

**ARTICLE 289.º OF THE PORTUGUESE COMPANY  
LAW**

**March 2012**



## BOARD OF THE SHAREHOLDERS GENERAL MEETING

**Chairman:** JOÃO Augusto Esmeriz VIEIRA DE CASTRO

**Secretary:** António AGOSTINHO CARDOSO da Conceição GUEDES



## **JOÃO Augusto Esmeriz VIEIRA DE CASTRO**

Born in Oporto in 1937.

### **Education:**

- Degree in Law from the Faculdade de Direito da Universidade de Lisboa in 1959;
- Member of the Portuguese Bar Association from 1964;

### **Professional Curriculum:**

Lawyer until 31 December 2006

### **Offices Held in Other Companies**

- ACR – Administração de Bens, Limitada (Partner and Manager)

Is Chairman of the Board of the Shareholders' General Meetings of the following companies:

- Hemisfério, S.A.,
- Jerónimo Martins, SGPS, S.A., S.A.,
- Sogrape Investimentos, SGPS, S.A.,
- Sona Indústria, SGPS, S.A.,
- Sonaecom, SGPS, S.A.,

### **Shares held in Sonaecom:**

Não é titular de quaisquer acções da Sonaecom, SGPS, S.A.



To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

#### STATEMENT

I, hereby declare, as required by law, that I do not incur in any of the incompatibilities envisaged in number 1 of article 414.<sup>o</sup>-A of the Company Law, nor I am involved in any circumstance capable of affecting my Independence under the terms of number 5 of article 414 of the Company Law.

I will immediately inform the company of any event that, in the course of the mandate, causes incompatibilities or loss of Independence under the terms of the legal requirements.

23 March 2012



## **António AGOSTINHO CARDOSO da Conceição GUEDES**



Born in 4 June 1961, in Porto.

### **Academic Curriculum:**

- Degree in Law from Faculdade de Direito da Universidade Católica Portuguesa in 1985;
- Master in Law (Civil Law) (Faculdade de Direito da Universidade de Coimbra – 1998);
- Ph.D in Civil Law (Faculdade de Direito da Universidade Católica Portuguesa – 2005)
- Member of the Portuguese Bar Association from 1992;

### **Professional Curriculum:**

- Teacher at Faculdade de Direito da Universidade Católica Portuguesa;
- Legal Adviser;
- Member of the Commercial Arbitration Center (Oporto Chamber of Commerce and Industry), and a former president of the National Evaluation Committee of the Portuguese Bar Association in 2006..



**Has carried on during the past 5 years, or still carries on, the following activities:**

- Director of Escola do Porto da Faculdade de Direito da Universidade Católica Portuguesa;
- Member of the Conselho Superior da Universidade Católica Portuguesa;
- Member of Conselho Geral do Centro de Estudos Judiciários

**Shares held in Sonaecom:**

1250 share of Sonaecom, SGPS, S.A.



To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

## STATEMENT

I, hereby declare, as required by law, that I do not incur in any of the incompatibilities envisaged in number 1 of article 414.º-A of the Company Law, nor I am involved in any circumstance capable of affecting my Independence under the terms of number 5 of article 414 of the Company Law.

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23 March 2012



## **BOARD OF DIRECTORS**

Ângelo Gabriel Ribeirinho dos Santos Paupério

António Bernardo Aranha da Gama Lobo Xavier

António Sampaio e Mello

David Charles Denholm Hobley

Duarte Paulo Teixeira de Azevedo

Frank Emmanuel Dangeard

Gervais Gilles Pellissier

Jean-François René Pontal

Maria Cláudia Teixeira de Azevedo

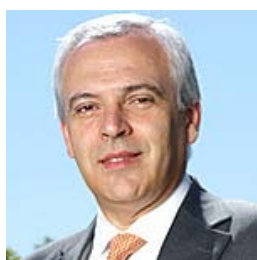
Miguel Nuno Santos Almeida

Nuno Manuel Moniz Trigos Jordão





## ÂNGELO GABRIEL RIBEIRINHO DOS SANTOS PAUPÉRIO



### Personal Data

Born: Porto

Married

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### ACADEMIC CURRICULUM

---

Degree in Engenharia Química pela École Polytechnique Federal de Lausanne

MBA - EGP – UPBS (formerly designated ISEE).

### PROFESSIONAL CURRICULUM

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Deputy CEO of Sonae, SGPS

Director of Sonae Investimentos, SGPS, S.A., MDS, SGPS, S.A. and Sonae Sierra, SGPS.



Deputy CEO of Sonae MC – Modelo Continente, SGPS, S.A., Sonae – Retalho Especializado, S.A. and Sonaerp – Retail Properties, S.A..

Invited Teacher of EGP-UPBS (ex. ISEE).

**Has carried on during the past 5 years, or still carries on, the following activities:**

Optimus – Comunicações, S.A. (Chairman of the Board of Directors)

PCJ – Público, Comunicação e Jornalismo, S.A. (Chairman of the Board of Directors)

Público – Comunicação Social, S.A. (Chairman of the Board of Directors)

Sonae Télécom, SGPS, S.A. (Chairman of the Board of Directors)

Sonaecom BV (Member of the Board of Directors)

Sonaecom – Sistemas de Informação, SGPS, S.A. (Chairman of the Board of Directors)

Sontária – Empreendimentos Imobiliários, S.A. (Chairman of the Board of Directors)

WeDo Consulting, Sistemas de Informação, S.A. (Chairman of the Board of Directors)

Cooper Gay (Holdings) Limited (Member of the Board of Directors)

MDS, SGPS, S.A. (Member of the Board of Directors)

Sonae, SGPS, S.A. (Member of the Board of Directors)

Sonae Center Serviços II, S.A. (Member of the Board of Directors)

Sonae Investments, B.V. (Executive Director)

Sonae Investimentos, SGPS, S.A (Member of the Board of Directors)

Sonae MC – Modelo Continente, SGPS, S.A. (Member of the Board of Directors)

Sonaerp – Retail Properties, S.A. (Member of the Board of Directors)

Sonae Sierra, SGPS, S.A. (Member of the Board of Directors)

Sonae – Retalho Especializado, SGPS, S.A. (Member of the Board of Directors)

Sontel B.V. (Executive Director)



Enxomil, SGPS, S.A. (Executive Director)

Enxomil – Sociedade Imobiliária, S.A. (Executive Director)

Lapidar, SGPS, S.A. (Member of the Board of Directors)

Love Letters – Galeria de Arte, S.A. (Member of the Board of Directors)

**Shares held in Sonaecom:**

440.070 shares of Sonaecom



## ANTÓNIO BERNARDO ARANHA DA GAMA LOBO XAVIER



### PERSONAL DATA:

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Born: Coimbra

Date of Birth: 16.10.1959

Married

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### ACADEMIC CURRICULUM

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Degree in Law Universidade de Coimbra

Master in Economic Law by Universidade de Coimbra

### PROFESSIONAL CURRICULUM

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Partner and Member of the Board of Directors of the Law Firm Morais Leitão, Galvão Teles, Soares da Silva & Associados (MLGTS);

Non Executive Director of BPI, SGPS, S.A.,

Non Executive Director of Riopele, S.A.



Non Executive Director of Mota-Engil.

**Has carried on during the past 5 years, or still carries on, the following activities:**

Optimus – Comunicações S.A. (Member of the Board of Directors)

PCJ – Público, Comunicação e Jornalismo, S.A. (Member of the Board of Directors)

Público, Comunicação Social, S.A. (Member of the Board of Directors)

Sonaecom – Sistemas de Informação, SGPS, S.A. (Member of the Board of Directors)

MLGTS & Associados, Sociedade de Advogados (Partner and Member of the Board of Directors)

BPI, SGPS, S.A. (Member of the Board of Directors)

Mota-Engil, SGPS, S.A. (Member of the Board of Directors)

Riopele, S.A. (Member of the Board of Directors)

**Shares held in Sonaecom:**

88.705 shares of Sonaecom



## ANTÓNIO SAMPAIO E MELLO



### Personal Data

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Date of Birth – 29.01.1955

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### ACADEMIC CURRICULUM

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Ph.D in Economy by London Business School,

MBA by Columbia University, EUA;

Master in Economy by Columbia University, EUA;

Degree in Engineering by Universidade Técnica de Lisboa.

### PROFESSIONAL CURRICULUM

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Finance Professor in University of Wisconsin-Madison;

Executive Director of RiverRock Investors;

Director of the Bank Robert Baird;

Corporate Finance Director of Banco Comercial Português;



Investigator of Banco de Portugal;

Executive Director of Finpro, SGPS;

Member of the Board of Directors of Financial Management Association of EUA;

Teacher in MIT;

Chairman of Social Sciences and Humanity Commission of Technological and Scientific National Organization.

**Has carried on during the past 5 years, or still carries on, the following activities:**

Nakoma Capital Management (Member of the Board of Directors)

**Shares held in Sonaecom:**

None.



## DAVID HOBLEY



### PERSONAL DATA

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Date of Birth – 09.12.1946

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### ACADEMIC CURRICULUM

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Fellow of the Institute of Chartered Accountants of England and Wales

### PROFESSIONAL CURRICULUM

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Deutsche Bank AG, London, Director;

Director of several companies of Orange Group.

### **Has carried on during the past 5 years, or still carries on, the following activities:**

Orange Brand Services Limited (Member of the Board of Directors)





Westgate Nominees Hall Limited (Member of the Board of Directors)

Velti plc (Member of the Board of Directors)

Still Standing Ltd (Member of the Board of Directors)

Nectar Global Alpha Fund (Member of the Board of Directors)

Incadea PLC (Member of the Board of Directors)

**Shares held in Sonaecom:**

None.



## DUARTE PAULO TEIXEIRA DE AZEVEDO



### PERSONAL DATA

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BORN: Porto

DATE OF BIRTH: 31.12.1965

Married

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### ACADEMIC CURRICULUM

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	Secondary Education – Malvern College UK
1986	Graduation in Chemical Engineering - École Polytechnique de Lausanne
1989	MBA – EGP - UPBS

### PROFESSIONAL CURRICULUM

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1998 to 2000	CEO of Optimus – Telecomunicações, S.A.
2000 to 2011	CEO of Sonaecom, S.G.P.S., S.A.



Deputy CEO of Sonae, SGPS, SA

From 2007

CEO of Sonae, SGPS, SA  
Chairman of Sonaecom, S.G.P.S., S.A.

**Has carried on during the past 5 years, or still carries on, the following activities:**

Efanor Investimentos, SGPS, S.A. (Member of the Board of Directors)

Imparfin, SGPS, S.A. (Member of the Board of Directors)

MDS, SGPS, S.A.(Chairman of the Board of Directors)

Migracom, SGPS, S.A. (Chairman of the Board of Directors)

Sonae Indústria, SGPS, S.A. (Member of the Board of Directors)

Sonae Investimentos, SGPS, S.A. (Chairman of the Board of Directors)

Sonae MC – Modelo Continente, SGPS, S.A.( Chairman of the Board of Directors)

Sonae, SGPS, S.A. (Member of the Board of Directors, CEO)

Sonae Sierra, SGPS, S.A. (Member of the Board of Directors)

Sonaegest, Sociedade Gestora de Fundos de Investimentos(Chairman of the Board of Directors)

Sonaerp – Retail Properties, S.A.( Chairman of the Board of Directors)

Sonae – Retalho Especializado, SGPS, S.A. (Chairman of the Board of Directors)

**ACÇÕES SONAE COM**

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387.342 held by Migracom, SGPS, S.A.



## FRANK EMMANUEL DANGÉARD



### PERSONAL DATA

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DATE OF BIRTH – 25.02.1958

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### ACADEMIC CURRICULUM

---

Degree in Economic Law by École des Hautes Études Commerciales;

Fulbright Scholar by Harvard Law School LLM;

Fellow of the Harvard Law School;

Degree by Institut d'Études Politiques de Paris.

### PROFESSIONAL CURRICULUM

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Partner of Harcourt;

Chairman and CEO of Thomson;

Deputy CEO, Senior Executive of France Télécom;



Chairman of SBC Warburg France.

**Has carried on during the past 5 years, or still carries on, the following activities:**

Ing Direct, França (Member of the Advisory Council )

Oger Télécom, Dubai (Member of the Board of Directors)

**Shares held in Sonaecom:**

None.



## GERVAIS GILLE PELISSIER



### PERSONAL DATA

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DATE OF BIRTH – 14.05.1959

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### ACADEMIC CURRICULUM

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Degree in Law by Université Paris XI; (International Management – Berkeley University and University of Cologne).

### PROFESSIONAL CURRICULUM

---

Deputy CEO of France Télécom - Orange.

Has carried on during the past 5 years, or still carries on, the following activities:

France Télécom Espanha (Member of the Board of Directors)



Mobistar (Member of the Board of Directors)

Studio 37 (Member of the Board of Directors)

**Shares held in Sonaecom:**

None.



## JEAN FRANÇOIS PONTAL



### PERSONAL DATA

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DATE OF BIRTH – 17.04.1943

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### ACADEMIC CURRICULUM

---

Degree in Engineering by Centre d'Études Supérieures des Techniques Industrielles, em França.

### PROFESSIONAL CURRICULUM

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CEO OF the Spanish subsidiary Carrefour – PRYCA;

Member of the Board of Directors of Carrefour;

Deputy CEO of group Mass Market Products & Services of France Telecom;

CEO of Orange.





Has carried on during the past 5 years, or still carries on, the following activities:

Ing Direct, França (Member of the Advisory Council)

Oger Télécom, Dubai (Member of the Board of Directors)

**Shares held in Sonaecom:**

None.



## MARIA CLÁUDIA TEIXEIRA DE AZEVEDO



### PERSONAL DATA

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Date of Birth – 13.01.1970

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### ACADEMIC CURRICULUM

---

Degree in Management by Universidade Católica da Universidade do Porto

MBA by INSEAD (Fontainebleau).

### PROFESSIONAL CURRICULUM

---

Member of the Board of Directors of Efanor Investimentos, SGPS, S.A.;

Chairman of Efanor – Serviços de Apoio à Gestão S.A..

Has carried on during the past 5 years, or still carries on, the following activities:



Digitmarket – Sistemas de Informação, S.A. (Chairman of the Board of Directors)

Lugares Virtuais, S.A. (Chairman of the Board of Directors)

Mainroad – Serviços de Tecnologias de Informação, S.A. (Chairman of the Board of Directors)

Miauger – Organização e Gestão de Leilões Electrónicos, S.A. (Chairman of the Board of Directors)

PCJ – Público, Comunicação, e Jornalismo, S.A.(Member of the Board of Directors)

Público - Comunicação Social, S.A. (Member of the Board of Directors)

Saphety Level – Trusted Services, S.A. (Chairman of the Board of Directors)

Optimus – Comunicações, S.A.( Member of the Board of Directors)

Sonae Telecom, SGPS, S.A.( Member of the Board of Directors)

Sonaecom Sistemas de Informação, SGPS, S.A. (Member of the Board of Directors)

Sonaecom – Sistemas de Información Espana, S.L. (Director)

Sontaria – Empreendimentos Imobiliários, S.A.( Member of the Board of Directors)

WeDo Consulting, Sistemas de Informação, S.A. (Member of the Board of Directors)

WeDo Technologies Mexico, S. De R.L. De C.V. (Director)

WeDo Technologies Egypt (Director)

WeDo Technologies B.V. (Member of the Board of Directors)

Cape Technologies Limited (Irlanda) (Member of the Board of Directors)

WeDo Poland Sp. Z.o.o. (Gerente)

WeDo Technologies Australia PTY Limited (Member of the Board of Directors)

WeDo Technologies (UK) Limited (Member of the Board of Directors)

WeDo Technologies Americas Inc.( Member of the Board of Directors)

WeDo Technologies Chile, Spa (Member of the Board of Directors)

WeDo Technologies Panama, S.A.( Chairman of the Board of Directors)

WeDo Technologies Singapore Pte Ltd (Member of the Board of Directors)

Praesidium Services Limited (Member of the Board of Directors)

Efanor – Serviços de Apoio à Gestão, S.A. (Chairman of the Board of Directors)



Efanor Investimentos SGPS, S.A. (Member of the Board of Directors)

Fundação Belmiro de Azevedo (Member of the Board of Directors)

Imparfin, SGPS, S.A. (Chairman of the Board of Directors)

Linhacom, SGPS, S.A. (Chairman of the Board of Directors)

Praça Foz – Sociedade Imobiliária, S.A. (Member of the Board of Directors)

**Shares held in Sonaecom:**

49.239 (owned directly or owned by direct relatives).

71.231 (held by Linhacom, SGPS, S.A.).



## MIGUEL NUNO SANTOS ALMEIDA



### PERSONAL DATA

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DATE OF BIRTH – 13.01.1970

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### ACADEMIC CURRICULUM

---

Degree in Management by Universidade Católica da Universidade do Porto

MBA by INSEAD (Fontainebleau).

### PROFESSIONAL CURRICULUM

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Optimus Comunicações, S.A. (Member of the Board of Directors, CEO)

WeDo Consulting – Sistemas de Informação, S.A. (Member of the Board of Directors)

Sonaecom, Sistemas de Informação, SGPS, S.A. (Member of the Board of Directors)

Sonaecom BV (Member of the Board of Directors)



Has carried on during the past 5 years, or still carries on, the following activities:

Be Artis, Conceção, Construção e Gestão de Redes de Comunicações, S.A. (Chairman of the Board of Directors)

Be Towering – Gestão de Torres de Telecomunicações, S.A. (Chairman of the Board of Directors)

Per-Mar, Sociedade de Construções, S.A. (Chairman of the Board of Directors)

PCJ – Público, Comunicação e Jornalismo, S.A. (Member of the Board of Directors)

Público – Comunicação Social, S.A. (Member of the Board of Directors)

Sonae Télécom, SGPS, S.A. (Member of the Board of Directors)

**Shares held in Sonaecom:**

138.779 owned directly or owned by direct relatives.



## NUNO MANUEL MONIZ TRIGOSO JORDÃO



### PERSONAL DATA

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Date of Birth – 27.04.1956

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### ACADEMIC CURRICULUM

---

Degree in Economics by ISCTE – Universidade de Lisboa.

### PROFESSIONAL CURRICULUM

---

Deputy CEO of Sonae, SGPS, S.A.,

Member of the Board of Directors of Sonae Investimentos, SGPS, S.A.;

Sonaerp – Retail Properties, S.A.

Modelo – Distribuição de Materiais de Construção.

Has carried on during the past 5 years, or still carries on, the following activities:



Modelo – Distribuição de Materiais de Construção, S.A. (Member of the Board of Directors)

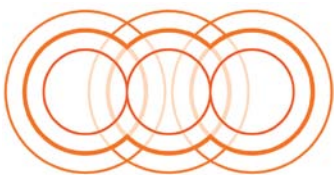
Sonae Investimentos, SGPS, S.A. (Member of the Board of Directors)

Sonae, SGPS, S.A. (Member of Directors)

Sonaerp – Retail Properties, S.A. (Member of the Directors)

**Shares held in Sonaecom:**

None.





## STATUTORY AUDIT BOARD

**Chairman:** Arlindo Dias Duarte Silva

**Member:** Armando Luís Vieira de Magalhães

**Member:** Óscar José Alçada da Quinta

**Suplent:** Jorge Manuel Felizes Morgado



## **Arlindo Dias Duarte Silva**

### **ACADEMIC CURRICULUM:**

- Degree in Economics ( 1977 - 1982), by Faculdade de Economia do Porto.
- Training courses OROC, Coopers & Lybrand ( 1985; -Auditoria), I.M.C./B.D.P. (1994; - Produtos Derivados ), F.E.P./Futop (1997; -Gestão Financeira Internacional)

Has carried on during the past 5 years, or still carries on, the following activities:

DMJB – Consultadoria de Gestão, S.A. (ROC)

Sonae SGPS, S.A. (Member of the Statutory Audit Board)

Sonae Investimentos, SGPS, S.A. (Member of the Statutory Audit Board)

Rochinvest – Investimentos Imobiliários e Turísticos, S.A. (Member of the Statutory Audit Board)

ALADI – Associação Lavrense de Apoio ao Diminuído Intelectual

Associação Cultural do Senhor do Padrão (Member of the Statutory Audit Board)

### **Shares held in Sonaecom:**

10.000,00 shares of Sonaecom, SGPS, S.A.



To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

#### STATEMENT

I, hereby declare, as required by law, that I do not incur in any of the incompatibilities envisaged in number 1 of article 414.º-A of the Company Law, nor I am involved in any circumstance capable of affecting my Independence under the terms of number 5 of article 414 of the Company Law.

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23 March 2012



## **Armando Luís Vieira de Magalhães**

### **ACADEMIC CURRICULUM**

Degree in Economics by Universidade do Porto.

EXECUTIVE MBA – European Management pelo IESF/IFG.

Has carried on during the past 5 years, or still carries on, the following activities:

Sonae Capital, SGPS, S.A. (Member of the Statutory Audit Board)

Sonae Indústria, SGPS, S.A. (Member of the Statutory Audit Board)

#### **Cargos em organizações não lucrativas:**

Fundação Eça de Queirós (Member of the Statutory Audit Board)

Futebol Clube do Porto – Futebol, S.A.D.; Porto Comercial – Sociedade de Comercialização e Sponsorização, S.A.; Porto Estádio – Gestão e Exploração de Equipamentos Desportivos, SA. (Membro do Conselho Fiscal)

#### **Shares held in Sonaecom:**

Não é titular de quaisquer acções da Sonaecom, SGPS, S.A.



To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

#### STATEMENT

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23 March 2012



## **Óscar José Alçada da Quinta**

### **ACADEMIC CURRICULUM**

Degree in Economics by Universidade do Porto.

Has carried on during the past 5 years, or still carries on, the following activities:

BA GLASS I – Serviços de Gestão e Investimentos, S.A. (Member of the Statutory Audit Board)

Óscar Quinta, Canedo da Mota & Pires Fernandes, SROC (Member of the Statutory Audit Board)

Sonae Investimentos, SGPS, S.A. (Member of the Statutory Audit Board)

Caetano-Baviera-Comércio de Automóveis, S.A. (Member of the Statutory Audit Board)

### **Shares held in Sonaecom:**

None.



To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

#### STATEMENT

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23 March 2012



## **Jorge Manuel Felizes Morgado**

### **ACADEMIC CURRICULUM**

Degree in Economics by Universidade do Porto.

Has carried on during the past 5 years, or still carries on, the following activities:

Sonae Capital, SGPS, S.A. (Member of the Statutory Audit Board)

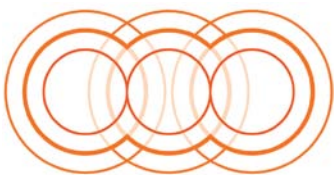
Sonae Indústria, SGPS; S.A. (Member of the Statutory Audit Board)

Sonae SGPS, S.A. (Member of the Statutory Audit Board)

Sonae Sierra, S.A. (Member of the Statutory Audit Board)

### **Shares held in Sonaecom:**

None.





To Sonaecom, SGPS, S.A.  
Lugar do Espido, Via Norte  
Maia

#### STATEMENT

I, hereby declare, as required by law, that I do not incur in any of the incompatibilities envisaged in number 1 of article 414.º-A of the Company Law, nor I am involved in any circumstance capable of affecting my Independence under the terms of number 5 of article 414 of the Company Law.

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23 March 2012



## **SHAREHOLDERS' REMUNERATION COMMITTEE**

**SONAE, SGPS, S.A. represented by Duarte Paulo Teixeira de Azevedo**  
**SONTEL, B.V. represented by Francisco de la Fuente Sanchez**



## DUARTE PAULO TEIXEIRA DE AZEVEDO



### PERSONAL DATA

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BORN: Porto

DATE OF BIRTH: 31.12.1965

Married

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### ACADEMIC CURRICULUM

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	Secondary Education – Malvern College UK
1986	Graduation in Chemical Engineering - École Polytechnique de Lausanne
1989	MBA – EGP - UPBS

### PROFESSIONAL CURRICULUM

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1998 to 2000	CEO of Optimus – Telecomunicações, S.A.
2000 to 2011	CEO of Sonaecom, S.G.P.S., S.A. Deputy CEO of Sonae, SGPS, SA
From 2007	CEO of Sonae, SGPS, SA



Chairman of Sonaecom, S.G.P.S., S.A.

**Has carried on during the past 5 years, or still carries on, the following activities:**

Efanor Investimentos, SGPS, S.A. (Member of the Board of Directors)

Imparfin, SGPS, S.A. (Member of the Board of Directors)

MDS, SGPS, S.A.(Chairman of the Board of Directors)

Migracom, SGPS, S.A. (Chairman of the Board of Directors)

Sonae Indústria, SGPS, S.A. (Member of the Board of Directors)

Sonae Investimentos, SGPS, S.A. (Chairman of the Board of Directors)

Sonae MC – Modelo Continente, SGPS, S.A.( Chairman of the Board of Directors)

Sonae, SGPS, S.A. (Member of the Board of Directors, CEO)

Sonae Sierra, SGPS, S.A. (Member of the Board of Directors)

Sonaegest, Sociedade Gestora de Fundos de Investimentos(Chairman of the Board of Directors)

Sonaerp – Retail Properties, S.A.( Chairman of the Board of Directors)

Sonae – Retalho Especializado, SGPS, S.A. (Chairman of the Board of Directors)

**Shares held in Sonaecom:**

387.342 held by Migracom, SGPS, S.A.



## FRANCISCO DE LA FUENTE SANCHEZ



### PERSONAL DATA

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Age: 69

Portuguese Citizen

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### ACADEMIC CURRICULUM

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Graduation in Electro technical Engineering – Instituto Superior Técnico (1965)

### PROFESSIONAL CURRICULUM

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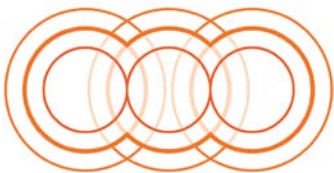
In the EDP Group and Electrical Sector in Portugal:

2005 - 2009 – Chairman of EDP Foundation

2006 - 2007 – Advisor to the Board of Directors of EDP – Electricidade de Portugal, SA

2004 - 2006 – Chairman of ELECPOR - Associação Portuguesa das Empresas do Sector Eléctrico

2003 - 2006 – Chairman of the Board of Directors of EDP - Energias de Portugal, SA



In the Electrical Sector outside Portugal:

Since 2005 - Honorary Chairman of Hidroeléctrica del Cantábrico, SA

2002 - 2005 – Board Member of Hidroeléctrica del Cantábrico, SA

In Other Sectors:

Since 2010 – Chairman of the Board of the Shareholders' General Meeting of Iberwind – Desenvolvimento e Projectos, SA

Since 2009 - Co-optation member of Instituto Superior Técnico School Council

Since 2007 - Non Executive Chairman of the Board of Directors of EFACEC Capital

- Member of Conselho Nacional da Água

- Chairman of the General Council of PROFORUM

- Member of the Consultative Council of the Department of Electro technical and Computer Engineering of Instituto Superior Técnico

- Chairman of the National Council of the Electro technical Engineering Board of the Engineers Institute

Since 2005 - Member of the Patronage of Hidroeléctrica del Cantábrico Foundation

- Member of the Consulting Council of the Competitiveness Forum

Since 2004 - Member of the Curators Council of the Luso-Brazilian Foundation

Since 2003 - Member of the Ibero American Forum

Since 2002 - Member of the Curators Council of the Luso-Spanish Foundation

2007 - 2009 - Chairman of the Corporate Governance Committee of the

Supervisory Board of Millennium BCP –Banco Comercial Português

2006 - 2009 - Membro do Conselho Geral e de Supervisão do Millennium BCP

– Banco Comercial Português

2006 - 2007 - Non Executive Vice-Chairman of the Board of Directors of

Efacec

2004 - 2010 - Member of the Consultative Council of the Portuguese Institute of Corporate Governance

2004 - 2007 - Chairman of BCSD Portugal – Business Council for Sustainable Development

- Chairman of PROFORUM – Associação para o Desenvolvimento da Engenharia

2003 - 2005 - Director of the Competitiveness Forum

2001 - 2006 – Member of the Consulting Council of APDC – Associação Portuguesa para o Desenvolvimento das Comunicações



2000 -2010 – Non Executive Director of Portugal-África Foundation

2000 - 2006 – Member of the Superior Council of BCP – Banco Comercial

Português

- Non Executive Chairman of the Board of Directors of ONI

- Member of the General Council of AIP – Associação Industrial Portuguesa

**Has carried on during the past 5 years, or still carries on, the following activities:**

Chairman of the Board of the Shareholders' General Meeting of Iberwind – Desenvolvimento e Projectos, SA

Co-option member of Instituto Superior Técnico School Council

Non Executive Chairman of the Board of Directors of EFACEC Capital

Member of Conselho Nacional da Água

Chairman of the General Council of PROFORUM

Member of the Consultative Council of the Department of Electro technical and Computer Engineering of Instituto Superior Técnico

Chairman of the National Council of the Electro technical Engineering Board of the Engineers Institute

Member of the Patronage of Hidroeléctrica del Cantábrico Foundation

Member of the Consulting Council of the Competitiveness Forum

Honorary Chairman of Hidroeléctrica del Cantábrico, SA

Member of the Curators Council of the Luso-Brazilian Foundation

Member of the Ibero American Forum

Member of the Curators Council of the Luso-Spanish Foundation

**Shares held in Sonaecom:**

None.

