#### PERSONAL DETAILS

Name: Maria Cláudia Teixeira de Azevedo

Year of Birth: 1970

### EDUCATION

### Universidade Católica Portuguesa, Porto, Portugal

• Bachelor's in management

### **INSEAD, Fontainebleau, France**

• MBA

### PROFESSIONAL EXPERIENCE

Year	Position	Entity
Since 1990	Chair of the Board of Directors	Imparfin – Investimentos e Participações Financeiras, SA
Since 1992	Member of the Board of Directors	Efanor Investimentos, SGPS, SE
Since 2000	Chair of the Board of Directors	Linhacom, SA
Since 2000	Member of the Board of Directors	Sonaecom – SGPS, SA
Since 2000	Member of the Board of Directors	Sonae Investment Management – Software and Technology, SGPS, SA
Since 2002	Chair of the Board of Directors	Praça Foz – Sociedade Imobiliária, SA
Since 2008	Member of the Board of Directors	Efanor – Serviços de Apoio à Gestão, SA
Since 2009	Member of the Board of Directors	Público – Comunicação Social, SA

Since 2011	Member of the Board of Directors	SC – Sonae Capital Investments, SGPS, SA
Since 2013	Non-Executive Member of the Board of Directors	NOS, SGPS, SA
Since 2018	Chair of the Board of Directors	MCRETAIL, SGPS, SA
Since 2018	Member of the Board of Directors	Sonae Holdings, SA
Since 2018	Chair of the Board of Directors	Sonae Sierra, SGPS, SA
Since 2018	Member of the Board of Directors	Setimanale, SGPS, SA
Since 2018	Member of the Board of Directors	Casa Agrícola de Ambrães, SA
Since 2018	Member of the Board of Directors	Realejo – Sociedade Imobiliária, SA
Since April 2019	CEO	Sonae – SGPS, SA
Since 2019	Member of the Board of Directors	Universo Sonae, SA
Since 2020	Manager	Tangerine Wish, Lda.
Since June 2021	Member of the Board of Directors	Sonae Indústria, SGPS, SA
Since July 2021	Chair of the Board of Directors	Sparkfood, SA

# POSITIONS HELD IN OTHER ENTITIES

Position	Entity
CEO	Sonae – SGPS, SA
Member of the Board of Directors	Sonaecom, SGPS, SA
Member of the Board of Directors	Público – Comunicação Social, SA
Non-Exeutive Member of the Board of Directors	NOS, SGPS, SA
Member of the Board of Directors	Sonae Investment Management – Software and Technology, SGPS, SA
Chair of the Board of Directors	MCRETAIL, SGPS, SA
Member of the Board of Directors	Sonae Holdings, SA
Member of the Board of Directors	Universo Sonae, SA
Chair of the Board of Directors	Sonae Sierra, SGPS, SA
Chair of the Board of Directors	Sparkfood, SA
Member of the Board of Directors	SC – Sonae Capital Investments, SGPS, SA
Member of the Board of Directors	Sonae Indústria, SGPS, SA
Chair of the Board of Directors	Imparfin – Investimentos e Participações Financeiras, SA
Member of the Board of Directors	Efanor Investimentos, SGPS, SE
Chair of the Board of Directors	Linhacom, SA
Chair of the Board of Directors	Praça Foz – Sociedade Imobiliária, SA
Member of the Board of Directors	Efanor – Serviços de Apoio à Gestão, SA
Member of the Board of Directors	Setimanale, SGPS, SA

Member of the Board of Directors	Casa Agrícola de Ambrães, SA
Member of the Board of Directors	Realejo – Sociedade Imobiliária, SA
Manager	Tangerine Wish, Lda.
Vice-Chairman of the Board	BRP – Associação Rountable Portugal

## INDEPENDENCE OF MUSTI GROUP PLC

Maria Cláudia Teixeira de Azevedo is independent of Musti Group Plc but not independent of its major shareholder.