



# DUARTE PAULO TEIXEIRA DE AZEVEDO

## // PROFESSIONAL BACKGROUND

### GROUP SONAE

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

## // PERSONAL INFORMATION

**Date of Birth** 31<sup>st</sup> December 1965

## // QUALIFICATIONS

- 1986 Federal Polytechnic School  
of Lausanne  
Degree in Chemical Engineering
- 1989 Porto Business School  
Master in Business  
Administration-MBA

## // EXECUTIVE EDUCATION

- 1994 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

2003 - 2007	<b>Glunz, AG</b> Chairman of the Supervisory Board
2004 - 2007	<b>Tableros de Fibras, SA</b> [Tafisa] Chairman of the Board of Directors
2007 - 2014	<b>Sonaecom, SGPS, SA</b> Chairman of the Board of Directors
2007 - April 2015	<b>Sonae - SGPS, SA</b> CEO
2007 - March 2015	<b>Sonae Indústria, SGPS, SA</b> Vice-Chairman of the Board of Directors
2008 - 2014	<b>MDS, SGPS, SA</b> Chairman of the Board of Directors
2009 - 2013	<b>Sonaegest, Sociedade Gestora de Fundos de Investimentos, SA</b> Chairman of the Board of Directors
Since 2007	<b>Sonae Investimentos, SGPS, SA</b> Chairman of the Board of Directors
Since April 2015	<b>Sonae - SGPS, SA</b> Chairman of the Board of Directors and Co-CEO

## // OTHER ENTITIES

2001-2002	<b>Associação dos Operadores de Telecomunicações</b> [Association of Electronic Telecommunication Companies] Chairman of Apritel
2001-2008	<b>Porto Business School</b> Member of the Supervisory Board
2004-2011	<b>IPCG   Instituto Português de Corporate Governance</b> Member of of the Supervisory Board
2006-2013	<b>Casa da Música</b> Member of the Founding Members Board
2008-2009	<b>AEP   Portuguese Entrepreneurship Association</b> Member of the Supervisory Board
2009-2014	<b>AEP   Portuguese Entrepreneurship Association</b> Member of the Board of Curators
2009-2015	<b>Oporto University</b> President of the Board of Curators
2012-2015	<b>Cotec</b> Director
Since 2008	<b>European Round Table of Industrialists (ERT)</b> Member
Since 2013	<b>Allianz SE</b> Member of International Advisory Board
Since 2015	<b>Consejo Iberoamericano para la Productividad y la Competitividad</b> Member
Since 2016	<b>Sonae Arauco, SA</b> Chairman of the Board of Directors

// OFFICES HELD IN OTHER COMPANIES WITHIN SONAE

---

**Sonae Sonae Investimentos | SGPS, SA**

Chairman of the Board of Directors

**Sonae MC | Modelo Continente, SGPS, SA**

Chairman of the Board of Directors

**Sonae Center Serviços II, SA**

Chairman of the Board of Directors

**Sonae Sierra, SGPS, SA**

Chairman of the Board of Directors

// OFFICES HELD IN OTHER ENTITIES OUTSIDE SONAE

---

**Sonae Indústria, SGPS, SA**

Chairman of the Board of Directors

**Sonae Arauco, SA**

Chairman of the Board of Directors

**Sonae Capital, SGPS, SA**

Chairman of the Board of Directors

**Migracom, SA**

Chairman of the Board of Directors

**Efanor Investimentos, SGPS, S.A.**

Member of the Board of Directors

**Imparfin | Investimentos e Participações Financeiras, SA**

Member of the Board of Directors

**Fundação Belmiro de Azevedo**

Member of the Board of Curators

**European Round Table of Industrialists (ERT)**

Member

**Allianz SE**

Member of International Advisory Board

**Consejo Iberoamericano para la Productividad y la Competitividad**

Member