

Rodrigo Costa

Independent Director: November 2014 to February 2015

Executive Director since: February 2015

Chairman of the Board of Directors and CEO since: May 2015

Board of Directors Committees: Chairman of the Executive Committee and Chairman of the Sustainability Committee

Other listed public companies Directorships: None

Other current public company Directorships within past 5 years: None

Key experience and qualifications

Software developer with multidisciplinary experience:

for 11 years, he worked as a programmer, analyst and team manager, coordinating the development of business management and industrial applications.

Senior executive with responsibilities in General Management, Marketing and Business Development: Software, telecommunications, financial services and energy.

International experience: M&A, business development and management of large, diverse, multinational teams in different geographies. Extensive experience and direct responsibilities in the following markets: United States, Brazil, Chile, China, South Korea, Japan, India, Spain, France, UK and other countries in Western and Eastern Europe, Asia, South America and Africa.

Leadership and corporate governance: Several years of experience as Chairman of the Board of Directors and Executive Chairman of listed companies, contributing with an informed perspective during the meetings of the Board of Directors and the committees he has been a member of, namely with regard to the Corporate Governance perspective, with a view to developing a solid reputation for the benefit of the organization and the achievement of its objectives. This contribution was also aimed at creating a rigorous culture of social responsibility, long-term sustainability and high ethical standards.

Personal focus, Conference attendance and public speaking: During the past 10 years the main areas are: energy transition, climate change, corporate governance, people development, cyber security, executive leadership.

Career Highlights

- Chairman of the Board of Directors and CEO – REN SGPS., S.A. - Energia (Portugal and Chile) > 2015 to date;
- Chairman of the Board of Directors and CEO Unicre S.A. - Financial services - Credit cards > 2014
- Executive Chairman - NOS SGPS (ZON Multimedia and Optimus merger) - Telecommunications > 2008 to 2015;
- Executive Vice President – PT SGPS, Telecom > 2005 to 2007;
- Microsoft Corporation - Software > 1990 to 2005;
- Corporate VP of Microsoft Corporation - Redmond, USA > 2001 to 2005;
- General Manager - MS Brazil > 2000 to 2001;
- Founder and General Manager - MS Portugal > 1990 to 2000; and
- Software Developer > 1979 to 1990.

Previous experience - Professional and Community Involvement

- General Counsel of Coimbra University;
- General Counsel Porto Business School;
- Participation in various working groups on technology and education within the public sector; and
- Awarded by the Portuguese Republic President - Great Officer of Ordem do Infante D. Henrique for services to Portugal, in 2006.

Education

- High School and Multiple Computer Language Programming Certificates;
- Certificate of Corporate Governance from Insead;
- Corporate Governance program from Harvard Business School; and
- Multiple executive education programs.