

INVESTOR PRESENTATION

November 2012



SONAE OVERVIEW



3

1. SONAE OVERVIEW Group Structure

A RETAIL COMPANY	SONAE				
	100% SONAE MC Food Retail	100% SONAE SR Specialised	100% SONAE RP Retail	50% SONAE SIERRA Shopping	53% SONAECOM Telco
 Market leader in Portugal in food and specialized retail formats Board control of a Shopping Centre and a Telecommunications business 		Retail Sports goods, fashion and electronics	Properties Retail real estate assets	Centres Shopping centre developer, owner and manager	Integrated telecoms provider
	CORE BUSINESSES		RELATED BUSINESSES	CORE PARTNERSHIPS	
	RETAIL & RELATED BUSINESSES				

1. SONAE OVERVIEW



Group Breakdown

BREAKDOWN

TURNOVER BREAKDOWN % Total Turnover (9M12) **PER BUSINESS 60%** | Sonae MC Retail & related: **21%** | Sonae SR

2% | Sonae RP **15%** | Sonaecom **2%** | Investment Management

RELOKKENI ERIIDA MA			
% Turnover	9M11	2011	9M12
Sonae	10.4%	10.7%	11.1%
Sonae MC	6.3%	7.0%	7.0%
Sonae SR	-1.7%	0.1%	-2.9%
Sonae RP	90.9%	87.2%	91.2%
Sonaecom	27.7%	27.3%	31.0%
Investment Management	7.2%	3.3 %	4.4%

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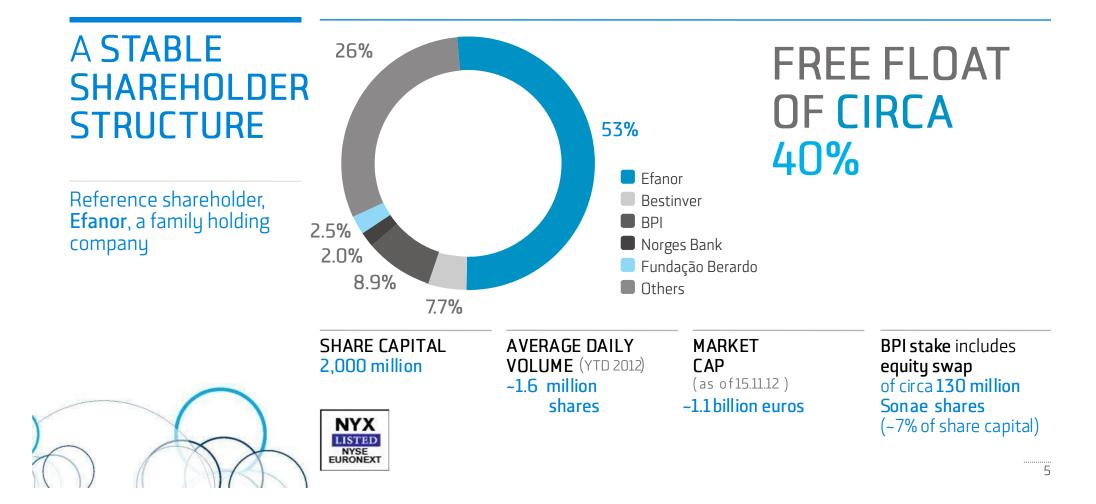
CAPITAL EMPLOYED

Breakdown of invested capital per business (M€)	9M12	%
Sonae	3,723	
Sonae MC	445	12%
Sonae SR	373	10%
Sonae RP	1,343	36%
Sonaecom	941	25%
Investment Management	132	4%
Other (inc. Sonae Sierra stake)	489	13%



83%

1. SONAE OVERVIEW Shareholdings





1. SONAE OVERVIEW Corporate Strategy



THROUGH INTERNATIONAL EXPANSION	INTERNATIONAL EXPANSION	DIVERSIFY INVESTMENT STYLE	LEVERAGE EXCEPTIONAL ASSET BASE IN PORTUGAL
AND THE STRENGTHENING OF THE CORE BUSINESSES	 NEW GROWTH AVENUES PROFIT FROM "WORLD CLASS" COMPETENCIES 	ADOPT THE MOST APPROPRIATE INVESTMENT STYLE FRANCHISING PARTNERSHIPS MINORITY STAKES	 INNOVATE GENERATE NEW BUSINESSES STRENGTHEN COMPETITIVE POSITION
	 Current core business with leader formats in mature markets Widen competencies, knowledge and experience pool New sources of value creation 	 Use capital light models (renting vs. owning; partnerships vs. full control; and franchising) Add local knowledge Reduce Capital Employed needs 	 Capitalize on assets and competencies in base market to launch new projects in adjacent are Reinforce competitive position Grow "share-of-wallet"

1. SONAE OVERVIEW

CORPORATE STRATEGY REFLECTED IN EACH RETAIL BUSINESS STRATEGY

SONAE MC

FOCUS ON LEADERSHIP AND PROFITABILITY

- Consolidate market leadership
- Grow convenience channel
- Explore new adjacent business opportunities
- . Continue to implement efficiency projects
- Look for international growth opportunities (eg. JV in Angola)

INTERNATIONAL GROWTH AND MULTI-CHANNEL PUSH

SONAE SR

- Launch/grow Iberian
 e-commerce operations
- Explore franchising, JVs and wholesale opportunities as a means to accelerate growth
- Consolidate market positions in Portugal and improve profitability
- Continue to use Portugal as a test plant for new formats

ACTIVE ASSET MANAGEMENT

SONAE RP

- Plan to release invested capital by reducing freehold ownership of sales area in food retail
- Focus on Asset Management of retail real estate assets and operational efficiency
- Seek Property Development opportunities

opportunities (eg. JV in A





7

2. OPERATIONAL REVIEW

STRENGHENING OF FOOD MARKET LEADERSHIP AND CONTINUOUS ASSESSMENT OF NEW ADJACENT BUSINESS OPPORTUNITIES

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Market Share Growth

REINFORCEMENT

OF LEADERSHIP IN

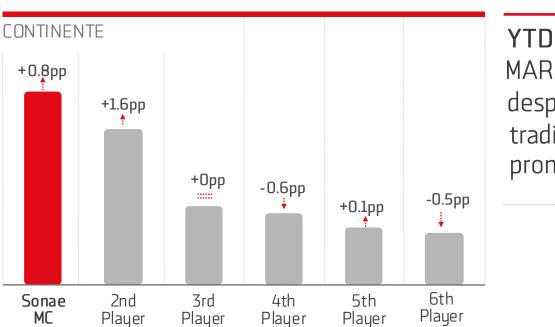
THE PORTUGUESE

FOOD RETAIL

MARKET



FOOD RETAIL MARKET SHARES - YTD12



Source: Homescan Nielsen, cumulative YTD evolution – 9 September

YTD LfL SALES ABOVE MARKET AVERAGE despite prevaling trading down and promotional efforts



A LEADING BRAND



Brand Recognition

IN PORTUGAL

SINGLE BRANDING OF SONAE MC STORES UNDER "CONTINENTE" COMPLETED DURING 2011

CONTINENTE



Continente.pt consistently elected as the best e-commerce website in Portugal

400 thousand registered users 68 million page views p.a.



Repeatedly considered one of the **most trusted brands in Portugal** by consumers (survey "Trusted Brands" carried out by Reader's Digest)

#1 in Marktest's "Reputation Index Large Distributors", among 18 brands operating in Portugal

Retail Area

570,000 M2 SONAE MC RETAIL SPACE BY FORMAT (9M12) OF RETAIL SPACE, DISTRIBUTED $OOO M^2$ (total = 550 thousand) **STORES** (total = 435) **BETWEEN HYPERS** 260 282 212 **AND SUPERS** 107 38 30 27 28 other** Continente C. Modelo C. Bom dia other** Continente C. Modelo C. Bom dia Hypers Supers Supers Hypers Supers Supers

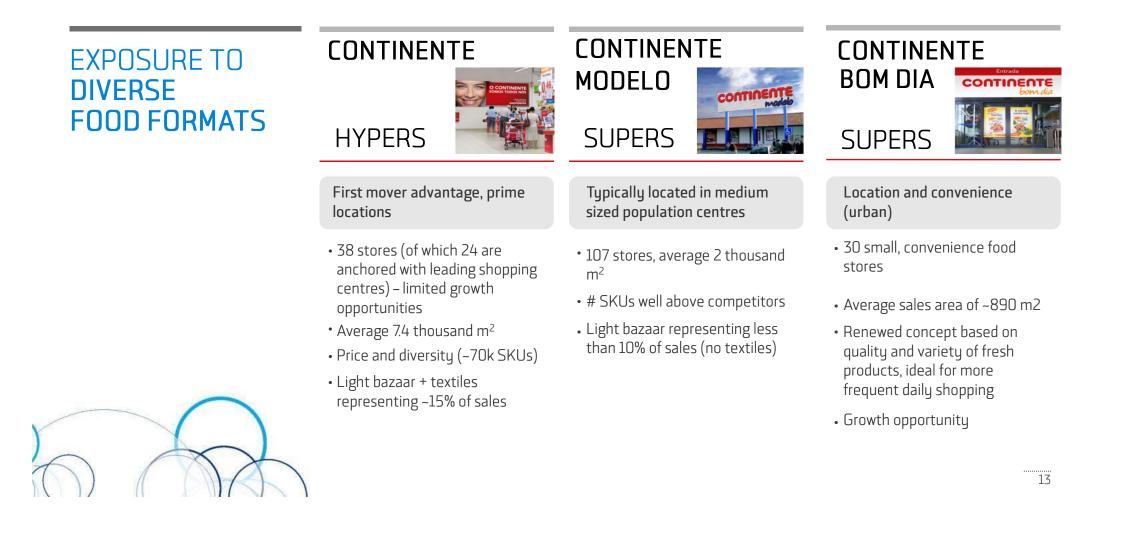
Mainly parapharmacy and cofee shops



+ 34 Stores (20,000 M²) under franchishing, including the first 21 "Meu Super" stores

12





SOMAEMC

Loyalty Card

PERFORMANCE LEVERAGES ON THE VALUE AND SUCESS OF THE LOYALTY PROGRAM

CONTINENTE

SUPERIOR CUSTOMER INSIGHT IN PORTUGAL

- Targeted promotions, with discounts provided as "credit" in repeated purchase
- Superior customer profiling and know-how of consumer habits

NUMBER OF ACTIVE LOYALTY CARDS

3.1 million 3 out of 4 Portuguese households + 3.8% YTD 2012

A differentiating tool among retailers in the Portuguese market

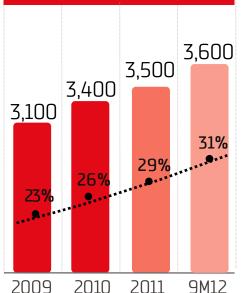
% OF SALES ASSOCIATED WITH CARD (9M12) ~ 90%



Private Label

PERFORMANCE REFLECTS THE **STRONG** AND **CONTINUOUS INVESTMENT** IN PRIVATE LABEL





OWN REFERENCES AND **% FMCG SALES**

OWN LABEL PROGRAMME IS MANAGED INTERNALLY AND NOW COMPRISES MOST PRODUCT CATEGORIES

INVESTMENT IN OWN BRANDS

- Broadening of the private label range
- An important offer within the current adverse consumer environment

allowing consumers to trade-down into a trusted brand

· Larger volumes and increased know-how

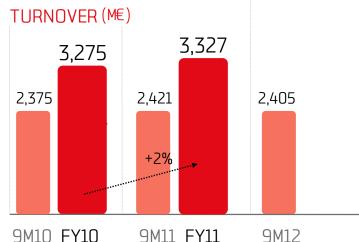
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GROWING MARKET SHARE, WHILE REINFORCING REFERENCE PROFITABILITY

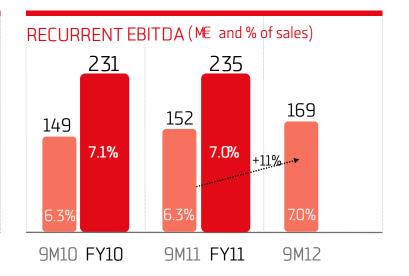


SALES ON A "LfL" BASIS IN 3Q12 (-0.3%) CLEARLY ABOVE MARKET

Benefiting from an improved value offer and a quick adaptation to changing consumer habits



9M12 EBITDA MARGIN ABOVE '11, thanks to a rigorous cost control, high effectiveness of promotions, strict inventory management and benefits of brand unification



New adjacent business opportunities

LEVERAGE ON KNOW-HOW IN RETAIL



Coffe shops and small snack-bars

- Tipically next to Sonae MC supers
- Variety and quality with a fast service and great price
- 97 stores (9M12)



Health and well-being

- Parapharmacy, beauty products, health and well-being care
- Eyeglasses and optical services
- 139 stores (9M12)

•18 stores (9M12)

and tobacco

Discounts available on Continente's loyalty card



book.it

Book shops, stationery

• 300 m² of average store size

New adjacent business opportunities

LEVERAGE ON KNOW-HOW IN RETAIL

FRANCHISING





- Franchised local food retail stores
- Convenience business
- \cdot Sales area between 150 m^2 and 999 m^2
- · Located mainly in residential areas
- Partners with guaranteed competitive prices, access to Continente's private label offering and other suppliers' products

- Total of ~5k m² sales area
- 25 stores expected for YE12







2. OPERATIONAL REVIEW - SONAE MC International Opportunities



JV to explore the nascent modern food market in Angola announced during 2011

RELEVANT OPORTUNITY

- 6th biggest economy in Africa
 - Expected to grow at a CAGR of +7.2% between 2010-2016^(*)
 - GDP per cap ~ 5.1k USD (2011)^(*)
 - Population of ~19.6m (Luanda ~5m)
 - Language: Portuguese

EXPLORED WITH AN APROPRIATE STRUCTURE

- JV with local partners (49% Sonae MC)
- Sonae MC responsible for managing the operations
- Wholesale/retail projects and a separate structure to hold related real estate (Sonae MC stakes of up to 10%)
- Initial phase to involve 4-5 hypers + 1 distribution centre (majority in Luanda region)
- Local sourcing (initially <20%) to grow over time

"Organized" retail estimated to represent currently no more than 10% of overall food market

Regulatory approvals obtained but negotiations still being finalised Deployment likely to start in 2012/2013 First store opening (Continente brand) expected for YE13



(*) Source: IMF – World Economic Outlook and World Bank





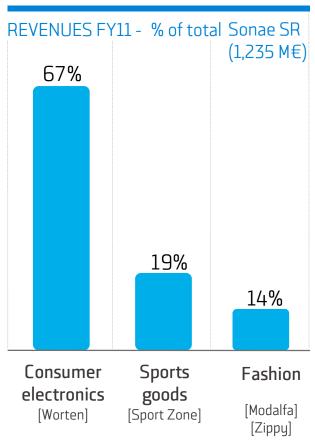
INTERNATIONAL EXPANSION AND CONSOLIDATION OF MARKET LEADERSHIP IN PORTUGAL

2. OPERATIONAL REVIEW - SR Formats and store portfolio

BREAKDOWN OF **SONAE SR** PER RETAIL FORMAT







9M12		Stores	Total '000m2	Average StoreSize
WORTEN	Portugal	188	129	688
	Spain	41	92	2,277
SPORTZONE	Portugal	86	67	784
LOOP	Spain	35	43	1,228
MODALFA	Portugal	112	58	516
	Portugal	40	14	347
ZIPPY	Spain	47	15	319
ZIPPT	Turkey	4	1	238
	other international	9	3	352
тота	Portugal	426	268	
TOTAL	Spain	123	150	
	other	13	4	
TOTAL SONAE	SR	562	422	

SONAESR

2. OPERATIONAL REVIEW - SR

SCHAESR

Constrained discretionary consumption in Iberia

PROTECTING PROFITABILITY AND GROWING MARKET SHARE IN PORTUGAL

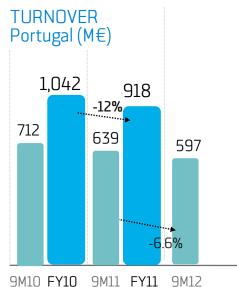
Strengthening of leadership position in the consumer electronics and sports goods sectors

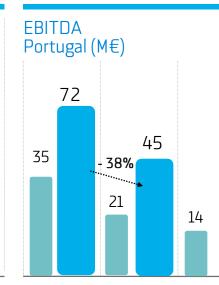
SPORTZONE #1 in Portugal WORTEN #1 in Portugal

Restructuring the textile formats' business model to face demand contraction

MODALFA







9M10 FY10 9M11 FY11 9M12



STORES	S. AREA
426	268 k m ²

"LfL" sales trend - Portugal 3Q11 4Q11 1Q12 2Q12 3Q12 -13% -17% -12% -5% -4%

(*) Source: GfK

77

2. OPERATIONAL REVIEW - SR

SOMAESR

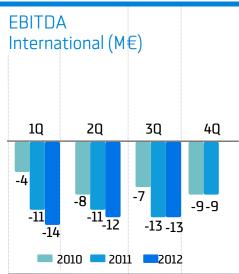
Constrained discretionary consumption in Iberia

BUILDING RELEVANT MARKET POSITIONS WHILE CONTROLLING **EXPANSION COSTS IN SPAIN**









STORES TREND: 12 months to 9M12 +12 stores +12km²



154 k m²

including 13 under fanchising

"LfL" sales trend - Spain 3Q11 4Q11 1Q12 2Q12 3Q12 -11% -14% -14% -13% -10%



23

2. OPERATIONAL REVIEW - SR

Growing on-line presence

FURTHER EXPLORING MULTI-CHANNEL OPPORTUNITY BALANCING "ON-LINE" AND PHYSICAL PRESENCES

worten

Worten online – way foward

From...

On-line product **range limited to stores offering** and price structure linked to shelf prices

Online stock availability subject to store operation constraints

No interaction between on-line operations and physical stores

Separate online and offline customer management

Current platform with **limited capacity** to accommodate constant market evolution Integrated management of on-line/ off-line product range and pricing

Dedicated online stock and **improved logistics** for distinctive customer service

Multichannel approach – e.g., click & collect (in store); online reservation of store products; augmented store range through virtual offering

Integrated customer approach (single client view)

New online platform: more scalable, better usability , more payment options, added flexibility, more targeted customer offering... ...while changing the organisation

Significant changes to the structure, processes and technology across the entire organisation:

Logistics (incl. store level) Commercial and Sourcing Marketing Web management HR IT/IS

Launch of a new online platform during the 1Q13





SONAESR

2. OPERATIONAL REVIEW - SR International Expansion

SONAESR

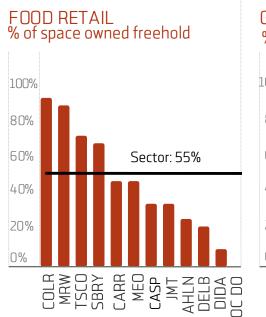
INTERNATIONALI- ZATION MOSTLY	JOINT-VENTURES	FRANCHISING CONTRACTS	> 140 STORES 18 COUNTRIES	5
BASED ON NEW EXPANSION MODELS: JOINT-VENTURES	Worten Canary Islands SportZone Canary Islands	Zippy Canary Islands Zippy Middle East Zippy Latin America	Spain ^(*) Saudi Arabia ^(*) Kazakhstan ^(*) Venezuela ^(*)	Turkey ^(*) Egypt ^(*)
AND FRANCHISING			Dominican Rep United Arab Emirat	
			Jordan Lebanon Kuwait Colombia Panama	Qatar Bahrain Armenia Georgia Azerbaijan
			^(*) Stores opened by er	nd of 9M12

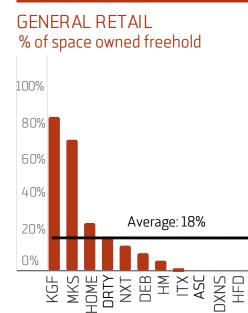
2. OPERATIONAL REVIEW

ACTIVE MANAGEMENT OF RETAIL REAL ESTATE ASSETS

2. OPERATIONAL REVIEW - RP Retail Properties

REAL ESTATE NOW SEEN AS A "DEFENSIVE SUPPORT" FOR RETAIL VALUATIONS IN AN UNCERTAIN ECONOMIC ENVIRONMENT





Despite transactions carried out in the last 2 years, **Sonae** still had at the end of 9M12 alevel of freehold retail real estate well above other retailers in Europe

SONAERP

SONAE MC 78% freehold SONAE SR 27% freehold 40% in Portugal 5% in Spain



Source: Barclays Capital, November 2012

27

2. OPERATIONAL REVIEW - RP

SONAERP

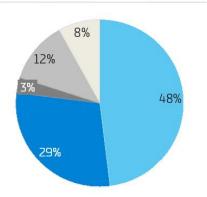
Assets Portfolio

FOCUSED ON THE MANAGEMENT AND ENHANCEMENT OF RETAIL REAL ESTATE ASSETS IN SUPPORT OF CORE BUSINESSES



INVESTED CAPITAL (9M12) 1.3 billion Euros

(Net book value)



CC Continente

CC Continente Modelo Continente Bomdia

Logistics

Other

HYPERMARKETS

Continente 33 stores owned 83% total sales area

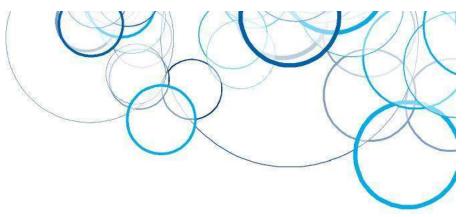
SUPERMARKETS

Continente Modelo 96 stores owned 75% total sales area

OTHER PROPERTIES

8 SALE & LEASE BACK TRANSACTIONS COMPLETED (2010/2011)

Total Cash-In = **153 M€** Capital Gains = **56 M€**



3. **CORE PARTNERSHIPS**

SONAE SIERRA (Shopping Centres) 50% ownership – Equity Consolidated

SONAECOM (Telecoms) **53%** ownership – Fully Consolidated



3 CORE PARTNERSHIPS - SONAF SIFRRA

Resilient Performance

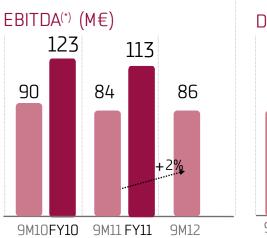
A SELF SUSTAINABLE COMPANY WITH INCREASING **FXPOSURF TO EMERGING MARKETS**

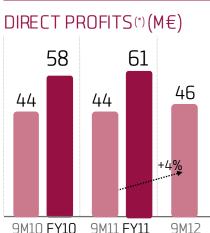
IN THE 9M12:

- Occupancy rate = 96%
- Overall tenant sales decreasing just 0.3%
- Expansion restricted in Europe but partially offset by greater development activity in Brazil

INTERNATIONAL SHOPPING CENTRE SPECIALIST, 50% OWNED JOINT-VENTURE WITH GROSVENOR

- With presence in Portugal, Brazil, Spain, Italy, Germany, Greece and Romania
- Stakes in 47 Shopping centres with Net Asset Value of ~1.1 billion euros





OMV BREAKDOWN

- (100% basis) YE11
- 44% | Portugal
- 📕 **21 %** | Brazil
- **14%** | Spain 13% Germany
- **6%** | Italy
- **2%** | other

EBITDA PERFORMANCE REFLECTING **ONGOING** EFICIENCY MEASURES AND OPFRATIONAL **IMPROVEMENTS**

MARKET VALUATIONS. Valuation of Brazilian assets partially off-setting material yield expansion in Iberia



90



SIERRA SIERRA

3. core partnerships - sonae sierra Growth Avenues

GROW IN EMERGENT MARKETS AND SERVICES BUSINESS

IPO of Sonae Sierra Brazil completed during 2011: ~33% of share capital, raising equity for future developments in the region

GROW IN PROMISING MARKETS:

- Focus on controlling dominant shopping centres in Brazil
- Recycle capital from mature, non-controlled assets to other projects with development potential
- Reinforce emerging markets presence
- Grow in services to 3rd parties, profiting from the expertise as retail property developer and asset manager

CONTINUE TO PURSUE OPERATIONAL IMPROVEMENTS,

Aiming to off-set the fall in consumption in certain sectors in Europe

NEW APPROACH

ASSET PORTFOLIO

- Shift to a more "capital light" approach in Iberia, concentrating on key assets
- Prepare the company for an European recovery in selected countries, freeing up capital and starting with best projects

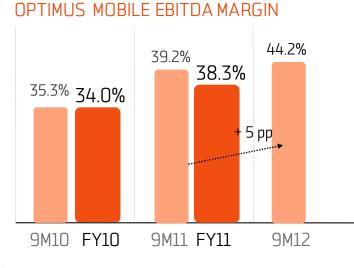
SOMAE SIERRA

3. CORE PARTNERSHIPS - SONAECOM

Positive Performance

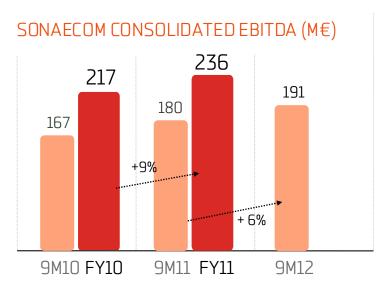
A SOLID BUSINESS, WITH GROWING CASH FLOW GENERATION

- Reference mobile EBITDA margins
- Improving competitive position, whilst sustaining margins
- Fully integrated telecom's structure and convergent market approach



Comfortable capital structure

- Strong management team
- Cost control policies
- Strict investment management







3. CORE PARTNERSHIPS - SONAECOM

SOMAECOM

Focus going forward

PUSH 4G/LTE SETTING THE PACE IN THE MARKET THROUGH INOVATION AND QUALITY OF SERVICE

FOCUS

On the deployment of a **leading-edge 4G** network

On mobile growth

On convergent solutions for the **business segment**

On **cash-generation**, reinforcing efficiency programs

On delivering the **best** customer service



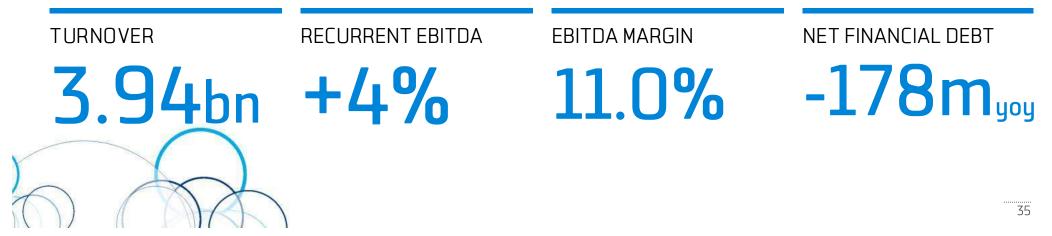
Sonaecom distributed the first dividends in its history during 2011 and increased the DPS by 40% this year





Turnover sustained by market share gains and international growth Efficiency gains allowing for increased operational profitability

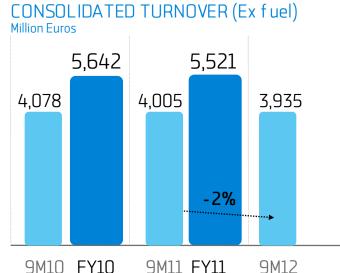
KEY FINANCIALS 9M12



Turnover

sonae

DESPITE THE SHARP DECLINE IN PRIVATE CONSUMPTION FELT IN IBERIA **CONSOLIDATED TURNOVER STABLE** AT €3.94 Bn in 9M 12



INTERNACIONAL SALES (SONAE SR)

TURNOVER PER BUSINESS

... THANKS TO MARKET SHARE GAINS AND A 12% GROWTH IN

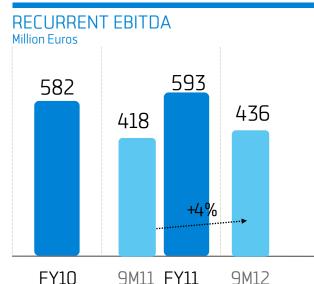
	9M11	9M12	VAR
SONAE	4,005	3,935	-2%
SONAE MC	2,421	2,405	-1%
SONAE SR	861	846	-2%
SONAE RP	89	89	0%
SONAECOM	650	617	-5%
INVEST. MANAGEMENT	81	78	-3%





IN A DIFFICULT MACRO ENVIRONMENT, **GROUP'S RECURRENT EBITDA GROWS** BY 4% AGAINST THE 9M11





RECURRENT EBITDA % of Turnover

	9M11	9M12	VAR
SONAE	10.4%	11.1%	+ 0.7 рр
SONAE MC	6.3%	7.0%	+ 0.7 pp
SONAE SR	-1.7%	-2.9%	- 1.1 pp
SONAE RP	90.9%	91.2%	+ 0.3 pp
SONAECOM	27.7%	31.0%	+ 3.2 pp
INVEST. MANAGEMENT	7.2%	4.4%	- 2.8 pp





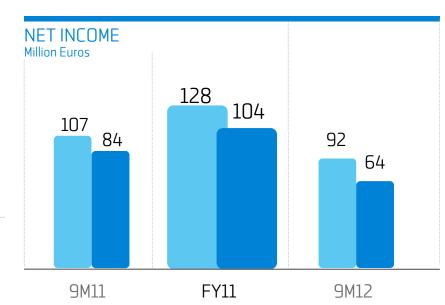
Net Income

Net Income

Net Income – group share

NET RESULTS IN THE 9M12 TOTALLED 92M€, OF WHICH THE SHARE ATTRIBUTABLE TO THE GROUP WAS 64M€

... BELOW 9M11 MAINLY AS A RESULT OF **NON-RECURRENT GAINS** RELATED TO ASSET SALES (16 M€ IN 2011)



NET RESULTS OF CORE PARTNERSHIPS (M€)

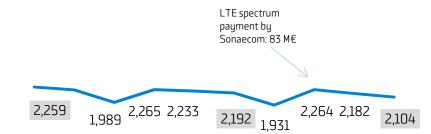
SONAECOM	57	64	+ 12.5%
attributable to Sonae	14	8	- 38%
S. SIERRA INDIRECT S. SIERRA TOTAL	-17 27	-29 17	- 73% - 38%
S. SIERRA DIRECT	44	46	+ 4%
	9M11	9M12	VAR

Structure



SONAE HAS ACHIEVED A SIGNIFICANT DELEVERAGE SINCE 2009





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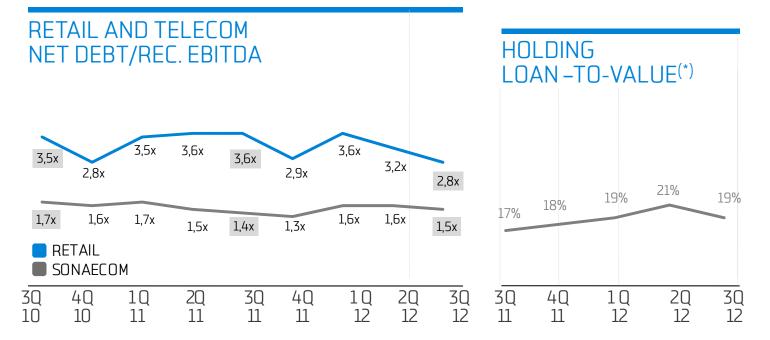
FINANCIAL NET DEBT **2,104** M € with refinancing needs secured until 2014

Cumulative reduction in the last 3 years of ~424M€



Capital Structure

AN APPROPRIATE CAPITAL STRUCTURE IN EACH BUSINESS TO SUPPORT ACTIVITIES AND INVESTMENTS





(*) Holding net debt as a % of Sonae's gross asset value (Retail businesses @ market multiples + Sonae RP @ book value + share of Sonae Sierra NAV + share of Sonaecom market cap)



Remuneration				
DIVIDEND PAYER ON A REGULAR BASIS				
OBJECTIVE	3.31 cents	7.2%	51%	
TO MAINTAIN AN ADEQUATE SHAREHOLDER	DIVIDEND PER SHARE 2011	DIVIDEND YIELD	PAY-OUT RATIO	
REMUNERATION	stable vs. 2010	Considering 2011.12.31 Share Price (€0.46)	Considering 2011 direct Net Profits attributable to equity holders	



Shareholder





Macroeconomic concerns and sovereign risks influencing the share price

€ 1.7bn

Upside analysts' average PT vs share price

+27%

SONAE MC EV based on European food retail market multiples (excluding real estate)

€ 0.42

Market value of Core Partnerships per share



Considering 2012.09.28 share price (\notin 0.518) and analysts average PT as of September-12 (\notin 0.66)

Considering average trading multiples of European food retailers at September-12 (EV/LTM sales: 0.5x; EV/LTM EBITDA: 7.0X) Considering Sonaecom's share price as at 2012.09.28 (€1.38) and latest published Sonae Sierra NAV (1.1Bn as at Sept-12)

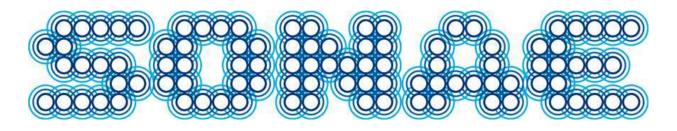


somae

CONCLUSION

AN ATTRACTIVE INVESTMENT OPPORTUNITY

- Growing leading market positions in Portugal, while protecting operational profitability
- A clear internationalisation strategy that will enable for future growth and value creation
- Growing exposure to new markets
- Undervalued share price, driven by macro concerns
- Attractive dividend yield
- Proven management track record



INVESTOR PRESENTATION

November 2012

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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.