At SONAE, each day is a new beginning for new opportunities, new challenges and new triumphs
OUR MISSION AND OUR WAY

OUR MISSION

To create long-term economic and social value, taking the benefits of progress and innovation to an ever-increasing number of people.

OUR WAY

We are a multinational group with solid roots and a constant drive towards progress. Our culture, how we conduct ourselves in life and in business is what bonds us and makes us special, in any business or geographic area.

The values we share, which can be found in our origins and in our DNA, are a legacy for the future and the way we create long-term economic value.

We face each day as a fresh new beginning for new opportunities, new challenges and new triumphs.

OUR VALUES

TRUST AND INTEGRITY
We are committed to creating economic value in the long term, built on sustainable relationships with all our stakeholders. We establish these relationships based on principles of honesty, uprightness and transparency.

PEOPLE AT THE CENTRE OF OUR SUCCESS
Our people are a determining factor in our success. For that reason, we constantly work to improve our employer value proposition in order to attract and retain the most talented and ambitious professionals. We invest not only in developing their capabilities and skills, but also in ensuring thriving and positive work environments, and balanced lifestyles. We promote meritocracy relentlessly and embrace diversity at all levels.

AMBITION
Ambition is born from continuously establishing goals which will stretch us to our limits, stimulating our energy and reinforcing our determination. Ambition drives us and keeps us dissatisfied with the status quo, forcing us to go beyond our past successes. We continuously set ambitious goals that stretch our current competences and demand a bold and entrepreneurial attitude from our managers.

INNOVATION
Innovation is at the heart of our businesses. We continuously question both our mental models and industry orthodoxies in order to identify opportunities. We always maintain a challenger attitude by continuously improving our value propositions and experimenting new business models, while managing risks within reasonable limits. We know that only by innovating can we grow sustainably.

CORPORATE RESPONSIBILITY
We are committed to developing our activities based on the principles of sustainable development, looking to contribute to society beyond the economic value generated by our business activities. In particular, we aim to improve the communities within which we operate by collaborating to tackle the most fundamental environmental and social challenges of our times.

FRUGALITY AND EFFICIENCY
We aim to optimise the use of resources and maximise their return, seeking cost efficiency, and avoiding any waste or extravagance. As a priority, we focus on achieving operating efficiency, promoting healthy competition, and delivering high impact projects.

COOPERATION AND INDEPENDENCE
We are ready to cooperate with central and local governments, in order to improve regulatory, legal and social frameworks, and to ensure the best solutions for the communities within which we operate, but we also take care to maintain our independence in relation to all such entities.
## HISTORY

### 50’s to 70’s

**Capital Markets**
- Acquisition of NOVOPAN (1971)

**M&A Disposals**

**Openings**
- Foundation of Sonae - Sociedade Nacional de Estratificados (18th August 1959)
- Belmiro de Azevedo was hired (1965)

### 80’s

**Launch of Sonae in the Capital Markets** (1983)
- 7 IPOs for Particleboard, Food Retail, Tourism, Media, Robotics, Shopping Centres, electricity and cooling (1987)

**Acquisition of STAR** (travel agency) (1989)

### 90’s

**Acquisition of a controlling position in Tafisa** (wood panels) (1995)

**Opening of Centro Colombo**, the largest Shopping Centre in Iberian Peninsula (1997)
- **Launching of Optimus** (1998 - telco operator)

**Opening 1st Hypermarket** in Portugal: Contínente (1985 - Matosinhos)
- **Opening Sheraton Palácio Hotel** (1986) (currently Porto Palácio Hotel)
- **Opening 1st two Shopping Centres** built and managed by Sonae (1989 - Portimão and Albufeira)

**Set up of Sonae Tourism** (1994)
- **Partnership between Sonae Sierra and Grosvenor** (1997)
HISTORY

00's
- Sonae Sierra delisting (2001)
- Spin-off of Sonae Indústria (2005)
- Sonaecom takeover bid for PT and PT Multimédia (2006)

Capital Markets

M&A/Disposals
- Partnership between MDS (insurance company) and Cooper Gay (insurance broker) (2004)
- Disposal of Sonae Distribuição Brasil to the Wal-Mart Group (2005)
- Disposal of Enabler by Sonaecom (2006)

Openings

Holding Structure

2007 to 2009
- Spin-off of Sonae Capital (2001)
- Acquisition of Carrefour Portugal (2007)
- Sale of 49.9% of MDS capital to Suzano Group (2009)

10's
- Acceleration of international expansion of several brands from Sonae (2010) (Zippy, Worten, Sport Zone, Berg, Deeply, ...)
- Launching of the new corporate identity (2010)
- Launching of "Obrigações Continente", a €200 M bond issue available through a public subscription offer to retail investors (2012)

Paulo Azevedo becomes the CEO of Sonae (2007)
HISTORY

2013 and 2014

Sonaecom launches a tender offer for the acquisition of a maximum of 24.16% of its share capital. The level of acceptance reaches 62%, corresponding to approx. 55 million Sonaecom shares (2014)

Capital Markets

M&A /Disposals

Merger between Zon and Optimus and creation of the NOS brand (2013)

Sonae IM pursues its strategy of active portfolio management: sells Mainroad to NOS, acquires 60% of S21Sec capital and invests in Movvo

Openings

Launch of a convertible bonds offer due in 2019 with a principal amount of € 210.5 M (2014)

Holding Structure

2015 and 2016

• Sonae SR acquires Losan, a company specialised in kidswear wholesale with strong international presence (2015)
• Sonae sells GeoStar (2015)
• Sonae SR acquires 50% of Salsa capital (2016)
• Sonae MC acquires a 51% participation in Go Well (2016)

• Sonae Sierra opens ParkLake Shopping Centre in Bucharest (2016)
• Sonae MC opens its 1st supermarket specialized in healthy food (2016)

Paulo Azevedo becomes Chairman and Co-CEO of Sonae.
Angelo Paupério is elected as Co-CEO (2015)
GROUP STRUCTURE
PORTFOLIO OF BUSINESSES WITH LEADING POSITIONS IN EACH SECTOR

FULLY CONSOLIDATED
*to be integrated in 2017

EQUITY CONSOLIDATED

SONAE MC
100%
Food Retail

SONAE SR
100%
Specialised Retail

SONAE RP
100%
Retail Properties

SONAE FS
100%
Financial Services

SONAE IM
16% to 89.9%
Investment Management

SONAE SIERRA
50%
Shopping Centers developer, owner and manager

NOS
23.4%
Telco
CORPORATE STRATEGY

VALUE CREATION through Sonae’s 3 strategic pillars

**Strengthen and leverage our key assets and competencies**

We constantly strive to reinforce our strongest competitive positions and explore new business opportunities that leverage our exceptional capabilities and asset base as a way to nurture our portfolio of options for future growth.

**Drive international expansion**

Internationalisation remains our key growth driver for years to come and we will continue to deploy resources accordingly, as we have the opportunity to enlarge our international footprint and reinforce Sonae’s status as a multinational corporation.

**Diversify business and investment approach**

We will maintain a high level of flexibility in pursuing different business models (from organic expansion to wholesale, franchising and services rendering) and investment styles (including wholly owned businesses and majority stakes, but also joint ventures and minority stakes).

Sonae is present in 85 countries
SONAE’S STRATEGIC PILLARS

Strengthen and leverage our key assets and competencies

Investment in Continente’s convenience/proximity network expansion, as long as it protects the competitive position, thus ensuring a leading profitable position in the food retail market (in Portugal): during 9M16, 14 Continente Bom dia stores were opened.

Growing the presence in Health & Wellness, particularly in the healthy food segment: in December 2016, Sonae MC acquires a 51% participation in Go Well and opens its 1st supermarket specialized in healthy food. During 9M16, 19 Well’s stores were opened (14 own stores + 5 franchising).

Focus on building competencies, developing current brands, integrating acquisitions, and reaching interesting profitability levels: Losan was acquired in 2015 to strengthen Sports & Fashion wholesale and supply chain competencies.

Sonae launches Cartão Universo, a credit and loyalty card with a highly innovative value proposition, further strengthening our loyalty programme.
SONAE’S STRATEGIC PILLARS

Drive international expansion

ParkLake was opened in September 1st and is the first Sierra’s Shopping Centre development in Romania. It represents an investment of €180M and comprises over 200 stores in 70 thousand sqm. The results so far exceeded our best expectations.

53% of Sierra’s OMV outside Portugal

Stakes in 45 shopping centres, of which 24 outside Portugal

Acquisition (June 30th 2016) of 50% of Salsa capital (2,000 points of sale in 32 countries, 56% revenues outside Portugal as of 2015)

Salsa is a strong brand with proven international track record. It has a strong growth potential with relatively low capital intensity and can also reinforce our internal competencies, namely in textile product innovation and 3rd party distribution.

WHOLESALE:
Sonae MC in more than 40 countries (Continente, Continente e, Kasa, Notel, Makenotes, Area Viva)
Zippy, Worten, Sport Zone, MO, Losan and Salsa in more than 65 countries

FRANCHISING:
Zippy is present in 19 different countries
SONAE’S STRATEGIC PILLARS

Diversify business and investment approach

ZIPPY franchising model - 49 stores outside Portugal
- A proven concept
- Shopping Centre friendly
- 19 different countries
- Successful operations: Latam, Middle East, and Central Europe

Meu Super reaches **240 stores** at the end of 9M16
- Franchised convenience local food retail stores, located in residential areas
- Sales area between 150 sqm and 500 sqm
- Access to Continente’s private label and integrated in Continente’s loyalty card program
- Franchisees do not pay royalties nor start commissions and benefit from the know-how of the leading retailer in Portugal (to study the business viability and store operation)
- Logistics are supported by wholesale distribution networks

Investment funds - Sonae Sierra is continuously looking for further possibilities to reduce ownership so as to increase the pace of capital recycling

On March 2015, the sale of 25% of Sierra Portugal fund to Madison International Realty; ownership reduction from 47.5% to 22.5%
BOARD of DIRECTORS

A good balance between Executive Directors (2 members) and Non-Executive Directors (7 members), all of which independent

A multidisciplinary BoD elected on April 2015*

(1) Andrew Campbell – Well recognized professor with expertise in Strategy
(2) Angelo Paupério – Co-CEO
(3) Christine Cross – Sonae Director since 2009. Graduated in Food Science and Nutrition. Experience in retail
(4) Dag Skatum – Vice-Chairman of JPMorgan Chase EMEA, very experienced in capital markets and M&A
(5) José Neves Adelino – Sonae Director since 2007. Experienced professor in Economics and Finance
(6) Lorraine Trainer – Experienced in HR and talent management
(7) Marcelo Faria de Lima (not in the picture) – Very strong experience in the Brazilian market
(8) Paulo de Azevedo – Chairman and Co-CEO
(9) Tsegay Gebreyes – Ethiopian-born investment banker. Founding partner and CEO of Satya Capital, a London-based, African-focused private equity firm with over $200M a.u.m.

*DagSkatum and Lorraine Trainer joined Sonae’s Board of Directors in December 2015
GROUP SENIOR EXECUTIVES

Since 2015 Sonae has been adjusting its internal organisation, making its business units more autonomous, with clear separated Executive Committees, thus enabling higher levels of specialization and focus.

Responsible for each division of the Group

(1) Ângelo Paupério – Sonae Co-CEO
(2) Cláudia Azevedo – Sonae IM CEO
(3) Fernando Guedes de Oliveira – Sonae Sierra CEO
(4) Luís Moutinho – Sonae MC CEO
(5) Luís Reis – Corporate Centre, Sonae FS and Sonae RP CEO
(6) Miguel Almeida – NOS CEO
(7) Miguel Mota Freitas – Sonae SR, Worten and Sports & Fashion CEO
(8) Paulo Azevedo – Sonae Chairman and Co-CEO
02
AN ATTRACTIVE INVESTMENT OPPORTUNITY
02. An attractive investment opportunity

SONAE AS A HOLDING COMPANY

1. Enterprise Value
2. Invested Capital
3. Consolidated Turnover
4. Total EBITDA
5. Balance Sheet
6. A stable shareholder structure
7. Shareholder Remuneration
8. Share Price
01. ENTERPRISE VALUE

A balanced portfolio of businesses spanning multiple sectors

€3,802 M EV
(as of 9M16)

SONAE’S PORTFOLIO DIVIDED BY EV

Sonae’s EV split
(as of 9M16)

ASSUMPTIONS:

Sonae MC: valuation based on sector’s EV/EBITDA & EV/Sales applied to last 12 months Sales & EBITDA reported

Worten: valuation based on sector’s EV/Sales applied to last 12 months Sales reported

Sports & Fashion: valuation based on sector’s EV/Sales applied to last 12 months Sales reported

Investment Management: valuation based on invested capital @ book value, minus debt

SSI & Media: valuation based on sector’s EV/EBITDA & EV/Sales applied to last 12 months Sales & EBITDA reported

NOS: valuation as per market price on last trading day

Sonae Sierra: valuation as per disclosed quarterly NAV
02. An attractive investment opportunity

**SONAE’S PORTFOLIO DIVIDED BY IC**

€3,264 M IC  
(as of 9M16)

Sonae’s IC split  
(as of 9M16)

Long-term target  
RoIC > 11%

Return on Invested Capital:  
\((\text{LTM EBIT} + \text{Capital gains with Zon Opt merger} + \text{NOS mark-to-market} + \text{Impairments} + \text{Sierra’s capital gains @ book value arising from Shopping Centre sales}) / \text{average net Invested Capital}\)
03. CONSOLIDATED TURNOVER

**Turnover breakdown (9M16)**

<table>
<thead>
<tr>
<th>Category</th>
<th>9M15</th>
<th>9M16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonae MC</td>
<td>2,549</td>
<td>2,685</td>
</tr>
<tr>
<td>Worten</td>
<td>626</td>
<td>634</td>
</tr>
<tr>
<td>S&amp;F</td>
<td>69</td>
<td>374</td>
</tr>
<tr>
<td>Sonae RP</td>
<td>291</td>
<td>317</td>
</tr>
<tr>
<td>IM</td>
<td>187</td>
<td>190</td>
</tr>
</tbody>
</table>

% Total Turnover:
- Sonae MC: 68%
- Worten: 26%
- S&F: 5%
- Sonae RP: 2%

**Turnover increased by 6.7% in 9M16**

Sonae consolidated turnover stood at €3,882 M, increasing 6.7% when compared to the same period of 2015, benefiting from the positive performance of all the businesses with the exception of RP, driven by the sale and leaseback transactions completed over the course of 2015 and in 1Q16.

*NOS and Sierra are consolidated by the equity method and therefore not included in the consolidated turnover.*
EBITDA grew by €9M in 9M16

EBITDA increased to €301M, mostly driven by:

An increase of approx. €7M at Worten and €10M at Sports and Fashion (which includes the positive contribution of legacy businesses, namely Sport Zone and Zippy, as well as the integration of the acquired companies Losan and Salsa)

The impact of MC investment in price and store network expansion, which has resulted in a €5M reduction in underlying EBITDA

<table>
<thead>
<tr>
<th></th>
<th>Sonae MC</th>
<th>Worten</th>
<th>S&amp;F</th>
<th>Sonae RP</th>
<th>Sonae IM</th>
<th>Sonae Sierra Results</th>
<th>NOS Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>9M15</td>
<td>160</td>
<td>10</td>
<td>0</td>
<td>140</td>
<td>10</td>
<td>25</td>
<td>18</td>
</tr>
<tr>
<td>9M16</td>
<td>150</td>
<td>9</td>
<td>-2</td>
<td>120</td>
<td>9</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>% Total EBITDA</td>
<td>43%</td>
<td>35%</td>
<td>0%</td>
<td>43%</td>
<td>34%</td>
<td>25%</td>
<td>33%</td>
</tr>
</tbody>
</table>

In million euros

*NOS and Sierra are consolidated by the equity method
05. BALANCE SHEET

Refinancing needs for next 18 months already secured

Maturity profile is currently above 4 years

Average interest rate of outstanding debt continued to decrease and reached 1.4% on September 30th 2016

Sonae net debt peaked in 1Q09 (€3,561 M)

SIGNIFICANT DELEVERAGING MADE POSSIBLE BY ORGANIC CASH FLOW GENERATION AND ASSET MONETISATION

- LTE spectrum payment by Sonaecom €83M
- From 2013 to 2014 total decline of €571M including €430M due to the deconsolidation of Optimus
- Includes the payment of over €100M of Sonaecom shares to France Telecom
- Sale & leaseback transactions: Cash-In 2015 = €185M, Cash-In 2016 = €230M
- Acquisition of Salsa and further investments in Born Dia Stores

**Graph Data**

- 9M08: 3,107
- 9M09: 3,383
- 9M10: 3,090
- 9M11: 1,2192
- 9M12: 2,014
- 9M13: 1,392
- 9M14: 1,408
- 9M15: 1,303
- 9M16: 1,244
02. An attractive investment opportunity

**05. BALANCE SHEET**

**CAPITAL STRUCTURE**

AN APPROPRIATE CAPITAL STRUCTURE
In each business to support Activities and Investments

**Retail Net Debt/ EBITDA**
Long-term target: <3.0

**NOS Net Debt/EBITDA**
Long-term target: <2.0

**Retail Net Debt/ EBITDAR(1)**
Long-term target: <3.5

**Sierra Loan-to-Value**
Long-term target: <45%

**Holding Loan-to-Value(2)**
Long-term target: <5%

---

(1) Moody’s criterion: (EoP net debt + 8x external rents LTM) / EBITDAR LTM
(2) Holding net debt as % of Sonae’s gross asset value (Retail businesses @ market multiples, except for SR SP (invested capital @ book value) + Sonae RP @ book value + Sonae IM equity value (@ book value, % share) + share of Sonae Sierra NAV + share of Sonae.com market cap)
06. STABLE SHAREHOLDER STRUCTURE

SHAREHOLDINGS

Reference shareholder, EFANOR, a family holding company

Euronext

SHARE CAPITAL
2,000 million

AVERAGE DAILY VOLUME (9M16)
~4.2 million shares

FREE FLOAT
of aprox. 40%

Note: Sonae own shares represent less than 0.01% of Sonae’s share capital

MARKET CAP (as of 30.09.2016)
~1.36 billion euros
07. SHAREHOLDER REMUNERATION

STEADILY GROWING DIVIDEND

3.85 cents
Dividends per share in 2015
+5.5% vs. 2014
+10.6% vs. 2013

3.5%
Dividend Yield
Considering Share Price (adjusted) as of 2015.12.31 (€1.048)
08. SHARE PRICE

Significant discount vs. Sum of the Parts valuation

€1.25 Analysts average price target

83.3% discount when compared with share price as of 30.09.2016 (€0.705)

Share price was particularly affected by the global financial crisis, but also by macro and financial problems in Portugal.
COMPETITIVE ADVANTAGES OF SUCH A DIVERSIFIED PORTFOLIO

1. Leading market position in food retail market, with benchmark profitability
2. The telco operator with highest turnover growth in the market, and continuously improved profitability
3. Shopping malls with proven international benchmark quality and Sierra pursuing its recycling capital strategy
4. Worten, leading Iberian omnichannel electronics player
5. Focus on building competencies to reach interesting profitability levels in Sports and Fashion businesses
6. Real estate asset monetisation
7. Financial services
1. **LEADING MARKET POSITION IN FOOD RETAIL MARKET, WITH BENCHMARK PROFITABILITY: FOOD FORMATS**

<table>
<thead>
<tr>
<th>Food Retail</th>
<th>Presentation</th>
</tr>
</thead>
</table>
| **Continente Hypers** | ![Continente Hypers](image)  
| • 41 stores (25 are anchored with leading shopping centres)  
| • Average 71 thous. sqm (total 290 thous. sqm)  
| • Priced and diversity (~50 thous. SKUs)  
| • Profitable stationary and homeware areas  
| • Textiles < 15% |
| **Continente Modelo** | ![Continente Modelo](image)  
| • 130 stores, typically located in medium sized population centres  
| • Average 2 thousand sqm (total 246 thous. sqm)  
| • # SKUs well above competitors  
| • Light bazaar representing less than 10% of sales (no textiles) |
| **Continente Bom Dia** | ![Continente Bom Dia](image)  
| • 66 small, proximity / convenience food stores  
| • Average sales area of 1 thous. sqm (total 68 thous. sqm)  
| • Renewed concept based on quality and variety of fresh products, ideal for more frequent daily shopping  
| • Growth opportunity in large cities |
| **Franchising format** | ![Meu Super](image)  
| • 240 franchised local food retail stores  
| • Convenience stores, located in residential areas: sales area between 150 sqm and 500 sqm |
| **Health and Wellness** | ![Wells](image)  
| • 186 Pharmacies, including beauty products, health and well-being care  
| • Eye glasses and additional services  
| • Healthy food Supermarket |
| **Adjacent businesses** | ![BAGGA](image) + ![note](image)  
| • 121 Coffee shops and small snack-bars  
| • Typically next to Sonae MC supers  
| • 34 stores: Book shops, stationery and gifts |

---

02. An attractive investment opportunity
FOOD RETAIL

1. LEADING MARKET POSITION IN FOOD RETAIL MARKET, WITH BENCHMARK PROFITABILITY: COMPETITIVE ADVANTAGES

Leadership in the Portuguese food retail market (1.8% LfL sales 9M18 and 5.3% turnover growth)

Information as of March 2018, according to Homescan Nielsen, Public Information and internal estimates

<table>
<thead>
<tr>
<th>Supermarket</th>
<th>2nd Player</th>
<th>3rd Player</th>
<th>4th Player</th>
<th>5th Player</th>
<th>6th Player</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonae MC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Continente Loyalty Card (> 90% sales associated)

1 stop shopping (Hyper), combined with daily/proximity shopping offer (Bom dia) and convenience (e-commerce)

Stores efficiency with the implemented Kaizen approach - lean management

Variety of products (# SKUs well above competitors)

Quality of private label (ca. 50% FMCG sales)

E-commerce leadership in Portugal

Double digit growth with new services and platforms 1st dark store

Unique expansion opportunity

Benchmark profitability (5.5% as of 9M16)

Considered over the last 13 years as one of the most trusted brands in Portugal by consumers (survey "Trusted brands" carried out by Reader’s Digest)
2. THE TELCO OPERATOR WITH HIGHEST TURNOVER GROWTH IN THE MARKET, AND CONTINUOUSLY IMPROVED PROFITABILITY

NOS strong operational trends are generating market share gains and improvements in the company’s financial performance.

Operating revenues increased 5.3% to €1,124 M, in 9M16, maintaining the positive top line performance.

EBITDA registered €432 M, improving 5.3% and corresponding to an EBITDA margin of 38.4%.

Net results grew by 6.6%, to €78 M.

Total RGUs grew by 8.0%, to 8,942 M and convergent RGUs increased to 3,271 M, +22.7% y.o.y.

ARPU continued to grow, reaching 43 euros in 9M16, increasing 3.4%

Following the merger between Optimus and Zon, and the subsequent creation of NOS, and since September 9th 2013, the day when new shares issued were listed, to September 30th 2016, the company’s market capitalisation has increased 42%, corresponding to a share price increase from €4.27 to €6.06.

* Voting rights
3. SHOPPING MALLS WITH PROVEN INTERNATIONAL BENCHMARK QUALITY AND SIERRA PURSUING ITS RECYCLING CAPITAL STRATEGY

IN 9M16:
- **Occupancy rate** = 96.4%
- **Tenant sales** increased by 2.5% y.o.y. in Europe and decreased by 3.5% y.o.y. in Brazil in local currency
- Positive LFL sales growth in Europe (3.3%) and 0.4% in Brazil

**Recycle capital** from mature, non-controlled assets to other projects with **development potential**

- **2012** Munster (Germany)
- **2013** Parque Principado (Spain)
- **2013** Valecenter (Italy)
- **2013** Airon (Italy) **2014** Le Terraze (Italy) **2014** La Farga (Spain)
- **2015** Torre Colomba (Portugal)
- **2015** Zubiarte (Spain)
- **2016** Boaviista (Brazil)
- **2016** Loop 5 (Germany)
- **2016** Algarve Shopping (Portugal)
- **2016** Estacao de Viana Shopping (Portugal)
- **2016** Luz del Tajo (Spain)

**Sale of 25% of Sonae Sierra stake in Sierra Portugal Fund; Sierra retains a 22.5% stake in the Fund, continuing to manage both the Fund and the individual assets within it**

ParkLake was opened in September 1st and is the first Sierra’s development in Romania. It represents an investment of €180 M and comprises over 200 stores in 70 thousand sqm. The results so far exceed our best expectations.

5 shopping centre developments in pipeline:
- Nuremberga (Germany)
- Zenata (Morocco)
- Designer Outlet (Spain)
- Cucuta (Colombia)
- Norte Shopping expansion (Portugal)
WORTEN

Aiming to build a leading Iberian omnichannel operation

Strongly believing that:
• There is value for Portugal in growing its Iberian presence (in Spain)
• Currently, the best solution for Spain is to further turnaround the operations

Competitive advantages of the Portuguese operation:
• Clear leader in the market with 35.2% market share*
• Benchmark and profitable performance
• Omnichannel backbone with pick-up-in-store and store reservation options (~30% of all online sales)

The reality in Spain
• Lack of scale is preventing fixed cost dilution
• But most of store network is already productive (positive before central fees)
• New smaller stores have structurally better economics
• Canary Island stores are profitable

Worten Turnover and Underlying EBITDA evolution

Worten in 9M16 improved its EBITDA from €2M to €9M y.o.y., benefiting from better results in all operations: Portugal, Spain mainland, Canary Islands and omni-channel, reinforcing its position in the Iberian market

5. FOCUS ON BUILDING COMPETENCIES TO REACH INTERESTING PROFITABILITY LEVELS IN S&F

OWN STORES:
- Sport Zone 121
- MO 108
- Zippy 57
- Losan 10
- Salsa 67

Sports and Fashion Turnover and Underlying EBITDA evolution

The Sports and Fashion EBITDA improved significantly by €10M in 9M16, to negative €1M, reaching €9M in 3Q16.

The legacy businesses, namely Sport Zone and Zippy, had a positive contribution to this evolution. It should be noted that Sport Zone in Spain continued to register a positive y.o.y. EBITDA contribution.

Losan continues to be successfully integrated and Salsa* is growing double digit.

* Salsa is a 50% Joint Venture
02. An attractive investment opportunity

REAL ESTATE ASSET MONETISATION

NET ASSET VALUE (9M16)  909 million euros

GROSS BOOK VALUE (9M16)  1,314 million euros

6. CAPITAL GAIN ABOVE €150 M SALE AND LEASEBACK TRANSACTIONS OVER THE LAST 6 YEARS

From 2010 to 2011 Sonae completed 8 sale & leaseback transactions

<table>
<thead>
<tr>
<th>Year</th>
<th>Transactions</th>
<th>Total Cash-In</th>
<th>Total net asset value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4 Sale &amp; Leaseback Transactions</td>
<td>€14.5M</td>
<td>€13.0M</td>
</tr>
<tr>
<td>2015</td>
<td>4 Sale &amp; Leaseback Transactions</td>
<td>€184.7M</td>
<td>€132.0M</td>
</tr>
<tr>
<td>2016</td>
<td>3 Sale &amp; Leaseback Transactions</td>
<td>€229.9M</td>
<td>€155.9M</td>
</tr>
</tbody>
</table>

Total Cash-In = €153M
Total net asset value = €101M

SONAE MC 51% freehold

FOOD RETAIL
% of space owned freehold

Average: 41%
FS

THE RECENTLY CREATED BUSINESS UNIT AIMED AT FOSTERING FINANCIAL SERVICES

7. FINANCIAL SERVICES

UniversoCard*

- Innovative open loop payment and loyalty card launched in Nov. 2015
- More than 300 thousand subscribers in less than 1 year
- Discounts platform for Portuguese families, including Sonae stores as well as the growing network of partners within the Continente loyalty programme

Card Dá

A pre-paid card accepted in a network of more than 1,000 stores both in Portugal and Spain

Cross-selling over store credit

Cross-selling of credit insurance and personal loans to store credit customers

Continente Money Transfer

A service for money transfers across the globe at our stores, at the customer's convenience

*MDS Insurance Company

- Devoted to serving clients with insurance products and services that excel in efficacy, convenience and value
- Dominant presence in Portugal (largest broker) and in Brazil (top 3 brokers in the country)

* Managed in partnership with MasterCard and BNP Paribas Personal Finance, S.A., which recognises on its balance sheet the credit granted, as well as the responsibility for risk management
KEY MESSAGES

SONAE

A long living family holding company

1. A strong corporate culture with a clear mission and values in the DNA
2. A stable shareholder structure
3. Creating value through 3 transparent strategic pillars
4. Oriented by a multidisciplinary Board with independent directors
5. Group Senior Executives totally focused on their respective areas
6. Steadily growing shareholders remuneration
7. Strong Balance sheet supporting the businesses
8. Leading market positions in most of the formats
03

RECENT DEVELOPMENTS
A SEGMENT WITH A VERY HIGH GROWTH POTENTIAL

Western Europe

Germany and UK are the markets with higher healthy food consumption.
Finland is the country with the highest healthy food consumption per capita.
Some players have already achieved a relevant size, both in terms of sales as well as in the number of stores.
A considerable part of this growth was achieved during the last 5 years.

Healthy nutrition consumption
(€ Per Capita)

<table>
<thead>
<tr>
<th>Country</th>
<th>Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>ND</td>
<td>883</td>
</tr>
<tr>
<td>BE</td>
<td>873</td>
</tr>
<tr>
<td>DK</td>
<td>561</td>
</tr>
<tr>
<td>FI</td>
<td>536</td>
</tr>
<tr>
<td>IE</td>
<td>489</td>
</tr>
<tr>
<td>BE</td>
<td>415</td>
</tr>
<tr>
<td>GB</td>
<td>411</td>
</tr>
<tr>
<td>CH</td>
<td>399</td>
</tr>
<tr>
<td>NL</td>
<td>389</td>
</tr>
<tr>
<td>DE</td>
<td>330</td>
</tr>
<tr>
<td>LV</td>
<td>320</td>
</tr>
<tr>
<td>FR</td>
<td>310</td>
</tr>
<tr>
<td>IT</td>
<td>284</td>
</tr>
<tr>
<td>ES</td>
<td>265</td>
</tr>
<tr>
<td>PT</td>
<td>205</td>
</tr>
<tr>
<td>GA</td>
<td>201</td>
</tr>
<tr>
<td>TR</td>
<td>77</td>
</tr>
</tbody>
</table>

Total market consumption (in million euros)

<table>
<thead>
<tr>
<th>Country</th>
<th>Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>ND</td>
<td>4.6</td>
</tr>
<tr>
<td>BE</td>
<td>4.8</td>
</tr>
<tr>
<td>DK</td>
<td>3.0</td>
</tr>
<tr>
<td>FI</td>
<td>5.0</td>
</tr>
<tr>
<td>IE</td>
<td>2.3</td>
</tr>
<tr>
<td>BE</td>
<td>4.7</td>
</tr>
<tr>
<td>GB</td>
<td>26.5</td>
</tr>
<tr>
<td>CH</td>
<td>3.2</td>
</tr>
<tr>
<td>NL</td>
<td>6.5</td>
</tr>
<tr>
<td>DE</td>
<td>26.7</td>
</tr>
<tr>
<td>LV</td>
<td>2.7</td>
</tr>
<tr>
<td>FR</td>
<td>19.8</td>
</tr>
<tr>
<td>IT</td>
<td>13.2</td>
</tr>
<tr>
<td>ES</td>
<td>13.1</td>
</tr>
<tr>
<td>PT</td>
<td>2.1</td>
</tr>
<tr>
<td>GA</td>
<td>2.2</td>
</tr>
<tr>
<td>TR</td>
<td>5.9</td>
</tr>
</tbody>
</table>

Source: Euromonitor (information as of 2015)

Specialised food retailers sales
(in million euros)

<table>
<thead>
<tr>
<th>Country</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>DE</td>
<td>710</td>
</tr>
<tr>
<td>GB</td>
<td>690</td>
</tr>
<tr>
<td>FI</td>
<td>657</td>
</tr>
<tr>
<td>FR</td>
<td>450</td>
</tr>
<tr>
<td>IT</td>
<td>260</td>
</tr>
<tr>
<td>ES</td>
<td>156</td>
</tr>
<tr>
<td>GB</td>
<td>145</td>
</tr>
<tr>
<td>FR</td>
<td>129</td>
</tr>
<tr>
<td>AT</td>
<td>56</td>
</tr>
<tr>
<td>GB</td>
<td>52</td>
</tr>
<tr>
<td>ES</td>
<td>27</td>
</tr>
<tr>
<td>PT</td>
<td>18</td>
</tr>
<tr>
<td>GB</td>
<td>11</td>
</tr>
<tr>
<td>ES</td>
<td>11</td>
</tr>
<tr>
<td>PT</td>
<td>4</td>
</tr>
<tr>
<td>ES</td>
<td>3</td>
</tr>
</tbody>
</table>

Number of stores (2015)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-stop shops with large size (&gt;400 sqm)</td>
<td>180</td>
</tr>
<tr>
<td>Consumer health small stores (&gt;250 sqm)</td>
<td>100</td>
</tr>
<tr>
<td>One-stop shops with small size (&lt;100 sqm)</td>
<td>382</td>
</tr>
<tr>
<td>180</td>
<td></td>
</tr>
<tr>
<td>100</td>
<td></td>
</tr>
<tr>
<td>382</td>
<td></td>
</tr>
<tr>
<td>130</td>
<td></td>
</tr>
<tr>
<td>245</td>
<td></td>
</tr>
<tr>
<td>93</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>
HEALTHY NUTRITION

TWO RELEVANT STEPS IN HEALTHY FOOD BUSINESS

A SEGMENT WITH A VERY HIGH GROWTH POTENTIAL

**Acquisition of Go Well**
December 2nd 2016
Acquisition of a 51% stake *

Go Well operates 22 healthy food restaurants in Portugal, typically in shopping centres, in a variety of formats such as grab&go, sushibar, made to order and breakfasts.

Go Well operates exclusively under the “Go Natural” brand and recorded a turnover of 6.4 million euros in 2015.

* The completion of the transaction is subject to the approval of the Portuguese Competition Authority and the fulfillment of other conditions which require agreements with 3rd parties.

**Opening of the 1st supermarket specialised in healthy food**
December 6th 2016

Sonae MC has the clear mission of democratizing the access to healthy and biological products, adapted to customers who are looking for one stop shop shopping with an affordable and diverse offer focused on a healthy lifestyle.

+ 4,000 SKUs
+ 80 suppliers
+ 40 product categories
+ 80% organic range
SAFE HARBOR

This document may contain forward-looking information and statements, based on management’s current expectations or beliefs. Forward-looking statements are statements that should not be regarded as historical facts.

These forward-looking statements are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements, including, but not limited to, changes in regulation, industry and economic conditions; and the effects of competition. Forward-looking statements may be identified by words such as “believes”, “expect”, “anticipates”, “projects”, “intends”, “should”, “seeks”, “estimates”, “future” or similar expressions.

Although these statements reflect our current expectations, which we believe are reasonable, investors and analysts, and generally all recipients of this document, are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond our control, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. You are cautioned not to put undue reliance on any forward-looking information or statements. We do not undertake any obligation to update any forward-looking information or statements.