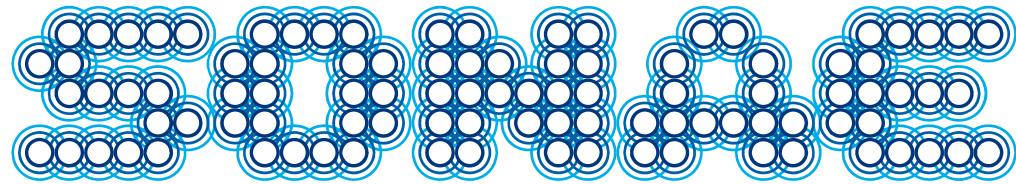




Improving
GROWTH

GLOBAL CONSUMER & RETAIL CONFERENCE /



IMPROVING LIFE

London | 22 September 2010

The background features a collection of overlapping circles in various colors including blue, orange, green, purple, and grey. Some circles contain abstract patterns like watercolor washes or cellular structures.

1.SONAE AT A GLANCE

WE ARE A RETAIL COMPANY

- Market leader in food and specialized retail formats
- With Board control of a Shopping Centre and a Telecommunications business

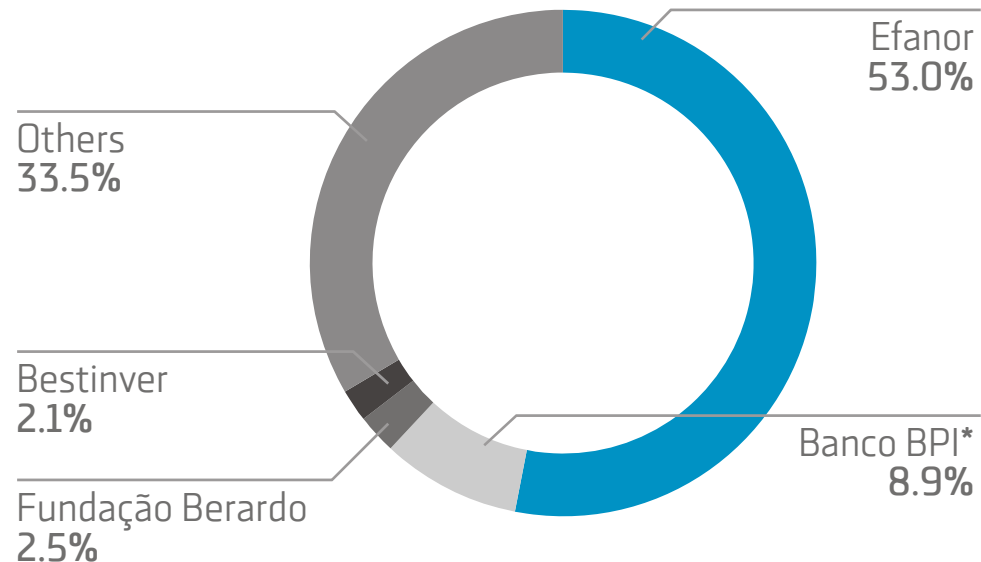
SONAE

Turnover 5.7 billion euros (2009) ; EBITDA 667 million euros (2009); Invest Capital 4.8 billion euros (2009)

100%	100%	100%	50%	53%	100%
SONAE MC Food Retail	SONAE SR Specialised Retail	SONAE RP Retail Properties	SONAE SIERRA Shopping Centres	SONAECOM Telco	Investment Manag.
Hipers and supers	Non-Food Retail formats: sports, textiles and electronics	Retail real estate assets	Shopping centre developer, owner and manager	Integrated telecom provider	Businesses with M&A activity: Insurance, Travel and DIY
55% Sales 30% EBITDA 10% Inv. Capital	20% Sales 7% EBITDA 5% Inv. Capital	2% Sales 17% EBITDA 32% Inv. Capital	3% Sales 14% EBITDA 35% Inv. Capital	17% Sales 26% EBITDA 16% Inv. Capital	3% Sales 4% EBITDA 3% Inv. Capital
CORE BUSINESSES		RELATED BUSINESSES	CORE PARTNERSHIPS		ACTIVE INVESTMENT

WITH A STABLE SHAREHOLDER STRUCTURE

Reference shareholder, Efanor, a family holding company



Free float
of circa **47%**
excluding BPI equity swap

Share capital
2,000 million

Average daily volume (2010)
-6 million shares;
5.2 million euros

Market Capitalization
(as of 30 June 10)
1.5 billion euros

Free Float
(as of 30 June 10)
0.72 billion euros

BPI stake includes equity swap
of 132.8 million
Sonae shares
(-7% of share capital)

The background features a collection of overlapping circles in various colors including red, blue, green, purple, and grey. Some circles contain abstract patterns, such as a blue and white brushstroke or a blue dotted pattern. The circles are layered, creating a sense of depth and movement.

2. STRATEGIC DIRECTIONS

WHERE WE ARE GOING AND WHY?

International Expansion

The main strategic priority

Dilution of country risk

New growth avenues

Diversifying investment style

Adopt the most appropriate
investment style

Wholly owned businesses

Majority stakes

Partnerships

Minority stakes

Leverage the exceptional asset base in Portugal

Innovate

Generate new businesses

Strengthen our competitive
position

WHAT ARE OUR STRATEGIC TARGETS?

ROE > 15%

TURNOVER
CAGR 2009-2012 > 10%

25% OF TURNOVER
AND 35% OF ASSETS
ABROAD

~1/3 OF CE
IN MINORITY STAKES
OR PARTNERSHIPS
WITHOUT FULL CONTROL



WHAT ARE
OUR STRATEGIC TARGETS?

CAPITAL LIGHT STRATEGIES

To implement capital light growth strategies and look for opportunities to release capital employed



WHAT ARE
OUR STRATEGIC TARGETS?

REACH INVESTMENT GRADE PROFILE

To ensure access to debt
in competitive conditions
and/or alternative
financing solutions



3. WE CONTINUE TO DELIVER OUR VALUE CREATION MODEL

IN 1H10 WE CONTINUED
TO DELIVER PROFITABLE
GROWTH, ON TRACK
OF OUR INTERNAL OBJECTIVES

TURNOVER

+6%

EBITDA

+10%

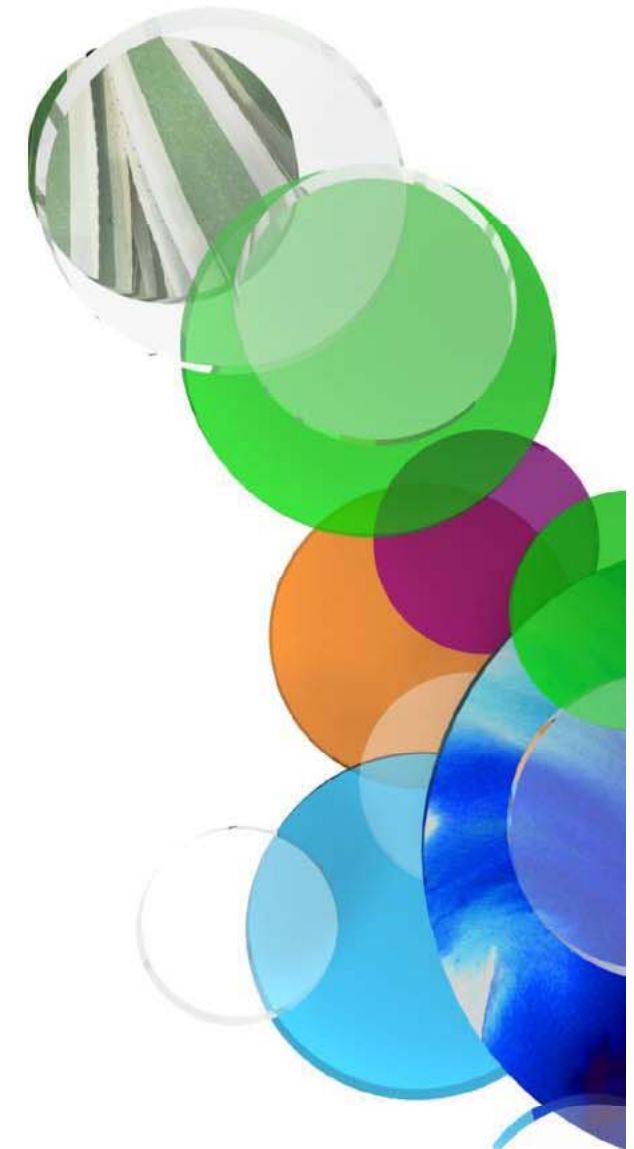
TURNOVER
RETAIL

+9%

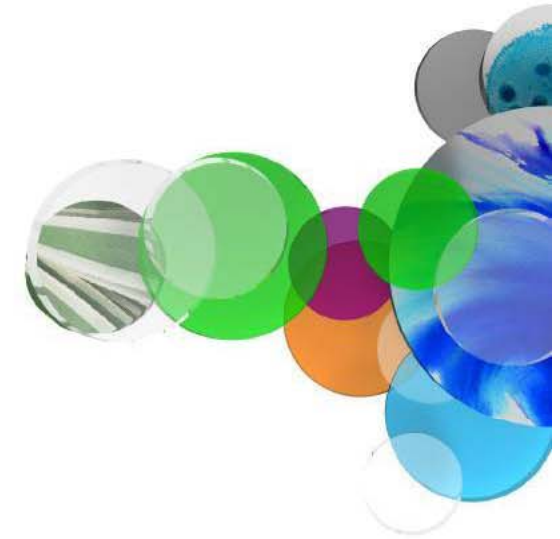
NET DIRECT
PROFITS

+89%

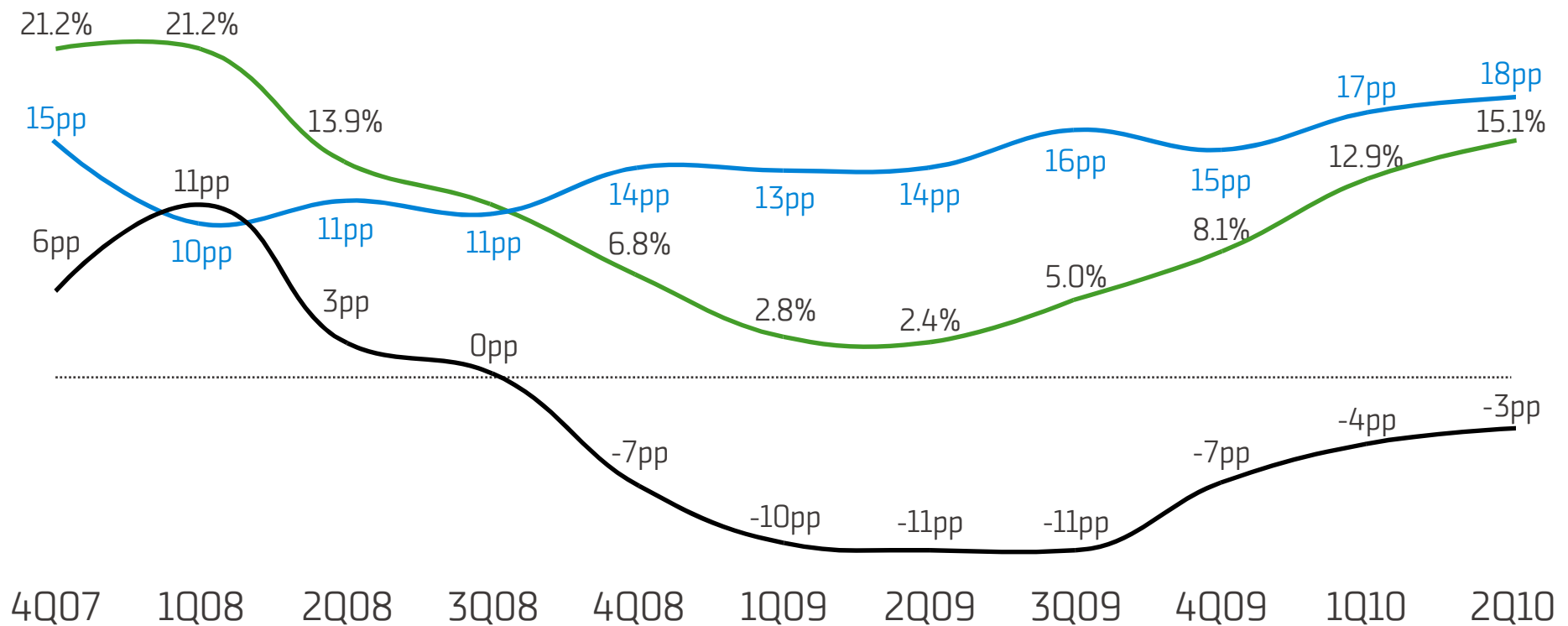
In spite of macro-economic difficulties
and a deflationary background



WE CONTINUED TO IMPROVE OUR RETURN ON EQUITY



- Direct Income contribution to RoE
- ROE
- Indirect Income contribution to ROE



WHILE INVESTING IN FUTURE GROWTH

GROSS CAPEX

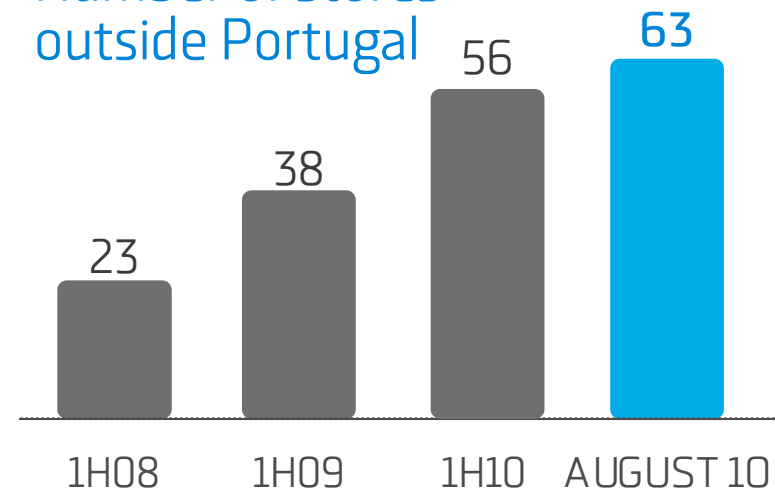
191M€

High levels of investment
in retail unit organic
expansion:
+29,000 m²

OUTSIDE PORTUGAL

53M€

Number of stores
outside Portugal

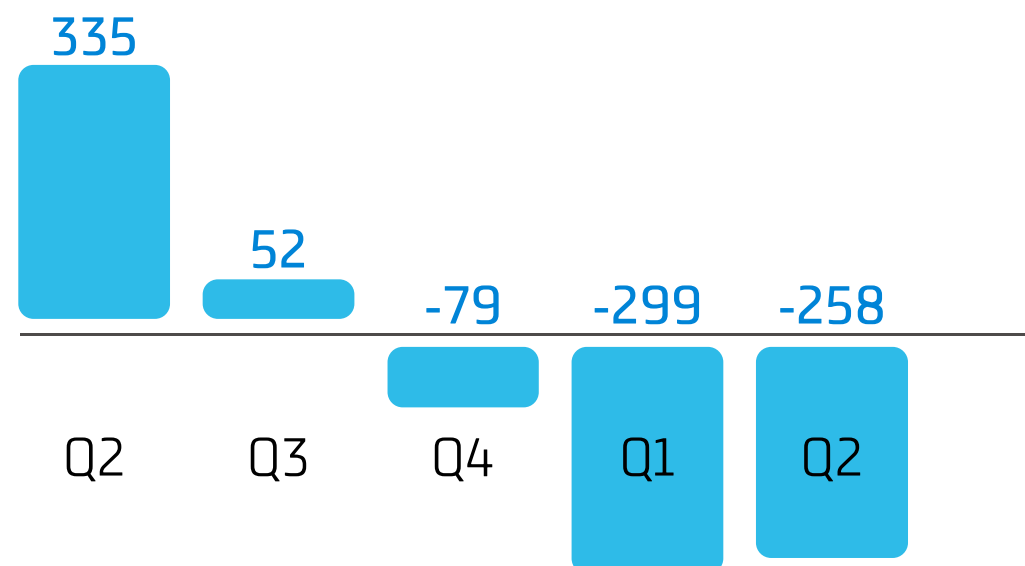


... AND WHILE REDUCING NET DEBT

NET DEBT

3,221M€

DELTA VS. SQLY





4. PERFORMANCE OF THE BUSINESSES

4.1. LEADERSHIP AND PROFITABILITY

SONAE MC KEY ACTION DRIVERS

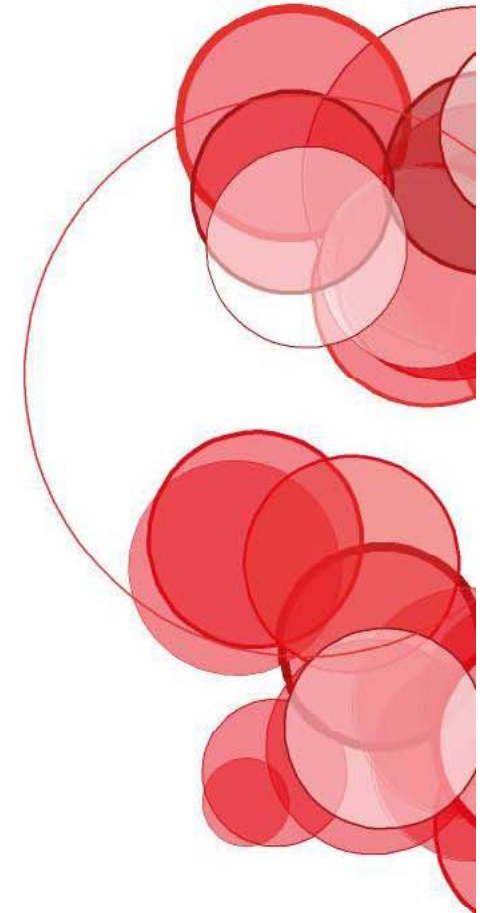
CONSOLIDATE LEADERSHIP
position in **Portugal** while looking
for international opportunities

... LEVERAGING ON OUR EXCEPTIONAL
ASSET BASE IN PORTUGAL

Coverage of the
PORTUGUESE MARKET
and CONSOLIDATE
MARKET LEADERSHIP

Explore new adjacent
business opportunities
leveraging on a strong
management team
and Know-How in retail

Manage the business
in Portugal
as a SUSTAINABLE
CASH FLOW
GENERATOR

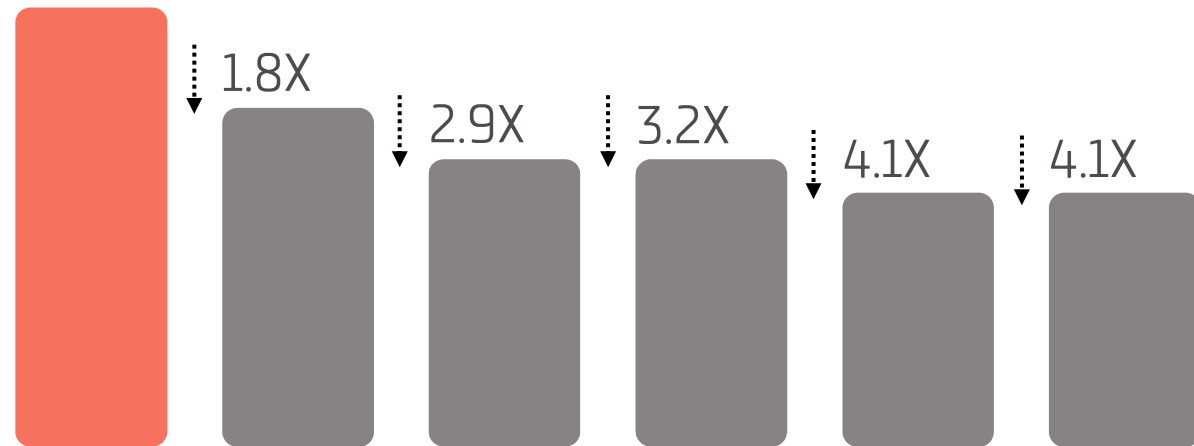


IN THIS 1H10

WE INCREASED LEADERSHIP OF THE FOOD RETAIL MARKET

INCREASE IN SALES (+6%) ABOVE THAT OF THE MODERN RETAIL MARKET (+2%)

MODELO CONTINENTE

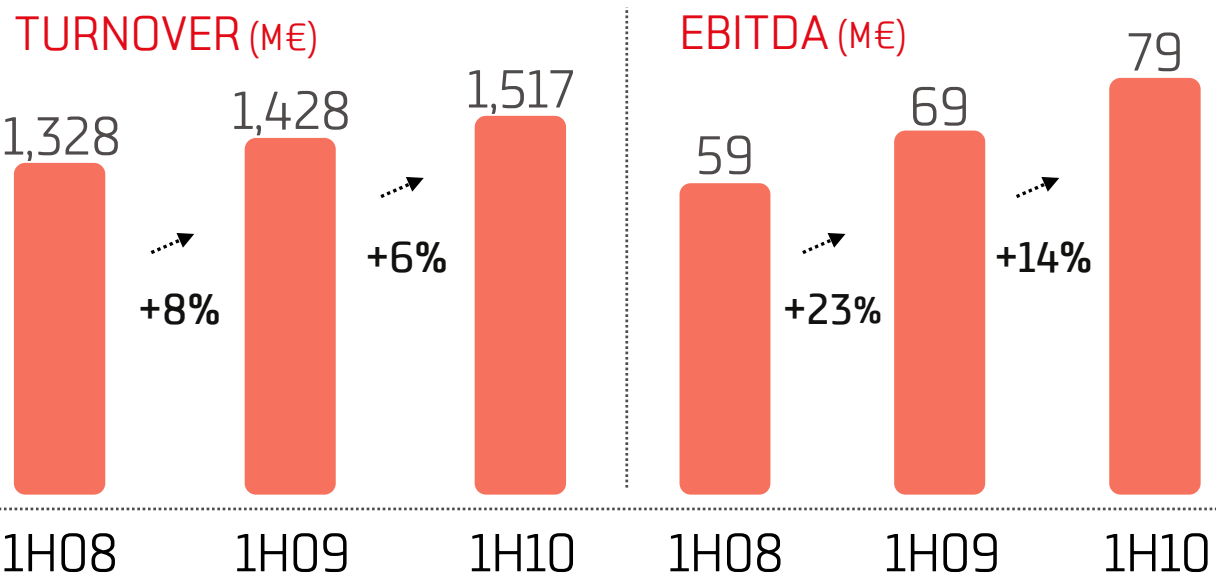


FOOD MARKET

Market Leader 2nd Plyer 3rd Plyer 4th Plyer 5th Plyer 6th Plyer

LEADERSHIP HAS ENABLED GROWTH AND PROFITABILITY TO BE ACHIEVED

TURNOVER = + 6% | EBITDA = + 14%



TURNOVER AND EBITDA

SALES ON A LIKE FOR LIKE BASIS = +2%

Increase in sales volumes (+4%) offsetting a fall in average unit prices (deflation, trading down phenomenon and competitive pressures)

EBITDA margin = 5.2%

Despite a background of strong competition and deflation

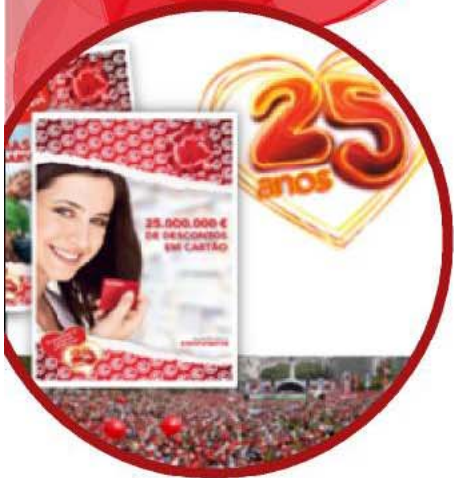
EBITDAR margin = 8.8%

- Increasing from 8.5% in 1H09
- Reaching 133M€
- Benchmark in the portuguese market

PERFORMANCE REFLECTS THE SUCCESS OF OUR LOYALTY CARD

APPROXIMATELY 84% OF SALES MADE USING THE LOYALTY CARD

- Improved efficiency and greater customization of sales promotions undertaken
- Highly distinctive value proposal compared to competition



Consolidate client information towards a decision supporting toolkit

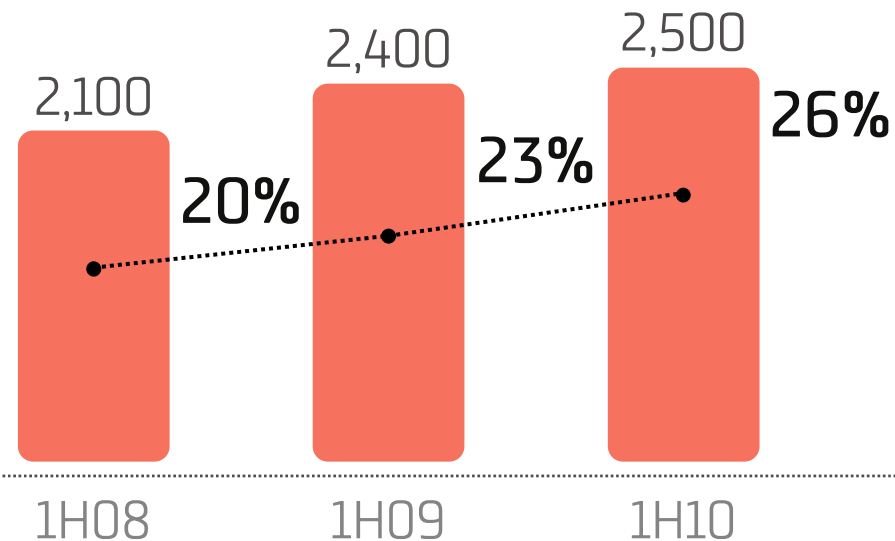
[customised promotional actions, clients georeferentiation, store concept and space management specifications, systems to manage key client accounts,...]

25th anniversary celebration

[mega picnic; 25M€ coupons; 75% discount,...]

PERFORMANCE REFLECTS THE STRONG AND CONTINUOUS INVESTMENT IN PRIVATE LABEL

OWN LABEL OFFERED IN ALL PRODUCT CATEGORIES
AND INCREASING IMPORTANCE



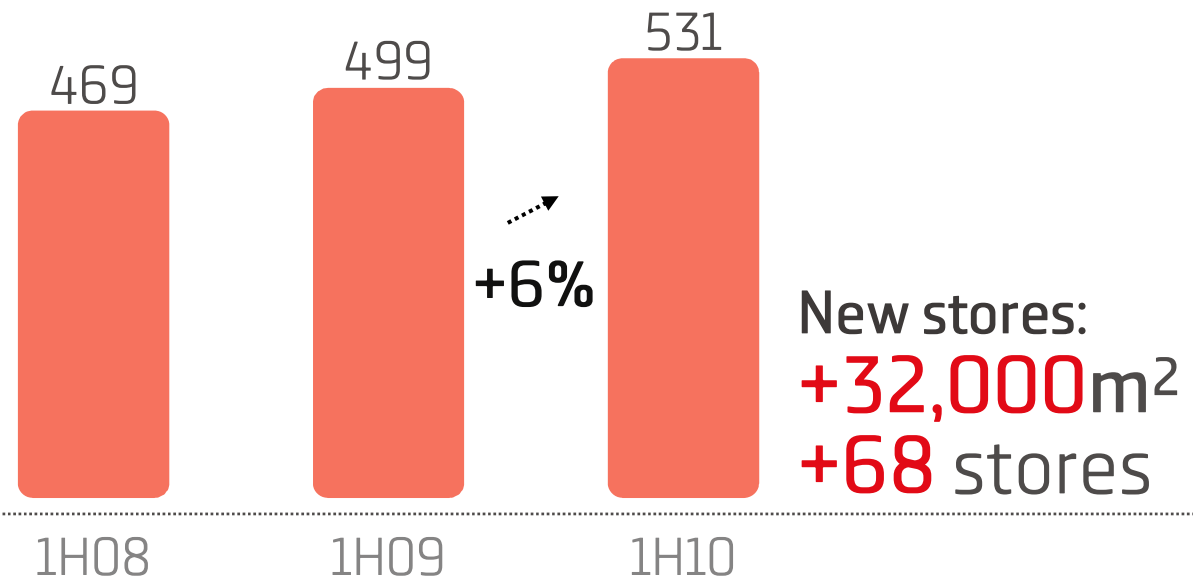
OWN REFERENCES
AND % FMCG SALES

INVESTMENT IN OWN BRAND

- Broadening of the Own Brand range
- Representing a quarter of FMCG sales
- Own Brands include:
 - The Continente brand (20% cheaper than the sales category leader)
 - 1st price brands (best price on the market)
 - Controlled brands (gourmet, selection, etc.)

PERFORMANCE REFLECTS THE SOLID ORGANIC GROWTH IN PORTUGAL

STORES = 390 | SALES AREA = 531,000 M²



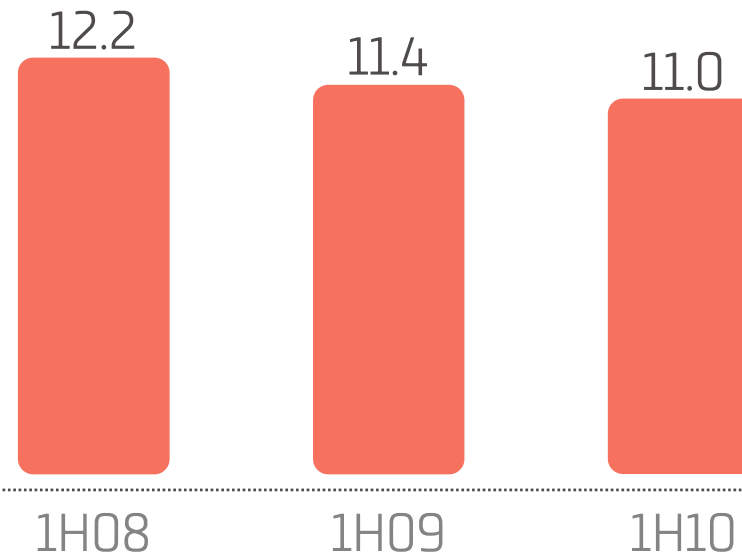
ORGANIC GROWTH IN LAST 12 MONTHS

Sales area ('000 m²)

PERFORMANCE REFLECTS OUR OPERATIONAL EFFICIENCY

STORES = 390 | SALES AREA = 531,000 M²

HYPERS AND SUPERS' STORE COSTS (% net sales)



IMPLEMENTATION
OF A COST KILLING
TEAM

ENHANCEMENT
OF STORE EFFICIENCY
PROJECTS

RESTRUCTURING
OF LOGISTICS PLATFORM
(PLAZA APPAREL, MAIA
FROZEN FOODS)



... AND THE STRENGTHENING OF OUR COMPETENCIES AND VALUE PROPOSAL

Continente and Modelo
each have distinctive
competencies

STRONG BRAND RECOGNITION

Continente
is considered to be the
“Brand of Confidence”
by consumers for the 8th
year running.

PRODUCT OFFER VARIETY

Continente:
~70,000 sales items
Modelo:
~40,000 sales items

EXCELLENCE OF THE LOGISTICS INFRASTRUCTURE

2 logistics warehouses
to centralize distribution
for the North and the
South of the country

Investment in logistics: 35M€ (2009)
Total logistics area: 221,000 m²

4.2.GROWTH AND INTERNATIONAL EXPANSION

SONAE SR KEY ACTION DRIVERS

CONSOLIDATE LEADERSHIP

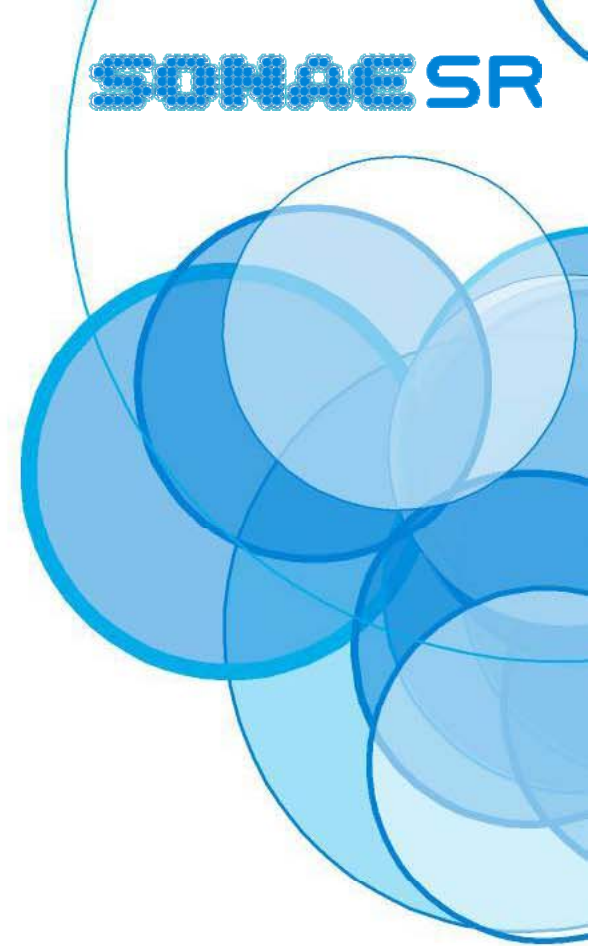
position in **Portugal** and strong push towards internationalisation

... LEVERAGING ON OUR EXCEPTIONAL ASSET BASE IN PORTUGAL

Coverage of the PORTUGUESE MARKET with the current formats' portfolio and CONSOLIDATE MARKET LEADERSHIP

Continue to use PORTUGAL AS A TEST PLANT for new formats, leveraging on a strong management team and know-how in retail

Manage the business in Portugal as a SUSTAINABLE CASH FLOW GENERATOR



SONAE SR KEY ACTION DRIVERS

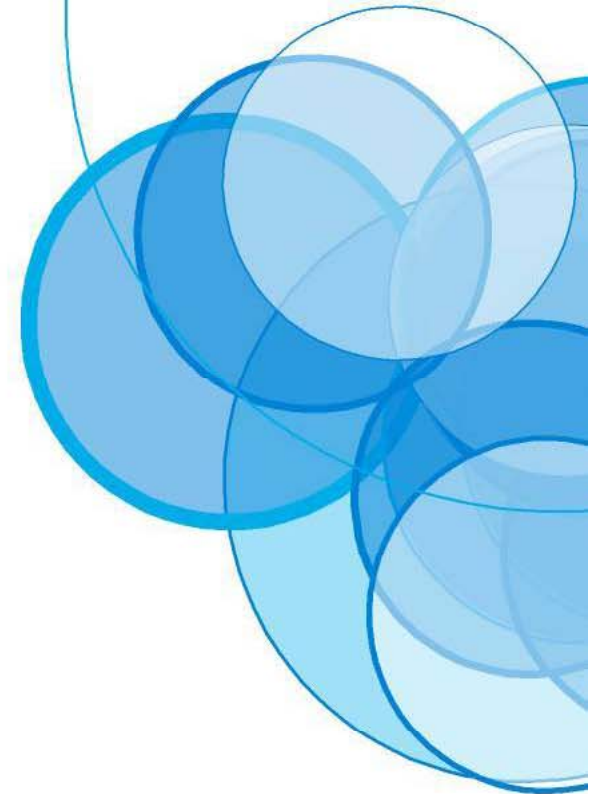
... STRONG PUSH TOWARDS
INTERNATIONALISATION

... BECOME AN INTERNATIONAL RETAIL
PLAYER, STARTING WITH A STRONG
EXPANSION IN SPAIN

of WORTEN, building a
strong and DISTINCTIVE
POSITION IN THE
IBERIAN MARKET

of SPORT ZONE, leading
the REINFORCEMENT
OF THE
INTERNATIONALI-
ZATION PROCESS

of ZIPPY, exploring the
DISTINCTIVENESS OF
THE CONCEPT in both
geographies

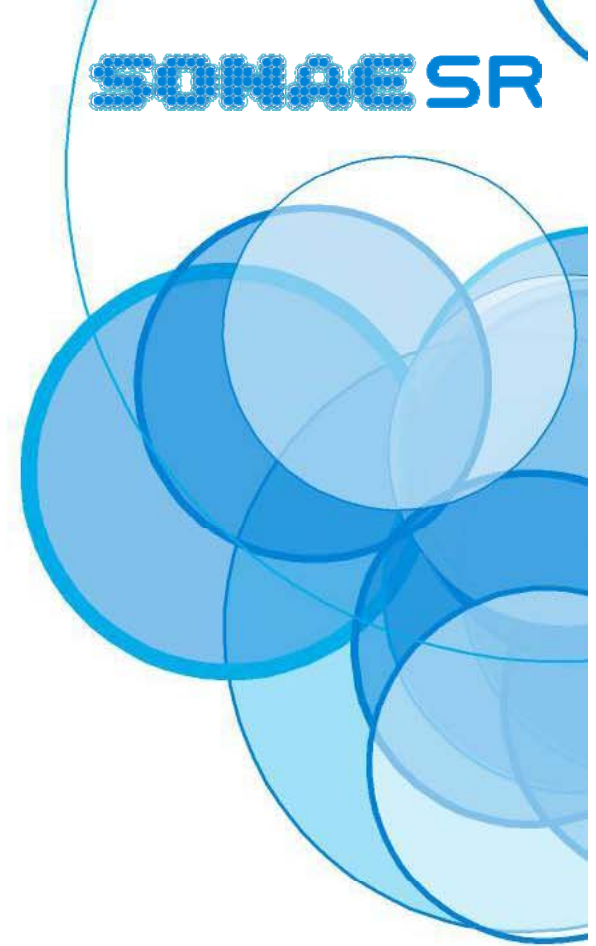


SONAE SR KEY ACTION DRIVERS

BUILD SKILLS
AND EXPERIENCE
in order to develop
the international
identity of the
formats' portofolio

Enter into
NEW COUNTRIES

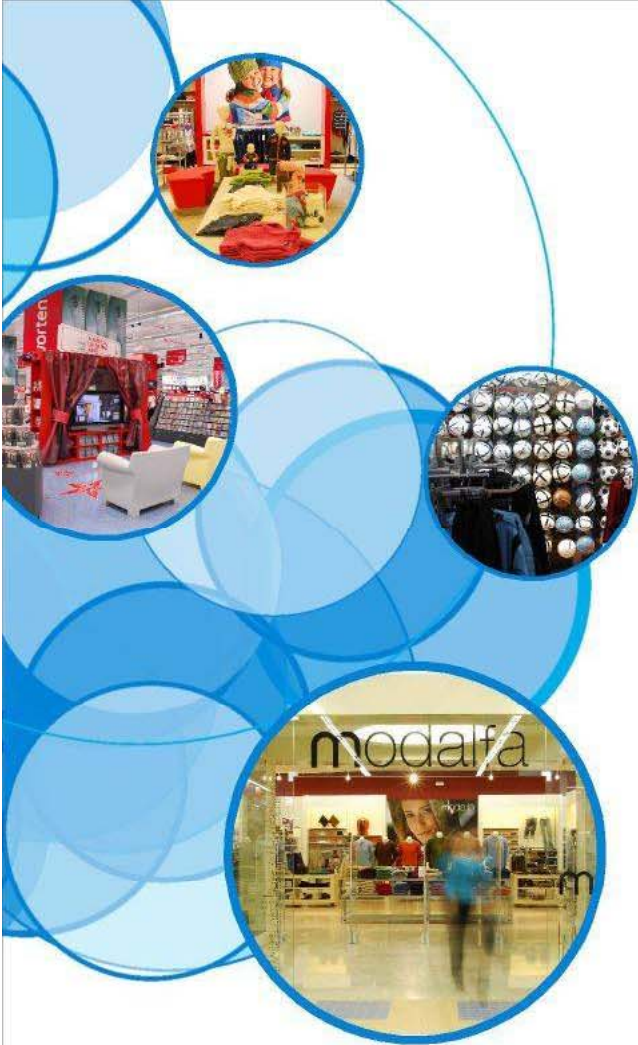
Configure an
INTERNATIONAL
DEVELOPMENT
MODEL based on
franchising and joint
venture as means to
accelerate growth



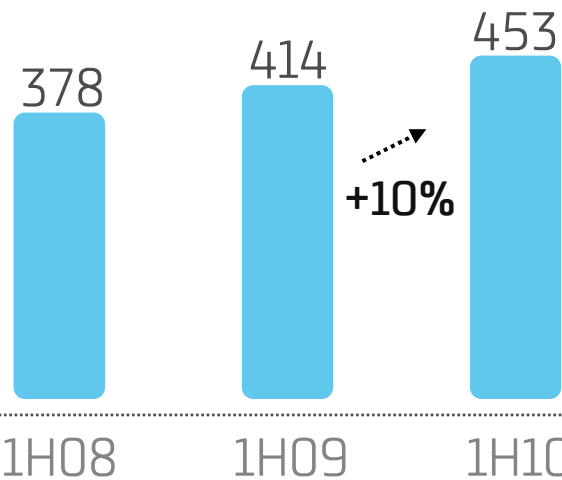
IN THIS 1H10

WE MAINTAINED GROWTH AND PROFITABILITY IN PORTUGAL

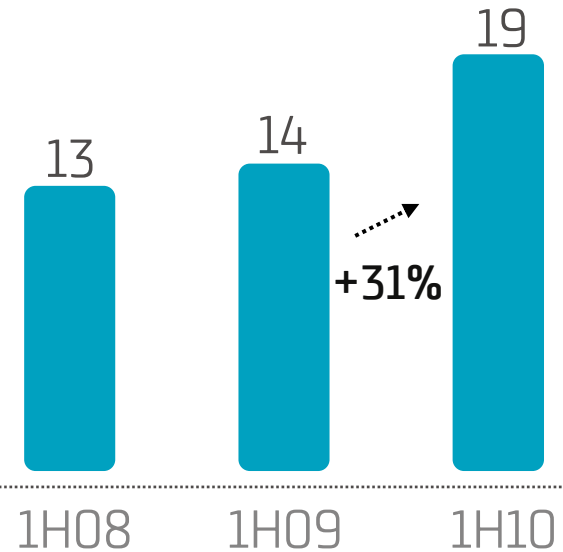
STORES = 414 | SALES AREA = 250,000 M2



TURNOVER (M€)



EBITDA (M€)



TURNOVER AND EBITDA

STRENGTHENING OF LEADERSHIP POSITION IN THE CONSUMER ELECTRONICS AND SPORTS GOODS SECTORS

SPORTZONE **#1** in Portugal
WORTEN **#1** in Portugal

GOOD PERFORMANCE BY THE TEXTILES FORMATS

MODALFA
ZIPPY

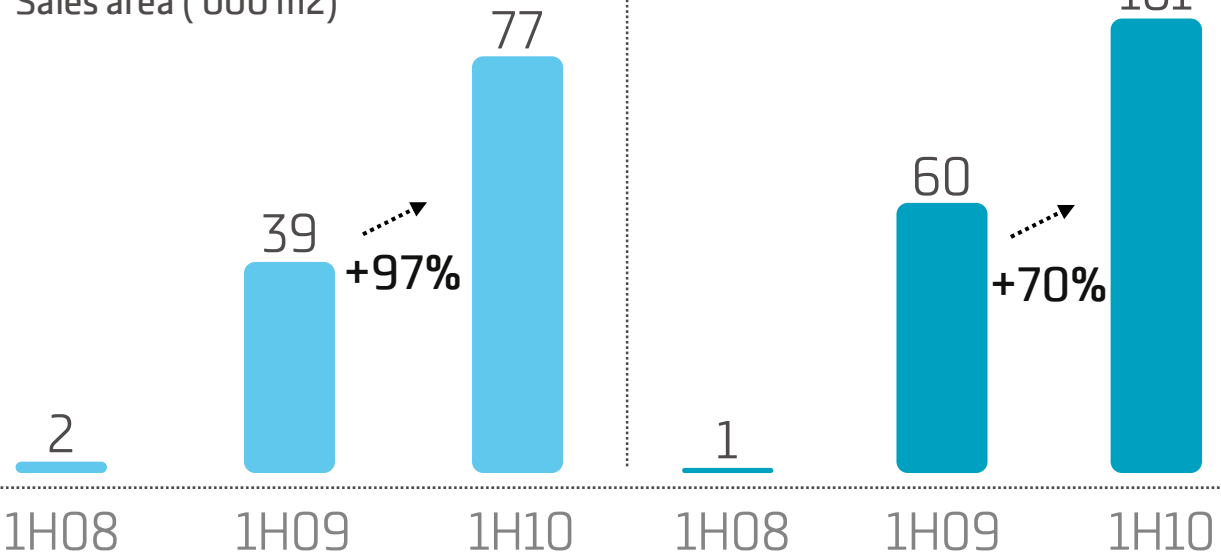
New stores:
Last 12 months
+28,000m²
+40 stores

WE ACCELERATED OUR INTERNATIONAL GROWTH

STORES = 56 | SALES AREA = 77,000 M2

ORGANIC GROWTH
Sales area ('000 m2)

TURNOVER (M€)



ORGANIC GROWTH AND TURNOVER

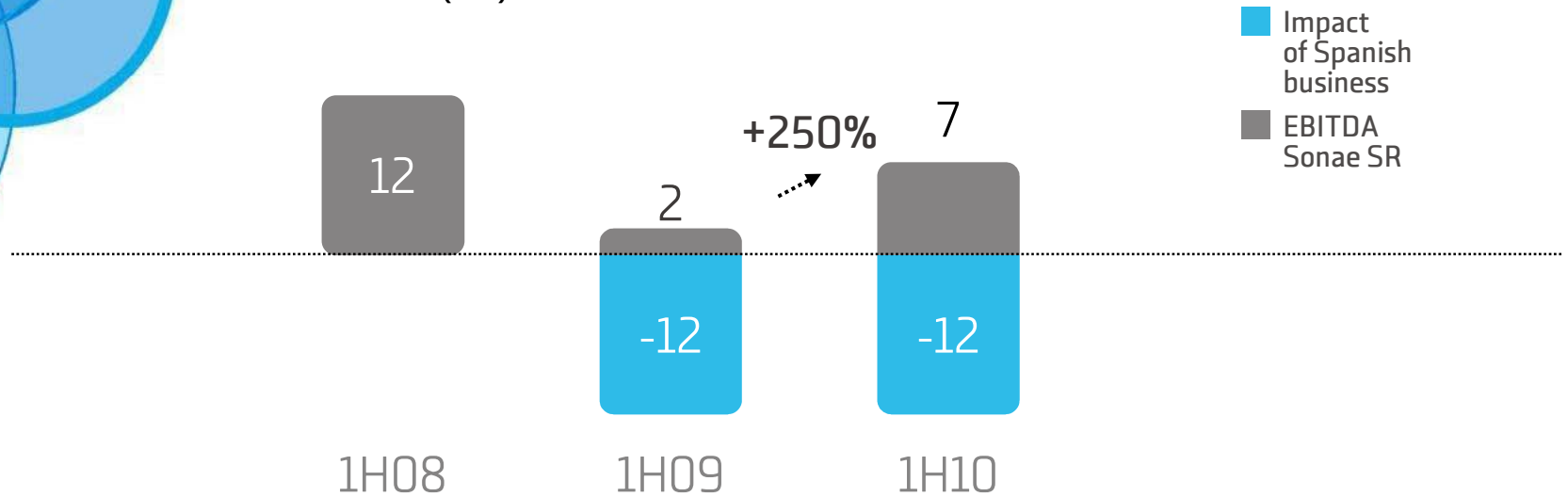
New stores:
Last 12 months
+33 stores
+37,000m²

SPORTZONE = 21(+11)
WORTEN = 17(+6)
ZIPPY = 18 (+16)



INTERNATIONAL EXPANSION EFFORT IMPACTING PROFITABILITY BUT IN LINE WITH THE GOAL OF POSITIVE EBITDA IN 2012

EBITDA (M€)



SONAE SR EBITDA reflecting:

- Market entry costs
- Organic growth



... AND EXPANDED
OUR BUSINESS FRONTIERS

1st joint ventures

Worten CANARY ISLANDS

Sport Zone CANARY ISLANDS

1st franchising contracts

Zippy CANARY ISLANDS

Zippy MIDDLE EAST

70 stores | 9 countries

Kingdom of Saudi Arabia

United Arab Emirates

Jordan

Egypt

Lebanon

Qatar

Bahrain

Kuwait

Kazakhstan



The background of the slide is a decorative pattern of overlapping circles in various shades of red and orange. The circles are semi-transparent, creating a layered effect. The text is overlaid on a white rectangular background that spans across the middle of the slide.

4.3.RETAIL REAL ESTATE ASSET MANAGEMENT

RETAIL PROPERTIES BUSINESS UNIT

AN IMPORTANT SOURCE OF CAPITAL

RATIONALE

- Manage Assets more proactively
- Build Retail Real Estate competencies
- Partial release of invested capital

INVESTED CAPITAL (end 1H10)
1.5 Billion Euros (Net book value)

2 SALE & LEASE BACK TRANSACTIONS COMPLETED

Azambuja logistics platform

Yield - 7.62% | Value - 33.2 million € | Capital gain - 7 million €

2 Modelos stores

Yield - 7.23% | Value - 12.2 million € | Capital gain - 3 million €

Currently underway:

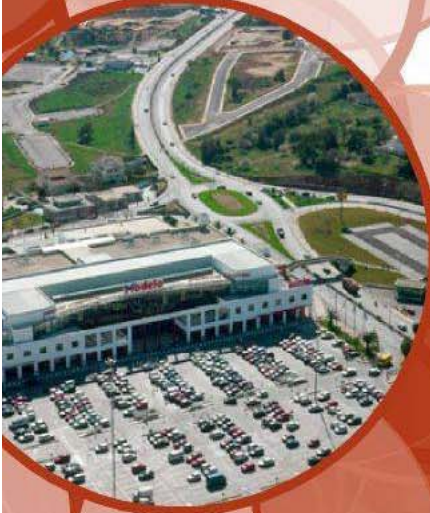
Sales & Leaseback of 20 Modelo stores

HYPERMARKETS | Continente

34 stores owned | 90% total sales area

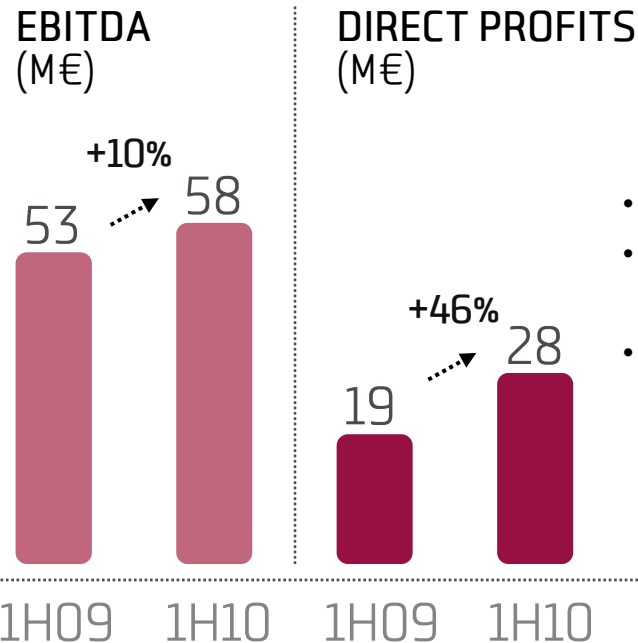
SUPERMARKETS | Modelo

100 stores owned | 82% total sales area



4.4. GOOD PERFORMANCE OF THE CORE PARTNERSHIPS

EBITDA UP BY 10% AND DIRECT PROFITS INCREASED BY 46%



- Occupancy rate = **96%** (+2pp)
- Total of rents collected (fixed and variable) up **3%** on a LfL basis
- Expansion restricted in Europe but partially offset by greater development activity in Brazil

EBITDA AND DIRECT PROFITS (M€)

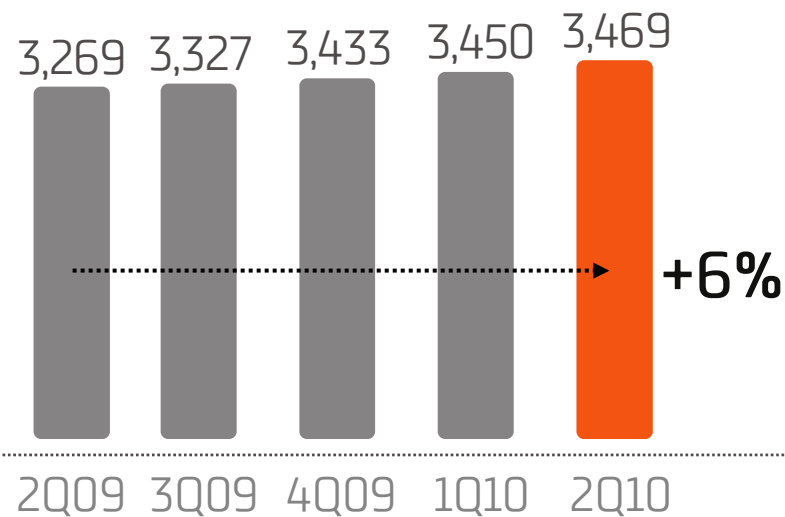
EBITDA PERFORMANCE REFLECTING ONGOING COST CUTTING MEASURES AND OPERATIONAL IMPROVEMENTS

INDIRECT PROFITS ALREADY SHOWING SIGNS OF STABILIZATION/INFLEXION OF THE NEGATIVE TREND

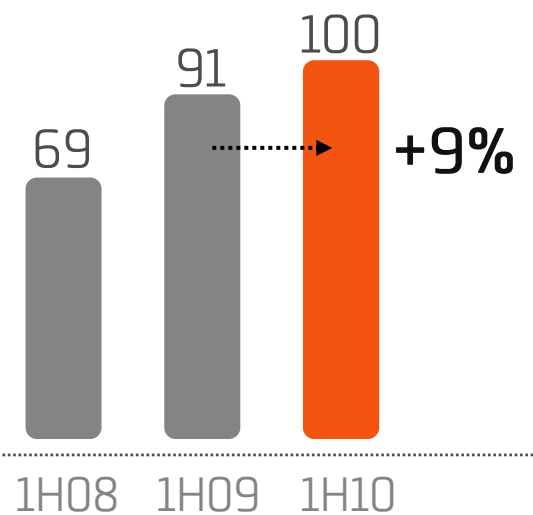
EBITDA GROWS 9% AND CASH FLOW IS POSITIVE

RESULTS CONTINUE TO SHOW
A FAVOURABLE EVOLUTION

MOBILE SEGMENT
CUSTOMERS (M)



EBITDA
(M€)



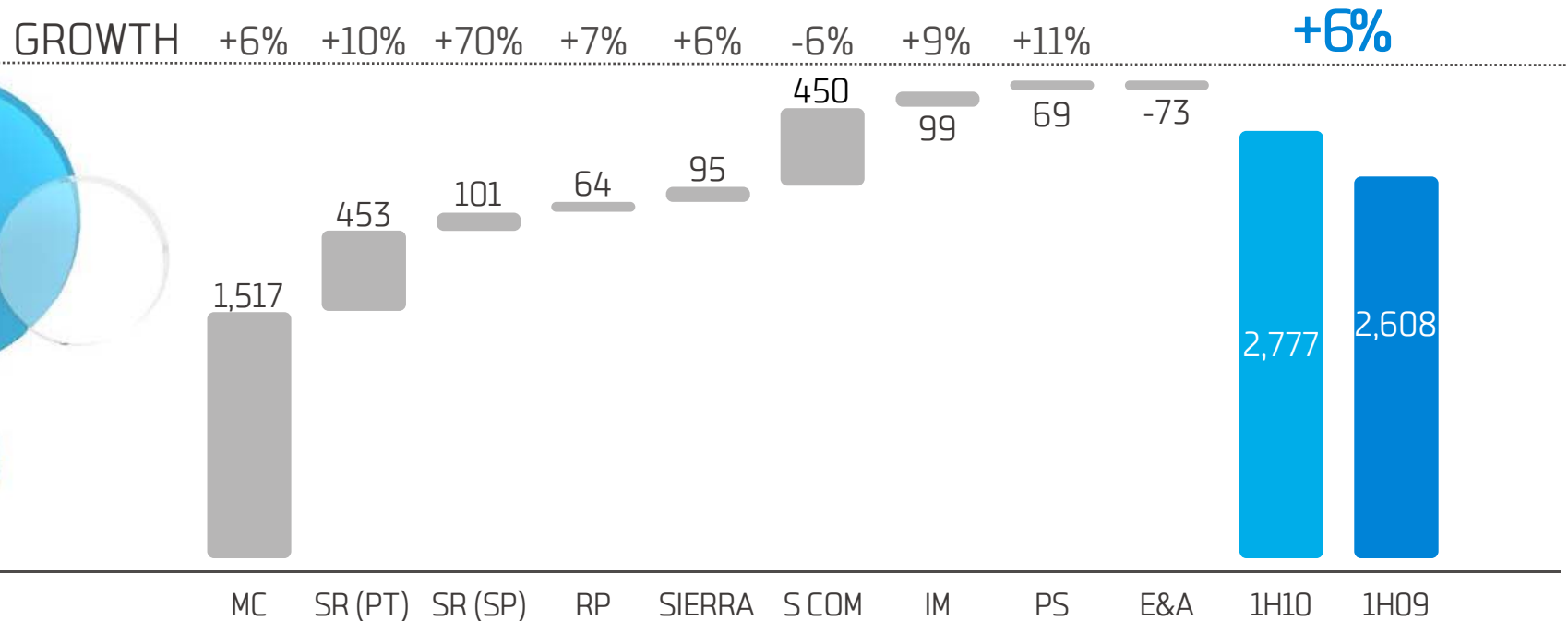
- Growth in mobile customers and customer revenues
- 30% share of fibre market despite inexistence of regulation
- Cost control policies
- Strict investment management

The background features a collection of overlapping circles in various colors including green, orange, purple, blue, and brown. Some circles contain abstract patterns like watercolor splashes or textured dots. A white rectangular box is positioned in the center-left, containing the section header text.

5. FINANCIAL ANALYSIS

TURNOVER GREW BY 6%

WITH RETAIL UNITS MAKING A SIGNIFICANT CONTRIBUTION TO THIS PERFORMANCE



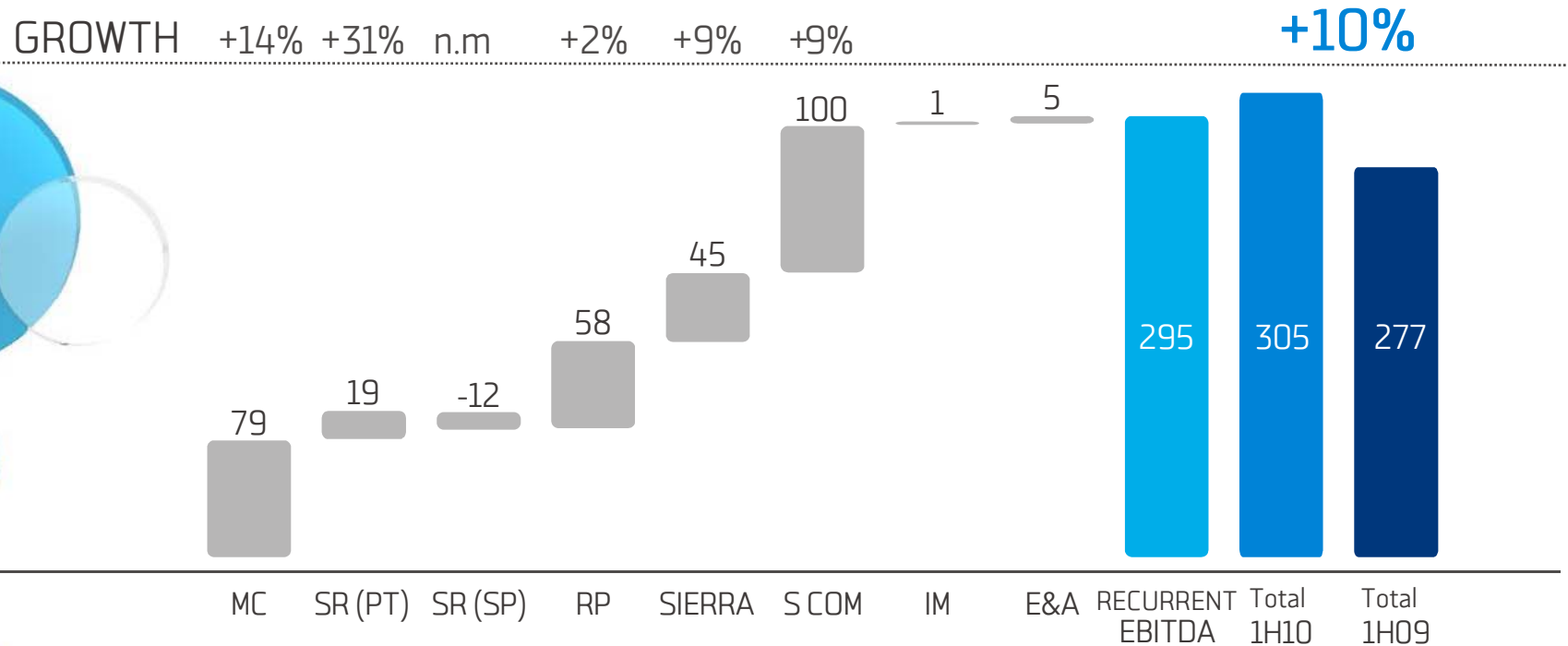
Sonae MC and Sonae SR growing 9%

International business approaching 20% of Sonae SR turnover

YTD 1H10; Million euros

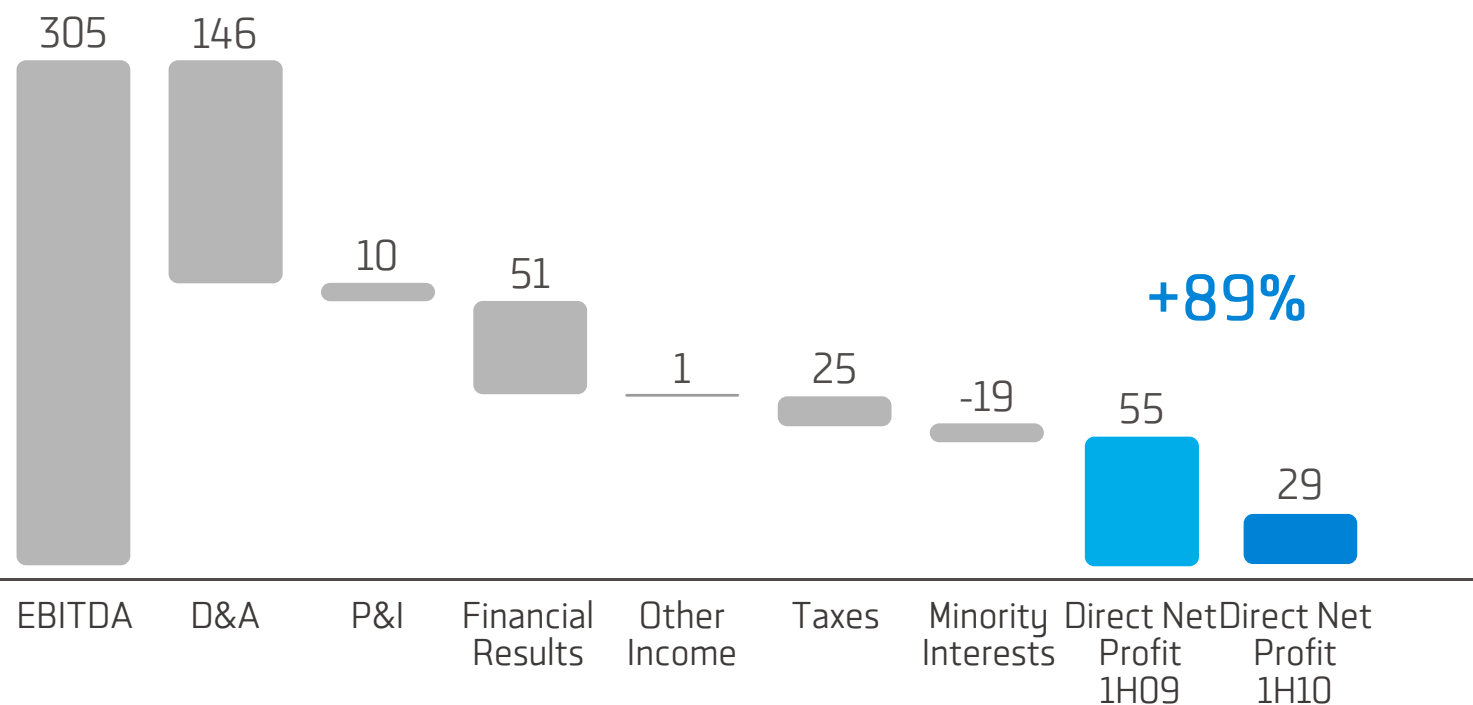
EBITDA INCREASED BY 10% GENERATING A MARGIN OF 11%

RETAIL UNIT MARGINS WERE SUSTAINED
BY GAINS IN MARKET SHARE AND IN EFFICIENCY



EBITDA includes capital gains of ~10m€ from Sonae RP with the sale & lease back of retail real estate assets (Modelos of Póvoa de Varzim and Rio Tinto; Azambuja logistics platform).

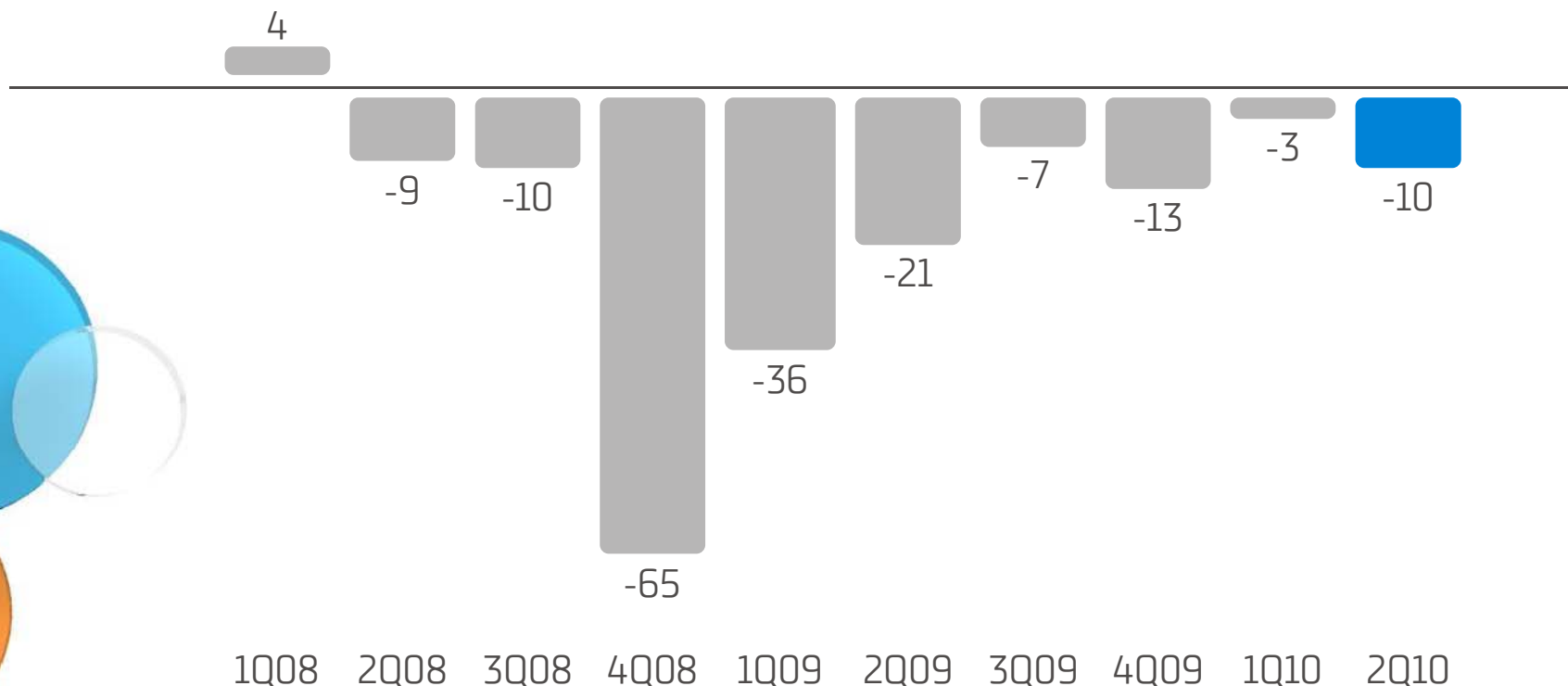
DIRECT NET PROFITS INCREASED BY 89% REFLECTING STRONG RECURRENT EBITDA PERFORMANCE AND THE CAPITAL GAIN RECORDED



- Considerable better net financial activity due to the reduction in average debt in 1H10 and the lower level of the interest rates.
- Higher taxes in retail formats and Sonaecom

YTD 1H10; Million euros

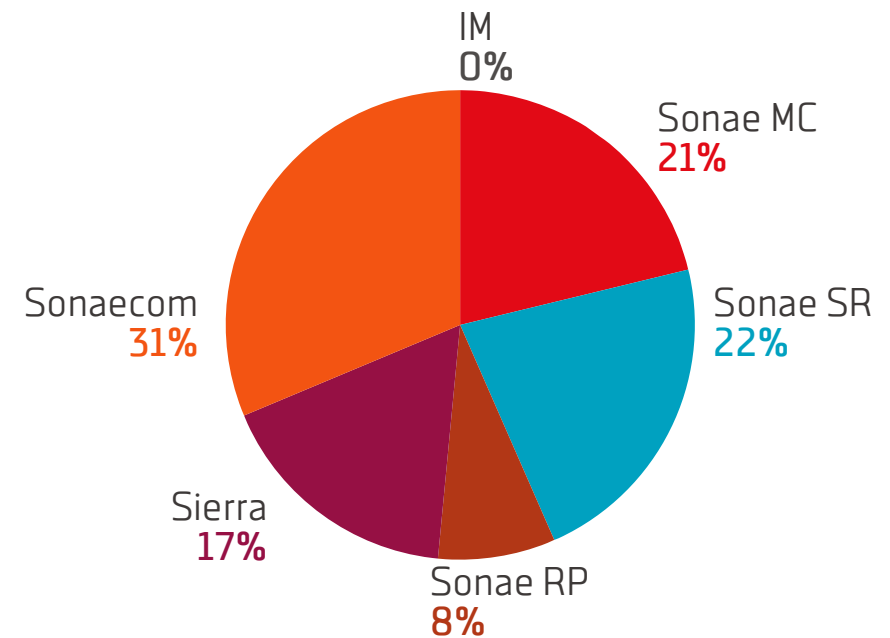
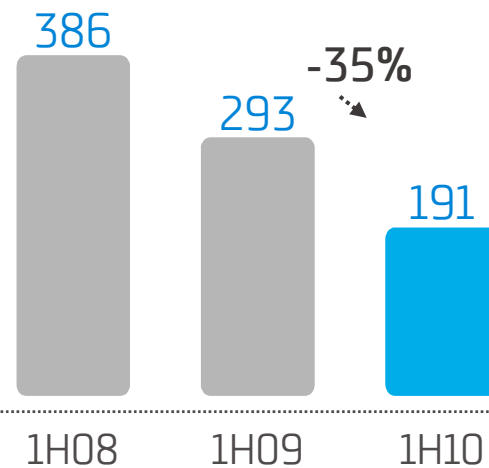
INDIRECT PROFIT REFLECTS A SIGNIFICANT SLOWING DOWN OF YIELDS



- Relatively stable yields across all the countries where Sierra is present, with the exception of Portugal
- The negative value was driven by an adjustment on deferred tax liabilities arising from the recent increase in corporate income tax in Portugal.

INVESTMENT TOTALED 191M€ REFLECTING THE ADOPTION OF A CAPITAL LIGHT STRATEGY

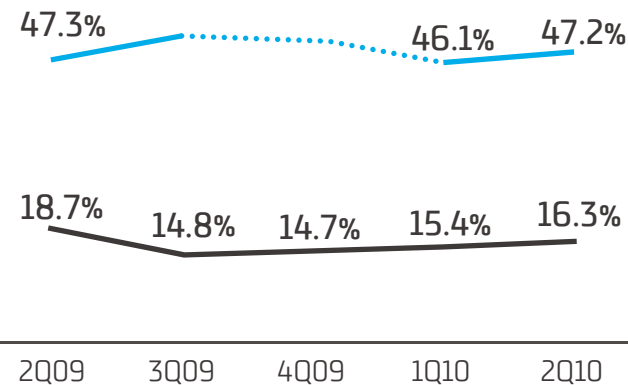
INVESTMENT
Million Euros



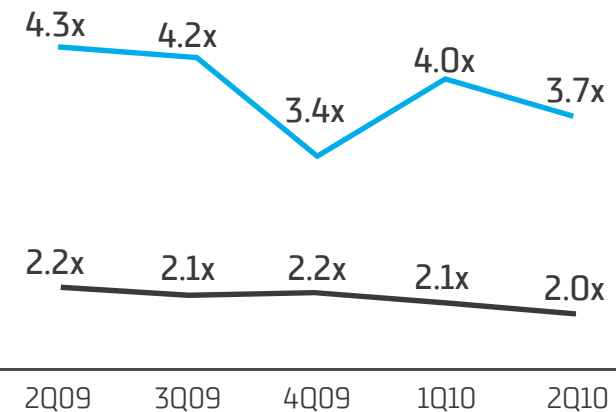
- CAPEX 35% below that in 1H09
- Despite the strong push to increase presence in the Spanish market
- Sonae RP investment reaching 15 M€ compared to 62M€ in 1H09
- Development of 2 shopping centres scheduled to open in 2011

AN APPROPRIATE CAPITAL STRUCTURE IN EACH BUSINESS TO SUPPORT FUTURE GROWTH PLANS

Shopping centres
and Holding
Loan to Value



Retail and Telecom
NET DEBT/EBITDA

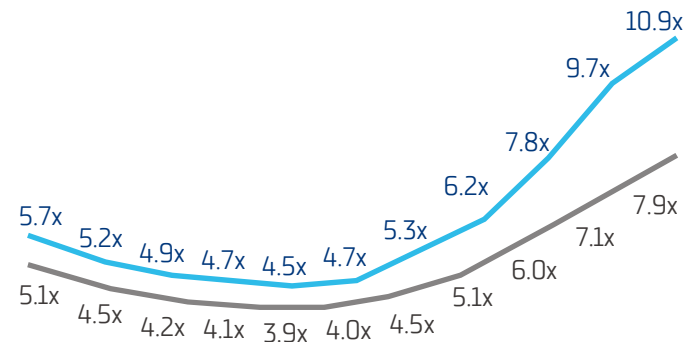


■ Sierra ■ Holding

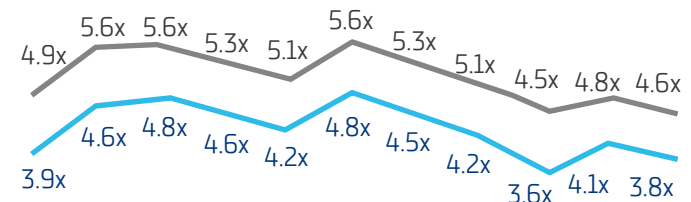
■ Retail ■ SC

MAJOR IMPROVEMENT IN DEBT RATIOS

EBITDA/INTEREST
Consolidated figures



NET DEBT/EBITDA
Consolidated figures



4Q07 1Q08 2Q08 3Q08 4Q08 1Q09 2Q09 3Q09 4Q09 1Q10 2Q10

4Q07 1Q08 2Q08 3Q08 4Q08 1Q09 2Q09 3Q09 4Q09 1Q10 2Q10

■ Without Sonae Sierra



6. OUTLOOK FOR 2010

OUTLOOK FOR 2010

Continue profitable growth and strengthen market positions, while at the same time reducing net debt

CORE BUSINESSES

Sonae MC

Ensure growth and high levels of profitability in Portugal.

Innovation in concepts, tools and processes, leveraging our competencies while also strengthening them.

Attentive to international expansion opportunities.

Sonae SR

International expansion: strengthen presence in Spain; adopt additional international expansion models.

Consolidate market share and profitability in Portugal.

Sonae RP

Conclude sale & leaseback transactions of the 20 supermarkets.

Negotiation of another transaction in order to free up invested capital.

OUTLOOK FOR 2010

Continue profitable growth and strengthen market positions, while at the same time reducing net debt

CORE PARTNERSHIPS

Sonae Sierra

Ensure that the business remains resilient by controlling costs and reducing capital employed.

Explore growth opportunities when the economy recovers (accelerate the pace of development and entry into new countries).

Continue efforts to make operational improvements in spite of the fall in consumption in certain sectors in Europe.

Speed up expansion in Brazil.

Prepare the company for European recovery (freeing up capital and starting up with the best projects).

Sonaecom

Manage cash flow and optimize operational efficiency.

Ensure continuous market share gain in the mobile segment.

SONAE AN ATTRACTIVE INVESTMENT OPPORTUNITY

- **Confirmed growth** in Turnover and Profitability in the face of adverse macroeconomic conditions
- **A clear and ambitious strategy** that will enable for future growth and value creation
- **Strong culture** and values
- **High quality** management teams

