



INVESTOR PRESENTATION

January 2017



01 SONAE HOLDING

Profile

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

M&A /Disposals

Openings

Holding Structure

Acquisition
of NOVOPAN
(1971)



- 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)

- Opening 1st Hypermarket in Portugal: Continente (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)



90's

- Acquisition of a controlling position in Tafisa (wood panels) (1993)

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

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



HISTORY

Capital Markets

M&A /Disposals

Openings

Holding Structure

00's

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

- 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)



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)



Paulo Azevedo becomes the CEO of Sonae (2007)

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)

HISTORY

2013 and 2014

Capital Markets

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 aprox. 55 million Sonaecom shares (2014)

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

Holding Structure

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

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.
Ângelo Paupério is elected as Co-CEO (2015)

SONAE.COM

NOS

mainroad

S21Sec

MOVVO

LOSAN

Salsa

go natural

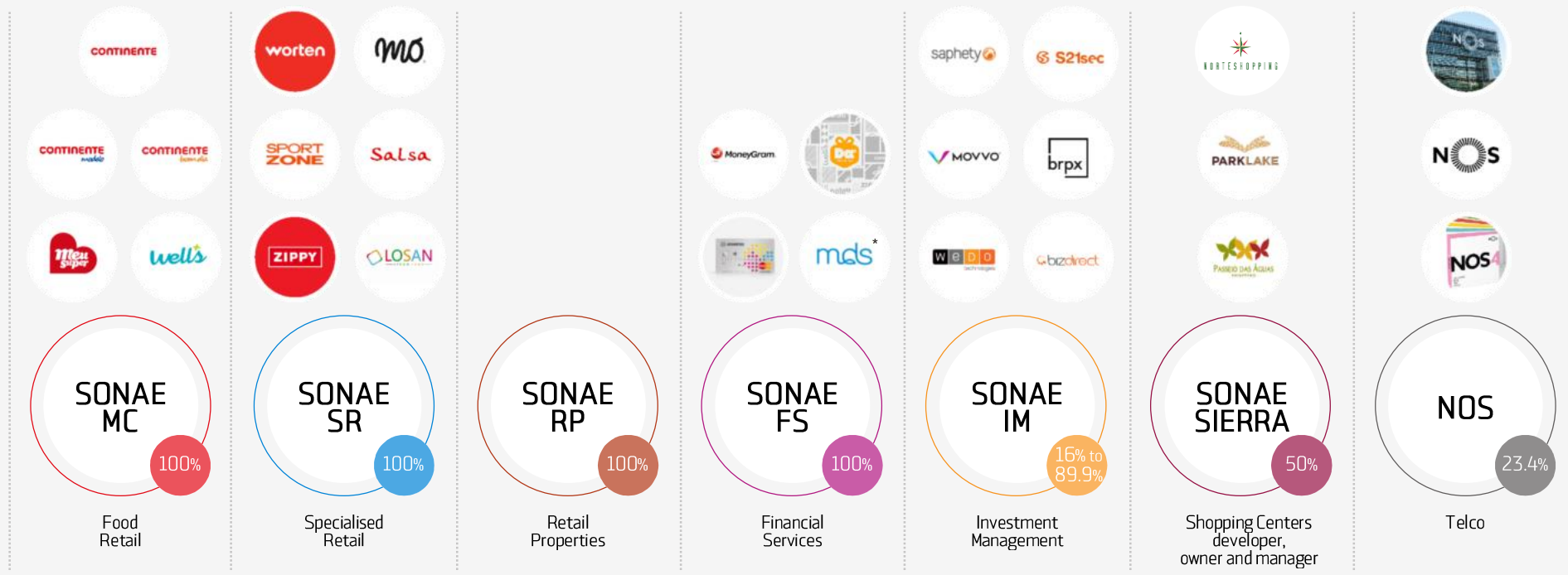
go natural

GeoStar

PARK
LAKE

GROUP STRUCTURE

PORTFOLIO OF BUSINESSES WITH LEADING POSITIONS IN EACH SECTOR



FULLY CONSOLIDATED

*to be integrated in 2017

EQUITY CONSOLIDATED

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)



go natural



LOSAN

well's

PARKLAKE

Sonae
is present
in 86
countries

Salsa

Meu
super

ZIPPY

SONAE'S STRATEGIC PILLARS

Strengthen and leverage our key assets and competencies

LOSAN

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

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



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)

Sonae launches **Cartão Universo**, a credit and loyalty card with a highly innovative value proposition, further strengthening our loyalty programme

well's
SAÚDE-OPTICA

go natural

go natural



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, Nole!, Makenotes, Área Viva) Zippy, Worten, Sport Zone, MO, Losan and Salsa in more than 65 countries

FRANCHISING:

Zippy is present in 19 different countries



Salsa



Sonae
is present
in 86
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



ZIPPY

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



Meu
super



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) Ângelo Paupério – Co-CEO

(3) Christine Cross – Sonae Director since 2009. Graduated in Food Science and Nutrition. Experience in retail

(4) Dag Skatun – 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
Marcelo Faria de Lima (not in the picture) – Very strong experience in the Brazilian market

(7) Paulo de Azevedo – Chairman and Co-CEO

(8) Tsega 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.

*Dag Skatun 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



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

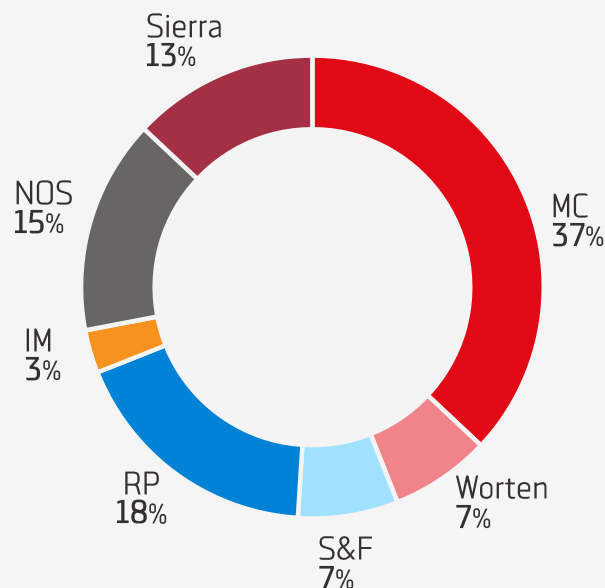
01. ENTERPRISE VALUE

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

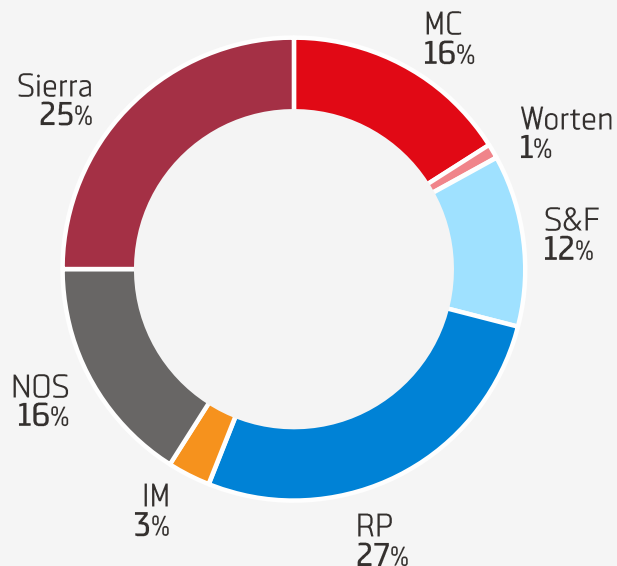
02. INVESTED CAPITAL

€3,264 M IC
(as of 9M16)

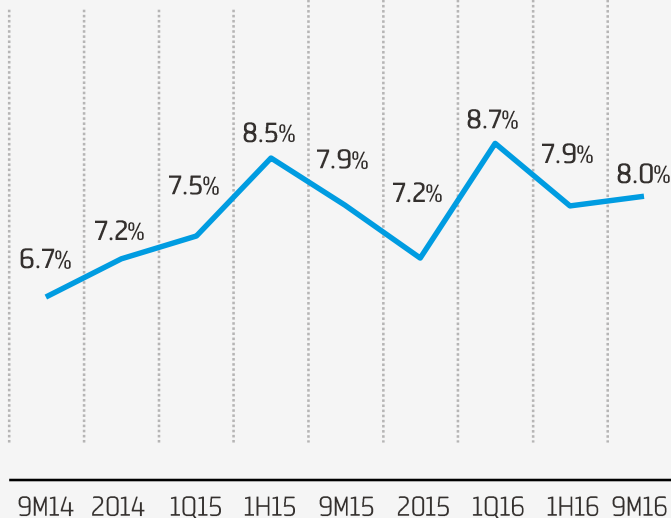
Long-term target
RoIC > 11%

SONAE'S PORTFOLIO DIVIDED BY IC

Sonae's IC split
(as of 9M16)



RoIC evolution



Return on Invested Capital:

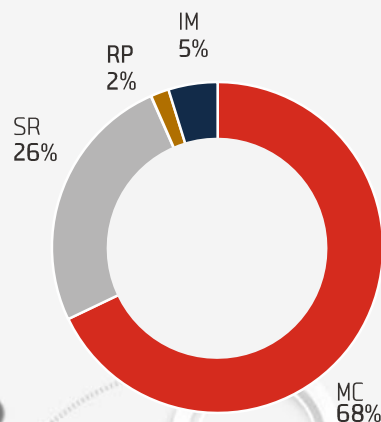
(LTM EBIT + Capital gains with Zon Opt merger + NOS mark-to-market + Impairments + Sierra's capital gains @ book value arising from Shopping Centre sales) / average net Invested Capital

02. An attractive investment opportunity

03. CONSOLIDATED TURNOVER

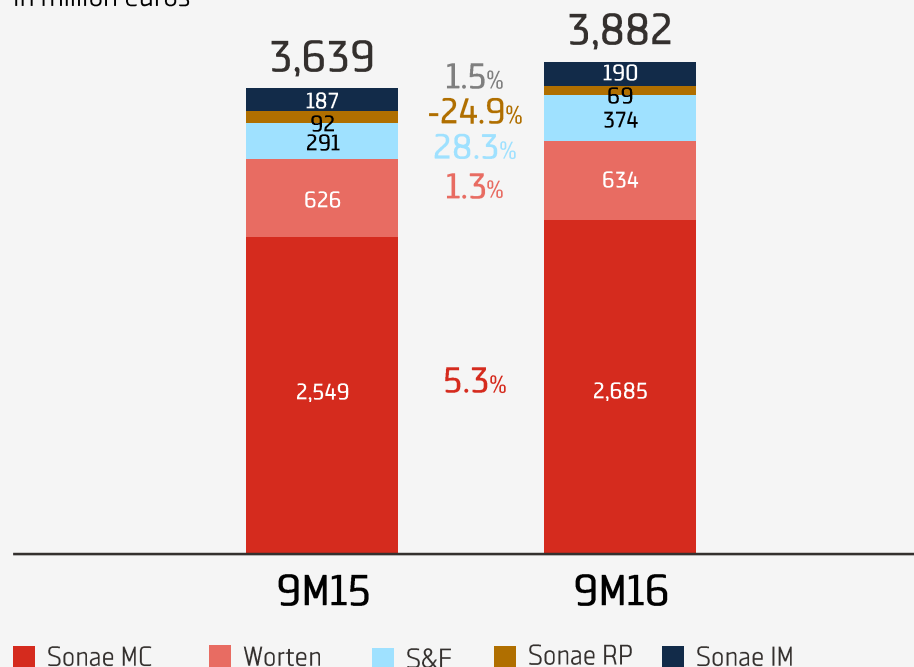
Turnover breakdown (9M16)

% Total Turnover



TURNOVER INCREASED BY 6.7% in 9M16

In million euros



Sonae consolidated turnover stood at €3,882 M, increasing 6.7%

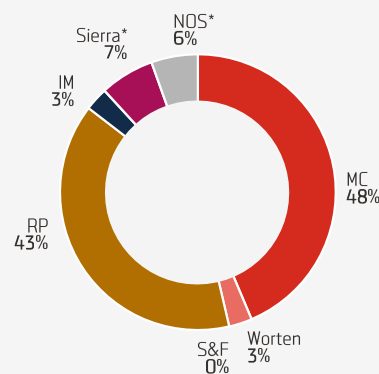
when compared to the same period of 2015, benefiting from the positive performance of all the businesses with the exception of RP, driven by the sale and leaseback transactions completed over the course of 2015 and in 1Q16

*NOS and Sierra are consolidated by the equity method and therefore not included in the consolidated turnover

02. An attractive investment opportunity

04.
TOTAL
EBITDA

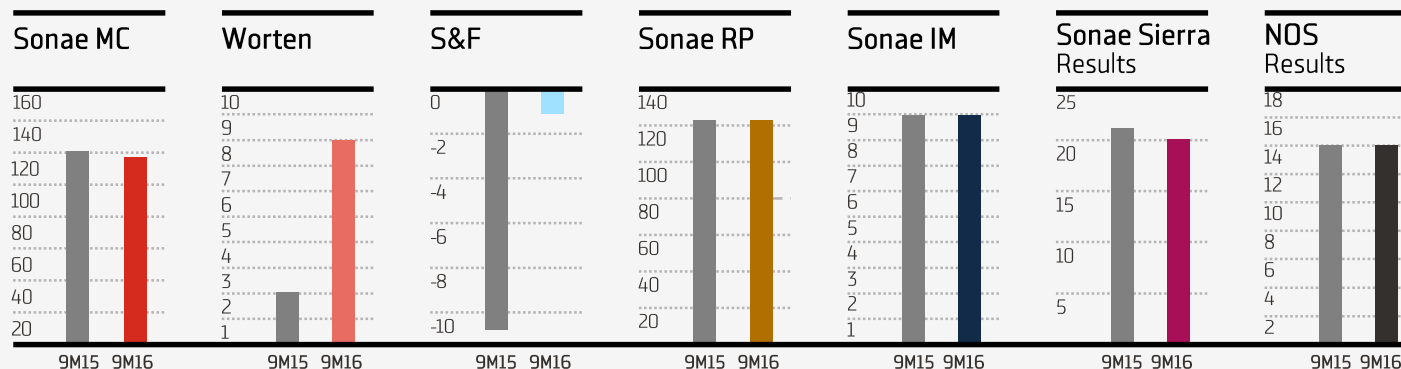
Total EBITDA (M€)

EBITDA
breakdown (9M16)
% Total EBITDAEBITDA 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



In million euros

*NOS and Sierra are consolidated by the equity method

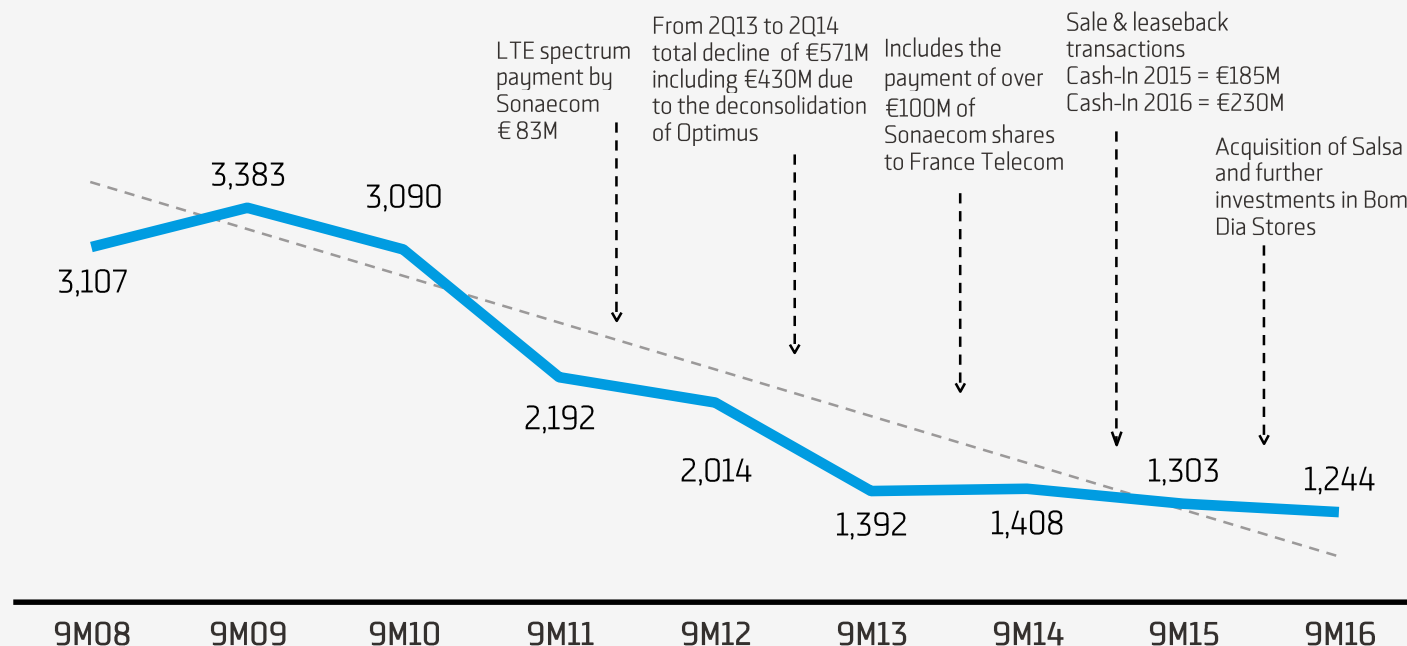
05. BALANCE SHEET

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

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



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

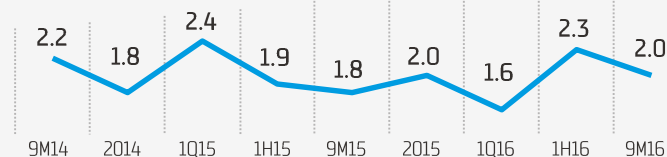
05. BALANCE SHEET

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

CAPITAL STRUCTURE

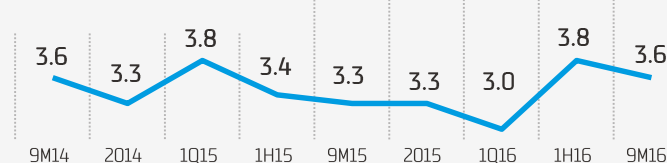
Retail Net Debt/ EBITDA

Long-term target: <3.0



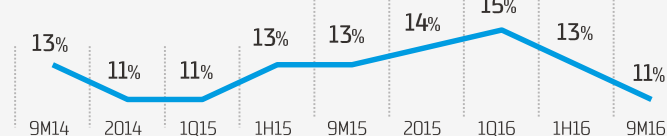
Retail Net Debt/ EBITDAR ⁽¹⁾

Long-term target: <3.5



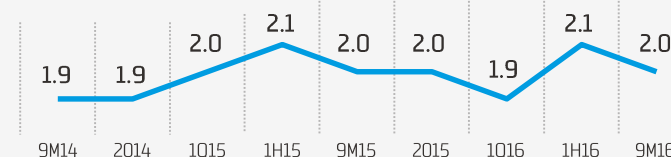
Holding Loan-to-Value ⁽²⁾

Long-term target: <5%



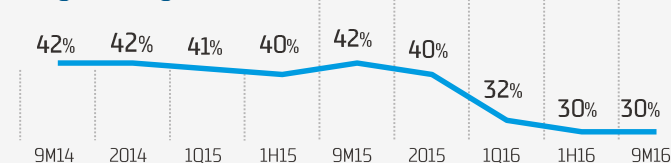
NOS Net Debt/EBITDA

Long-term target: <2.0



Sierra Loan-to-Value

Long-term target: <45%



(1) Moody's criterion: (EoP net debt + 8x external rents LTM) / EBITDAR LTM

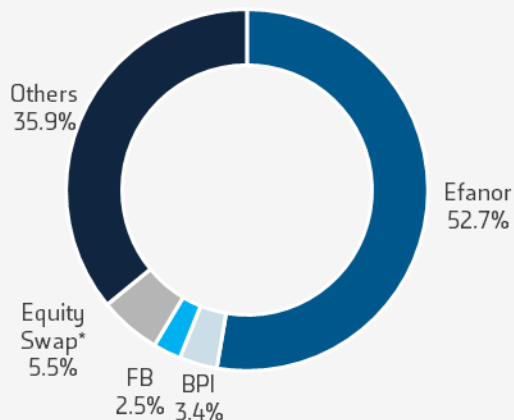
(2) Holding net debt as % of Sonae's gross asset value (Retail businesses @ market multiples, except for SR SP (invested capital @ book value) + Sonae RP @ book value + Sonae IM equity value (@ book value; % share) + share of Sonae sierra NAV + share of Sonaeecom market cap)

06. STABLE SHAREHOLDER STRUCTURE

Reference shareholder,
EFANOR, a family
holding company



SHAREHOLDINGS



**FREE
FLOAT**
of aprox. **40%**

* Equity Swap includes aprox.
110 million Sonae shares

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

SHARE CAPITAL
2,000 million

**AVERAGE DAILY
VOLUME** (9M16)
~4.2 million shares

**MARKET
CAP** (as of 30.09.2016)
~1.36 billion euros

07. SHAREHOLDER REMUNERATION

Steadily growing dividend payer to maintain an adequate shareholders remuneration

STEADILY GROWING DIVIDEND

3.85 cents

Dividends per share in 2015

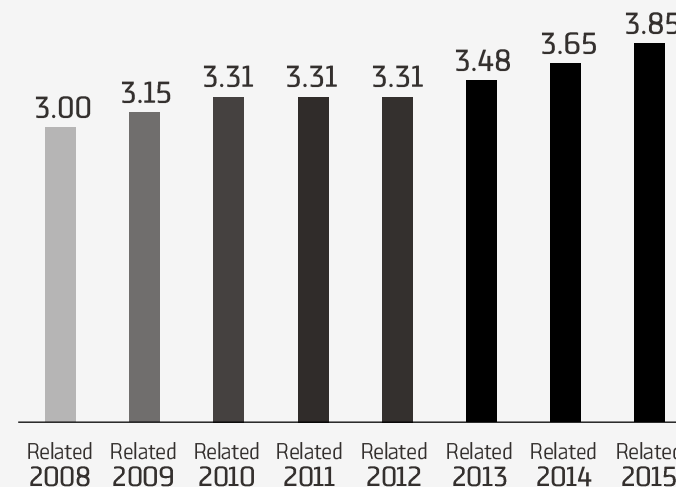
+5.5% vs. 2014
+10.6% vs. 2013

3.5%

Dividend Yield

Considering Share Price (adjusted)
as of 2015.12.31 (€1.048)

Dividend per share evolution
(in € cents)



08. SHARE PRICE

Significant discount
vs. Sum of the Parts
valuation

Share price was
particularly affected
by the global financial
crisis, but also by
macro and financial
problems in Portugal

ANALYSTS VALUATION

€1.25 Analysts average
price target

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

Share price performance



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

FOOD RETAIL

41 Hypers
130 Supers
66 Bom Dia

240 Meu Super
186 Well's

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

Continente Hypers



- 41 stores (25 are anchored with leading shopping centres)
- Average 7.1 thous. sqm (total 290 thous. sqm)
- Price and diversity (~50 thous. SKUs)
- Profitable stationary and homeware areas
- Textiles < 15%

Continente Modelo



- 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



- 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



- 240 franchised local food retail stores
- Convenience stores, located in residential areas: sales area between 150 sqm and 500 sqm

Health and Wellness



- 186 Parapharmacies, including beauty products, health and well-being care
- Eye glasses and additional services
- Healthy food Supermarket

Adjacent businesses



- 121 Coffee shops and small snack-bars
- Typically next to Sonae MC supers

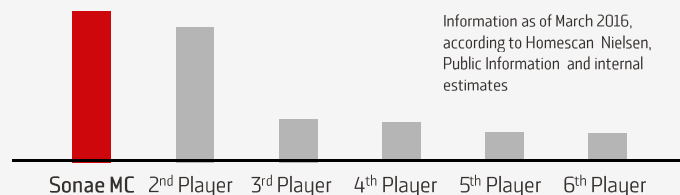
- 34 stores: Book shops, stationery and gifts

FOOD RETAIL

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)

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)



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. 30 % FMCG sales)

E-commerce leadership in Portugal
Double digit growth with new services and platforms 1st dark store

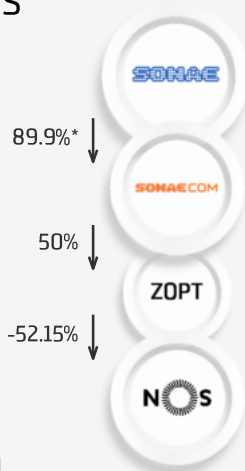
Unique expansion opportunity

Benchmark profitability
(5.5% as of 9M16)



NOS

August 27th 2013:
**ZON OPTIMUS
was created**



On May 16th 2014,
NOS was launched,
a single brand for all
segments and for all
services, replacing ZON
OPTIMUS

* Voting rights

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

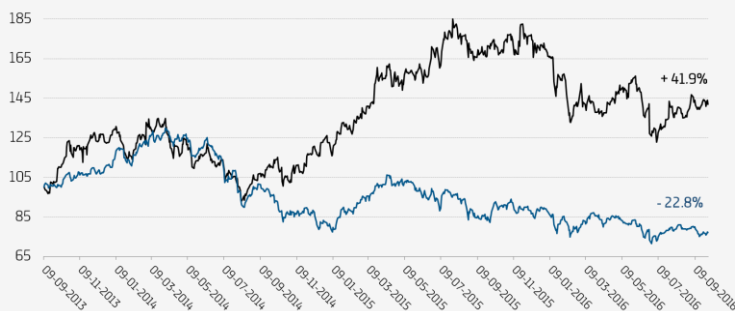
Operating revenues increased 5.3% to €1,124 M, in 9M16, maintaining the positive top line performance

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

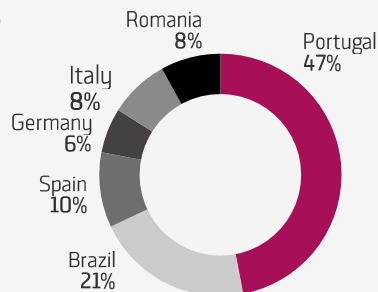
■ PSI 20 ■ NOS

SIERRA

50% JV with Grosvenor

- Stakes in 45 Shopping Centres
- Net Asset Value of ~1.29 billion euros

OMV
breakdown
9M16



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 Airone (Italy) 2014 Le Terraze (Italy)
2014 La Farga (Spain)
2015 Torre Colombo (Portugal)

2015 Zubiarte (Spain)
2016 Boavista (Brazil)
2016 Loop 5 (Germany)
2016 AlgarveShopping (Portugal)
2016 Estação 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

4. THE IBERIAN OMNICHANNEL ELECTRONICS PLAYER

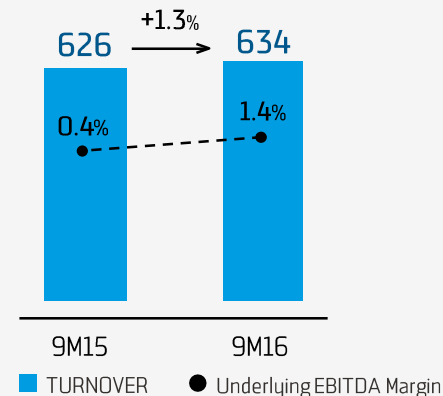
Competitive advantages of the Portuguese operation:

- 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

SPORTS & FASHION

OWN STORES:

Sport Zone 121

MO 108

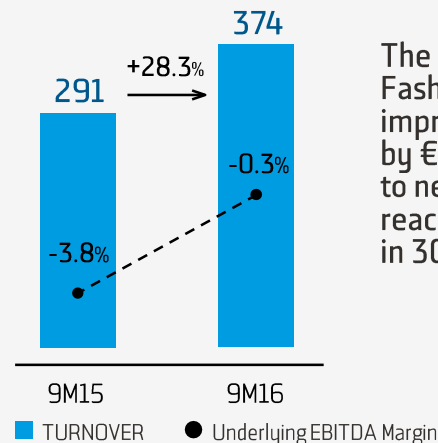
Zippy 57

Losan 10

Salsa 67

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

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

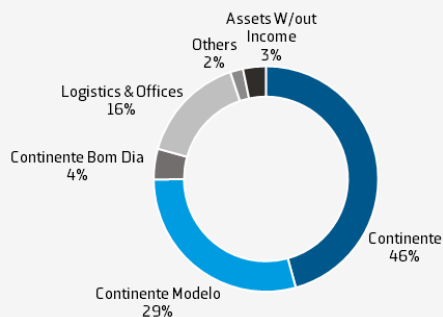
REAL ESTATE ASSET MONETISATION

NET ASSET
VALUE
(9M16)

909
million euros

GROSS BOOK
VALUE
(9M16)

1,314
million euros



Note: Information organised by anchor

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

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

2014
**4 SALE & LEASEBACK
TRANSACTIONS**

Total Cash-In = **€14.5M**
Total net asset value = **€13.0M**

2015
**4 SALE & LEASEBACK
TRANSACTIONS**

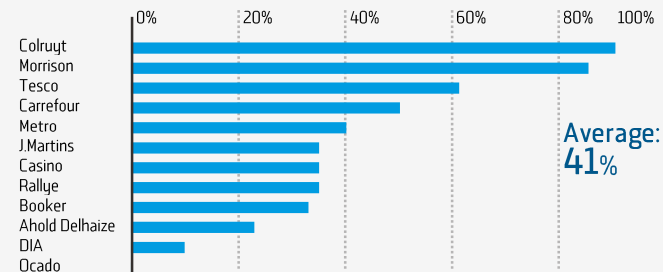
Total Cash-In = **€184.7M**
Total net asset value = **€132.0M**

2016
**3 SALE & LEASEBACK
TRANSACTIONS**

Total Cash-In = **€229.9M**
Total net asset value = **€155.9M**

SONAE MC
51% freehold

FOOD RETAIL
% of space owned
freehold



FS

THE RECENTLY CREATED BUSINESS UNIT AIMED AT FOSTERING FINANCIAL SERVICES

* 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

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



ALL CARDS
MERGING INTO
ONE SINGLE
CARD



VARIOUS PAYMENT
OPTIONS



CASHBACK
OF 1%



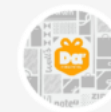
DISCOUNTS
OUTSIDE SONAE
UNIVERSE (GALP)



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)

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

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



HEALTHY NUTRITION

Western Europe

A SEGMENT WITH A VERY HIGH GROWTH POTENTIAL

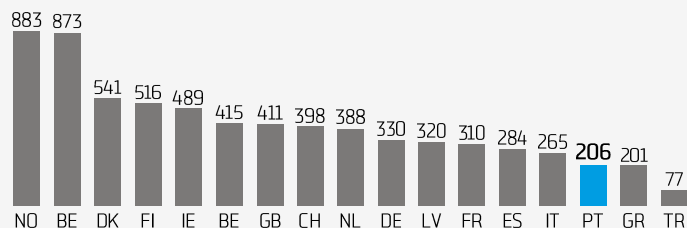
Germany and UK are the markets with higher healthy food consumption

Finland is the country with the highest healthy food consumption per capita

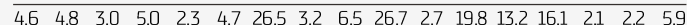
Some players have already achieved a relevant size, both in terms of sales as well as in the number of stores

A considerable part of this growth was achieved during the last 5 years

Healthy nutrition consumption
(€ Per Capita)

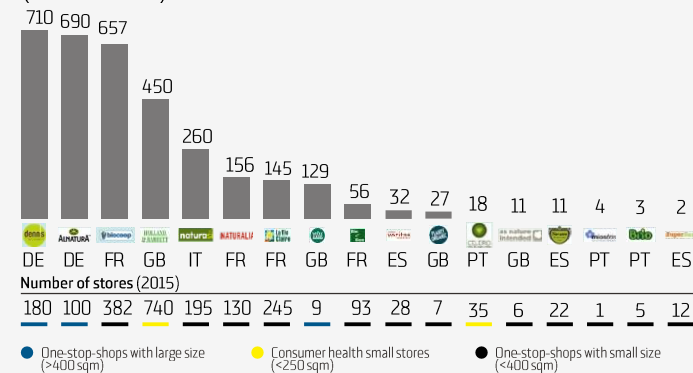


Total market consumption (in million euros)



Source: Euromonitor (information as of 2015)

Specialised food retailers sales
(in million euros)



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





INVESTOR PRESENTATION

January 2017

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www.sonae.pt

SONAE is listed on the Euronext Stock Exchange.
Information may also be accessed on Reuters
under the symbol **SONP.IN** and on Bloomberg
under the symbol **SONPL**

SAFE HARBOUR

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", "expects", "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