

DUARTE PAULO TEIXEIRA DE AZEVEDO

// PROFESSIONAL EXPERIENCE

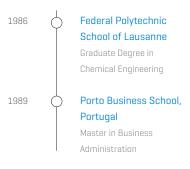
Sonae Group

1988	Sonae Tecnologias de Informação
1990	Project manager and analyst of new investments
1990	Sonae Indústria SGPS, SA (Wood Based Panels)
1993	Organisational Development Project Manager and New Businesses Commercial Manager for Portugal
1993	Sonae Investimentos SGPS, SA
- 1996	(currently Sonae SGPS, SA.) Head of Strategic Planning and Control and Organizational Development
1996	Modelo Continente Hipermercados, SA
- 1998	(Merchandising, IT and Marketing Retail) Executive Member of the Board of Directors
1998	Optimus Telecomunicações, SA (Mobile Operator)
2000	CEO
2000	Sonae SGPS, SA
- April 2007	Executive Director
2000	Sonaecom SGPS, SA.
2007	CEO
2002	Público Comunicação Social, SA
- 2007	Chairman of the Supervisory Board
2007	

// PERSONAL INFORMATION

Date of Birth 31st December 1965

// EDUCATION



// EXECUTIVE EDUCATION

1994	0	Babson College Executive Retailing Program
1996		Stanford Business School Strategic Uses of Information Technology Program
2002		IMD Lausanne Breakthrough Program for Senior Executives
2008		London Business School Proteus Programme
2012	¢	Harvard Business School Corporate Level Strategy

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200	- Chairman of the Supervisory Board 7 -
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200	- Chairman of the Board of Directors 7 -
200	7 Sonae SGPS, SA. - Chairman of the Board of Directors
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Apr 201	1
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201	- Chairman of the Board of Directors 9 -
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201	 [currently Sonae MC SGPS, SA] Chairman of the Board of Directors
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201	- Chairman of the Board of Directors
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201	 Sociedade Gestora de Fundos de Investimento, SA Chairman of the Board of Directors
201	 Sonae Specialized Retail SGPS, SA Chairman of the Board of Directors
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201	 Sonae MC - Modelo Continente SGPS, SA [currently Modelo Continente SGPS, SA]
Januar 201	y Chairman of the Board of Directors
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201	 [currently Sonae MC, Serviços Partilhados, SA] Chairman of the Board of Directors

2015 - April 2019	Sonae SGPS, SA Chairman of the Board of Directors and Co-CEO
2018 - 2019	Sonae Corporate, SA Chairman of the Board of Directors
Since March 2015	Sonae Capital SGPS, SA Chairman of the Board of Directors
	Sonae Indústria SGPS, SA Chairman of the Board of Directors
Since May 2016	Sonae Arauco SGPS, SA Chairman of the Board of Directors
Since April 2016	Sonae SGPS, SA Chairman of the Board of Directors
	Other Entities
2001 - 2002	Apritel Associação dos Operadores de Telecomunicações (Association of Electronic Telecommunication Companie) Chairman
2001 - 2008	Porto Business School Member of the Supervisory Board
2004 - 2011	IPCG Instituto Português de Corporate Governance Member of the Supervisory Board

2006 Casa da Música Foundation -

2013

_ 2009 Member of the Board of Founding Members

2008 **AEP** | Portuguese Entrepreneurship Association

Member of the Supervisory Board

- 2009 **AEP** | Portuguese Entrepreneurship Association
- Member of the Board of Curators _ 2014



2009 - 2015	Oporto University Chairman of the Board of Curators
2012 - 2015	Cotec Director
2012 - 2017	Belmiro de Azevedo Foundation Member of the Board of Curator
2015 - 2018	Consejo Iberoamericano para la Productividad y la Competitividad Member
Since 2008	ERT European Round Table of Industrialists Member
Since 2013	Allianz SE Member of International Advisory Board
Since 2019	Belmiro de Azevedo Foundation Member of the Board of Directors and Member Executive Committee

//	OFFICES HELD IN OTHER COMPANIES WITHIN SONAE
No	ne
//	OFFICES HELD IN OTHER COMPANIES OUTSIDE SONAE

Sonae Indústria | SGPS, S.A.

Chairman of the Board of Directors
Sonae Arauco Portugal, SA
Chairman of the Board of Directors
Sonae Capital | SGPS, SA
Chairman of the Board of Directors
Efanor Investimentos | SGPS, SA
Chairman of the Board of Directors
Migracom, SA
Chairman of the Board of Directors
Financeiras, SA
Member of the Board of Directors
Efanor | Serviços de Apoio à Gestão, SA
Member of the Board of Directors
BA Glass I – Serviços de Gestão e

Investimentos, SA Member of the Board of Directors

Belmiro de Azevedo Foundation Member of the Board of Directors and Member Executive Committee

OKUK, Lda. Manager Partner ERT | European Round Table of Industrialists Member

Allianz SE Member of International Advisory Board Project BIOPOLIS

Chairman of Installation Committee