Press Release

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Sonae announces new leadership at Worten: Minette Bellingan succeeds Miguel Mota Freitas as CEO

- **British executive with extensive international experience in retail and digital businesses steps into the role of CEO at Worten.**
- **Miguel Mota Freitas concludes a successful cycle and remains connected to Sonae in new roles.**
- **The change marks the beginning of a new phase of growth and transformation for Worten.**

Sonae announces the appointment of Minette Bellingan as the new Chief Executive Officer (CEO) of Worten, succeeding Miguel Mota Freitas, who has a career spanning nearly four decades within the Group.

In recent years, Worten has consolidated its position as Portugal's leading omnichannel retailer, strengthening its presence in the national market and creating sustainable value. Under the leadership of Miguel Mota Freitas, the company reinvented itself, deepened its digital capabilities, broadened its value proposition and strengthened an organisational culture founded on proximity and customer commitment.

The CEO succession comes at a time when Worten is ready to embark on a new cycle of growth. Sonae sought a leader with international retail experience, deep knowledge of the digital ecosystem in highly competitive markets, transformational capability and operational excellence.

It is in this context that the British Executive Minette Bellingan stood out, with a strong international career across leading global retail and technology companies. She most recently served as Chief Operating Officer (COO) at C&A Europe, having previously worked at Amazon, where she launched the company's operations in China and led global sourcing and private label functions, and as CEO of the Private Brands division at Coupang in South Korea.

Cláudia Azevedo, CEO of Sonae, stated: "Miguel Mota Freitas has prepared Worten to enter a new cycle of growth, and we believe this is the right moment for renewal. Minette brings global experience from leading markets with a strong digital focus, which we see as key to driving Worten's future success. I would like to express my sincere gratitude to Miguel for his exceptional work at Worten and for the legacy he leaves and will continue to build within Sonae".

Miguel Mota Freitas mentioned: "I am truly proud of my career at Sonae and, in particular, at Worten, where we built an exceptional team responsible for many achievements that led to our current market leadership. Change is essential for growth, and I approach this transition with optimism and great confidence in the future".

Minette Bellingan added: "I strongly identify with the values of the Sonae Group, and it is an honour to join Worten at such a meaningful moment in its history. I am very excited to work with such a talented team and to build upon a

For more information:

Diogo Simão
Diretor / BAN Corporate & Media Relations
M. +351 93 652 86 39 • E. ds@ban.pt

remarkable legacy, confident in Worten's potential to become even more innovative, digital and customer-focused".

The CEO transition at Worten takes immediate effect.

Miguel Mota Freitas has been making a decisive contribution to Sonae for over 37 years at the Group, particularly in its most recent role at Worten, where he delivered outstanding results and established a solid foundation that leaves the business well prepared for the future.

Miguel Mota Freitas will remain connected to the Group, collaborating with the Belmiro de Azevedo Foundation and representing Sonae in cultural and educational initiatives.