDS, SGPS, SA**
Chairman of the Board of Directors

2009-2013 **Sonaegest - Sociedade Gestora de Fundos de Investimentos, SA**
Chairman of the Board of Directors



2010-2013	Sonae RP – Retail Properties, SA Chairman of the Board of Directors
2010-2016	Sonae – Specialized Retail, SGPS, SA (Merger Sonae MC – Modelo Continente, SGPS, SA) Chairman of the Board of Directors
Since April 2010	Sonae MC – Modelo Continente, SGPS, SA Chairman of the Board of Directors
Since May 2013	Sonae Center Serviços II, SA Chairman of the Board of Directors
Since March 2015	Sonae Capital, SGPS, SA Chairman of the Board of Directors
Since March 2015	Sonae Indústria, SGPS, SA Chairman of the Board of Directors
Since April 2015	Sonae - SGPS, SA Chairman of the Board of Directors and Co-CEO
Since May 2016	Sonae Arauco, SA Chairman of the Board of Directors

EXECUTIVE EDUCATION – MOST RELEVANT PROGRAMMES

1994	Babson College Executive Retailing Program
1996	Stanford Business School Strategic Uses of Information Technology Program
2002	Lausanne IMD-Breakthrough Program for Senior Executives
2008	London Business School Proteus Programme



2011	Ariel Group - Lexington Leading with Presence immersion experience
2012	Harvard Business School Corporate Level Strategy

OTHER ACTIVITIES

1989-1990	Executive Board Director of APGEI – Business/University Association of Engineering and Management
2001-2002	Chairman of Aritel – Association of Telecommunication Operators
2001-2008	Member of the Supervisory Board of EGP – UPBS
2003	Co-author of the book “Reformar Portugal”
2004-2009	Member of the Advisory Board “Compromisso Portugal”
2004-2011	Member of the Supervisory Board of IPCG-Instituto Português de Corporate Governance
2006 -2013	Member of Board of Founding Members of Casa da Música
2008-2009	Member of Supervisory Board of AEP – Associação Empresarial de Portugal
2009-2014	Member of Board of Curators of AEP – Associação Empresarial de Portugal
2009-2015	Chairman of the Board of Curators of Oporto University
2012-2015	Director of COTEC
Since 2008	Member of the ERT – European Round Table of Industrialists
Since 2012	Member of the Board of Curators of Fundação Belmiro de Azevedo
Since 2013	Member of International Advisory Board of Allianz SE
Since 2015	Member of Consejo Iberoamericano para la Productividad y la Competitividad

LANGUAGES

Fluent in English and French, as well as good understanding of German and Spanish

INTEREST AND LEISURE

Reading, Travelling, Music and Sports

