

INVESTOR PRESENTATION

June 2016



1.

SONAE OVERVIEW



History

START-UP OF THE BUSINESS



50's

Foundation of Sonae -
Sociedade Nacional de
Estratificados (18th
August 1959)



60's

Belmiro de Azevedo was hired
(1965)



70's

Diversification of Sonae, through the
acquisition of NOVOPAN
(particleboard manufacturing unit)
and additional investments aimed at
surface coated particle board production
(Agglomerite)

History

DIVERSIFICATION THROUGH ACQUISITIONS AND THE SET UP OF NEW BUSINESSES



80's

- Launch of Sonae in the **capital markets** (1983)
- Set up of **Modelo Continente Hipermercados SARL** (with the French group Promodès as joint shareholder)
- Opening of the **1st Hypermarket** in Portugal: Continente (1985 - Matosinhos)
- Inauguration of **Porto Sheraton Hotel** and acquisition of **STAR** (travel agency)
- Opening of the **first two Shopping Centres** built and managed by Sonae (1989 - Portimão and Albufeira)

History

DIVERSIFICATION THROUGH ACQUISITIONS AND THE SET UP OF NEW BUSINESSES

90's

Público



wbcscd



- Launch of the newspaper **Público** (1990)
- Set up of **Sonae Distribuição Brasil**
- Sonae Indústria acquires a controlling position in **Tafisa** (1993 - wood panels)
- Set up of **Sonae Tourism**
- Sonae: the 1st Portuguese company to be a member of **WBCSD** (World Business Council for Sustainable Development)
- Opening of **Centro Colombo**, the largest Shopping Centre in Iberian Peninsula
- Acquisition of **Torraltá** (Tróia tourism)
- Launch of **Optimus** (1998 - telco operator)

History

DEVELOPMENT OF STRATEGIC BUSINESSES AND EXPANSION INTO TELECOMMUNICATIONS

INTERNATIONAL GROWTH AND REORGANISATION OF THE BUSINESS PORTFOLIO



00's

- **WeDo** (business assurance company) commercial launching
- Launch of **Sierra Funds**
- Partnership between **MDS** (insurance company) and **Cooper Gay** (insurance broker)
- **Spin-off** of Sonae Indústria (2005)
- **Disposal** of Sonae Distribuição Brasil to the Wal-Mart Group
- Sonaecom **takeover bid** for PT and PT Multimédia (2006)
- Paulo Azevedo becomes the **CEO** of Sonae (2007)
- **Acquisition** of Carrefour Portugal by Sonae Distribuição (2007)
- Launch of **Continente loyalty card** (2007)
- Presentation of the **corporate strategy** and **reorganisation** of business areas (Sonae MC, Sonae SR and Sonae RP)
- **Spin-off** of Sonae Capital (2007)

History

INTERNATIONAL GROWTH AND REORGANISATION OF THE BUSINESS PORTFOLIO



History

INTERNATIONAL GROWTH AND REORGANISATION OF THE BUSINESS PORTFOLIO



2014

- Roll-out of **new store concepts** for Worten, Sport Zone, MO and Zippy
- **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 54,906,831 Sonaecom shares
- Launch of a **convertible bonds** offer due in 2019 with a principal amount of € 210.5 M
- Rebranding of book.it to **note!**
- Sport Zone opens first international store in franchising (Ceuta, Spain)
- Launch of 1st **ZU** store, specialised in pets and cats
- Franchising of Well's and note!
- **Sonae IM** pursues its strategy of active portfolio management: sells Mainroad to NOS, acquires a 60% participation of S21Sec and invests in Movvo

History

INTERNATIONAL GROWTH AND REORGANISATION OF THE BUSINESS PORTFOLIO



2015

- **Sport Zone** enters the **Indian** market
- Paulo de Azevedo becomes Chairman and Co-CEO of Sonae. Ângelo Paupério is elected as Co-CEO
- **Continente** celebrates 30 years
- Sonae RP concludes **sale and leaseback** transactions amounting to 185 M€
- Sonae MC announces the creation of an **affiliation agreement** with the central purchasing body **IFA Group**
- Sonae acquires **Losan**, a company specialised in **kidswear wholesale** with **strong international presence**
- Sonae launches **Cartão Universo**, a credit and loyalty card with a highly innovative value proposition

History

INTERNATIONAL GROWTH AND REORGANISATION OF THE BUSINESS PORTFOLIO

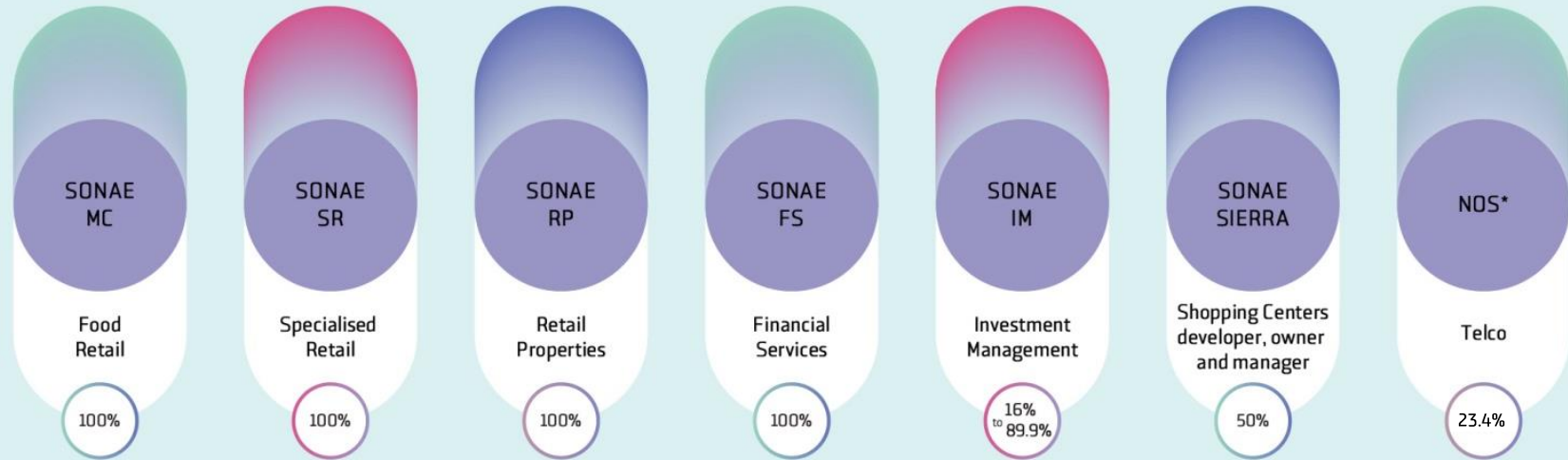


2016

- Sonae MC ends 1Q16 with 211 Meu Super stores
- Sonae RP concludes 3 sale and leaseback transactions amounting to 230 M€
- Sonae Sierra sells 25% of Sierra Portugal Fund to Madison International Realty
- Sonae SR closes agreement to acquire 50% of Salsa capital

Group structure

PORTFOLIO OF BUSINESSES WITH LEADING POSITIONS IN EACH SECTOR



* Participation held through Sonaecom

Corporate strategy

VALUE CREATION through Sonae's 3 strategic pillars

WINNING THE CORE is at the cornerstone of our strategy



72 countries



S&LB
415M€
2015 and
2016

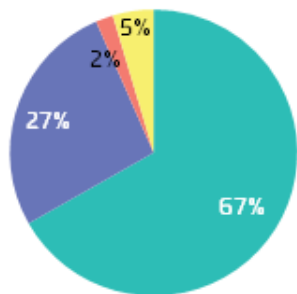



Group breakdown

BREAKDOWN PER BUSINESS

Turnover breakdown (1Q16)

% Total Turnover



- Sonae MC
- Sonae SR
- Sonae RP
- Sonae IM

TURNOVER M€

	2014	2015	1Q15	1Q16
Sonae	4,974	5,014	1,146	1,215
Sonae MC	3,461	3,490	793	830
Sonae SR	1,290	1,294	299	331
Sonae RP	126	121	32	24
Sonae IM	252	249	60	57

INVESTED CAPITAL

Breakdown of invested capital per business (M€)

	2014	2015	% in total
Sonae	3,084	3,088	-
Sonae MC	486	534	17.3%
Sonae SR	116	152	4.9%
Sonae RP	1,200	1,047	33.9%
Sonae IM	156	133	4.3%
Other ¹	1,126	1,222	39.6%

Invested Capital = Total net debt + total shareholders' funds.

¹ NOS + Sonae Sierra + Others.

UNDERLYING EBITDA M€

	2014	2015	1Q15	1Q16
Sonae	380	331	59	46
Sonae MC	241	215	33	32
Sonae SR	15	5	-4	-2
Sonae RP	116	109	29	21
Sonae IM	19	16	2	1

UNDERLYING EBITDA MARGIN

% Turnover

	2014	2015	1Q15	1Q16
Sonae	7.6%	6.6%	5.2%	3.8%
Sonae MC	7.0%	6.2%	4.2%	3.8%
Sonae SR	1.2%	0.4%	-1.5%	-0.6%
Sonae RP	92.1%	90.0%	89.5%	87.8%
Sonae IM	7.5%	6.5%	3.4%	1.6%

House of Brands

SONAE'S MISSION IS TO CREATE LONG-TERM ECONOMIC AND SOCIAL VALUE, TAKING THE BENEFITS OF PROGRESS AND INNOVATION TO A GROWING NUMBER OF PEOPLE

MORE THAN
80
RETAIL BRANDS
...WERE BORN AT SONAE

MORE THAN
90.000
PRODUCTS

REPRESENTING
41%
OF SONAE MC
TURNOVER
(as of 2015)

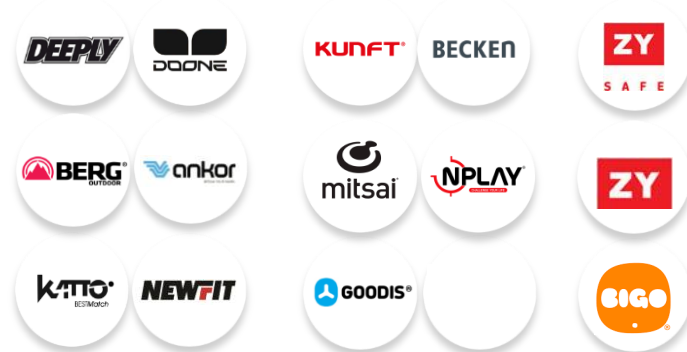
REPRESENTING
28%
OF SONAE SR
TURNOVER
(as of 2015)

THE CREATION OF OWN BRANDS IS PARAMOUNT FOR SONAE'S BUSINESS STRATEGY

SONAE MC



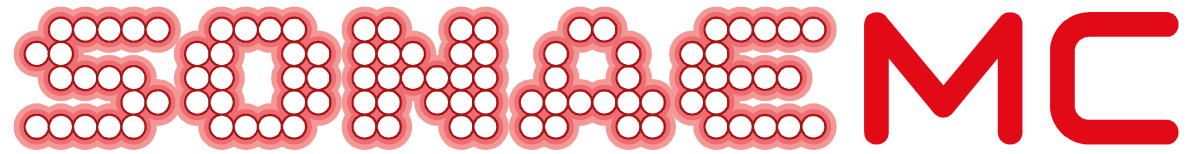
SONAE SR



A close-up photograph of a showerhead spraying water against a clear blue sky. The water droplets are captured in mid-air, creating a dynamic, sparkling effect. In the bottom right corner, there is a decorative graphic consisting of several overlapping circles in various shades of blue and teal. The overall composition is clean and modern.

2.

OPERATIONAL REVIEW



STRENGTHENING OF **LEADING POSITION** IN FOOD RETAIL MARKET,
WHILE **PROTECTING PROFITABILITY**

A leading brand in Portugal



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)



EXPOSURE TO DIVERSE FOOD FORMATS

SINGLE BRANDING OF SONAE MC STORES UNDER “CONTINENTE” COMPLETED DURING 2011

CONTINENTE

Hypers



First mover advantage, prime locations

- 41 stores (of which 25 are anchored with leading shopping centres)
- Average 7.1 thousand sqm
- Price and diversity (~50k SKUs)
- Light bazaar + textiles representing ~15% of sales

CONTINENTE MODELO

Supers



Typically located in medium sized population centres

- 123 stores, average 2 thousand sqm
- # SKUs well above competitors
- Light bazaar representing less than 10% of sales (no textiles)

CONTINENTE BOM DIA

Small Supers



Proximity and convenience (urban)

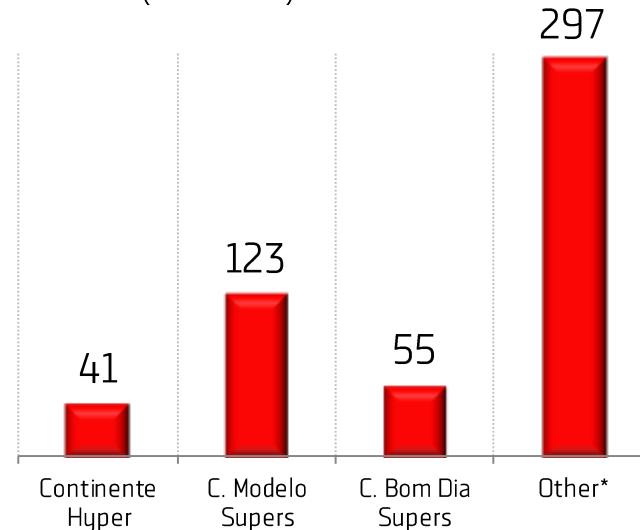
- 55 small, convenience food stores
- Average sales area of 1 thousand sqm
- Renewed concept based on quality and variety of fresh products, ideal for more frequent daily shopping
- Growth opportunity in large cities

Retail area

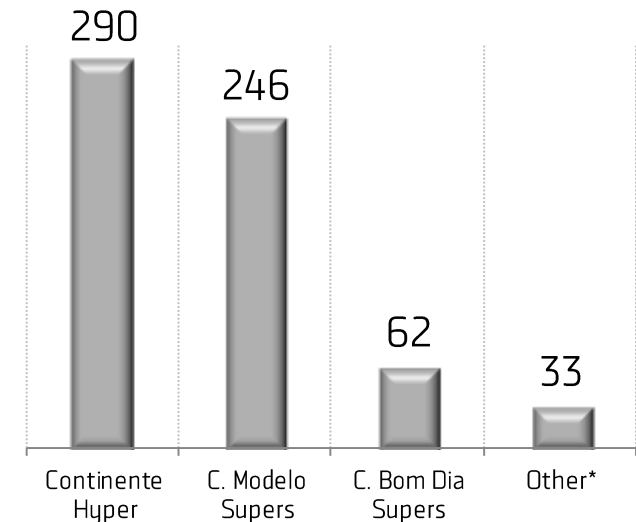
685,000 sqm
OF RETAIL SPACE,
MAINLY
DISTRIBUTED
BETWEEN HYPERS
AND SUPERS

SONAE MC RETAIL SPACE BY FORMAT (1Q16)

STORES (total=516)



'000 sqm (total=630 thousand)



* Mainly parapharmacies
and coffee shops

+ 245 stores (56,000 sqm) under franchising including 211
Meu Super stores

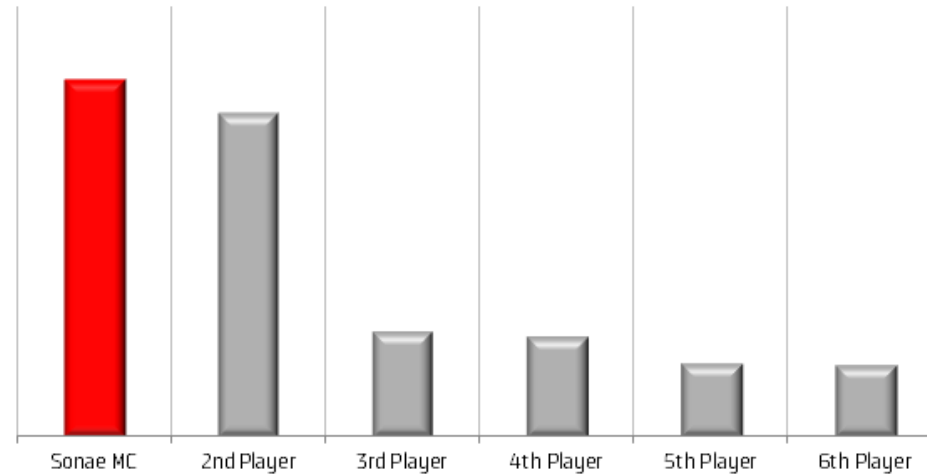
Market share growth

LEADERSHIP IN THE PORTUGUESE FOOD RETAIL MARKET



FOOD RETAIL MARKET SHARES (1Q16)

CONTINENTE



Information as of March 2016, according to Homescan Nielsen, Public Information and internal estimates.

SONAE MC continues deeply focused on offering the **best value proposition** of the market

Continente Loyalty card

PERFORMANCE
LEVERAGES
ON THE VALUE
AND SUCCESS
OF THE LOYALTY
PROGRAM



A DIFFERENTIATING TOOL AMONG RETAILERS IN THE PORTUGUESE MARKET

SUPERIOR CUSTOMER INSIGHT IN PORTUGAL

- Targeted promotions, with discounts provided as “credit” in repeated purchase
- Superior customer profiling and knowledge of consumer habits

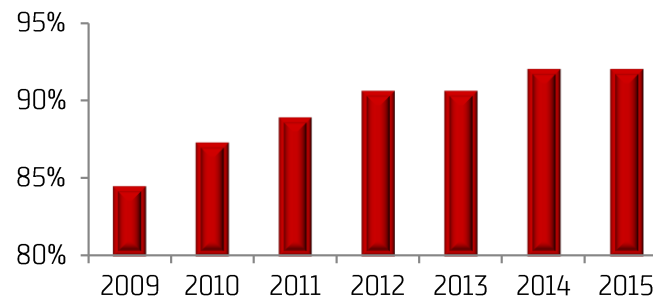
NUMBER OF ACTIVE LOYALTY CARDS

3.4 million

3 out of 4 Portuguese households

% OF SALES ASSOCIATED WITH LOYALTY CARD

**2015
> 90%**



Cartão Universo

INNOVATIVE PROJECT THAT AGGREGATES THE VARIOUS LOYALTY AND PAYMENT CARDS OF SONAE BUSINESSES

LAUNCHED IN
NOVEMBER 2015

UNIVERSALLY ACCEPTED MASTERCARD WITH NO ANNUAL FEES

NEW LOYALTY FEATURES AND INNOVATIVE PAYMENT SOLUTIONS

- Innovative open loop payment and loyalty card
- Discounts platform for Portuguese families, including Sonae stores as well as the growing network of partners within the Continente loyalty programme
- 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



ALL CARDS
MERGING
INTO ONE
SINGLE CARD



CASHBACK
OF 1%



VARIOUS
PAYMENT
OPTIONS



DISCOUNTS
OUTSIDE
SONAE
UNIVERSE
(GALP)

E-commerce website

A renewed user experience: new stores, new navigation & new services!

Sales

CAGR: +11%
2014

Deliveries

>450.000
2014

Registered users

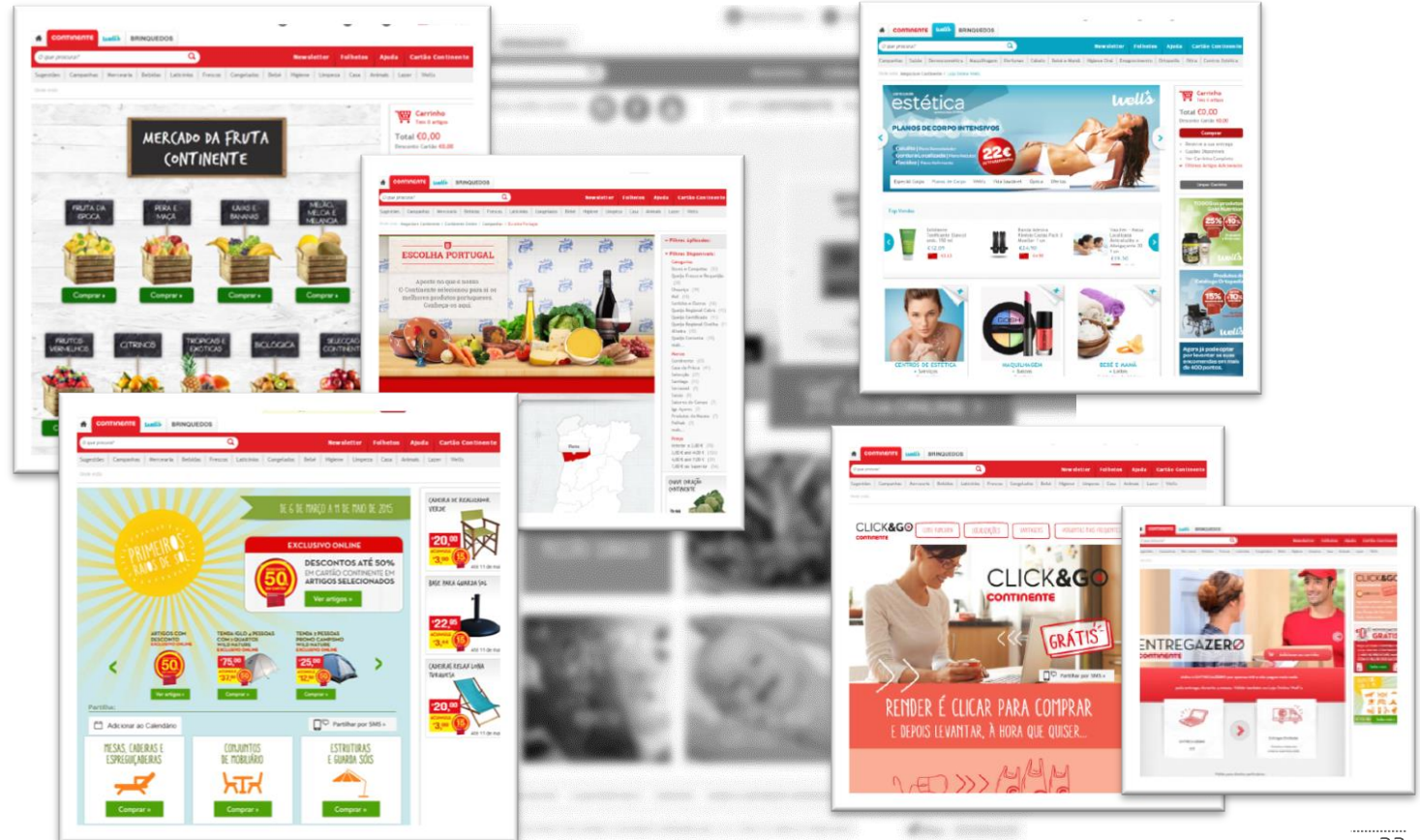
CAGR: +135%
2014: >350.000

Buying users

CAGR: +15%
2014: >60.000

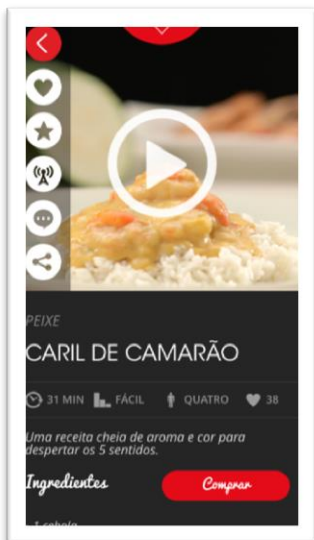
Pageviews

>120 M
2014

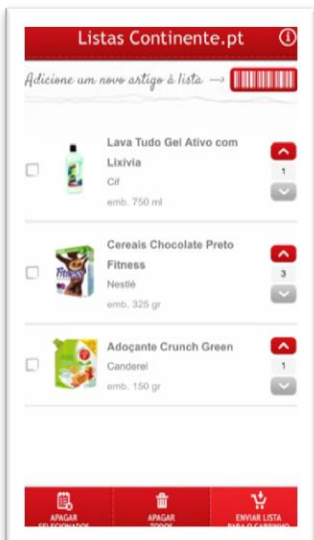


Mobile experience

Wi-fi



APP Yammi
Oct 2014



APP Listas
Jul 2014



APP Contigente
Abril 2014

Downloads
Acum: >250.000

Users
Dec'14: 76.000



Coverage
111 stores

Users
>100.000

New adjacent business opportunities

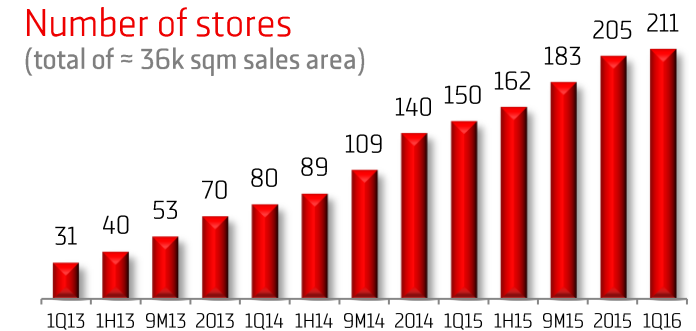
LEVERAGE ON KNOW-HOW IN RETAIL

FRANCHISING



Meu Super reaches 211 stores in the end of March 2016

- Franchised local food retail stores
- **Convenience stores**, located in residential areas: sales area between 150sqm and 500sqm
- Franchisees with guaranteed competitive prices for a wide range of products, with access to **Continente's private label**, **Continente's loyalty card** and local suppliers products (particularly perishables)
- 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**



New adjacent business opportunities

OWN STORES and FRANCHISING



Well's, specialised in health, wellness and optics, is the market leader in Portugal with **154 own stores** + **17 stores** under franchising agreements (1Q16)

Health and well-being

- Parapharmacy, beauty products, health and well-being care
- Eye glasses and optical services

Additional services

- Spa
- Cosmetic
- Nutrition
- Dental care
- Orthopedics
- Hairdresser
- ... among other services

Franchising

- In October 2014, Well's opened its 1st store under franchising agreement in Lisbon
- Well's stores in franchising benefit from information systems that are integrated within Sonae

New adjacent business opportunities

LEVERAGE ON KNOW-HOW IN RETAIL



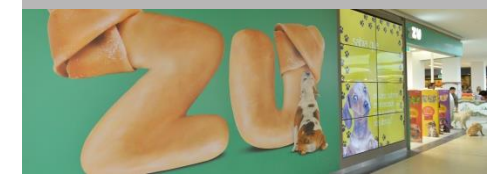
Coffee shops and small snack-bars

- Typically next to Sonae MC supers
- Variety and quality with a fast service fresh products and great price
- 111 own stores + 5 franchising stores (1Q16)



Book shops, stationery and tobacco

- 250 sqm of average store size
- 26 own stores + 5 franchising stores (1Q16)



Products and services for dogs and cats

- extensive multi-brand range of products, including food, hygiene products, textiles, toys and accessories
- vet services, bathing, grooming and pet training

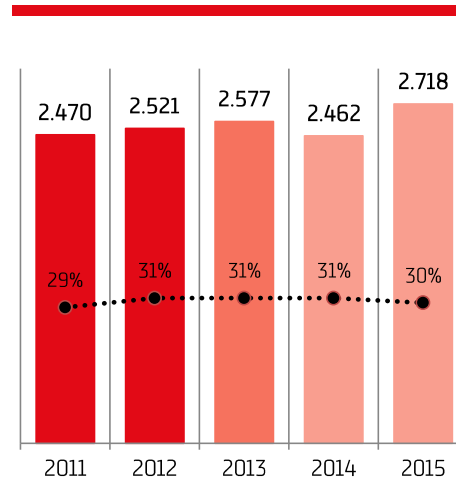
Discounts available through **Continente's** loyalty card

Private label

PERFORMANCE REFLECTS THE STRONG AND CONTINUOUS INVESTMENT IN PRIVATE LABEL

WHOLESALE ACTIVITY INCREASING TO 38 GEOGRAPHIES

OWN REFERENCES AND % FMCG SALES



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

INVESTMENT IN OWN BRANDS

- Broadening of private label range
- An important offer within the current adverse consumer environment (allowing customers to trade-down into a trusted brand)
- Larger volumes and increased know-how



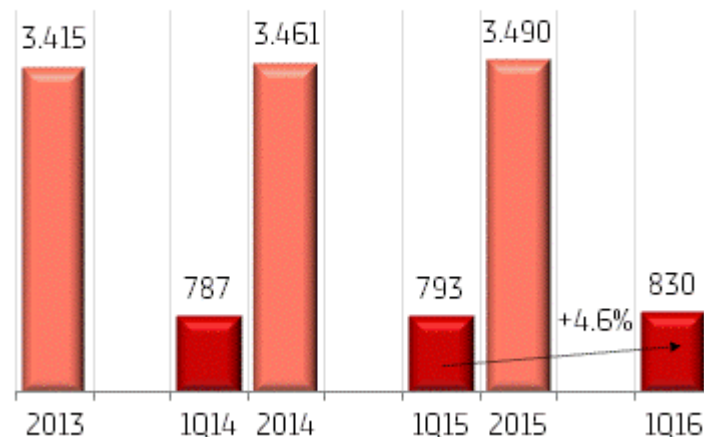
Profitable growth

GROWING MARKET SHARE, WHILE REINFORCING REFERENCE PROFITABILITY



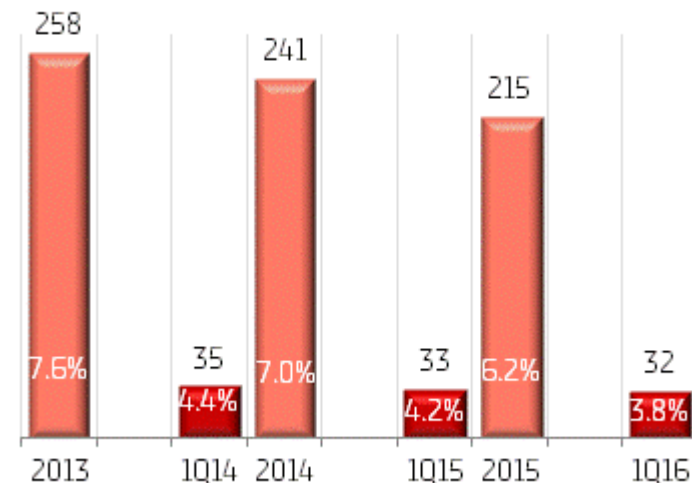
1Q16 TURNOVER GROWING by 4.6% y.o.y. thanks to store network expansion and a large number of measures aimed at reinforcing the value proposition of Sonae MC, whilst improving price perception so as to be compatible with the real price positioning of our stores

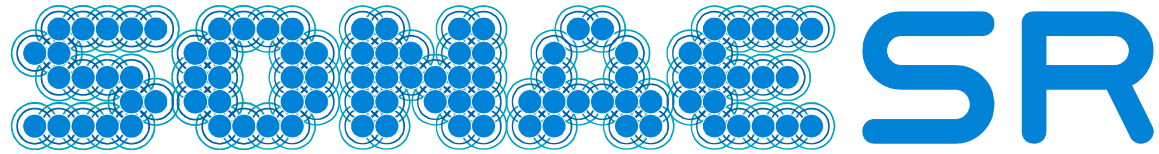
TURNOVER (M €)



1Q16 UNDERLYING EBITDA MARGIN OF 4.2%, which translates into an underlying EBITDA of 32 M€, achieved despite the very intense promotional activity

UNDERLYING EBITDA (M€ and % sales)





INTERNATIONAL EXPANSION AND CONSOLIDATION OF MARKET LEADERSHIP IN PORTUGAL

Breakdown per retail format

Revenues

Number and size of the stores

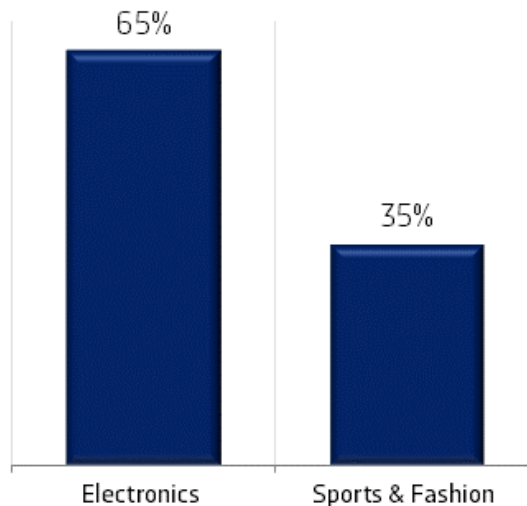
Electronics



Sports and Fashion:



REVENUES 1Q16 in % of total SR



	1Q16	Stores	Total '000 sqm	Average sqm/store
Worten	Portugal	181	119	658
	Spain	48	69	1,439
Sport Zone	Portugal	82	66	799
	Spain	34	33	967
	India	3	1	11
	France	1	1	24
MO	Portugal	113	54	479
	Spain	4	1	352
	Saudi Arabia	5	2	348
	Other countries	3	1	269
Zippy	Portugal	39	12	301
	Spain	23	7	286
	Saudi Arabia	17	4	256
	Other countries	29	5	186
Losan	Spain	10	3	345

Total	Portugal	415	251
	Spain	119	113
	Other countries	58	14

Total Sonae SR 592 378

Number of stores

Portugal

STORES

415

including 13 under franchising

Worten	181
Sport Zone	82
MO	113
Zippy	39

S. AREA

251k sqm

International

STORES

177

including 63 under franchising

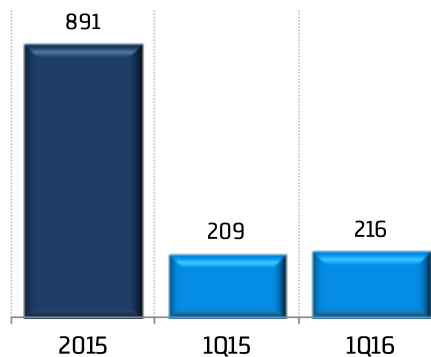
Worten Spain	48
Sport Zone Spain	34
Sport Zone Others	4
MO Spain	4
MO others	8
Zippy Spain	23
Zippy others	46

S. AREA

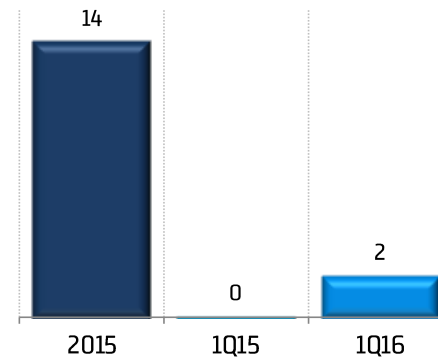
127k sqm

Main financial indicators

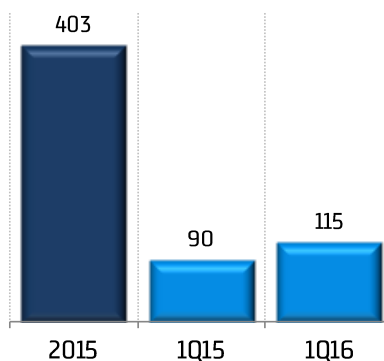
TURNOVER Worten (M €)



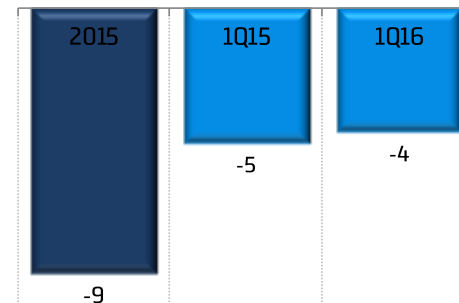
EBITDA Worten (M €)



TURNOVERS S&F (M €)



EBITDA S&F (M €)



International Expansion

INTERNATIONALI-
SATION MOSTLY
BASED ON NEW
EXPANSION MODELS:

**JOINT-VENTURES
FRANCHISING
WHOLESALE**

**67 franchising stores
outside Portugal**

FRANCHISING CONTRACTS

24 COUNTRIES

ZIPPY

- Armenia
- Azerbaijan
- Chile
- Dominican Rep
- Ecuador
- Egypt
- Georgia
- Jordan
- Kurdistan
- Kazakhstan
- Lebanon
- Libya
- Morocco
- Qatar
- Saudi Arabia
- St Maarten
- Turkey
- Venezuela
- Cyprus
- Tunisia
- Philippines
- Mozambique

**SPORT
ZONE**

- Ceuta
- India
- France
- Portugal

MO

- Bulgaria
- Canary Islands
- Mozambique
- Portugal
- Saudi Arabia
- Malta

worten

- Portugal

WHOLESALE

44 COUNTRIES

ZIPPY

- Andorra
- Byelorussia
- Bosnia
- Cyprus
- Colombia
- Costa Rica
- Czech Republic
- Finland
- Germany
- Greece
- Guatemala
- Ireland
- Italy
- Nicaragua
- Poland
- Portugal
- Russia
- San Salvador
- Slovakia
- Spain
- Ukrania
- Turkey

**SPORT
ZONE**

- Andorra
- Australia
- Belgium
- Bulgaria
- Czech Republic
- Denmark
- Ecuador
- Egypt
- France
- Germany
- Ireland
- Israel
- Italy
- Lithuania
- Mexico
- Mozambique
- Poland
- Portugal
- Slovakia
- Slovenia
- Spain
- Switzerland
- Turkey
- UK

worten

- Angola
- Czech Republic
- Greece
- Guatemala
- Holland
- India
- Israel
- Morocco
- Romania
- Spain
- Timor
- UK

MO

- Armenia
- Belgium
- Cyprus
- Czech Republic
- France
- Slovakia
- Spain

ACQUISITION OF AN INTERNATIONALLY RENOWNED JEANSWEAR BRAND

This acquisition brings to SONAE...

- A strong brand with proven international track record
- Strong growth potential with relatively low capital intensity given relevance of 3rd party distribution
- Reinforcement of internal competencies, namely textile product innovation and 3rd party distribution

For SALSA, this transaction brings...

- Shareholding stability with long-term vision commitment
- Balance sheet strength and a reinforced ability to invest
- Strong network capabilities and shopping centres international footprint

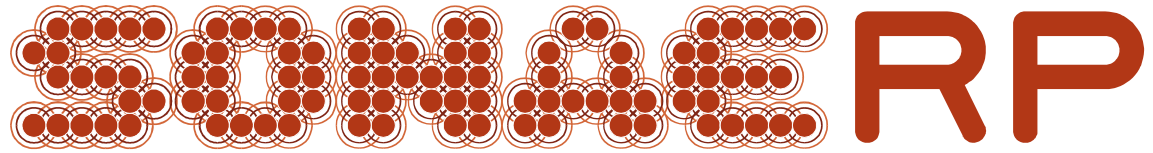
A VALUE ACCRETIVE TRANSACTION FOR BOTH PARTIES

SALSA consistent track record

- €106M total turnover in 2015, more than 50% of which in international markets
- Consistently recording double digit EBITDA margin over the last 5 years
- Strong business in Portugal, and international business with a 14% CAGR since 2008

Long-term goals

- Accelerate growth, both in current and new markets
- Reach 70% international revenues by 2020
- Maintain strong profitability levels
- Reinforce the brand position, starting with the Iberian market



ACTIVE MANAGEMENT OF RETAIL REAL ESTATE ASSETS



Assets Portfolio

Properties anchored by CONTINENTE

Properties are presented as factions in Shopping Centres (22 of our 41 hypermarkets) or stand alone stores. Stores are located strategically in highly populated areas.

In the case of stand alone stores, the building generally includes a large Continente store (food retail anchor), two or three non food retail units operated by Sonae SR and several other smaller retail units (light bazaar + textiles represent ~15% of sales)



Properties anchored by CONTINENTE MODELO

Properties are strategically spread throughout Portugal territory in relevant populated areas (average store size: 2 thousand sqm)

The building usually includes a Continente Modelo store (food retail anchor), two non food retail units operated by Sonae SR and several other smaller retail units (light bazaar represents less than 10% of sales - no textiles)



Properties CONTINENTE BOM DIA

Convenience stores mostly located in Porto and Lisbon metropolitan areas (average store size: 1 thousand sqm)

Operating exclusively a food retail store (concept based on quality and variety of fresh products, ideal for more frequent daily shopping)

Growth opportunity in large cities

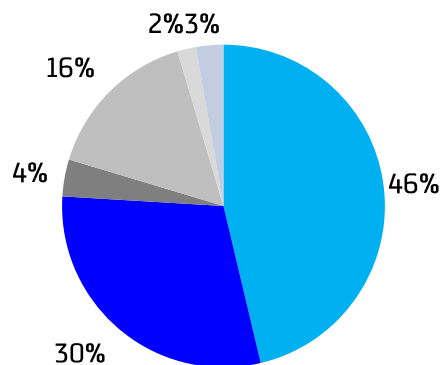


Strategy of Asset Monetisation

GROSS BOOK VALUE

(1Q16)

1.33 billion Euros



- Continente
- Continente Modelo
- Continente Bom Dia
- Logistics & Offices
- Others
- Assets W/out Income

Note: Information organised by anchor.

From 2010 to 2011 Sonae completed 8 sale & leaseback transactions

Amidst new market conditions, and facing increased interest in its assets, Sonae accomplished relevant sale and leaseback transactions since 2014...

...which enabled releasing capital from mature real estate assets within Sonae RP while also maintaining adequate operational flexibility

Total Cash-In = 153 M€

Capital gain = 56 M€

2014

4 SALE & LEASEBACK TRANSACTIONS

Total Cash-In = 14.5 M€

Total net asset value = 13.0 M€

2015

4 SALE & LEASEBACK TRANSACTIONS

Total Cash-In = 184.7 M€

Total net asset value = 132.0 M€

2016

3 SALE & LEASEBACK TRANSACTIONS

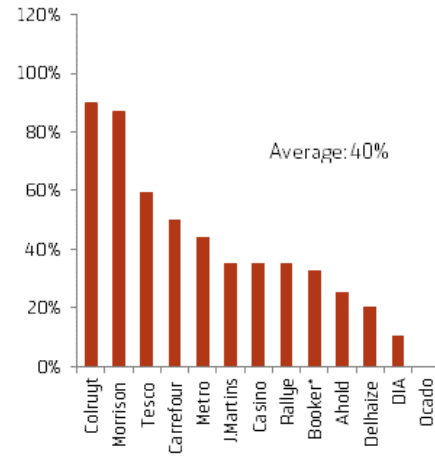
Total Cash-In = 229.9 M€

Total net asset value = 155.9 M€

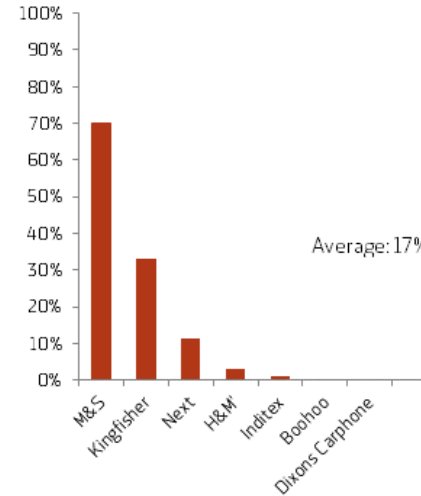
Sonae Freehold Level

Following the transactions carried out over the last quarters Sonae retail real estate level of freehold as of 1Q16 was significantly reduced

FOOD RETAIL
% of space owned freehold



GENERAL RETAIL
% of space owned freehold



SONAE MC
51% freehold

SONAE SR
22% freehold

Hypermarkets
Continente
22 stores owned

Supermarkets
Continente Modelo
62 stores owned

Continente Bom Dia
18 stores owned



3.

EQUITY CONSOLIDATED BUSINESSES

SONAE SIERRA (Shopping Centres)

50% ownership

NOS (Telecoms)

Ownership through Sonaecom



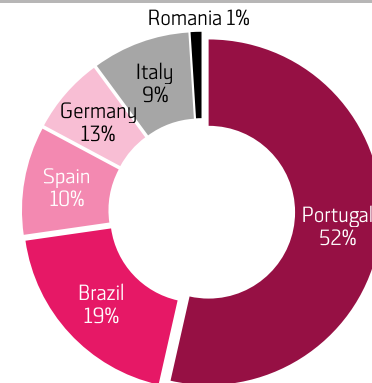
Resilient Performance

A SELF SUSTAINABLE COMPANY
 WITH INCREASING EXPOSURE TO EMERGING MARKETS

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

- Stakes in **44** Shopping Centres
- Net Asset Value of **~1.20 billion euros**

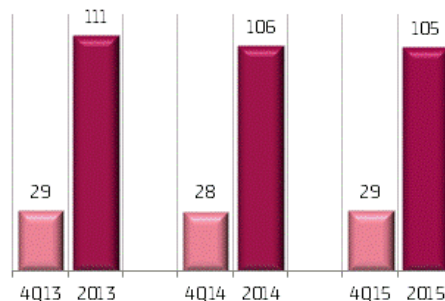
OMV BREAKDOWN 1Q16
 Assets owned and Co-owned - OMV (100% basis)



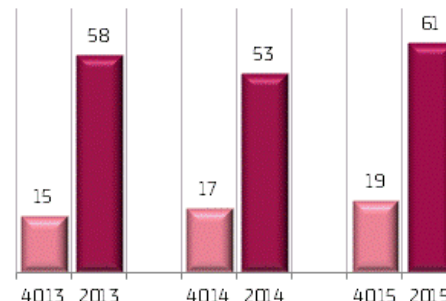
IN 1Q16*:

- **Occupancy rate** = 95.0%
- **Tenant sales** increased by 4.0% y.o.y. in Europe and decreased by 25.3% in Brazil (decreasing by 0.1% y.o.y. in local currency)
- Positive LfL in Europe (5.3%) and -0.1% in Brazil

EBIT (M€)



DIRECT PROFITS (M€)



Occupancy rate growth reflecting the **benchmark quality** of Sonae Sierra assets

MARKET VALUATIONS:

In 2015, indirect results totaled 81 M€, almost doubling in comparison to 2014, benefiting from yields compression

Note: Since Sonae Sierra only values its assets in a semi-annual basis, indirect results in 1Q16 were not impacted by the real estate valuations, only representing the realised gains on disposals.

(* As per Sonae Sierra's published accounts (100%)

Strategy of Recycling Capital and Services Provision

TO GROW IN EMERGING MARKETS AND SERVICES BUSINESS

Recycle capital from mature, non-controlled assets to other projects with development potential

March 2016

- 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

REDUCING THE EXPOSURE TO MATURE ASSETS

Munster (Germany)	2012
Parque Principado (Spain)	2013
Valecenter (Italy)	2013
Airone (Italy)	2013
Le Terraze (Italy)	2014
La Farga (Spain)	2014
Torre Colombo (Portugal)	2015
Zubiarte (Spain)	2015
Boavista (Brazil)	2016
Loop 5 (Germany)	2016

STRENGTHENING OF SERVICES PROVISION

- Profiting from the expertise as retail property developer and property manager
- Signing of new contracts for the management, letting and development of third-party owned shopping centres
- 6 shopping centre developments in pipeline:
 - ParkLake (Romania)
 - Nuremberga (Germany)
 - Zenata (Morocco)
 - Designer Outlet (Spain)
 - Cucuta (Colombia)
 - Norte Shopping expansion (Portugal)

PRESENCE IN 4 CONTINENTS AND 12 COUNTRIES

Portugal
Spain
Italy
Germany
Romania
Greece
Brazil
Algeria
Colombia
Morocco
China
Turkey

Note: Shopping Centres owned/co-owned and services rendered.

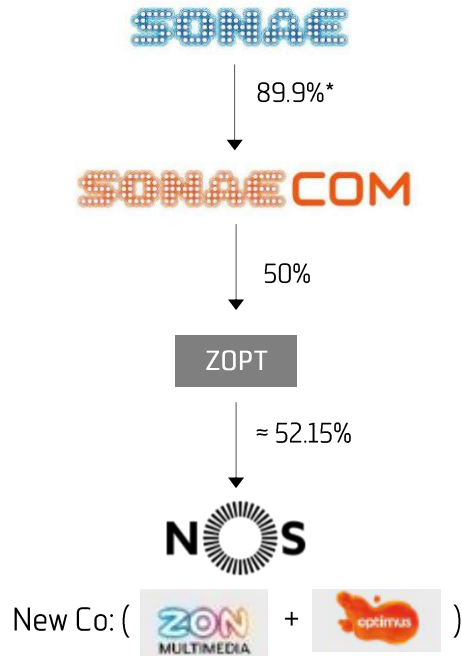
Value Creation

CONSOLIDATION UNLOCKED A SIGNIFICANT VALUE CREATION

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

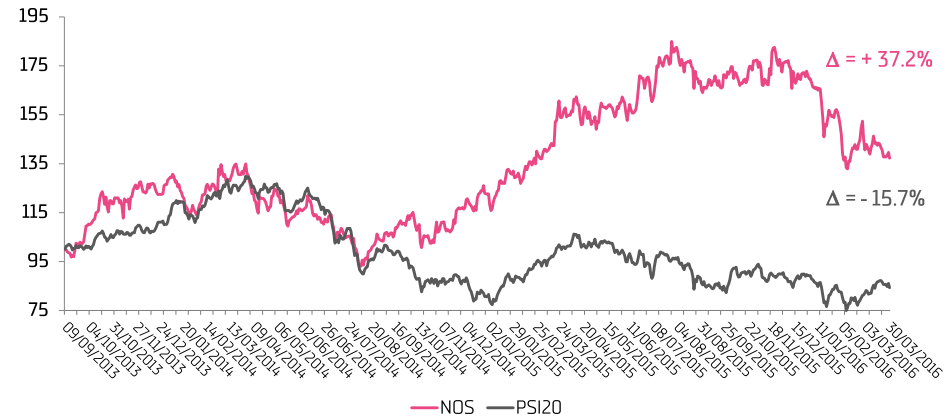
NOS strong operational trends are generating market share gains and improvements in the company's financial performance.

August 27th 2013: ZON OPTIMUS (NOS) was created

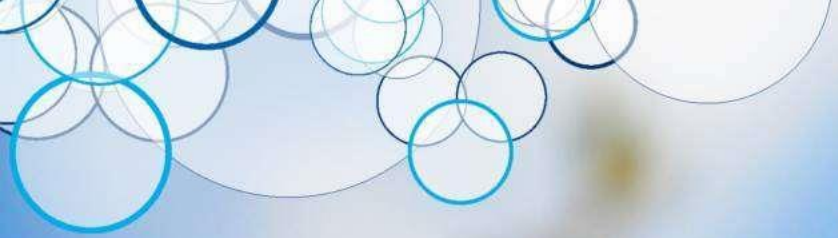


Merger by incorporation of Optimus into Zon

NOS market performance



Following the merger between Optimus and Zon, and the subsequent creation of NOS, and since September 9th 2013, the day when new shares were listed, to March 31st 2016, the company's market capitalisation has grown 70%, corresponding to a share price increase from €4.27 to €5.86



4.

RECENT FINANCIAL PERFORMANCE



Overview

Resilient
turnover performance

Efficiency gains allowing for
reference operating
profitability

KEY FINANCIALS 1Q16

TURNOVER

1.22bn

UNDERLYING EBITDA

46m

UNDERLYING EBITDA Mg.

3.8%

TOTAL NET DEBT

1.31bn

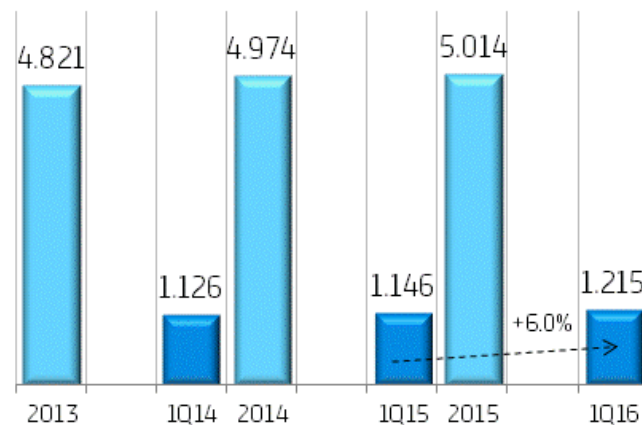


Turnover

**CONSOLIDATED
TURNOVER
GREW** by 6.0%
TO €1.22 BN IN
1Q16

... BENEFITING FROM THE POSITIVE CONTRIBUTIONS OF
SONAE MC and SONAE SR

CONSOLIDATED TURNOVER
Million Euros



TURNOVER PER BUSINESS (M€)

	1Q15	1Q16	y.o.y.
SONAE	1,146	1,215	6.0%
SONAE MC	793	830	4.6%
SONAE SR	299	331	10.9%
SONAE RP	32	24	-24.6%
SONAE IM	60	57	-5.0%

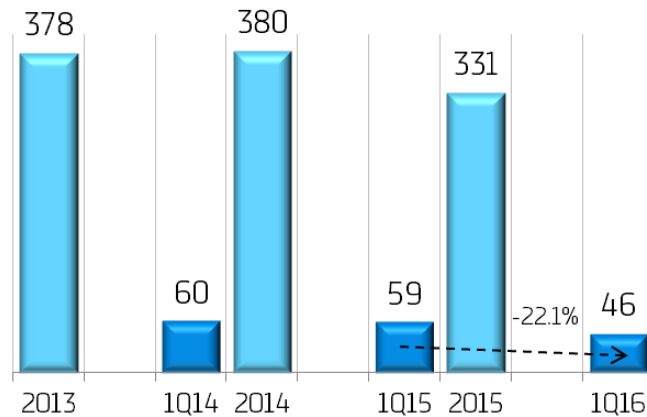
	2014	2015	y.o.y.
SONAE	4,974	5,014	0.8%
SONAE MC	3,461	3,490	0.8%
SONAE SR	1,290	1,294	0.4%
SONAE RP	126	121	-4.0%
SONAE IM	252	249	-1.1%

EBITDA

IN A DIFFICULT
MACRO
ENVIRONMENT,
GROUP'S
UNDERLYING
EBITDA REACHES
€46M in 1Q16

... SUPPORTED BY THE IMPLEMENTATION OF OPERATIONAL
EFFICIENCY PROGRAMMES

UNDERLYING EBITDA
Million Euros



UNDERLYING EBITDA PER BUSINESS (M€)

	1Q15	1Q16	y.o.y.
SONAE	59	46	-22.1%
SONAE MC	33	32	-4.6%
SONAE SR	-4	-2	56.2%
SONAE RP	29	21	-26.0%
SONAE IM	2	1	-54.1%

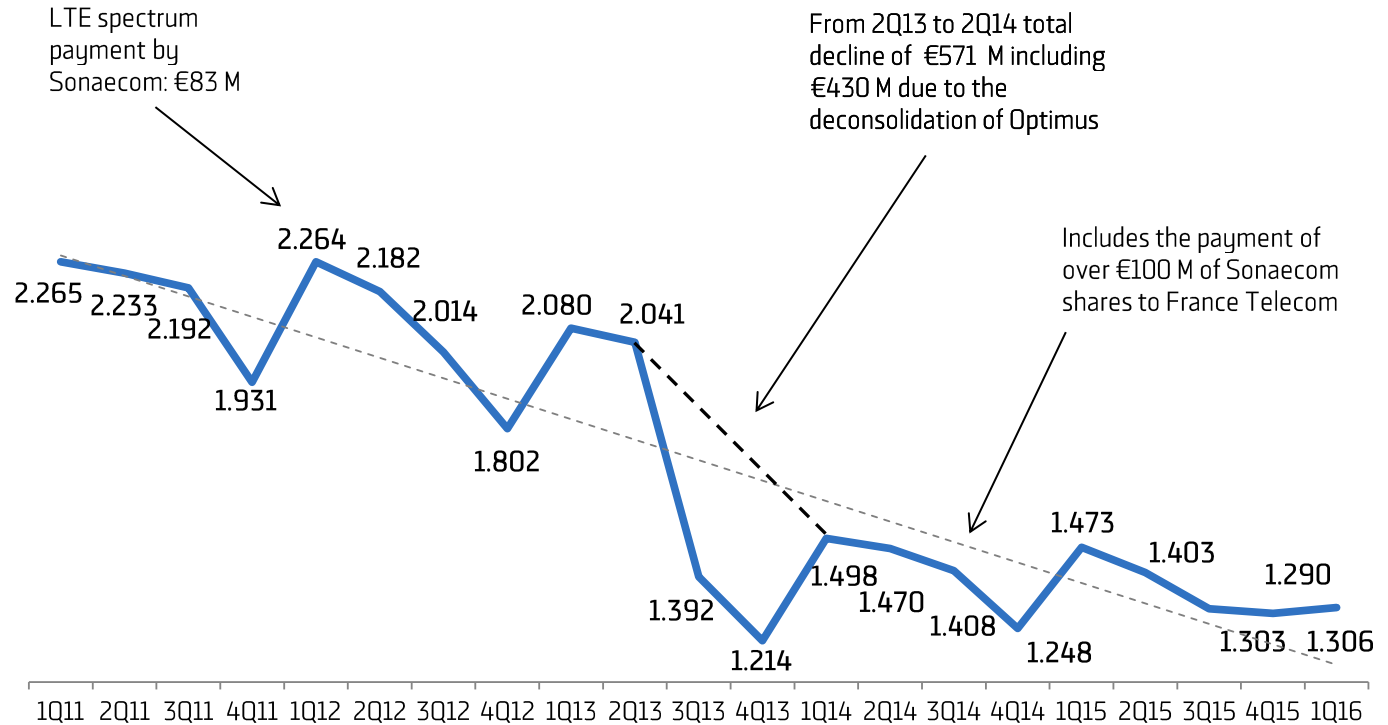
	2014	2015	y.o.y.
SONAE	380	331	-13.0%
SONAE MC	241	215	-10.7%
SONAE SR	15	5	-64.6%
SONAE RP	116	109	-6.3%
SONAE IM	19	16	-14.3%

Capital Structure

Net Financial Debt	1Q16
MC, SR and IM	648
Holding & Other	646
Sonae IM	12
TOTAL FINANCIAL NET DEBT	1,306

All refinancing needs for next 18 months already secured

FINANCIAL NET DEBT



Sonae further reinforced its capital structure, and concluded several financing operations with maturities up to 7 years

Capital Structure

June 4th 2014
Sonae issued €210.5 M in convertible bonds

COVERTIBLE BONDS

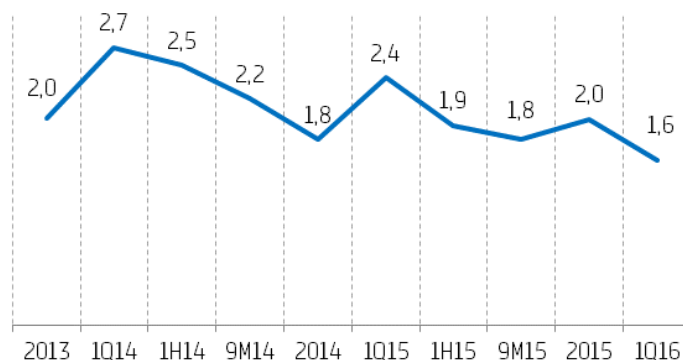
- 210.5 M€
- 122 million shares
- Initial conversion price 1.726 €/share
- Premium 35%
- Maturity 5 years – redeemed at par at maturity
- Coupon 1.625% per annum, payable semi-annually in arrear



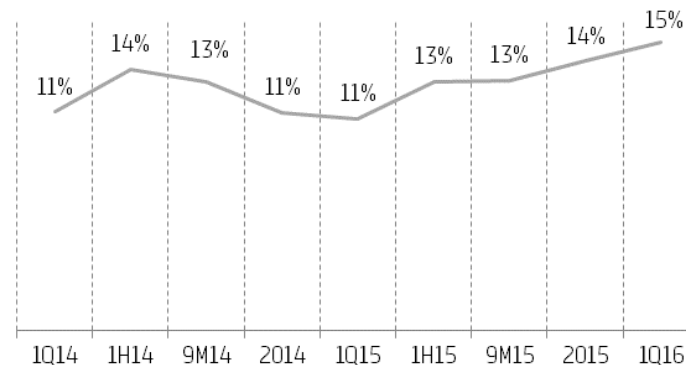
Capital Structure

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

RETAIL
NET DEBT/REC. EBITDA



HOLDING & OTHER
LOAN-TO-VALUE(*)



(*) 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 Sonaeacom market cap)

Shareholder Remuneration

DIVIDEND PAYER ON A REGULAR BASIS

OBJECTIVE
TO MAINTAIN
AN ADEQUATE
SHAREHOLDER
REMUNERATION

The resilience of the cash flows generated gives confidence on the ability to maintain shareholder remuneration policy

3.85 cents

DIVIDEND PER SHARE 2015

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

3.5%

DIVIDEND YIELD

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



Valuation

SIGNIFICANT DISCOUNT VS “SUM-OF-THE-PARTS” VALUATION

SONAE Market Valuation (€M)	
Sonae MC enterprise value	1,649
Sonae SR enterprise value	656
Worten	325
Sports & Fashion	331
Sonae RP (invested capital @ book value)	879
Retail businesses avg. net debt	-680
Retail businesses' equity value	2,504
Investment Management's equity value	161
NOS (market value; % share)	737
Sonae Sierra's equity value (NAV; % share)	598
Sonae's GAV (Gross Asset Value)	4,001
Holding net debt (incl. shareholder loans)	-614
Sonae NAV (Net Asset Value)	3,387
Sonae NAV per share	1.69

€1.69

SONAE NAV per share

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.

Valuation

SONAE IS ACTIVELY COVERED BY 7 SELL SIDE EQUITY ANALYSTS

+ 2.3%

Stable share price performance in 2015

BROKER	Date	Recommendation	Price Target
BPI	Jun 16	Buy	1.20
Caixa BI	Jun 16	Buy	1.50
Equita	May 16	Buy - Best Picks	1.40
Haitong	Apr 16	Buy	1.35
Fidentiis	Mar 16	Buy	1.30
Barclays	Jan 16	Hold	1.10
Mainfirst	Jan 16	Outperform	1.42
Average			1.32

Average price target of **€1.37**

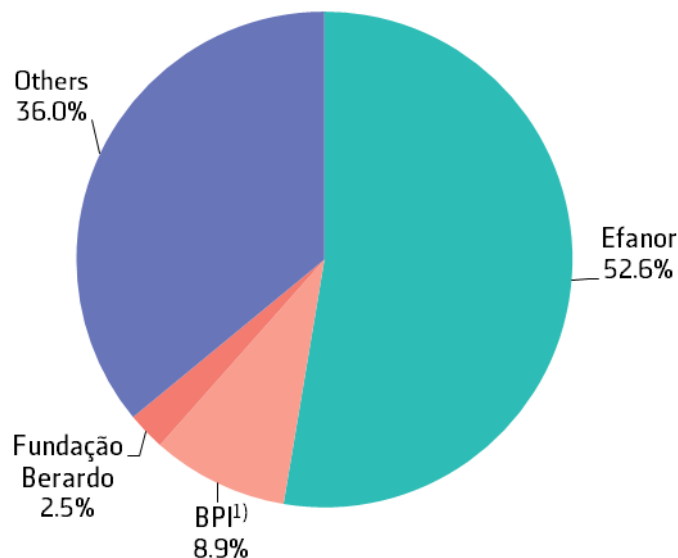
+ 25.1%

when compared with share price as of 31.03.2016 (€1.059)

Shareholdings

A STABLE SHAREHOLDER STRUCTURE

Reference shareholder, Efanor, a family holding company



FREE FLOAT OF CIRCA 40%

¹⁾ BPI stake includes Equity swap of circa 119 million Sonae shares (~6% of share capital)



SHARE CAPITAL
2,000 million

AVERAGE DAILY
VOLUME (1Q16)
~4.49 million shares

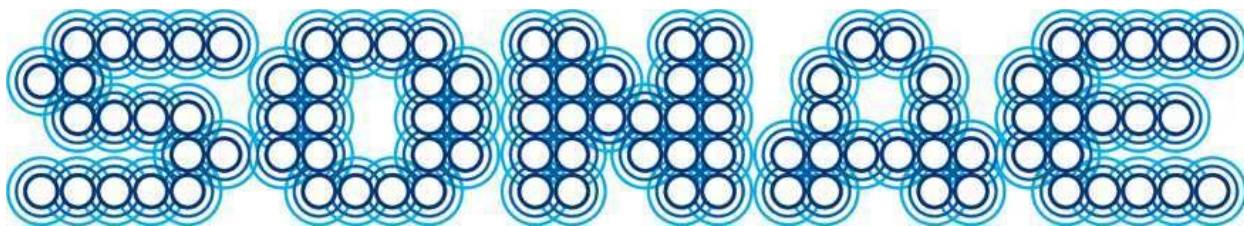
MARKET
CAP (as of 31.03.2016)
~2.12 billion euros

²⁾ As of 25 May 2015;
Note: Sonae own shares represent less than 0.01% of Sonae's share capital.

CONCLUSION

AN ATTRACTIVE INVESTMENT OPPORTUNITY

- Growing **leading market positions** in Portugal, while protecting operational profitability
- An **internationalisation strategy** based on a “capital light” approach, enabling future growth and value creation
- **Significant deleveraging** made possible by organic cash flow generation and asset monetisation
- **Undervalued** share price, driven by political uncertainties and macro concerns
- Attractive **dividend yield**
- Proven **management track record**



INVESTOR PRESENTATION

June 2016

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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

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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.

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