

**RAFAEL CEREZO LAPORTA**

# RAFAEL CEREZO LAPORTA

## Curriculum Vitae

### Personal Data

**Place of Birth:** Valencia, Spain

**Date of Birth:** 29 April 1950

**Nationality:** Spanish

**Divorced**

**Number of Children:** 3

**Address:** Castillo de Villafranca, 103  
Urb. Villafranca del Castillo  
28692 Villanueva de la Cañada (Madrid)

### Professional Experience

**1982-2008:** The Boston Consulting Group. The company is the world leader in strategic and organisational consultancy. During these years, has worked with various industries (retail; financial services; energy; telecommunications; industrial...) and types of companies (multinational; listed; family owned...) comprising several issues (growth; international expansion; mergers and acquisitions; integration; reorganisation; generation succession; cost reduction ....). His role in the Group has changed through time:

**1982-1985:** Based in London, full time work with clients

**1985-1996:** Founder of the Madrid office, dealing at the same time with clients and setting up the team and the presence in the Iberian Peninsula

**1995:** Elected Member of the World Executive Committee (12 members), adding this to the previous functions

**1996-2002:** Appointed European Chief Executive Officer. Kept the Management of the Iberia market (already three offices: Madrid, Barcelona and Lisbon), ensuring work with clients and the European Presidency. Europe represents 55% of the company's worldwide business, with more than 25 offices in the continent (including Eastern Europe and Russia). As Chief Executive Officer, was a member of several Committees on a worldwide basis (Operational; Executive; Remuneration; Election and career Management of Partners, ...), as well as Chairman of several temporary commissions (Fiscal Optimisation; Development of New Countries; Organisational Restructuring, ...)

**2002-2008:** Leaves the European Chief Executive Office to be fully dedicated to clients in Spain and Portugal, (together with Russia and Eastern European Countries during 2002-2003). Main work during these years in retail and financial services industries

**2007 .....** Member of the Consulting Board of the Exea Group (Family Corporation of the Puig family); Member of the Board and Chairman of the Audit Committee of Puig Beauty and Fashion; Member of the Board of Flamagas S.A.; Member of the Board of ISDIN S.A

**1980-1982** Managing Director of the United Kingdom subsidiary of ETASA S.A. (Family company of fresh agriculture products)

**1977-1980** The Boston Consulting Group in London. Strategic Consultancy for companies in the United Kingdom, France, Germany and Scandinavia

**1974-1975** Commission of the European Communities (Brussels, Belgium) in the Agriculture General Board. Hired as an expert to redefine the calculation formulas of the reference agriculture prices (starting point of the Common Agriculture Policy)

**Foundations** Patron of *La Fundación de Ayuda contra la Drogadicción* (FAD) and of *Fundación para el Arte Religioso Clásico y Contemporáneo* (MARCC)

### **Education**

1975-1977 Master in Business Administration by Columbia University (New York, United States)

1970-1974 Graduation in Economics by the London School of Economics (United Kingdom)

Baccalaureate degree: Colegio Alemán, Valencia (Spain)

**Languages** Spanish, English, German, French, knowledge of Portuguese and Italian

**Number of Shares Held in Sonae Capital, SGPS, SA:** None

Rafael Cerezo Laporta

To  
Sonae Capital, SGPS, SA  
Lugar do Espido, Via Norte  
Maia

### STATEMENT

I hereby declare, as required by law, that I am not involved in any circumstance capable of affecting my independence under the terms of number two article one of Regulation nr. 7/2001 of the Portuguese Securities Market Commission (“CMVM”).

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London, 5 March 2008

**FRANCISCO DE LA FUENTE SÁNCHEZ**

# FRANCISCO DE LA FUENTE SÁNCHEZ

## CURRICULUM VITAE

### 1. Personal data

- \* Place of Birth: Lisbon, Portugal
- \* Date of Birth: 2 January 1942
- \* Nationality: Portuguese
- \* Married
- \* Number of Children: 2
- \* Address: Av. Estados Unidos da América, 97 – 5º Esqº  
1700-167 Lisbon

### 2. Education

- Graduation in Electrotechnical Engineering, IST (1965), with an average grade of 15 (0-20 scale)

### 3. Professional Activity

#### 3.1. In the EDP Group and in the electrical sector in Portugal

2005- - Chairman of the EDP Foundation

2006- 2007- Member of the Board of Directors

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

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

2000-2003- Chairman of the Board of Directors and CEO of EDP – Electricidade de Portugal, SA

2002-2003- Chairman of the Board of Directors of EDP Produção – Gestão da Produção de Energia, SA

2002-2003- Chairman of the Board of Directors of EDP Distribuição – Energia, SA

2002-2003- Chairman of the Board of Directors of EDP Energia, SA

2002-2003- Chairman of the Board of Directors of EDP Valor – Gestão Integrada de Serviços, SA

2002-2003- Chairman of the Board of Directors of EDP Serviner - Serviços de Energia, SA

2000-2001- Chairman of the Board of Directors of CPPE – Companhia Portuguesa de Produção de Electricidade, SA

1997-2000 - Member of the Board of Directors of EDP - Electricidade de Portugal, SA

1999-2001- Chairman of the Board of Directors of EDP Energia, SA  
- Chairman of the Board of Directors of EDP Águas, SA  
- Member of the Board of Directors of TER - Termoeléctrica do Ribatejo, SA

1998-2001- Chairman of the Board of Directors of EDP Cogeração, SA  
- Member of the Board of Directors of EDP Internacional, SA

- 1997-1998 - Member of the Board of Directors of EN - Electricidade do Norte, SA
  - Member of the Board of Directors of CENEL - Electricidade do Centro, SA
  - Member of the Board of Directors of LTE - Electricidade de Lisboa e Vale do Tejo, SA
  - Member of the Board of Directors of SLE - Electricidade do Sul, SA
  
- 1994-1996 - Member of the Board of Directors of LTE - Electricidade de Lisboa e Vale do Tejo, SA
  - Member of the Board of Directors of Hidrotejo - Hidroeléctrica do Tejo, SA
  
- 1990-1994 - General manager of Direcção de Distribuição Tejo at EDP
  
- 1988-1989 - General Commercial Manager at EDP
  
- 1987-1988 - Aide to the Board of Directors of EDP (with commercial responsibilities)
  
- 1985-1986 - Manager of the Lisbon Distribution Center, at EDP
  
- 1981-1984 - Responsible for the Organisational Support Body of Direcção de Distribuição Tejo, at EDP
  
- 1977-1980 - Responsible for the Concessions Service of the Lisbon Area (ex-CRGE), at EDP
  
- 1976-1976 - Member of the Commission Responsible for the Management Unit ex-CRGE, in the transaction period to EDP
  
- 1975-1976 - Member of the Administrative Commission of CRGE, after the nationalisation of the Company
  
- 1972-1975 - Aide to the Manager Responsible for the Concessions Service, of CRGE (concession contracts, rural electrification, valuation of facilities and accompanying CRGE activities linked to concessors - State and Municipalities)
  
- 1969-1972 - Aide to the manager responsible for the Subdivision of Extra-Urban Network, of CRGE (construction and use of AT and BT networks in Lisbon surrounding councils)
  
- 1969 - Admission in Companhias Reunidas Gás e Electricidade (CRGE)

### **3.2. In the Electrical Sector outside Portugal**

- 2005- - Honorary Chairman of Hidroeléctrica del Cantábrico, SA
  
- 2002-2005 - Member of the Board of Directors of Hidroeléctrica del Cantábrico, SA
  
- 1998-2000 - Non-executive Chairman of CERJ - Companhia de Electricidade do Rio de Janeiro, SA (Brazil)
  
- 1998-2000 - Non-executive Vice-Chairman of EBE - Empresa Bandeirante de Energia, SA (Brazil)
  
- 1997-1998 - Non-executive Member of the Board of Directors of CERJ - Companhia de Electricidade do Rio de Janeiro, SA (Brazil)

### 3.3. In other sectors

- 2007- - Non-executive Chairman of the Board of Directors of EFACEC
- 2007 - - Director invited by Conselho Nacional da Água
- 2007 - - Chairman of the General Council of PROFORUM
- 2007 - - Member of the Counselling Council of the Department of Electrotechnical and Computer Engineering of Instituto Superior Técnico
- 2007 - - Chairman of the National Council of the Electrotechnical Engineering Board of the Engineers Institute
- 2007 - - Chairman of the Corporate Governance Commission of CGS of Millennium BCP
- 2006- - Member of the General and Supervisory Council of Millennium BCP – Banco Comercial Português
- 2005- - Member of Patronage of Hidroeléctrica del Cantábrico Foundation
- 2005- - Member of the Consulting Council of the Competitiveness Forum
- 2004- - Member of the Curators Council of the Luso-Brazilian Foundation
- 2004- - Member of the Consulting Council of the Portuguese Institute of Corporate Governance
- 2003- - Member of the Ibero America Forum
- 2002- - Member of the Curators Council of the Luso-Spanish Foundation
- 2001- - Member of the Consulting Council of APDC – Associação Portuguesa para o Desenvolvimento das Comunicações
- 2000- - Non-executive Director of Portugal-Africa Foundation
- 2006-2007 - Non-executive Vice-Chairman of the Board of Directors of EFACEC
- 2004-2007 - Chairman of BCSD-Portugal – Business Council for Sustainable Development
- 2004-2007 - Chairman of PROFORUM – Associação para o Desenvolvimento da Engenharia
- 2000-2006 - Member of the Superior Council of BCP – Banco Comercial Português
- 2000-2006 - Non-executive Chairman of the Board of Directors of ONI
- 2003-2005 - Director of the COMPETITIVENESS FORUM
- 2003-2004 - Director of BCSD - Portugal – Business Council for Sustainable Development
- 2003-2004 - Manager of PROFORUM – Associação para o Desenvolvimento da Engenharia
- 2000-2006 - Member of the General Council of AIP – Associação Industrial Portuguesa
- 2000-2003 - Non-executive Director of GALP Energia



2000-2002 - Non-executive Director of BVLP – Bolsa de Valores de Lisboa e Porto

### **3.4. In Education**

1967-1969 - Assistant teacher at Instituto Superior Técnico

1964 -1966 - Teacher of Technical Education (Industrial School Engº. Ferreira Dias)

During 1966-1969 served in the army – Transmission - Telegraph

### **4. Participation in actions out of the Country**

2003- - Member of the Júri of Concórdia Príncipe das Astúrias Award

2000-2006 - Representative of Portugal in the Board of Directors of EURELECTRIC – Union of the Electricity Industry

1999-2000 - Substitute representative of Portugal in the Board of Directors of EURELECTRIC - Union of the Electricity Industry

1998-1999 - Substitute representative of Portugal in the Management Committee of UNIPEDE Union Internationale des Producteurs et Distributeurs d'Energie Electrique

1998-1999 – Substitute representative of Portugal in the Board of Directors of EURELECTRIC - The European Grouping of the Electricity Supply Industry - EEIG

1987-1990 - Representative of Portugal in the Committee for Studies of Development of Electrical Energy Applications, of UNIPEDE (Union Internationale des Producteurs et Distributeurs d'Energie Electrique).

### **5. Awards**

2002 – Personality of the Year 2002, by the Luso-Brazilian Chamber of Commerce and Industry

2003 - Outstanding Manager in 2004, by the Luso-Spanish Chamber of Commerce and Industry

2007 - Honorary Member of ELECPOR – Associação Portuguesa das Empresas do Sector Eléctrico

2007 - Counselling Member of the Engineers Institute

### **6. Distinction**

2006 “Grã-Cruz da Ordem do Mérito” bestowed by His Excellency the President of the Republic of Portugal, Dr. Jorge Sampaio

### **6. Number of Shares Held in Sonae Capital, SGPS, SA: None**

Francisco de La Fuente Sánchez

To  
Sonae Capital, SGPS, SA  
Lugar do Espido, Via Norte  
Maia

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Lisbon, 5 March 2008

**PEDRO MANUEL BASTOS MENDES REZENDE**

**Pedro Manuel Bastos Mendes Rezende**  
Curriculum Vitae

**Personal Data**

**Place of Birth:** Lisbon, Portugal  
**Date of Birth:** 26 October 1961  
**Nationality:** Portuguese and Spanish  
**Married**  
**Children:** 3  
**Address:** Rua da Arriaga, n° 8 – 3°Dt°, 1200-609 Lisbon, Portugal  
**e-mail:** pbastosr@gmail.com

**Education**

1989-1990      **INSEAD** – MBA (Fontainebleau)  
1979-1985      **ICAI** – Industrial Mechanical Engineer (Madrid)

**Professional Activity**

2006-            **Hyperion Energy Investments**

- Founding partner and Chief Executive Officer
- Development of businesses in the renewable energy industry
- Two solar heat plants in Spain under development: final licensing stage, financial and technological partners on board, 650M€ investment,

2003-2006      **EDP – Energias de Portugal, SA**

- Member of the Board of Directors and of the Executive Committee
- Chief Executive Officer of EDP Produção and of Companhia Portuguesa de Produção de Electricidade (CPPE)
- Member of the Board of Directors and Executive Director of Hidroeléctrica del Cantábrico (Hidrocantábrico)
- Chairman of the Board of Directors of EDP Engenharia e Manutenção, EDP Energia Ibérica and Tergen
- Member of the Board of Directors of other Group companies
- Responsible for the Corporate areas of Energetic Planning, Sustainability and Environment, Relations with the Community, Systems and Iberian Regulation

1990-2003      **BCG - The Boston Consulting Group**

- Partner and Vice-President in Lisbon and Madrid
- Responsible, in Portugal, of the Energy Practice and member of the Consumer Practice
- Co-responsible for the opening (1995) and development of the Lisbon office
- Member of the Client Portfolio Iberian Committee
- Member of the Career Development European Committee

1985-1989      **VALEO Clutch Division**

- Head of the department of tests, analysis and prototypes, Spain
- Applications Engineer (commercial development), USA
- Development Engineer, Spain

**Languages**      Portuguese, Spanish, French and English

**Other Interests**      Car races, tennis, sky, family

**Number of Shares Held in Sonae Capital, SGPS, SA:** None

Pedro M. Bastos Mendes Rezende

To  
Sonae Capital, SGPS, SA  
Lugar do Espido, Via Norte  
Maia

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Lisbon, 5 March 2008

**PAULO JOSÉ JUBILADO SOARES DE PINHO**

## Paulo José Jubilado Soares de Pinho

### Curriculum Vitae

#### Personal Data:

Place of Birth: Lisbon, Portugal,  
Birth Date: 30 August 1962  
Nationality: Portuguese  
Married  
Number of Children: 1

Professional Address: Faculdade de Economia  
Universidade Nova de Lisboa  
Rua Marquês de Fronteira, 20  
1099-038 Lisboa Portugal  
Email: [pjpinho@fe.unl.pt](mailto:pjpinho@fe.unl.pt)

#### Academic Degrees:

1994 PhD in Banking and Finance  
**City University Business School**, London

1989 MBA – Master in Business Administration  
**Fac. Economia da Univ. Nova de Lisboa**

1985 Licenciatura (Ba) in Economics  
**Fac. Economia da Univ. Nova de Lisboa**

#### Executive Training:

2007 Private Equity and Venture Capital Program  
Harvard Business School

2007 Valuation Guidelines Masterclass  
European Venture Capital and Private Equity Association

2006 Advanced Course  
European Venture Capital and Private Equity Association

2005 Negotiation Analysis  
Amsterdam Institute of Finance

#### Occupation:

**Current:** Associate Professor  
2002- **Fac. Economia da Univ. Nova de Lisboa (FE-UNL)**  
Fields: Banking; Corporate Finance; Entrepreneurial  
Finance and Venture Capital

- 2003 - President of the General Council  
**Fundo de Sindicação de Capital de Risco PME-IAPMEI**  
(Venture Capital Syndication Fund)
- 2005 - Member of the Advisory and Strategic Board  
**Fast Change Venture Capital Fund**
- 2007 - Senior Advisor for Iberia  
**Profit Technologies, USA.**
- 2007- Senior Advisor  
**New Next Moves Consultants, Portugal.**
- 2007- Representative Director (Portugal)  
**Venture Valuation, Switzerland**
- 2007 - Member of the Board (*Administrador*)  
**XisVending – Serviços de Vending, SA**
- Past/Recent:**
- 2004-07 Executive Director and Board Member (*Administrador*)  
**REN – Redes Energéticas Nacionais, SA**  
Responsible for Energy System Planning, Management Control, Sustainable Development, IPO preparation and Investor Relations
- 2002-04 Economic Advisor to Portugal's **Minister of Economy**
- Previous:**
- Advisor to several financial institutions including Caixa Geral de Depósitos, Banco Mello, Sociedade Financeira Portuguesa; ABN-Amro Bank.
- Other Academic:**
- 2003 - Scientific Director of the (Executive) Post-Graduate Programme in Finance at FE – UNL
- 2003 - Scientific Director of the (Executive) Post-Graduate Programme in Law and Management at FE-UNL
- 2002 – 04 Director of the (full-time) MBA Programme at FE-UNL.
- 1998 – 09 Executive Director (*Administrador*)  
Executive Education Training Centre Nova-Forum, at FE-UNL



**Associations and Institutes:**

1994 – 2004 Member of the Advisory Board of the European Capital Markets Institute

1997 - Member of the Executive Committee of the European Association of University Teachers on Banking and Finance.

Member of the European Finance Association.

Member of the European Financial Management Association.

**Number of Shares Held in Sonae Capital, SGPS, SA: 3,650 shares**

Paulo Soares de Pinho

To  
Sonae Capital, SGPS, SA  
Lugar do Espido, Via Norte  
Maia

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