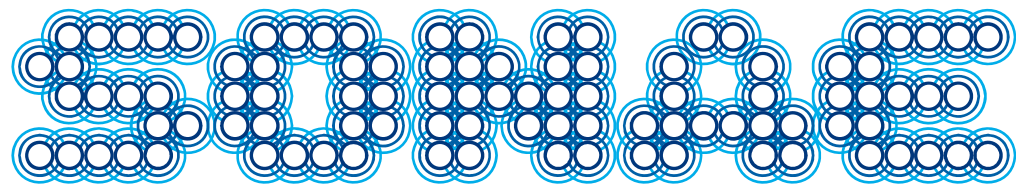




Improving
GROWTH

INVESTOR
PRESENTATION

09 /



IMPROVING LIFE

The background consists of several overlapping circles in various colors: light blue, orange, green, purple, and grey. Some circles have a textured, watercolor-like appearance, while others are solid. The circles are arranged in a cluster on the left side of the page, with some overlapping each other.

1. STRATEGIC DIRECTIONS

WHERE WE ARE GOING AND WHY?

International
Expansion

The main strategic
priority

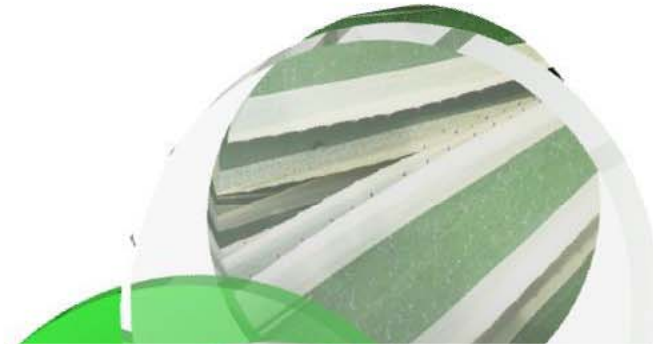
Diversifying
investment
style

Adopt the most appropriate
investment style
for each business

Leverage
the exceptional
asset base
in Portugal

Innovate; Generate new
businesses; Strengthen
our competitive position

HOW DO WE GET THERE?



Reorganise Retail into three separate businesses

2 Core Businesses
1 related business

Merger of the Holding and Retail Corporate Centres

Sharper focus on retail and related areas

Long term core partnerships

Sonae Sierra
Sonaecom

Set up of a new Investment Management area

Support area for M&A

HOW DO WE POSITION OURSELVES?

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



2. GROWTH, PROFITABILITY, AND A GREATER INTERNATIONAL PRESENCE

WE ACHIEVED OUR GROWTH AND PROFITABILITY OBJECTIVES

TURNOVER

+6%

EBITDA

+8%

NET DIRECT
PROFITS

+11%

In spite of macro-economic difficulties
and a strong deflationary background

INVESTING IN FUTURE GROWTH

GROSS CAPEX

614 M€

High levels of investment
in retail unit organic expansion:
+100,000 m²

OUTSIDE PORTUGAL

117 M€



REDUCING NET DEBT AND IMPROVING DEBT RATIOS

NET DEBT

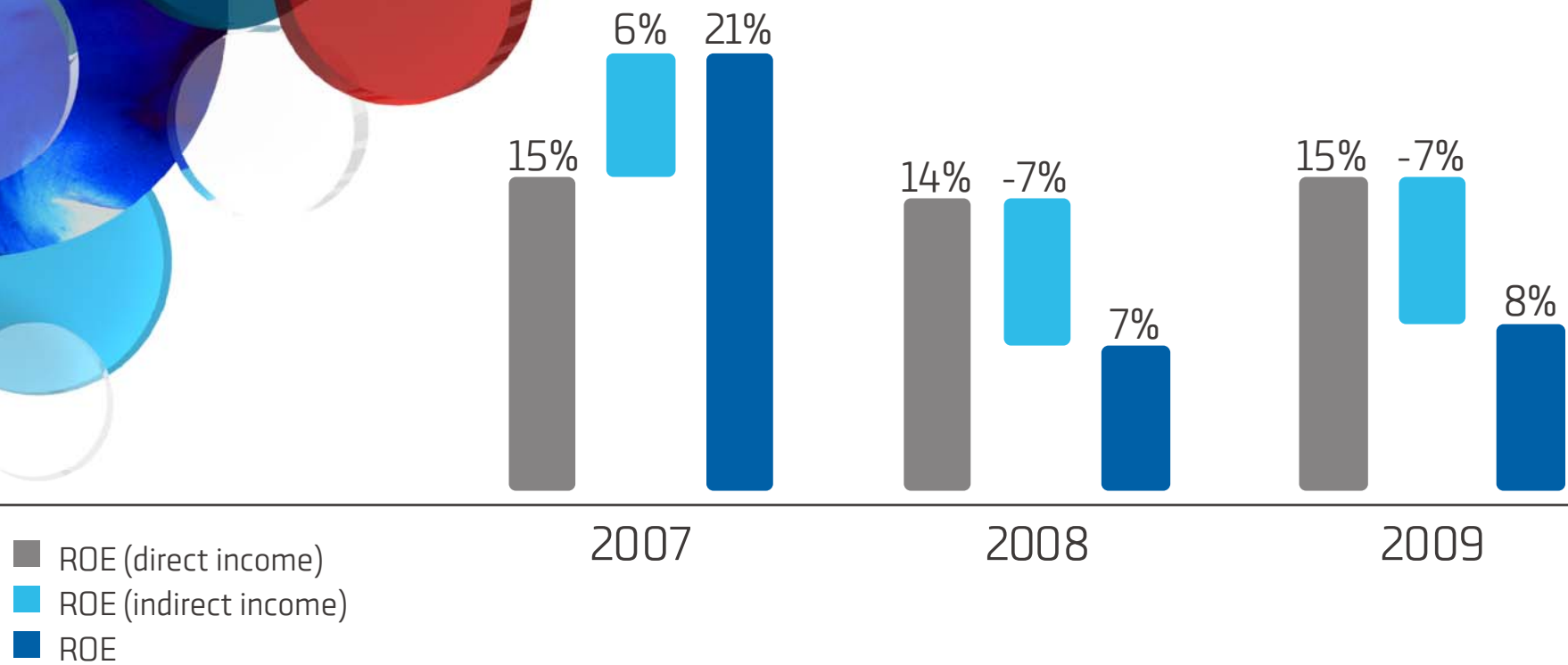
-3%

REDUCTION
NET DEBT/EBITDA

14%



WHILE SUSTAINING ROE OF DIRECT INCOME



AND DISTRIBUTING ECONOMIC VALUE

Customers

- €204M of discounts on loyalty cards/sales receipts
- 4% fall in unit prices of products sold

Bank

- Reduction of net debt of 3%
- Improvement in financial ratios

Shareholders

0.0315€ per share

Economic
Value
Distributed

5,678M€
(2009)

5,465M€
(2008)

Community

- €10M of support to the community
- 2,619 institutions supported

Employees

- + 1,935 new jobs created
- 1.5 million training hours
- Increase in number of fixed term contracts
- Greater average increase for those on lower incomes

State

- Sonae accounts for about 11% of VAT paid in Portugal
- Increase of more than 80% in direct taxes paid to the state

Economic Value Distributed = Operational costs + Personnel Costs + Investors' Remuneration + Direct Taxes

The background features a collection of overlapping circles in various colors including green, purple, orange, blue, brown, and red. Some circles have textured patterns, such as a blue circle with a dotted pattern and a blue circle with a brushstroke pattern. The circles are arranged in a dynamic, non-linear fashion, creating a sense of movement and depth.

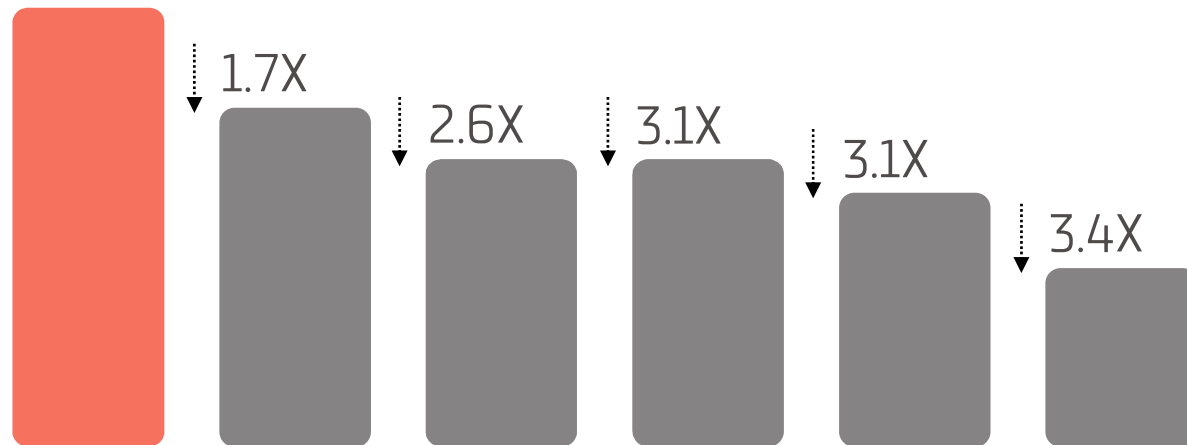
3. PERFORMANCE OF THE BUSINESSES

3.1.LEADERSHIP AND PROFITABILITY

INCREASED LEADERSHIP OF THE FOOD RETAIL MARKET

INCREASE IN SALES (+6%) ABOVE THAT OF THE MODERN RETAIL MARKET (+3%)

MODELO CONTINENTE



FOOD MARKET

Market Leader

2nd Plyer

3rd Plyer

4th Plyer

5th Plyer

6th Plyer

HYPERMARKETS
Continente +2%

SUPERMARKETS
Modelo +9%

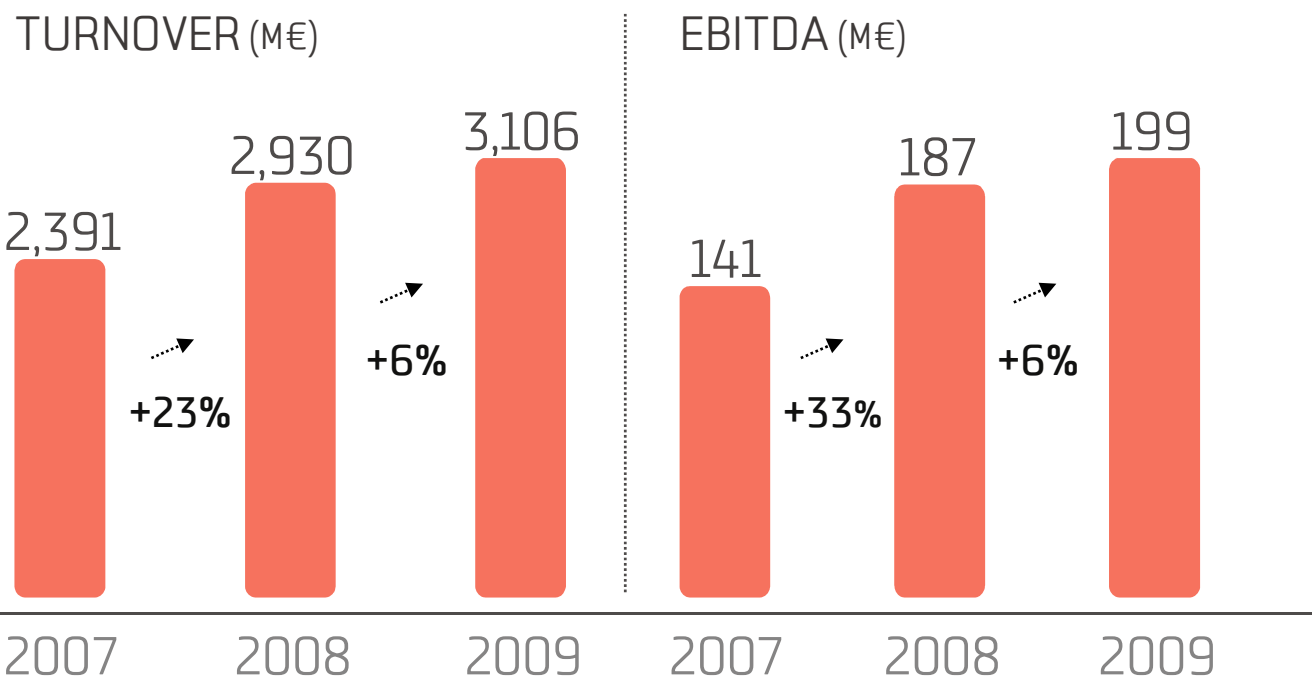
CAFETERIAS
Bom Bocado +100%

HEALTH&BEAUTY
Área Saúde +32%

BOOKSHOP,
STATIONERY
AND TOBACCO
Book.it +400%

LEADERSHIP HAS ENABLED GROWTH AND PROFITABILITY TO BE ACHIEVED

TURNOVER = + 6% | EBITDA = + 6%



TURNOVER AND EBITDA

SALES ON A LIKE FOR LIKE BASIS = **+1%**

Increase in sales volumes (+5%) offsetting a fall in average unit prices (deflation, trading down phenomenon and competitive pressures)

EBITDA margin = **6.4%**

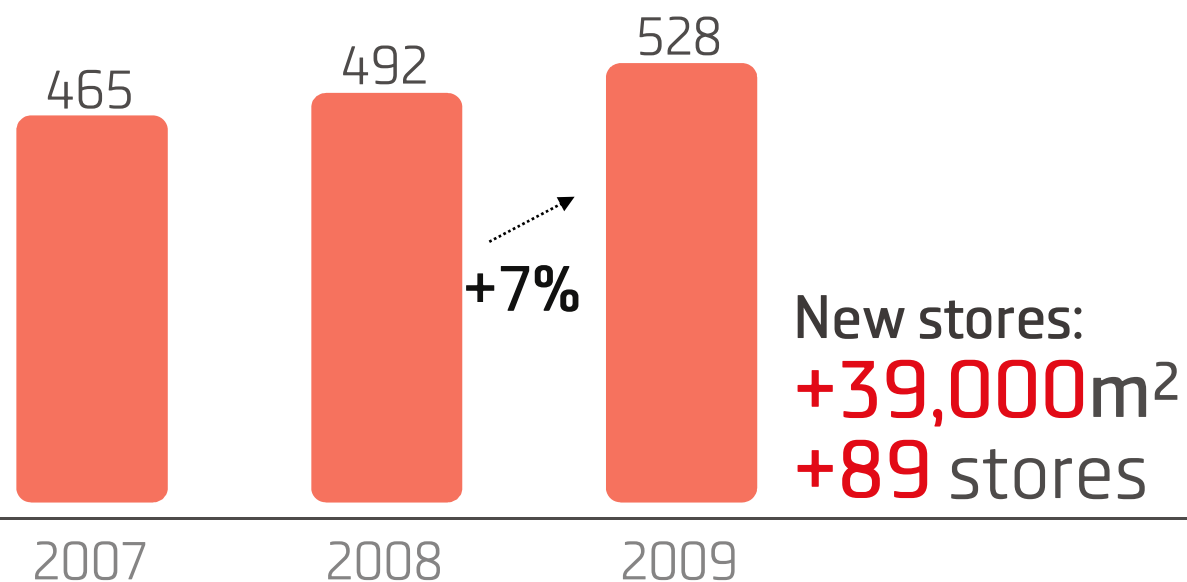
Despite a background of strong competition and deflation

EBITDAR margin = **10%**

- Increasing from 9.8% in 2008
- Reaching 309M€
- Benchmark in the portuguese market

PERFORMANCE REFLECTS THE STRONG PROGRAMME OF ORGANIC GROWTH IN PORTUGAL

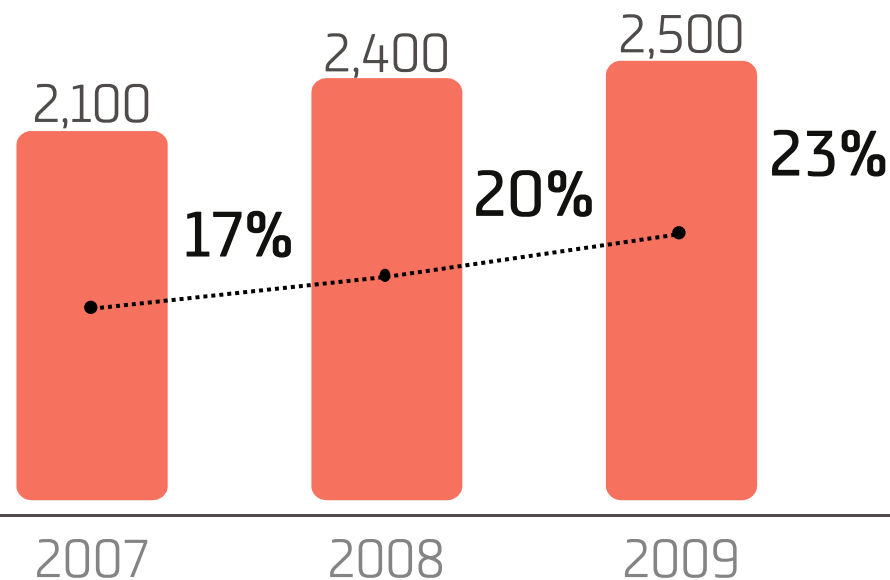
STORES = 378 | SALES AREA = 528,000 M²



ORGANIC GROWTH IN 2009

Sales area ('000 m²)

STRONG INVESTMENT IN INNOVATION



BENCHMARKS

% Sales FMCG

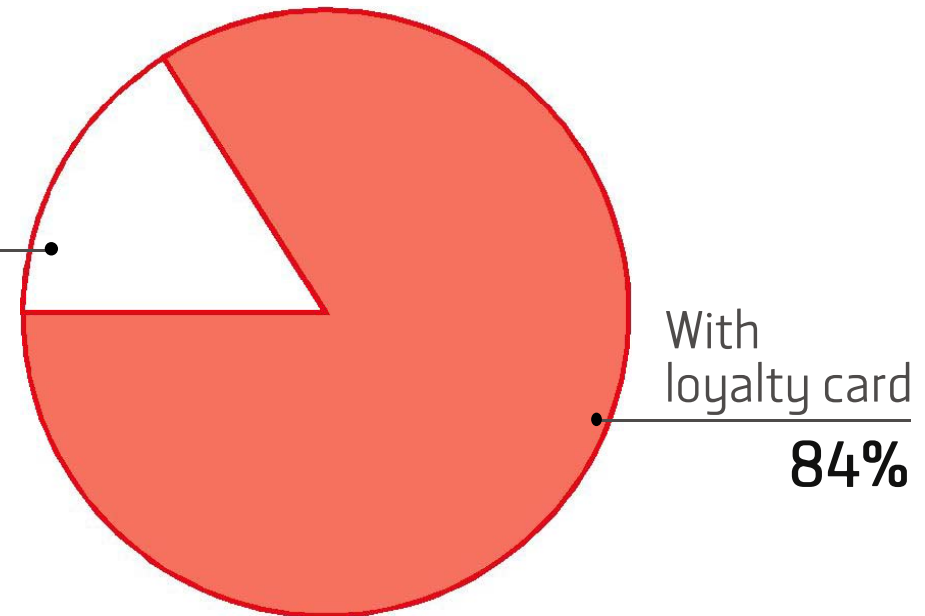
INVESTMENT IN OWN BRAND

- 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.)

STRONG INVESTMENT IN INNOVATION



Without
loyalty card
16%

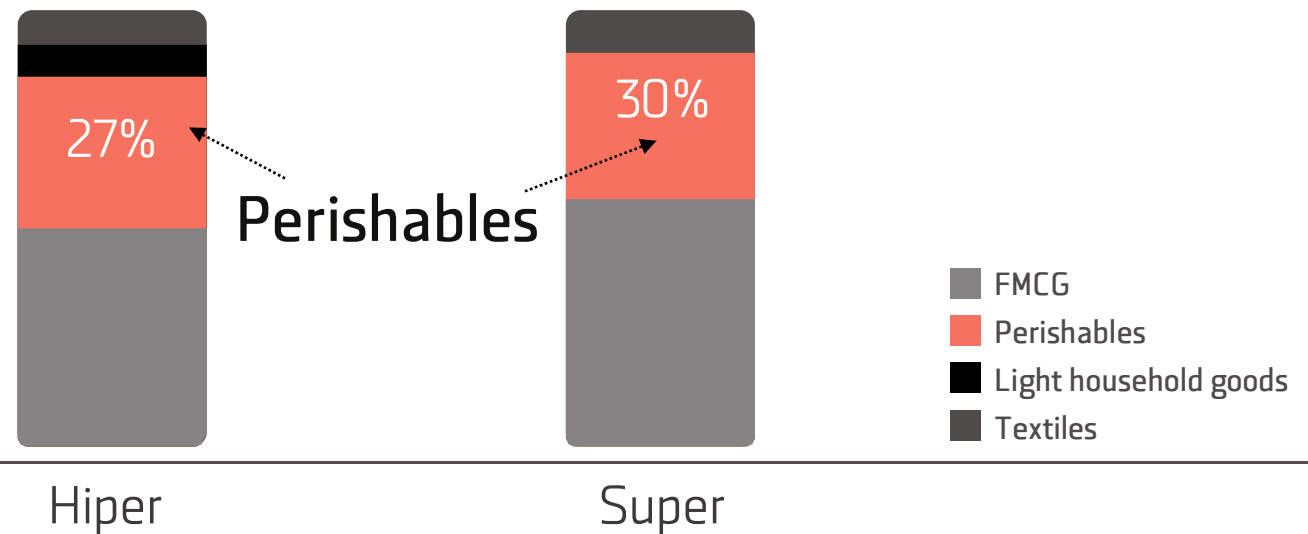


LOYALTY CARD % OF SALES

THE SUCCESS OF THE CUSTOMER LOYALTY CARD

- 84% of sales made using the customer loyalty card
- Improved efficiency and greater customization of sales promotions undertaken
- Highly distinctive value proposal compared to the competition

STRONG INVESTMENT IN INNOVATION



PERISHABLES SHARE OF SALES

INVESTMENT IN PERISHABLES

- “Traffic Generator” category
- Clear value proposal in price/quality terms
- Increase in sales on like for like basis
- Strengthening of the Producers’ Club and logistics chain



LARGE NUMBER OF INCREMENTAL INNOVATIONS

Extension of the
Producers' Club to:
Baking and Confectionery,
Olive Oil and Coastal
Fishermen

Broadening of the range
of controlled brands

Development of new
formats and in-store
concepts

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

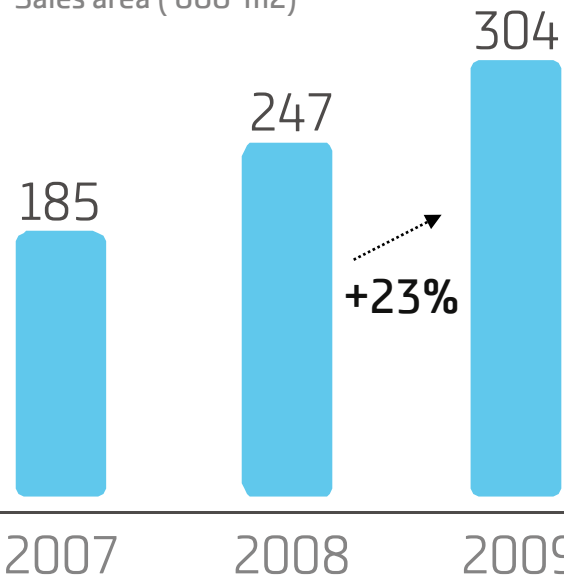
Investment in logistics: 35M€
Total logistics area: 221,000 m² (+6,400 m²)

3.2.GROWTH AND INTERNATIONAL EXPANSION

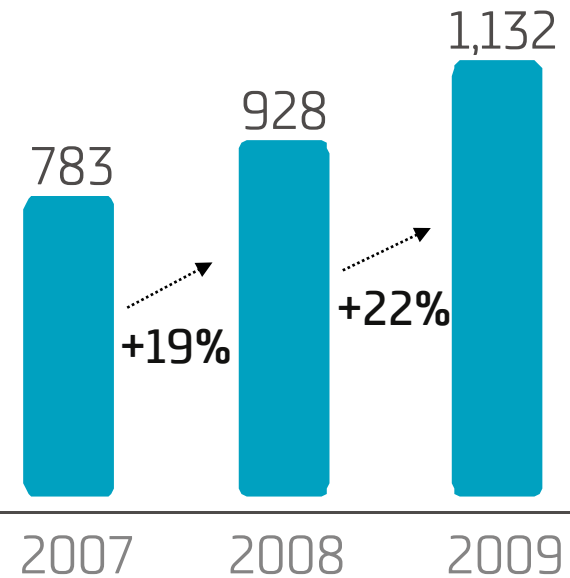
SIGNIFICANT GROWTH OF 22% STRONG ORGANIC EXPANSION IN PORTUGAL AND SPAIN....

STORES = 454 | SALES AREA = 304,000 M2

ORGANIC GROWTH
Sales area ('000 m2)



TURNOVER (M€)

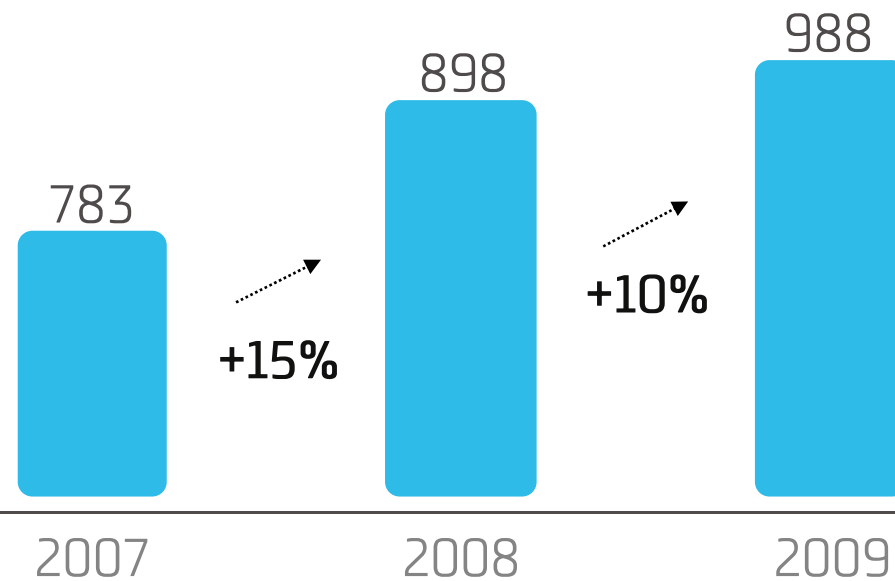


ORGANIC GROWTH AND TURNOVER

New stores:
+61,000m²
+77 stores

PORTUGAL: TURNOVER INCREASED 10%

TURNOVER (M€)



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

SPORTZONE
#1 in Portugal
+13%

WORTEN
#1 in Portugal
+9%

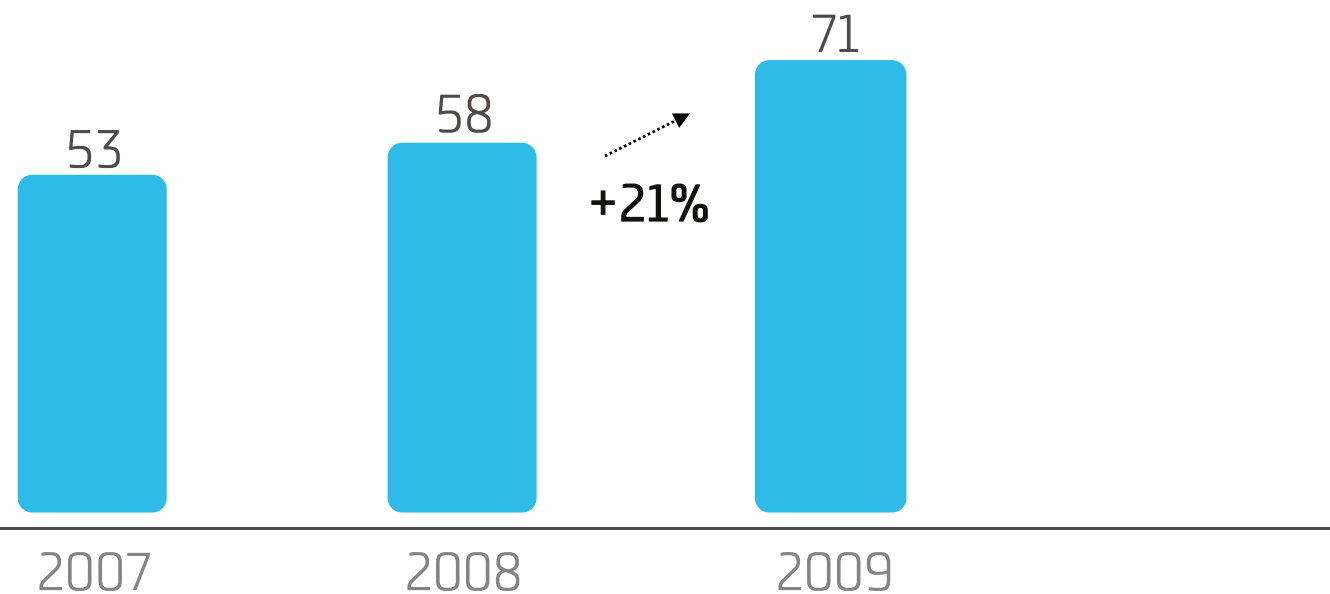
GOOD PERFORMANCE
BY THE TEXTILES
FORMATS

MODALFA
+13%

ZIPPY
+28%

PORTUGAL: SUSTAINED INCREASE IN PROFITABILITY

EBITDA SONAE SR PORTUGAL

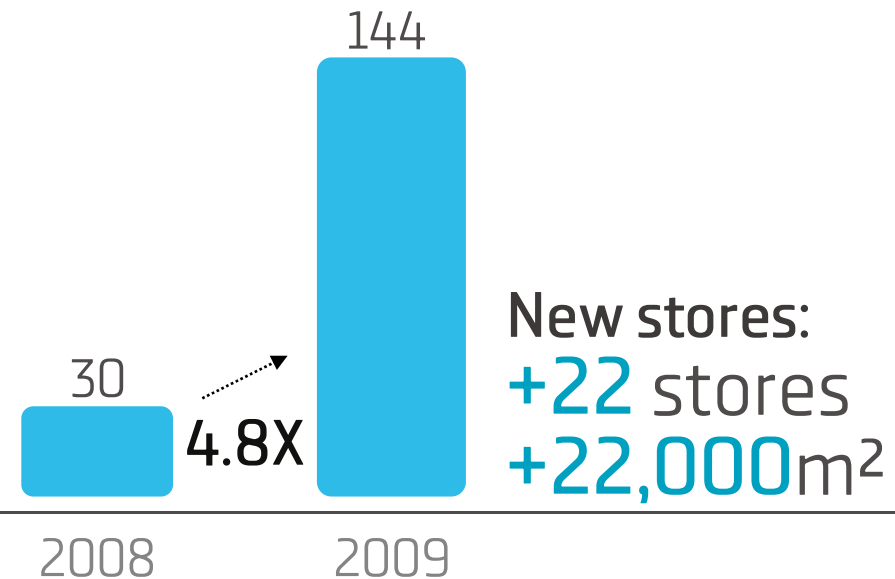


- Market share gains, increasing leadership in consumer electronics and sports goods
- Increased efficiency in more recent formats

INTERNATIONAL SALES: ACCOUNTS FOR 13% OF TOTAL SONAE SR SALES

INCREASE OF PRESENCE IN SPAIN:
REPRESENTS 56% OF THE INCREASE IN SONAE SR SALES

TURNOVER (M€)



TURNOVER SONAE SR
ESPANHA (M€)

STORES = 38 (+22)

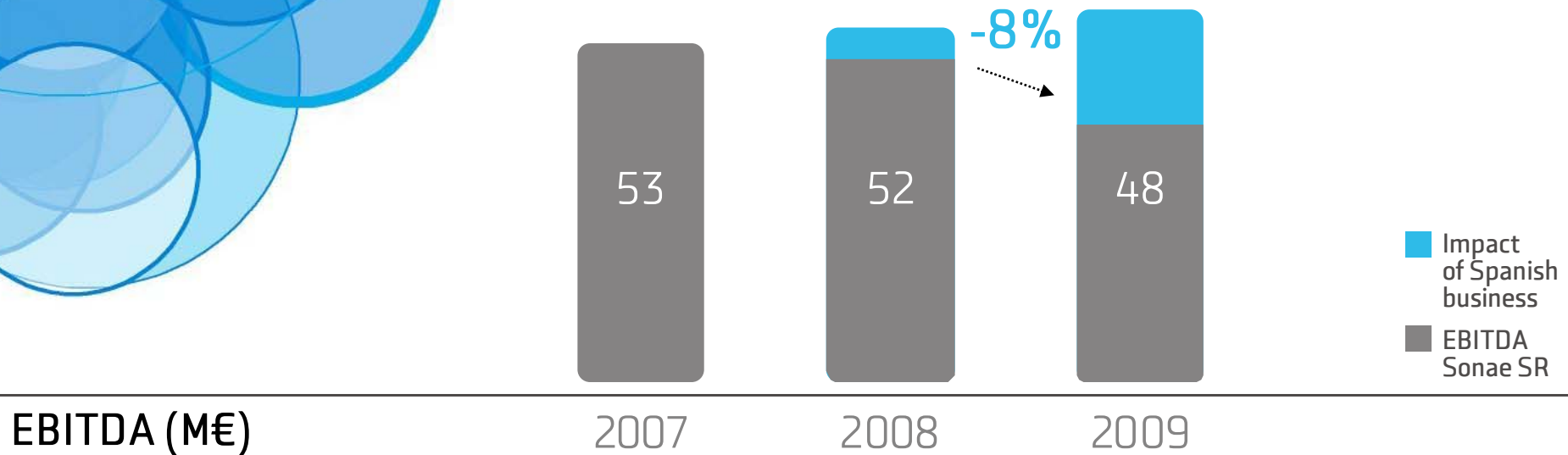
SPORTZONE = 14 (+8)

WORTEN = 14 (+4)

Launch of Zippy in Spain with the opening of 10 stores

SALES AREA = 56,000 M2 (+22,000 M2)

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



SONAE SR EBITDA REFLECTS TWO OPPOSING FACTORS:

- Sonae SR Portugal: increasing profitability in Portugal
- Sonae SR Spain: market entry costs + organic growth



WE ARE MEETING THE GOAL OF LONG TERM GROWTH

Sonae MC and Sonae SR:
combined growth of 10%

Sonae SR International:
accounts for 30% of this growth

3.3.RETAIL REAL ESTATE ASSET MANAGEMENT

FOCUS ON PARTIALLY FREEING UP CAPITAL INVESTED IN ASSETS HELD

INVESTED CAPITAL 09 = 1,523 M€ (increase of 112 M€)
TURNOVER 09 = 123M€



HYPERMARKETS

CONTINENTE

34 stores owned

90% of total sales area

SUPERMARKETS

MODELO

102 stores

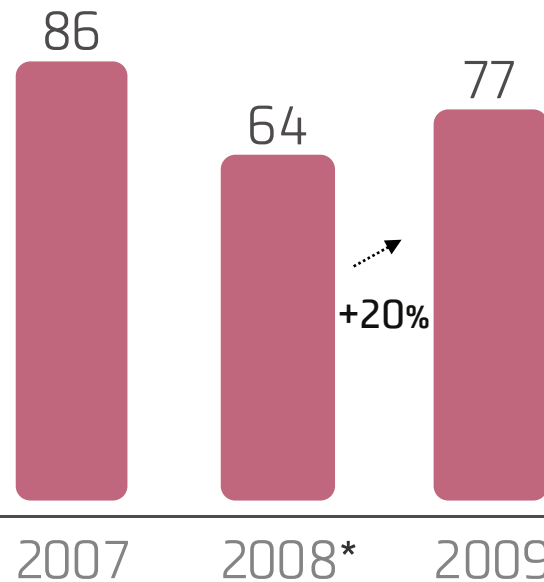
84% of total sales area

2 Sale & Lease Back transactions currently underway:

- Azambuja logistics platform
- 20 Modelo stores

3.4. GOOD PERFORMANCE OF THE CORE PARTNERSHIPS

EBITDA MAINTAINED AND DIRECT PROFITS INCREASED BY 20%



- Occupancy rate = **95%** (+1.5pp)
- Total rents collected (fixed and variable) up by **2%**
- Expansion restricted in Europe but partially offset by greater development activity in Brazil

DIRECT PROFITS
(M€)

INDIRECT PROFITS WERE IMPACTED
BY THE INCREASE IN CAPITALIZATION YIELDS
IN EUROPE AS A RESULT OF THE FINANCIAL CRISIS

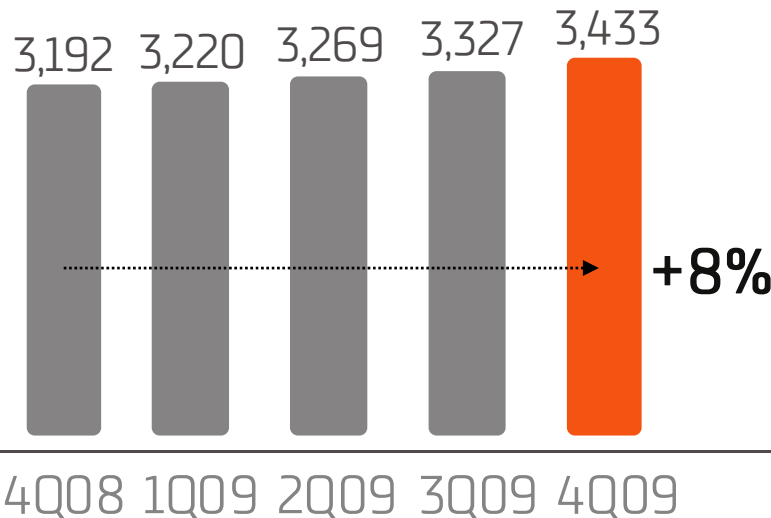
* Pro forma figures in 2008



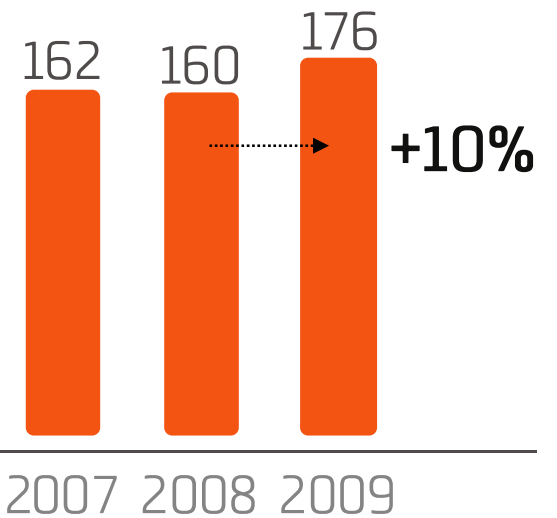
EBITDA GREW 10% AND CASH FLOW WAS POSITIVE

CAPACITY TO EXCEED THE OBJECTIVES
SET FOR THE YEAR...

MOBILE SEGMENT
CUSTOMERS (M)



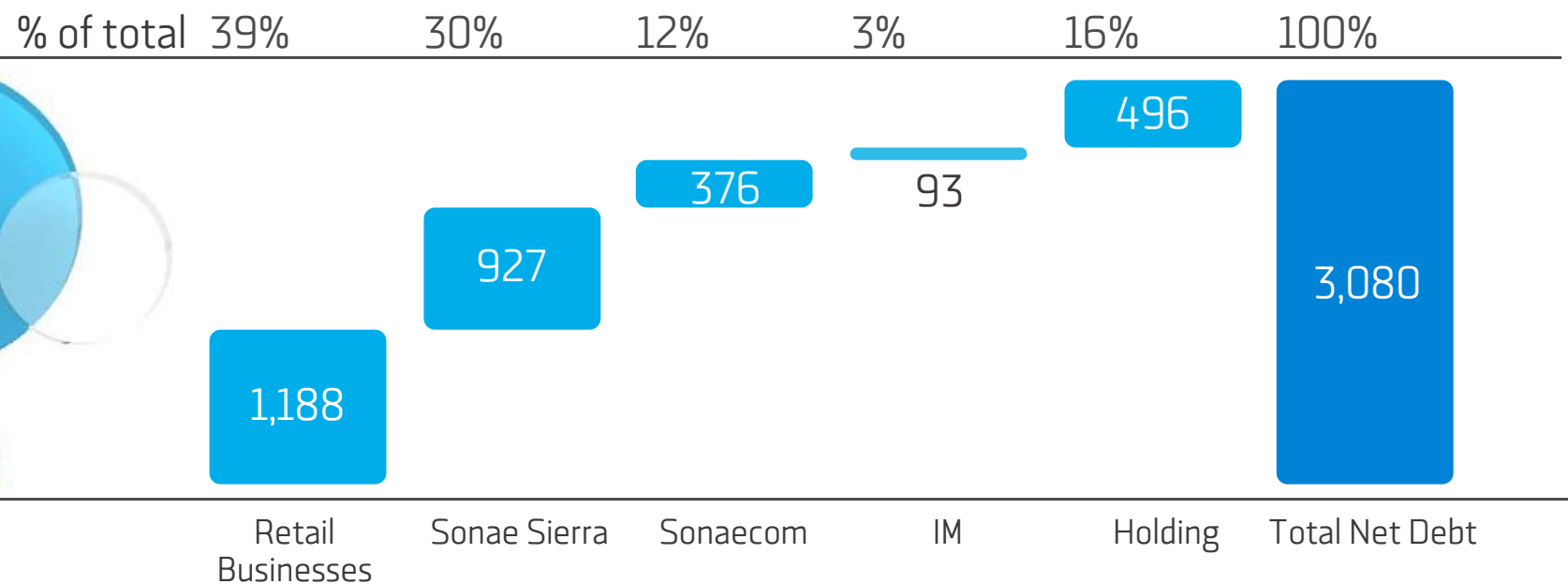
EBITDA
(M€)



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

4. DEBT AND LEVERAGE RATIOS

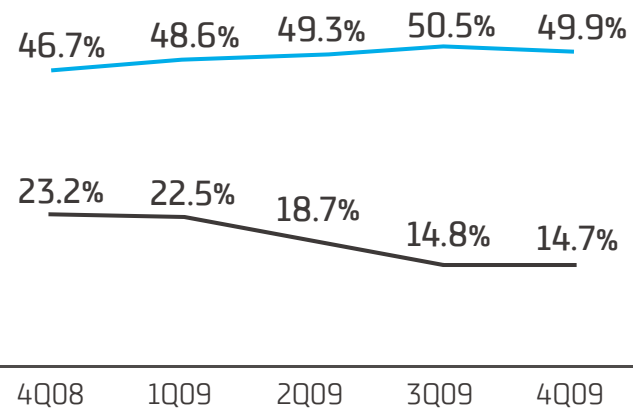
NET DEBT WAS REDUCED BY 79M€ DESPITE THE CAPITAL INVESTMENT MADE IN GROWTH AND INTERNATIONAL EXPANSION



This performance can be explained by the cash flow generated and by greater working capital efficiency which more than offset total investment

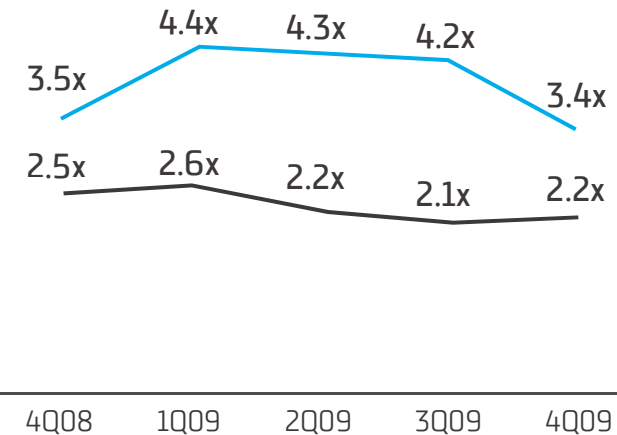
AN APPROPRIATE CAPITAL STRUCTURE IN EACH BUSINESS TO SUPPORT FUTURE GROWTH PLANS

Leveraging of Sonae Sierra and Holding assets



■ Sierra
■ Holding

Ratio of Retail and Telecommunications Debt



■ Retail - Net Debt/EBITDA
■ Telecom. - Net Debt/EBITDA
(last 12 months)

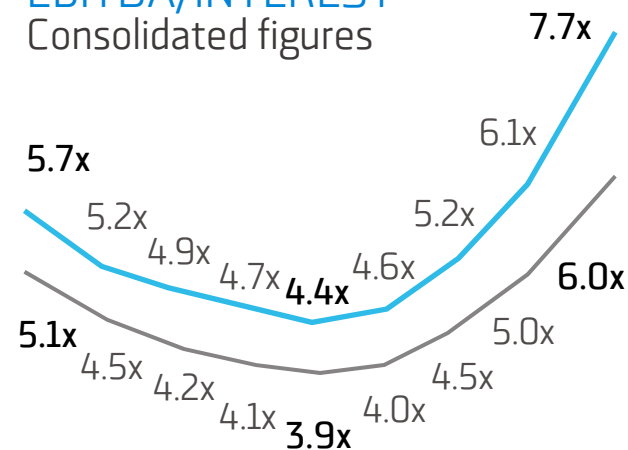
MAJOR IMPROVEMENT IN DEBT RATIOS

ON TRACK TO ACHIEVE INVESTMENT GRADE BY 2012

Have the option of issuing debt if needed to finance growth and/or repay debt

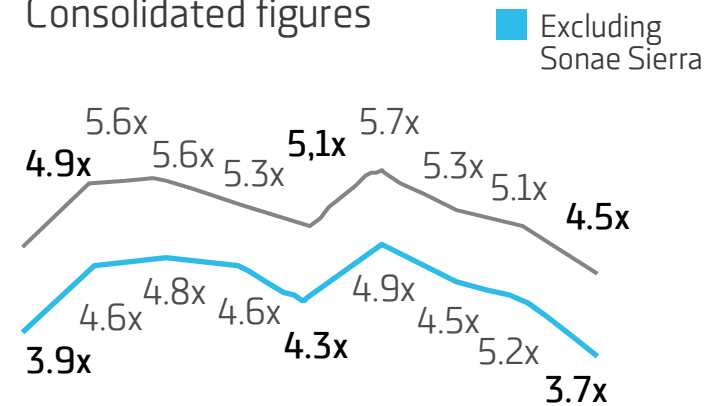
EBITDA/INTEREST

Consolidated figures



NET DEBT/EBITDA

Consolidated figures



4Q 07 1Q 08 2Q 08 3Q 08 4Q 08 1Q 09 2Q 09 3Q 09 4Q 09

4Q 07 1Q 08 2Q 08 3Q 08 4Q 08 1Q 09 2Q 09 3Q 09 4Q 09

Total net debt is expected to drop steadily during the next 6 years:

- Strong growth efforts combined with planned reduction of debt
- Leveraging on the cash flow generated by the market leader operations in Portugal
- Reflecting sale of retail property assets owned
- Capital light growth approach, with expansion based on operating the leasing of properties rather than their ownership

5. 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 logistics centre and 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.

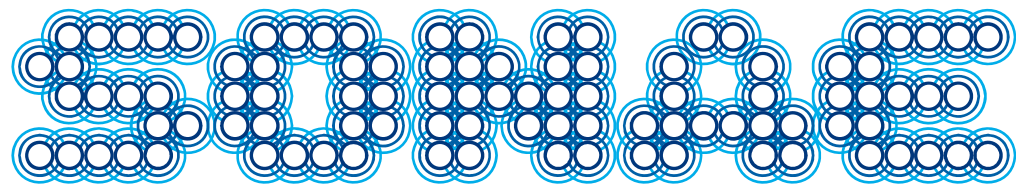
International growth of the systems businesses.



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IMPROVING LIFE