

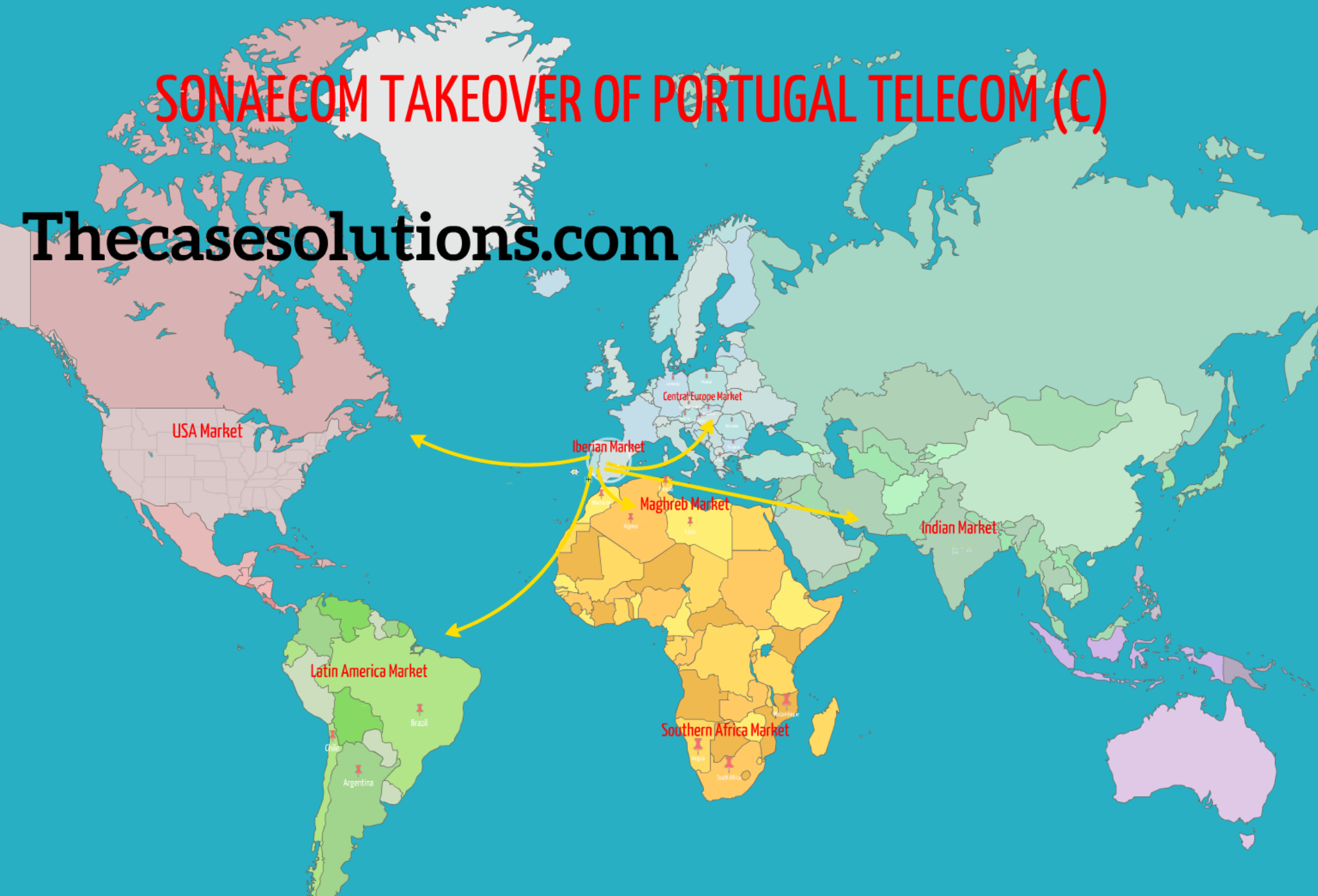
SONAE COM TAKEOVER OF PORTUGAL TELECOM (C)

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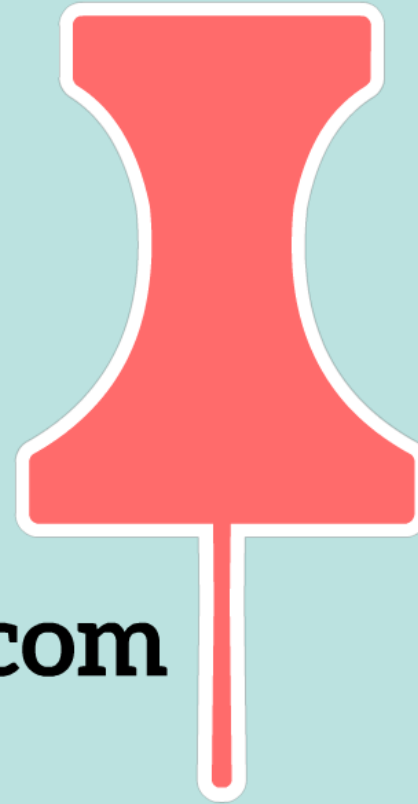


SONAE COM TAKEOVER OF PORTUGAL TELECOM (C)

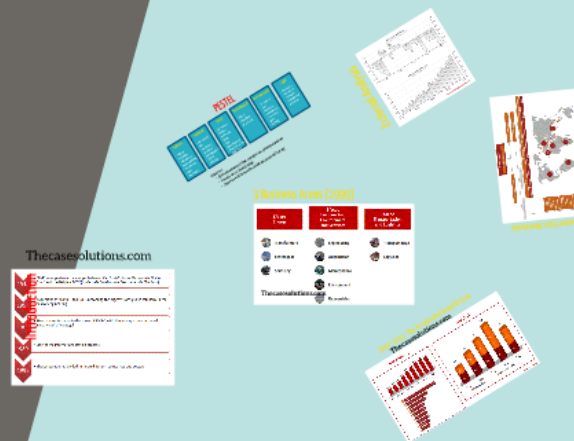
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Leça do Balio





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1948

• EFME emerges from the merger between *Electro-Moderna, Companhia União Fabril* and the Belgian ACEC (*Ateliers de Construtions Électriques de Charleroi*)

1957

• Acquisition of SOPREL and INEL, becoming the biggest Portuguese company in the field of engineering

1961

• EFA changes its name to the known EFACEC, with the headquarters in Leça do Balio, North of Portugal

1980s

• Start of the internationalization process

1999

• The Corporation is divided in three different companies and sectors:

Introduction

3 Business Areas (1999)

**Efacec
Energy**



Transformers



Switchgear



Servicing

**Efacec
Engineering,
Environment
and Services**



Engineering



Automation



Maintenance



Environment



Renewables

**Efacec
Transportation
and Logistics**



Transportation



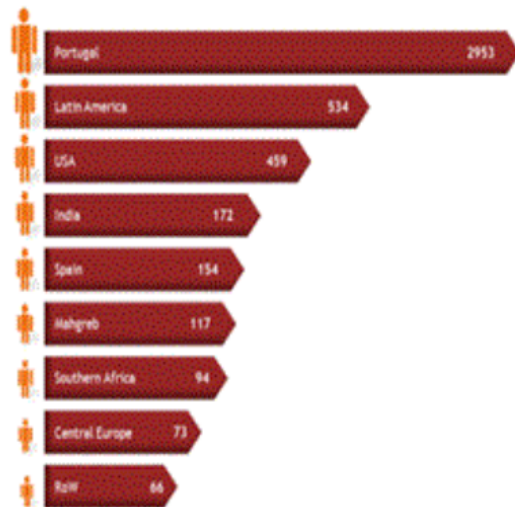
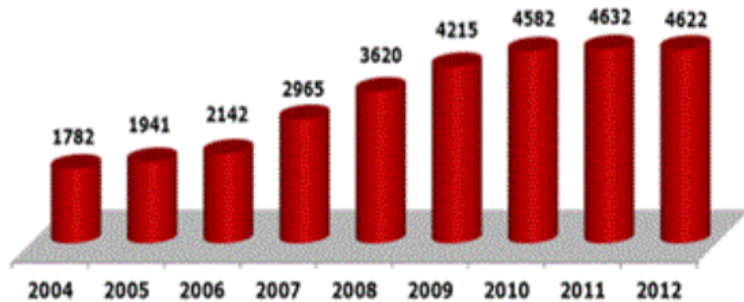
Logistics

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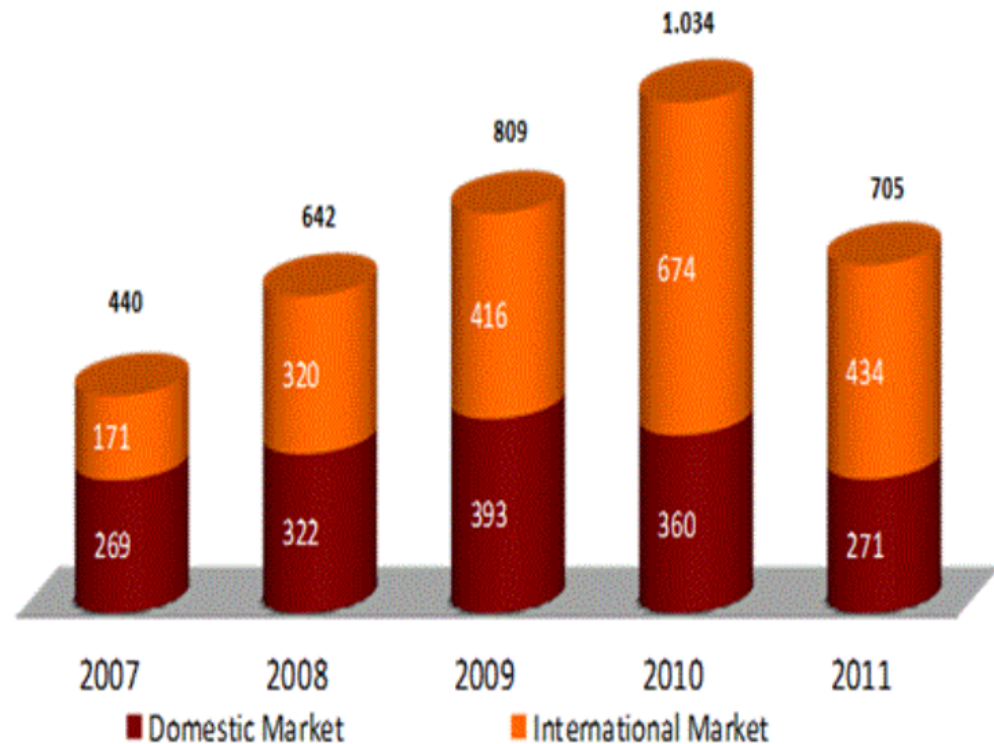
2007-2011: The Accelerated Growth Cycle

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Headcounting



Sales (M€)



Source: Efacec

7 Market Units Worldwide



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Internal Analysis - 7 S's

