

José Manuel Rodrigues Berardo

Age: 67 years old

Current positions in the Group: Chairman of the Remuneration and Welfare Board

Professional experience: Since 1982 - Chairman of the Board of the General Meeting of PATIO – Livros e Artes, SA; since 1986 - Manager of RONARDO – Gestão de Empresas, Lda and Chairman of the Board of Directors and Vice Chairman of the Board of the General Meeting of EMT – Empresa Madeirense de Tabacos, SA; since 1988 - Vice Chairman of the Board of Directors and Chairman of the Board of the General Meeting of SIET – Sociedade Imobiliária de Empreendimentos Turísticos Savoi, SA and Chairman of the Board of Directors of Fundação José Berardo, IPSS; since 1989 - Chairman of the Board of Directors and Vice Chairman of the Board of the General Meeting of RAMA – Rações para animais, SA; since 1990 - Chairman of the Board of Directors of Imobiliária Magnólia da Madeira, SA; since 1992 - Chairman of the Board of the General Meeting of SICEL – Sociedade Industrial de Cereais, SA; since 1993 - Chairman of the Board of Directors of METALGEST – Sociedade de Gestão, SGPS, SA; since 1995 - Chairman of the Board of Directors and Chairman of the Board of the General Meeting of Bacalhôa Vinhos de Portugal, SA and Chairman of the Board of the General Meeting of Moagens Associadas, SA; since 1996 - Chairman of the Board of Directors and Chairman of the Board of the General Meeting of Sintra Modernarte – Arte e Cultura, SA, Chairman of the Board of the General Meeting of Quinta do Lorde, SA and Chairman of the Board of Directors of Associação Colecção Berardo; since 1997 - Chairman of the Board of the General Meeting of CORGOM – Indústria Transformadora de Cortiça, SA and Chairman of the Board of the General Meeting of PARFITEL, SGPS, SA; since 2000 - Chairman of the Board of Directors and Vice Chairman of the Board of the General Meeting of Aviatlântico - Avicultura, SA and Chairman of the Board of Directors of MATIZ - Sociedade Imobiliária, SA; since 2002 - Chairman of the Board of the General Meeting of Exploração Turística da Fajã da Pedra, SA; since 2003 - Chairman of the Board of Directors and Chairman of the Board of the General Meeting of ATRAM, SA; since 2006 - Manager of Bernardino Carmos e Filho, SGPS, Lda; and since 2007 - Chairman of the Board of Directors and Chairman of the Board of the General Meeting of Aliança Vinhos de Portugal, SA and Director of Cumulus Wines, PTY Limited. He is also Chairman of the Board of the General Meeting of the following companies: Avipérola, Lda; Caves Aliança Agrícola, SA; COTRANCER – Comércio e Transformação de Cereais, SA; D'Aguiar – Companhia Agrícola, SA; DISMADE – Distribuição da Madeira, SA; Forum Prior do Crato, Vinhos Seleccionados, SA; J.P. Viticultura; Quinta da Rigodeira, Casa Agrícola, SA; Quintas Aliança Alentejo, Sociedade Agrícola, SA; Quintas Aliança – Dão, Sociedade Agrícola, SA; Quintas Aliança – Douro, Sociedade Agrícola, SA; SILOMAD – Silos da Madeira, SA; SODIPRAVE – Sociedade Distribuidora de Produtos Avícolas; VIBORBA, SA; and Universidade Atlântica. He is also Chairman of the Board of Directors of Empresa

Mineira do Cercal, SA, Sociedade Agrícola Quinta do Carmo, SA and the Chairman of the Board of the General Meeting of Associação de Colecções and VITECAF – Fábrica de Rações da Madeira, SA He is also Honorary Chairman of Fundação de Arte Moderna e Contemporânea - Colecção Berardo.

António Vítor Martins Monteiro

Age: 67 years old

Academic qualifications: Licentiate Degree in Law from the Lisbon University

Current positions in the Group: Member of the Supervisory Board of Banco Comercial Português, SA and Member of the Nominations Committee

Current positions outside the Group: Member of the Board of Directors of SOCO International plc, Member of the General Board of the School of Humanities and Social Sciences of Universidade Nova de Lisboa. Non-executive Member of the Board of Directors of Banco Privado do Atlântico – Angola, Chairman of the Board of Curators of Fundação Luso-Brasileira and member of the United Nations Panel on the Sudan Referendum.

Other professional experience:

1968 - Joined the Ministry of Foreign Affairs; 1984 - Deputy Permanent Representative for the Permanent Mission of Portugal to the United Nations; 1987/1991 - Head of the Office of the Secretary of State for Foreign Affairs and Cooperation; 1990/1991 - Member of the Portuguese Delegation that mediated the negotiations for the Peace Treaties in Angola, signed in Lisbon; 1991 - Head of the Temporary Mission of Portugal to the Peace Process Structures in Angola and representative to the Political-Military Joint Committee, in Luanda; 1994 - Director-General for Foreign Policy of the Ministry of Foreign Affairs; 1994/1996 - Coordinator of the Permanent Steering Committee of the Community of Portuguese-Speaking Countries; 1997 - Portuguese Permanent Representative to the United Nations; 1997/1998 - Portuguese Representative to the Security Council of the United Nations; April 1997/June 1998 - Chairman of the Security Council of the United Nations; 1997/1998 - Chairman of the Committee created by the Security Council to deal with the situation caused by the conflict between Iraq and Kuwait; 2000 - Portuguese Representative to the Economic and Social Council of the UN (ECOSOC); 2001 - Vice-Chairman of the ECOSOC

2001 - Ambassador of Portugal in France; 2001/2004 - Portugal's Representative to in the European Space Agency (ESA); 2002/2009 - Member of the Ambassadors Forum of the Portuguese Investment Agency; 2003 - Member of the Advisory Board of the Oceans Strategic Committee; 2004/2005 - Minister of Foreign Affairs and of the

Portuguese Communities; 2005/2006 - High Commissioner of the UN for the Elections in the Ivory Coast; 2006/2009 - Portugal's Representative to in the European Space Agency (ESA); 2006/2009 – Ambassador of Portugal in France

Luís de Melo Champalimaud

Age: 59 years old

Academic qualifications: Attended the course in Economics at Instituto Superior de Economia e Sociologia de Évora.

Current positions in the Group: Chairman of the Supervisory Board, Chairman of the Sustainability and Corporate Governance Committee and Member of the Remuneration and Welfare Board of Banco Comercial Português, SA.

Current positions outside the Group: Chairman of the Board of Directors of Confiança Participações, SGPS, SA, Chairman of the Supervisory Board of Tracção, SA (Brazil), and Chairman of the Supervisory Board of Empresa de Cimentos Liz, S.A. (Brazil) and Chairman of the Advisory Board of Empresa de Cimentos Liz, SA.

Other professional experience:

1975/1982 - Sales Manager of Empresa de Cimentos Liz, SA (formerly Soeicom, SA); 1982/1992 - Chief Executive Officer (CEO) of Empresa de Cimentos Liz, SA (formerly Soeicom, SA); 1992/2000 - Vice Chairman of the Board of Directors Empresa de Cimentos Liz, SA (formerly Soeicom, SA), with non-executive functions; 1992/1993 - Director at the insurance company Mundial-Confiança, SA; 1993/1995 - Chairman of Banco Pinto & Sotto Mayor; 1996/2000 - Chairman of Banco Chemical; 1997/2000 - Chairman of Banco Totta & Açores; 1997/2000 - Chairman of Crédito Predial Português; 2004/2006 - Non-Executive Director of Portugal Telecom, SGPS, SA; 2006/2009 - Member of the Supervisory Board of Banco Comercial Português, SA

Manuel Pinto Barbosa

Age: 67

Academic qualifications: Licentiate degree in Finance by Instituto Superior de Ciências Economias e Financeiras of Universidade Técnica de Lisboa, MSc by Yale University, PhD by Yale University and Professorship by Universidade Nova de Lisboa.

Current position in the Group: Member of the Remunerations and Welfare Board.

Professional Experience: From 1978 to 1982 he was Member of the Founding Commission of FEUNL, from 1982 to 1983, Director of FEUNL, from 1984 to 2002

Professor at FEUNL, from 1986 to 1990, Vice-Chancellor of UNL, from 1990 to 1994 Chancellor of UNL, from 1995 to 1996, Vice-Chairman of UNICA, network of universities of European capitals, from 1996 to 1999 Member of the Founding Commission of FDUNL, from 1997 to 2000 Dean for International Affairs of UGF. Since 1990 he is member of the European League for Economic Cooperation, since 1990, Founding Partner of the European Statistics Centre for Developing Countries, since 1997, Associate of Sociedade Científica da Universidade Católica Portuguesa and Correspondent of Academia das Ciências de Lisboa. Between 1967 and 1969 he was Officer of the Naval Reserve of the Portuguese Navy, from 1970 to 1972 he worked as consultant for Associação Industrial Portuguesa, from 1978 to 1983 Founding Associate of Associação para o Estudo das Relações Internacionais, from 1981 to 1984 member of the commission in charge of negotiating the Defence Accord Portugal-USA, in 1989 Member of the expert committee of the SPES programme (EEC), in 1989 Member of the Expert Commission of Fundação Tinker, in 1990 Member of the Expert Commission of the ACE programme (EEC), from 1992 to 1993 Vice-Chairman of the Economic and Social Council, from 1994 to 2006 Member of the Management Board of Fundação Luso-Americana, from 1995 to 1998 non-executive Director of Portucel Industrial, between 1996 and 1999 Member of the Advisory Committee of Barclays Bank, from 2002 to 2006 non-executive director of PTII and from 2004 to 2006 Chairman of the Board of Directors of TAP. He is presently Chairman of the Board of Directors of Nova Forum, since 2005, Chairman of the Supervisory Board of TAP, since 2007 and Chairman of the Remunerations Committee of Cimpor.