

Governing Bodies

Board of Directors

The election of the Governing Bodies takes place in the General Meeting. Their members are elected for a four-year period and reelection is permitted. They may or may not be shareholders.

The following composition of the Board of Directors was approved in General Shareholders' Meeting held on March 30, 2004 for the 2004-2007 four-year mandate.

Comandante António Luis Roquette Ricciardi (Chairman)

Ricardo Espírito Santo Silva Salgado (Vice-Chairman)

Jean Gaston Pierre Marie Victor Laurent (Vice-Chairman)

Mário Mosqueira do Amaral

José Manuel Pinheiro Espírito Santo Silva

António José Baptista do Souto

Jorge Alberto Carvalho Martins

Aníbal da Costa Reis de Oliveira

José Manuel Ferreira Neto

Manuel de Magalhães Villas-Boas

Manuel Fernando Moniz Galvão Espírito Santo Silva

José Maria Espírito Santo Silva Ricciardi

Jean-Luc Louis Marie Guinoiseau

Rui Manuel Duarte Sousa da Silveira

Joaquim Aníbal Brito Feixial de Goes

Pedro José de Sousa Fernandes Homem

Patrick Gérard Daniel Coudène

Michel Victor François Villatte

Mário Martins Adegas

Luis António Burnay Pinto de Carvalho Daun e Lorena

Lázaro de Mello Brandão

Ricardo Abecassis Espírito Santo Silva

Bernard Henri Georges De Wit

José Manuel Ruivo da Pena

Jean Frédéric de Leusse

Amilcar Carlos Ferreira de Moraes Pires

Bernard Delas

Miguel António Igrejas Horta e Costa

Nuno Maria Monteiro Godinho de Matos*

Alberto de Oliveira Pinto*

João Eduardo Moura da Silva Freixa**



Audit Committee

Mário Martins Adegas

Luís António Burnay Pinto de Carvalho Daun e Lorena

José Manuel Ruivo da Pena

Executive Committee

Ricardo Espírito Santo Silva Salgado (Chairman)

Mário Mosqueira do Amaral

José Manuel Pinheiro Espírito Santo Silva

José Manuel Ferreira Neto

António José Baptista do Souto

Jorge Alberto Carvalho Martins

José Maria Espírito Santo Silva Ricciardi

Jean-Luc Louis Marie Guinoiseau

Rui Manuel Duarte Sousa da Silveira

Joaquim Aníbal Brito Freixial de Goes

Pedro José de Sousa Fernandes Homem

Amílcar Carlos Ferreira de Moraes Pires

João Eduardo Moura da Silva Freixa**

Board of the General Meeting

Carlos Fernando Olavo Corrêa de Azevedo (Chairman)

Eugénio Fernando de Jesus Quintais Lopes (Vice-Chairman)

José Jácome da Costa Marques Henriques (Secretary)

Fiscal Board

Joaquim de Jesus Taveira dos Santos (Chairman)

José Queirós Lopes Raimundo (Member)

Statutory Auditors KPMG & Associados, Sociedade de Revisores Oficiais de Contas, SROC, represented by

Inês Maria Bastos Viegas Clare Neves Girão de Almeida

Jean-Éric Gaign (Deputy Statutory Auditor)

José Manuel Macedo Pereira (Substitute)

Company's Secretary

Eugénio Fernando Quintais Lopes (Secretary)

Pedro Moreira de Almeida Queiroz de Barros (Substitute Secretary)

* Elected by the General Shareholder's Meeting of the 17th April 2006

** Co-opted in the 7th September 2006.