



## DUARTE PAULO TEIXEIRA DE AZEVEDO

### PERSONAL DETAILS

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

### QUALIFICATIONS

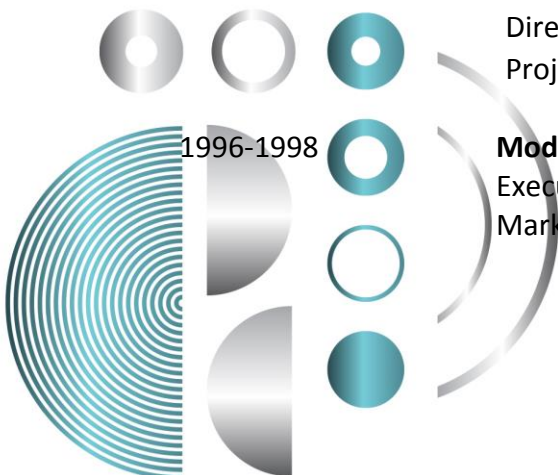
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	<b>Malvern College, UK</b> Secondary Education
1986	<b>École Polytechnique Fédérale de Lausanne</b> Graduation in Chemical Engineering
1989	<b>Porto Business School</b> MBA

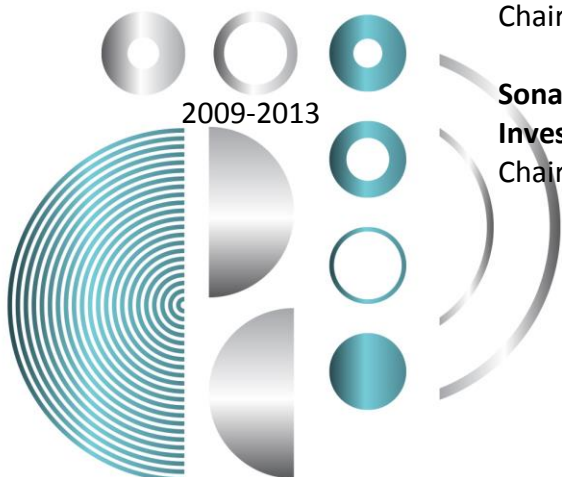
### PROFESSIONAL BACKGROUND

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



1998-2000	<b>Optimus</b> CEO
1998-2007	<b>Sonae - SGPS, SA</b> Executive Board Director
Since 2000	<b>Efanor Investimentos, SGPS, SA</b> Member of the Board of Directors
Since 2000	<b>Migracom, SGPS, SA</b> Chairman of the Board of Directors
2000-2007	<b>Sonaecom, SGPS, SA</b> CEO
2002-2007	<b>PÚBLICO – Comunicação Social, SA</b> Chairman of the Supervisory Board
2003-2007	<b>GLUNZ, AG</b> Chairman of the Supervisory Board
2004-2007	<b>TAFISA</b> Chairman of the Board of Directors
Since May 2007	<b>Sonae Investimentos, SGPS, SA</b> Chairman of the Board of Directors
Since May 2007	<b>Sonae Sierra, SGPS, SA</b> Chairman
2007-March 2015	<b>Sonae Indústria , SGPS, SA</b> Member of the Board of Directors
2007-April 2015	<b>Sonae, SGPS, SA</b> CEO
2007-2014	<b>Sonaecom, SGPS, SA</b> Chairman of the Board of Directors
2008-2014	<b>MDS, SGPS</b> Chairman of the Board of Directors
2009-2013	<b>Sonaegest, Sociedade Gestora de Fundos de Investimentos</b> Chairman of the Board of Directors



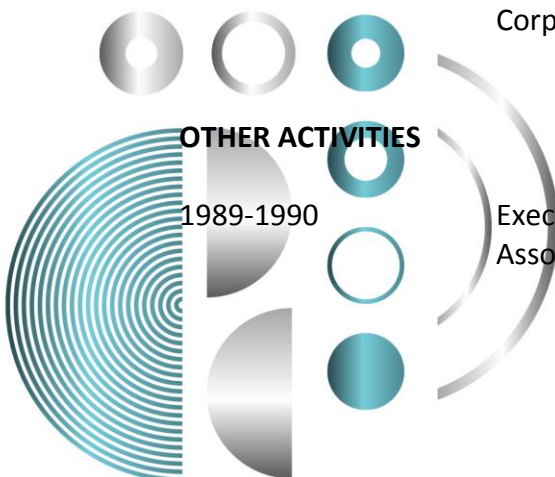
2010-2013	<b>Sonae RP – Retail Properties</b> Chairman of the Board of Directors
Since April 2010	<b>Sonae MC – Modelo Continente, SGPS, SA</b> Chairman
Since April 2010	<b>Sonae – Specialized Retail , SGPS, SA</b> Chairman
Since May 2013	<b>Sonae Center Serviços II, SA</b> Chairman
Since March 2015	<b>Sonae Capital, SGPS, SA</b> Chairman
Since March 2015	<b>Sonae Indústria, SGPS, SA</b> Chairman
Since April 2015	<b>Sonae - SGPS, SA</b> Chairman and Co-CEO

**EXECUTIVE EDUCATION – MOST RELEVANT PROGRAMMES**

1994	<b>Babson College</b> Executive Retailing Program
1996	<b>Stanford Business School</b> Strategic Uses of Information Technology Program
2002	<b>Lausanne</b> IMD-Breakthrough Program for Senior Executives
2008	<b>London Business School</b> Proteus Programme
2011	<b>Ariel Group - Lexington</b> Leading with Presence immersion experience
2012	<b>Harvard Business School</b> Corporate Level Strategy

**OTHER ACTIVITIES**

1989-1990 Executive Board Director of APGEL – Business/University Association of Engineering and Management



2001-2008	Member of the Supervisory Board of EGP – UPBS
2001-2002	President of Apritel – Association of Telecommunication Operators
2003	Co-author of the book “Reformar Portugal”
2004-2009	Member of the Advisory Board “Compromisso Portugal”
2004-2011	Member of the General Board of IPCG-Instituto Português de Corporate Governance
2006 -2013	Member of Board of Founders of Fundação Casa da Música
2008-2009	Member of Supervisory Board of AEP – Associação Empresarial de Portugal
2009-2014	Member of Board of Trustees of AEP – Associação Empresarial de Portugal
2009-2015	President of Board of Trustees of Oporto University
2012-2015	Director of COTEC
Since 2008	Member of ERT – European Round Table of Industrialists
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 Portuguese, English and French, as well as good understanding of German and Spanish

## INTEREST AND LEISURE

Reading, Travelling, Music and Sports

