

A close-up photograph of a person's eye, showing a blue contact lens and long, dark eyelashes. The eye is looking slightly to the right. The background is a solid, vibrant red color.

SONAE

INVESTOR PRESENTATION

London, European Mid Cap Conference

December 2008



SONAE

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1. Sonae Profile \ In a Snap Shot

- **A 49 year old Group;**
- **2007 Consolidated Sales: 4.4 billion euros;**
- **2007 Consolidated EBITDA: 553 million euros;**
- **Market leader in food and various non-food retail formats;**
- **Leading shopping centre operator;**
- **Presence in 12 countries;**
- **Employing around 35,000 people;**

1. Sonae Profile \ Corporate structure

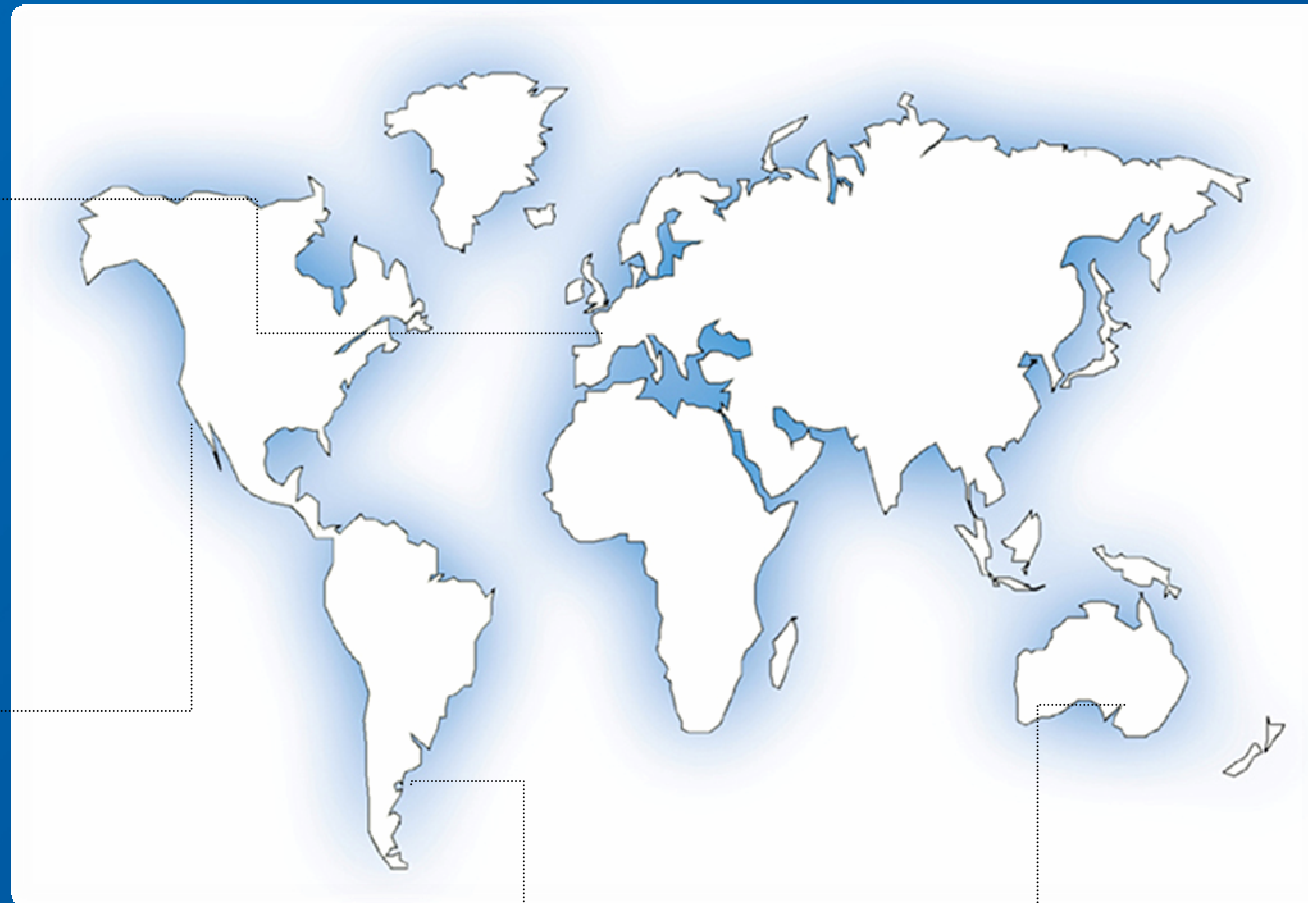


1. Sonae Profile \ International Foothold

Presence in 12 countries and employing around 35,000 people

Europe

Portugal
Spain
UK
Germany
Greece
Italy
Ireland
Poland
Romania



North America
USA

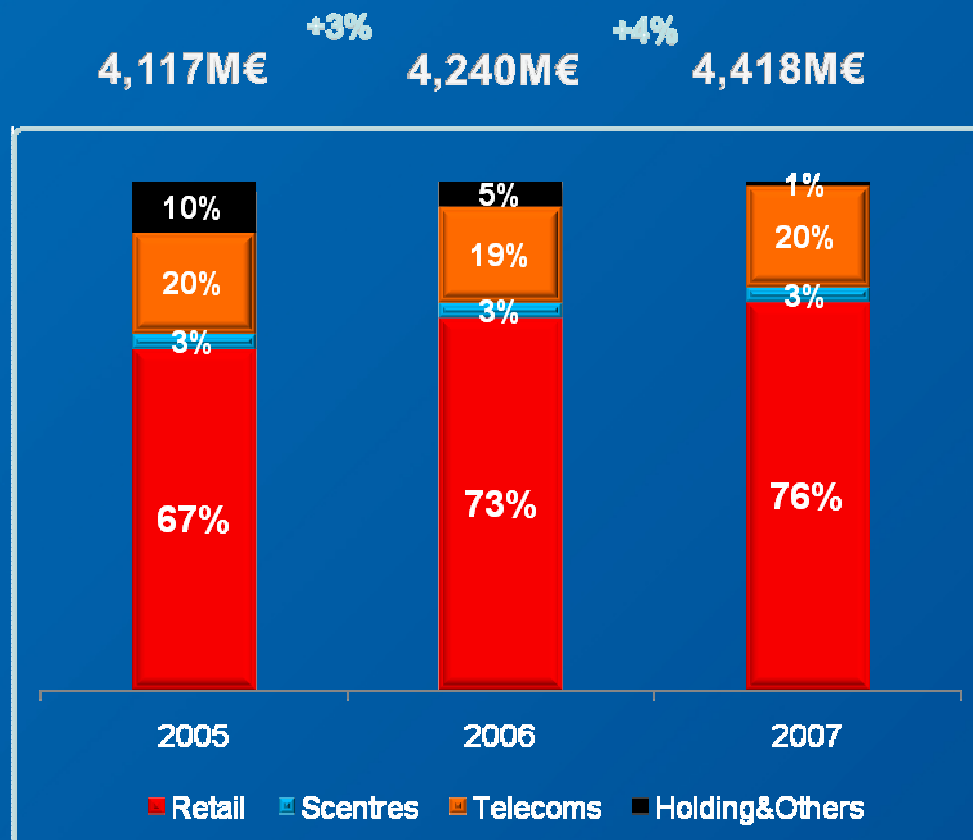
Brazil

Australia

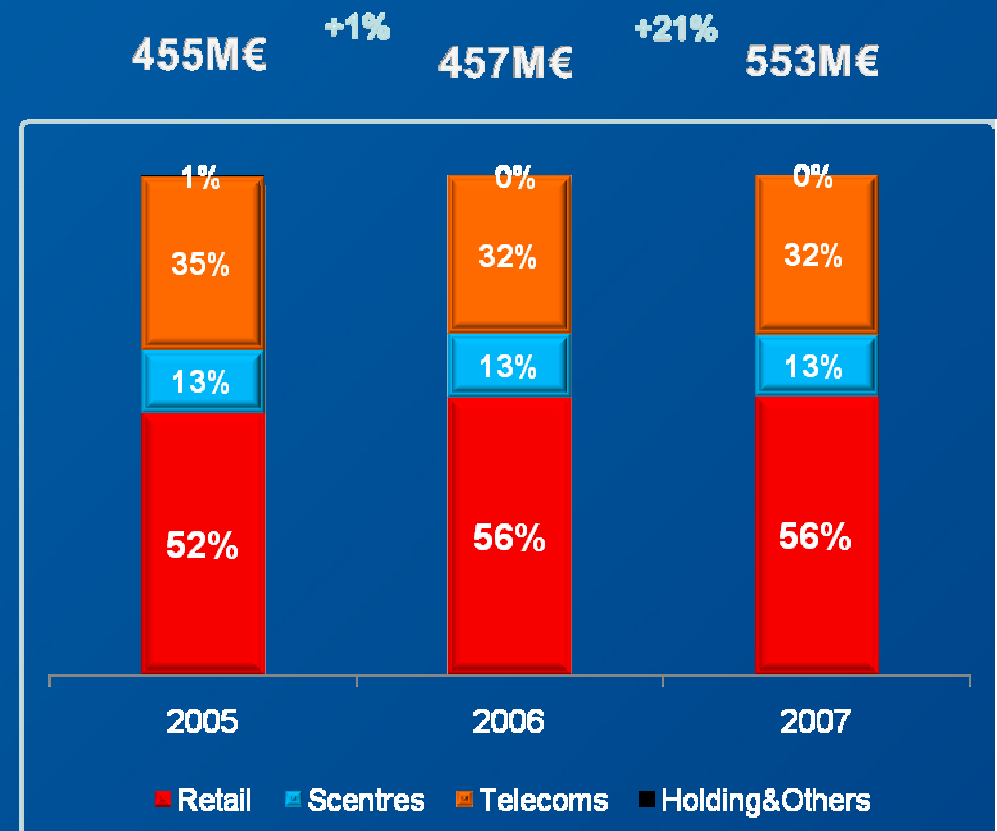
1. Sonae Profile \ Financial highlights

Consolidated Turnover CAGR > 2% and EBITDA CAGR > 5% in 2005-2007

Turnover Breakdown



EBITDA Breakdown



EBITDA excludes value created on investment properties

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2. Business Portfolio\ Retail Composition

Stores: 715

Sales area: 768 thousand m2



Food Retail

CONTINENTE

Hypermarkets (Average sales area = 8,000 m2)

Modelo

Hypermarkets (Average sales area = 2,000 m2)

Non-food Retail

worten
Consumer Elect.

VOBIS
Computers

book.it
Bookstore

**worten
mobile**
Mobile equipment

**SPORT
ZONE 7**
Sports Goods

m
Maxmat
DIY

Loop
Footwear

modalfa
Apparel

área Saúde
Para-pharmacy

star
Travel Agencies

ZIPPY
KIDSTORE
Kids apparel

MaxGARDEN
DIY

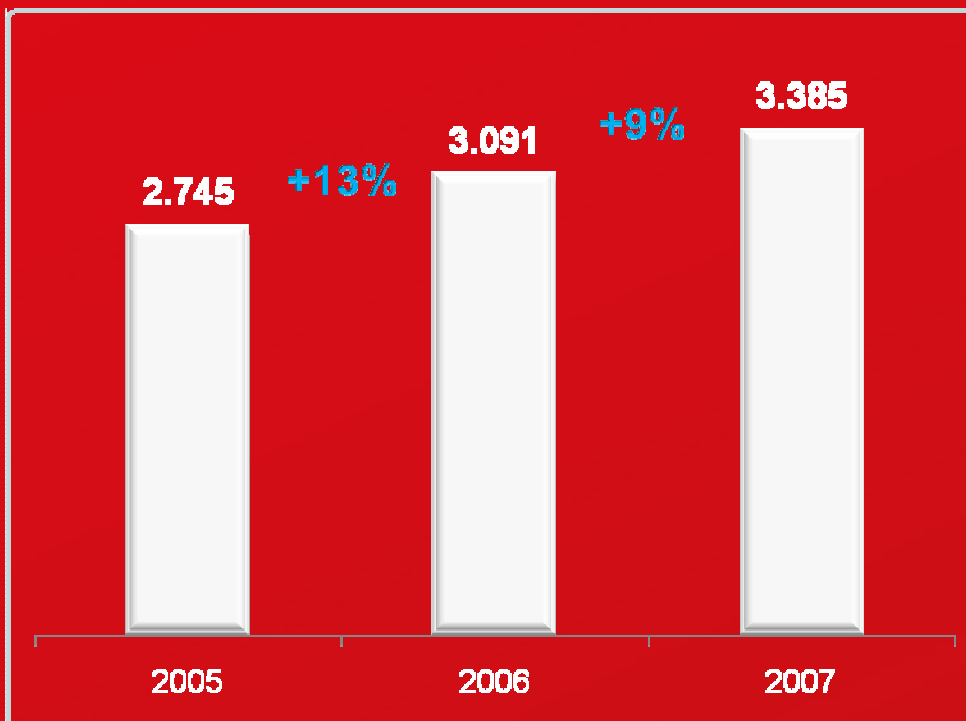
2. Business Portfolio\ Retail

Key figures

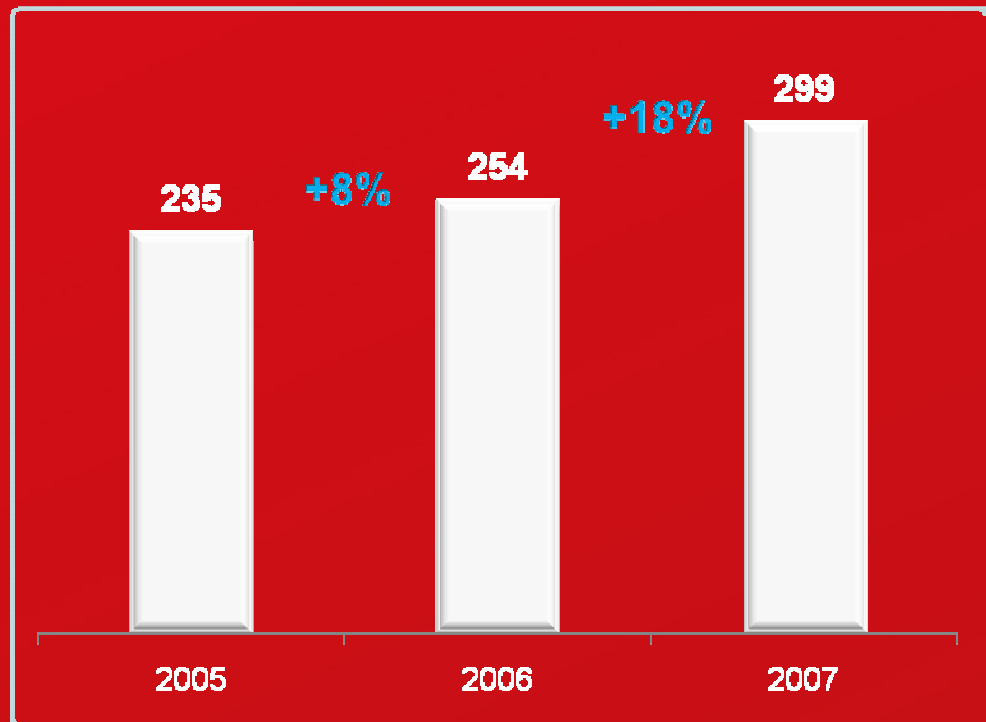
Strong and profitable growth



Turnover (M€)



EBITDA (M€)



2005 figures exclude Brazil operation, sold at end 2005

2. Business Portfolio\ Retail Strategic goals

Consolidate Retail leadership

- Turnover growth above 20% in 2008;
- Total sales area increase by 60,000 m² in 2008
- 300million€ investment in 2008
- Consolidate 30% market share

International expansion

- Strengthen presence in Spain
- Ambition to be present with 4 formats in 4 countries until 2010
- Look for expansion opportunities allowing for entry into other geographical areas

Operational optimization

- Maintenance of recurrent EBITDA margin at 8.5% for 2008
- Ongoing focus on cost containment and productivity gains



2. Business Portfolio\ Shopping Centres Composition

50 shopping centres owned
28 projects in pipeline



Portugal #20

7 in pipeline



Brazil #9

4 in pipeline

Spain #12

3 in pipeline



Germany #2

3 in pipeline

Romania #1

3 in pipeline

Greece #2

3 in pipeline

Italy #4

5 in pipeline

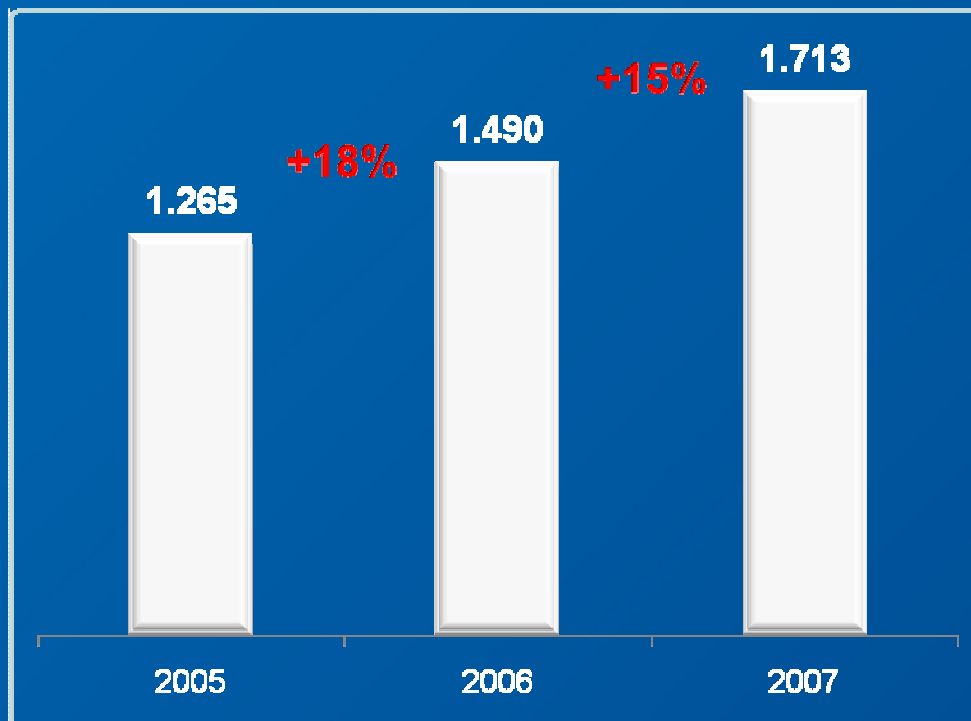
2. Business Portfolio\ Shopping Centres

Key figures

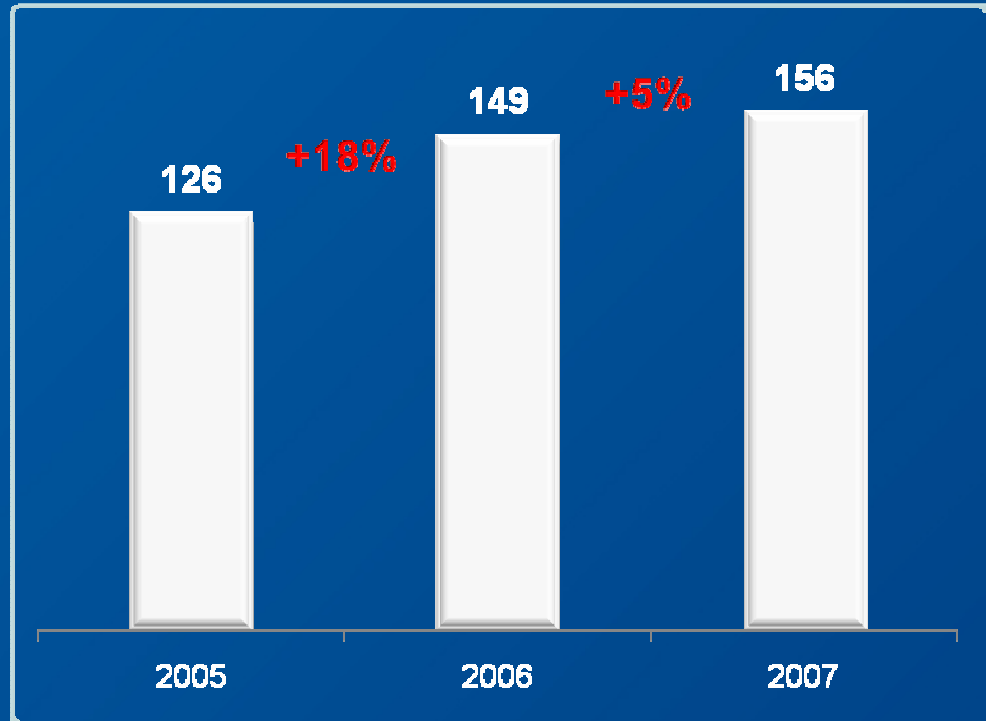
Real estate Open Market Value
6,283million€
96% average occupancy rate



Real estate NAV_(M€)



EBITDA_(M€)



2006 figures restated to reflect the asset management services rendered

2. Business Portfolio\ Shopping Centres

Strategic goals

Increase scale of Development activity

- 28 projects in pipeline with estimated CAPEX of 3,300M€;
- 15 projects under development, with estimated CAPEX of 1,888 million€ and to be opened until 2011
- average 10 projects opened per year on a on-going basis

International expansion

- Decrease exposure to the Iberian peninsula;
- 78% of investment pipeline outside the Iberian peninsula
- Look for opportunities in emerging new markets

Specialization In Shopping centres

- Allocate knowledge and resources to develop, own and manage shopping centres;
- Increase service activities of property and asset management



2. Business Portfolio\ Telecoms Composition

3rd telecom operator

13% market share

3 million customers; 644 thousand accesses

Fixed and mobile network ownership



	Voice	Broadband	Pay TV
Fixed	✓	✓	✓
Mobile	✓	✓	✓

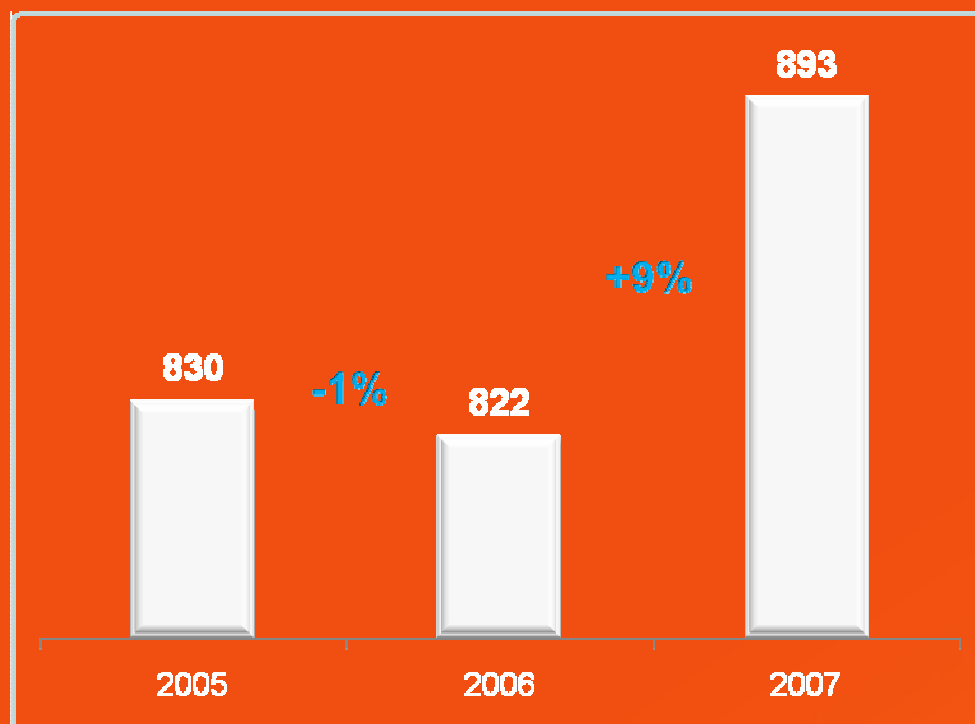
2. Business Portfolio\ Telecoms

Key figures

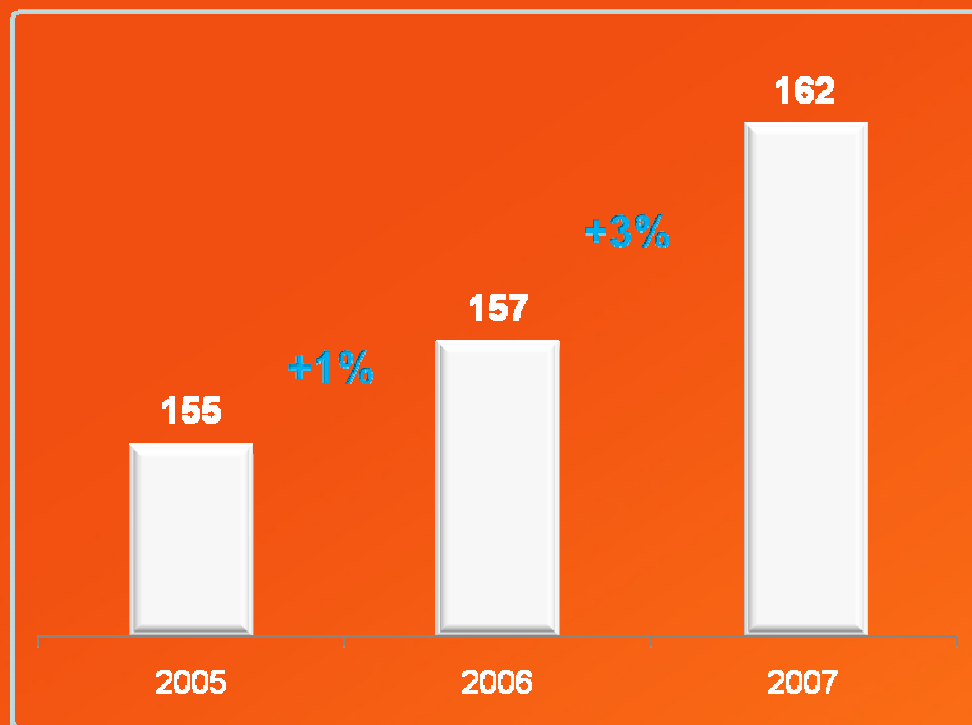
Growth acceleration
Market share strengthening



Turnover (M€)



EBITDA (M€)



Figures restated to exclude Enabler contribution, a company sold at end 1H06

2. Business Portfolio\ Telecoms

Strategic goals



Accelerate growth and increase Market share

- Lead innovation in products and services
- Consolidate mobile broadband market share;
- FTTH investment plan;

Superior customer service

- Accelerate investments in network;
- Improve Customer Management;

Leverage integrated structure

- Integrated middleware (IT/IS & Customer Service);
- Integrated networks & technical team;
- Integrated platforms & organization
- Development of integrated/convergent products and services

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3. Latest Corporate Developments

Acquisition of Carrefour Portugal

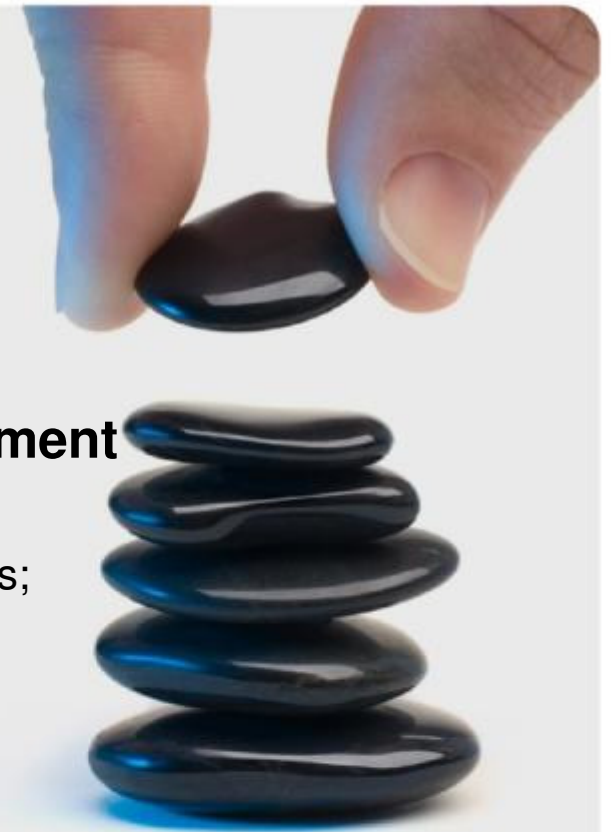
- 12 stores in operation;
- 9 petrol stations;
- 11 licensed projects;
- Real estate
- Successful integration of stores (IT; HR; rebranding);

Internationalization of non-food retail formats

- Entrance in the Spanish Market;
- Operation of 4 Sportzone stores;
- Operation of a network of 9 consumer electronic stores acquired from Boulanger

Fibre to the Home investment plan

- 240 million euros;
- 3 years plan;
- 1 million homes passed;
- Coverage of more than 25% population
- Break-even: FCF positive in year 5;
- Payback: Cumulative FCF positive in year 9



3. Latest Corporate Developments

New innovative telecoms products

- Launch of TAG, a mobile offer aimed at the youth market;
- iPhone3G: launch in Portugal and first pre-paid world offer;
- GTB innovation award granted to mobile broadband service Kanguru.

Launch of Sierra Portugal Fund

- 300 million€ equity fund;
- Life span = until 2018;
- Seeded with 8 Portuguese Shopping centres and a pipeline of 3 projects under development in Portugal;
- Sale of 58% of the fund to international investors valued at YE 2007 NAV



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4. 9M 2008 Results

Strong top line growth and recurrent profitability driven by acquisitions and organic expansion:



	€ million	vs LY
Turnover	3.833	+22%
Direct EBITDA	411	+12%
EBITDA	368	-24%
Net income group share	53	-67%

* EBITDA excluding Value Created on Investment Properties, i.e. The increase/decrease in the market value of the shopping centres owned (proportionally consolidated), a non-cash impact, largely dependent on capitalization yields and, as such, with low correlation with real operational performance.

Growth driven by acquisitions and organic expansion both at Retail and Telco and by new assets under management at Shopping Centres;

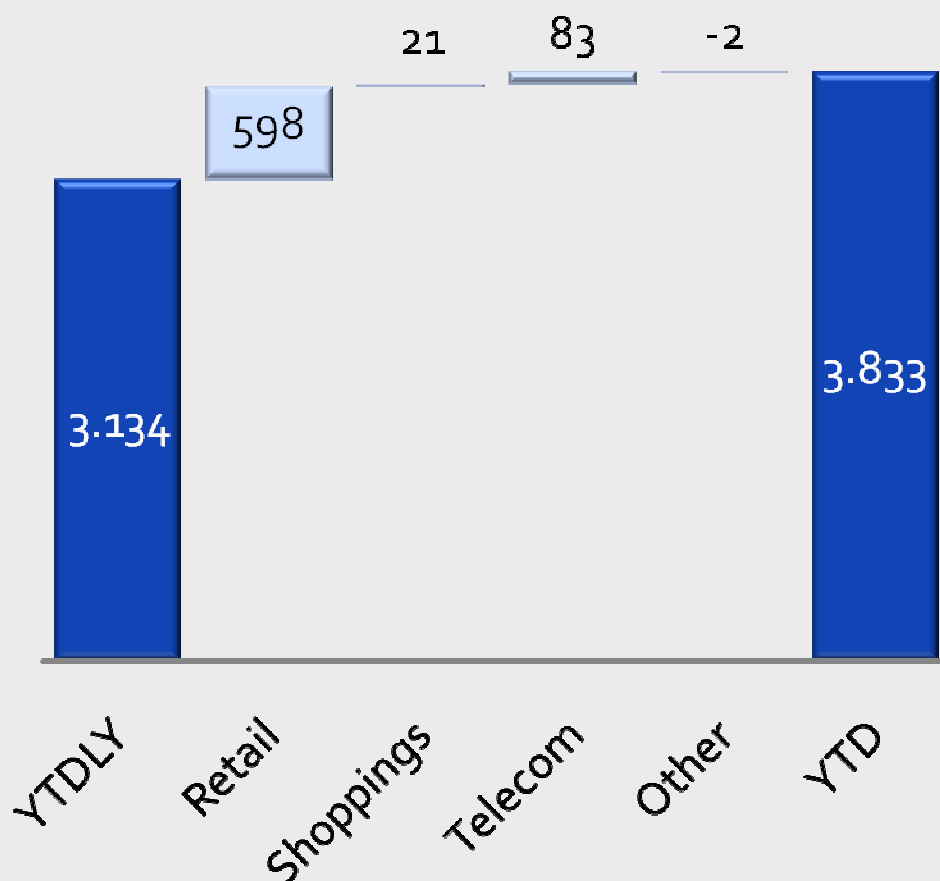
Higher Direct EBITDA reflecting turnover growth and the resulting scale benefits;

Notwithstanding, recent market adjustments in yields continued to penalize total EBITDA;

Higher EURIBOR market rates and higher average net debt impacted negatively net financial activity. The assets base expansion at Retail and Telco led to higher depreciations. These effects and the lower EBITDA explained the net results evolution.

4. 9M 2008 Results

Retail and Telco pushing top line growth...



€ million



Retail:

Carrefour (+10%);
Petrol stations (+5%);
Organic growth (+9%);
Like for like (+1%).

Shopping:

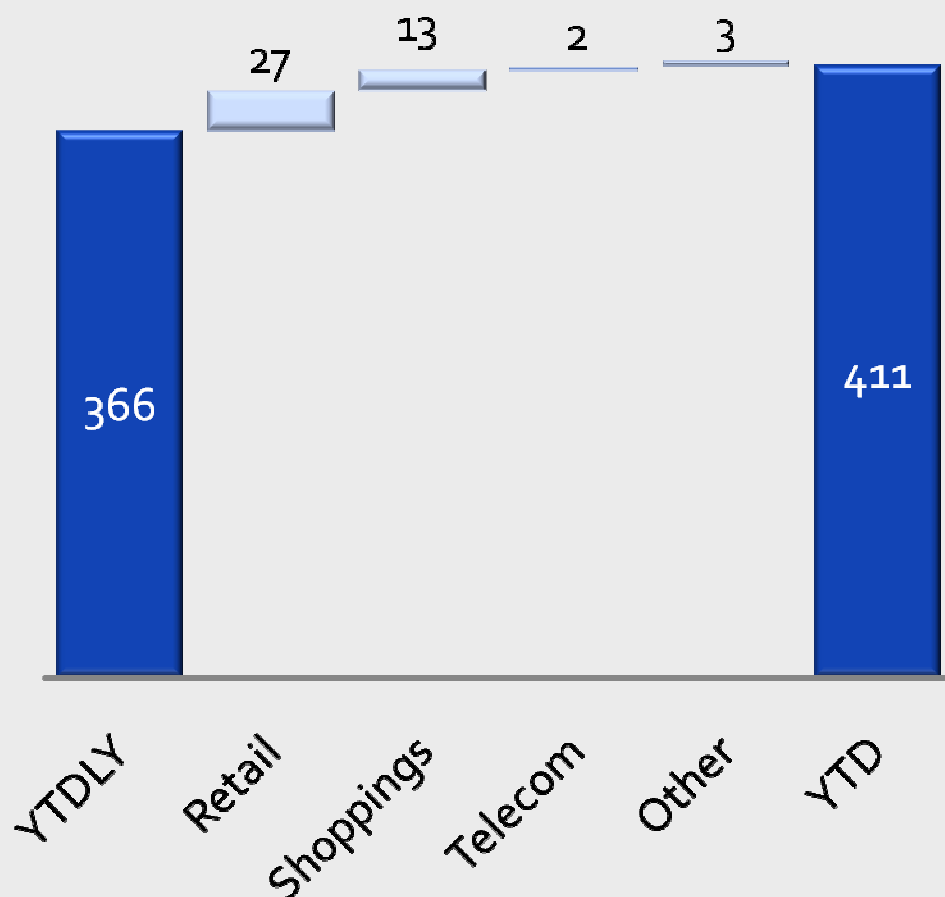
Revenue growth driven by increase in rental income, due to a combination of acquisitions of additional properties, organic growth of the portfolio and good operational performance of the assets owned (4.7% like-for-like growth rents)

Telecom:

Growth mainly driven by Tele2 and Oni acquisitions and by the success of mobile broadband and fixed mobile convergent Products.

4. 9M 2008 Results

Direct EBITDA growing at all business segments...



€ million

Retail:

EBITDA growing 14% (+27m), reflecting the strong expansion plan over the last 12 months combined with the integration of the stores acquired.

Shopping:

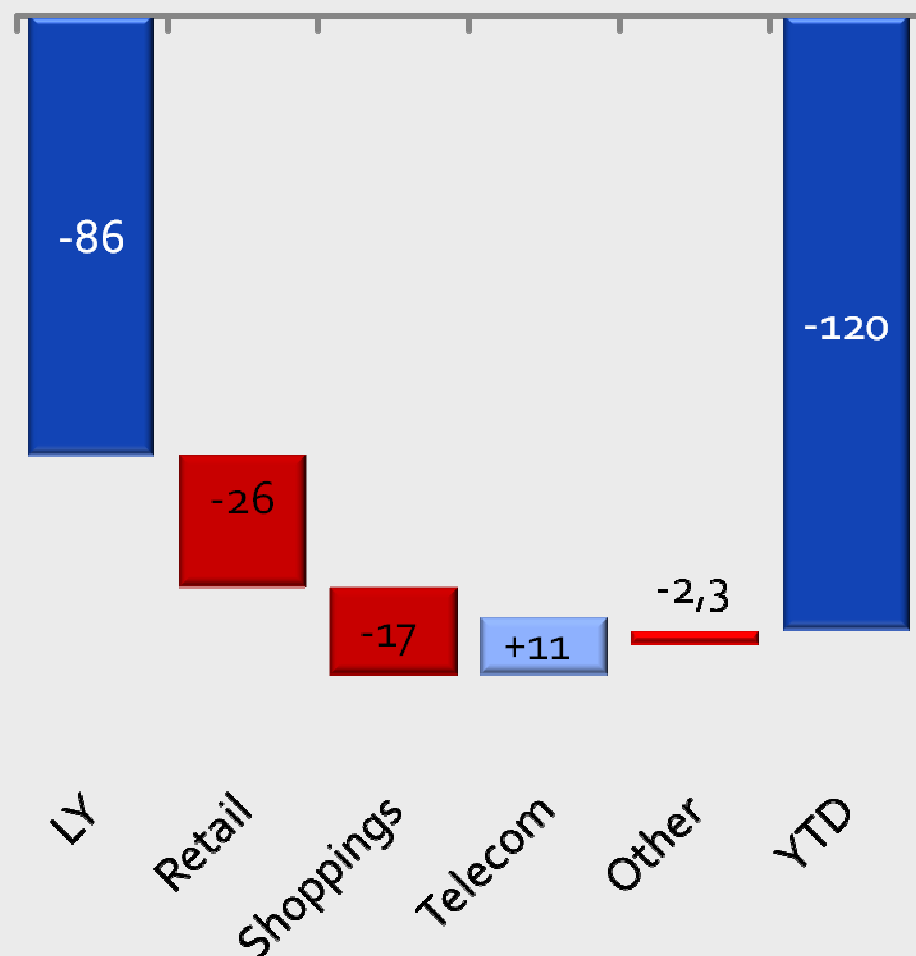
EBITDA excl. VCIP growing 12m or 24% vs. LY, with scale benefits generated by the enlarged number of properties under management.

Telecom:

Gross margin improvement off-set by investment for growth reflected on higher operational costs (network; leased lines; marketing and sales).

4. 9M 2008 Results

Net Financial Activity penalized by higher average Net Debt and the increase on EURIBOR market interest rates...



€ million

Retail:

The acquisition of Carrefour stores and the strong programme of organic growth and store refurbishment led to a significant increase in Net Debt.

Shopping:

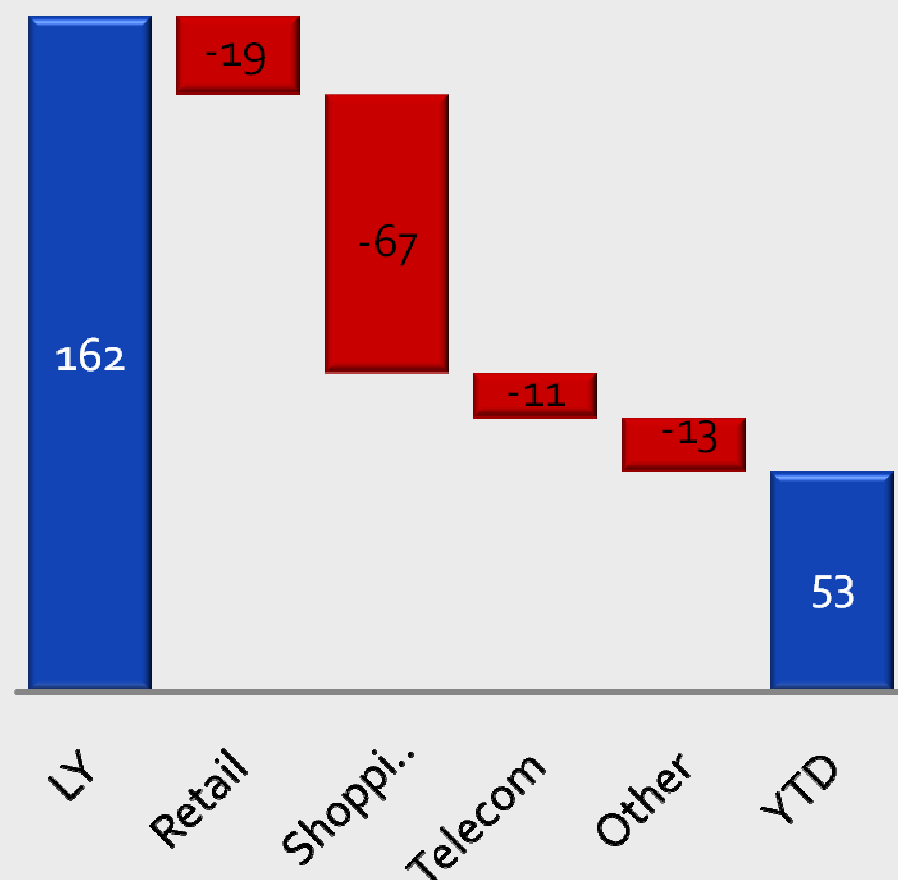
The company aggressive expansion plan with an ambitious development pipeline of projects led to higher average Net Debt.

Telecom:

Better performance due to refinancing costs incurred during 9M07, notwithstanding the growth led investment, including the development of the technical infrastructure.

4. 9M 2008 Results

Yields increase, higher interest expenses and depreciations and lower investment income, explain Net Income evolution:



€ million

Retail:

Higher depreciations and interest expenses.

Shopping:

Yields increase and higher interest costs.

Telecom:

Higher depreciation and lower investment income

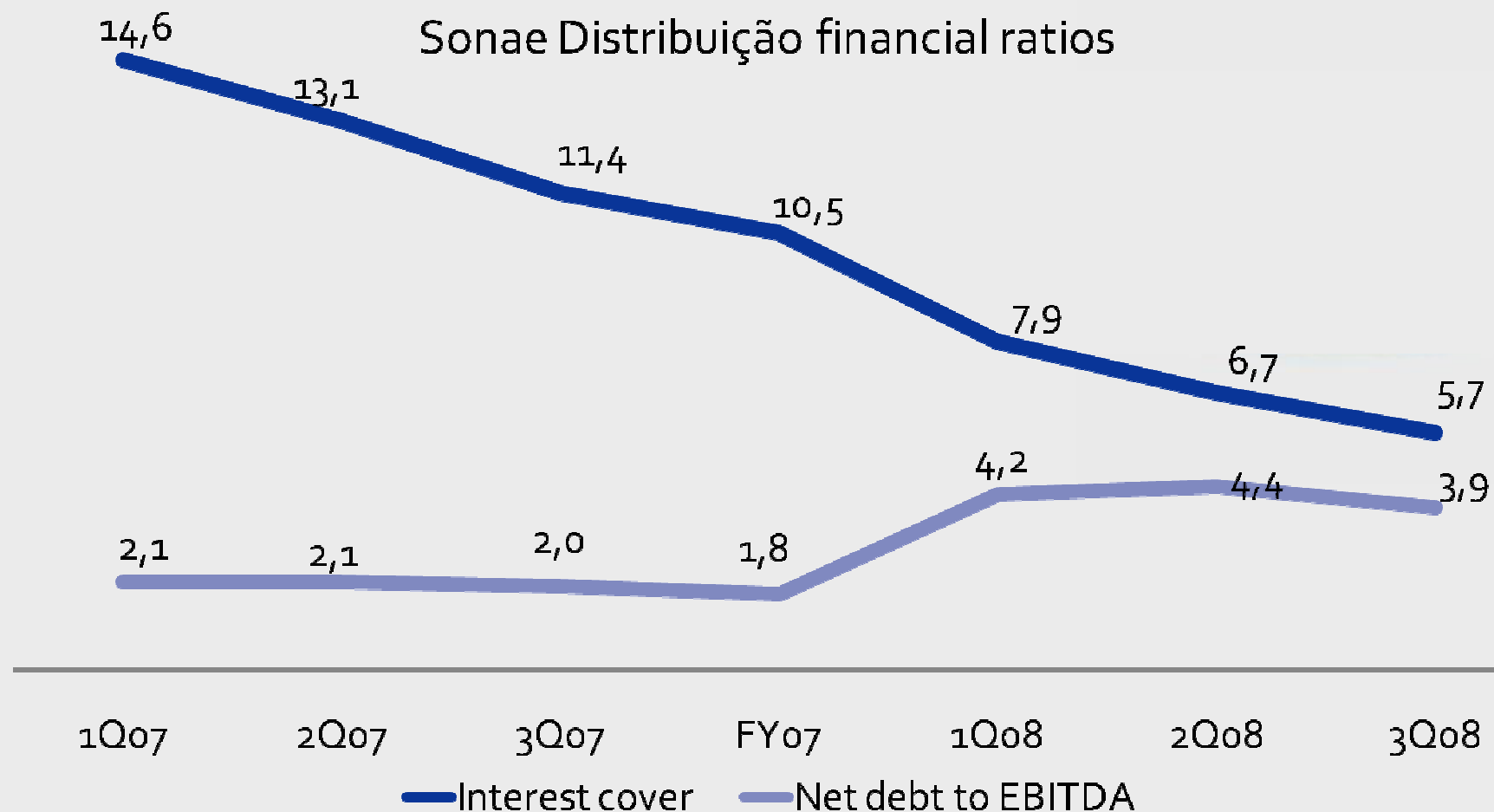
Other:

LY Investment Income included a significant gain from the sale of Sonaecom shares (+27,5m)

Excluding the impact o VCIP, Net Income decreased by only 34% to 73m.

4. 9M 2008 Results

Sonae Distribuição financial ratios reflect the Carrefour acquisition and the EURIBOR market interest rates increase:

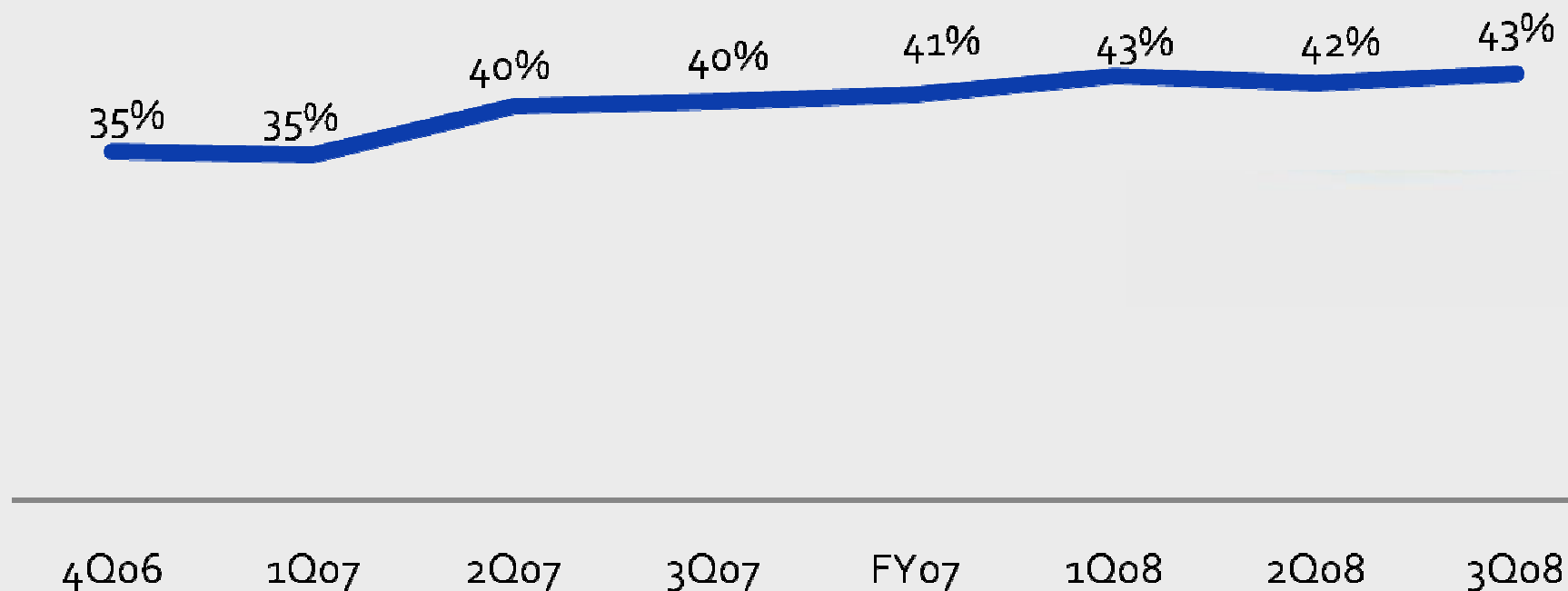


4. 9M 2008 Results

Sonae Sierra with a strong balance sheet, sustaining a conservative LTV ratio:



Sierra Loan-to-value

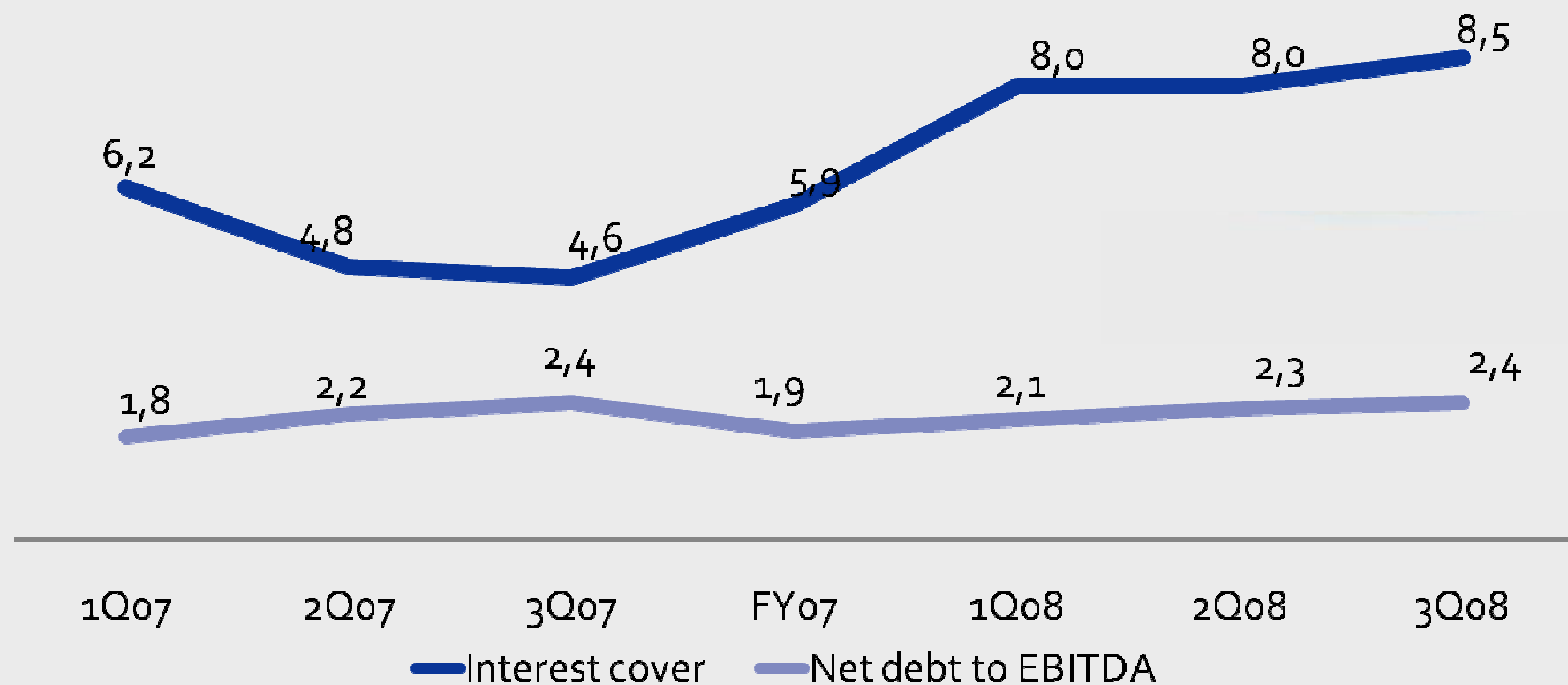


4. 9M 2008 Results

Sonaecom financial structure remains stable,
and interest cover improving due to lower interest
charges:



Sonaecom financial ratios



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