



INVESTOR'S

key questions and concerns

Q1

What is Sonae's equity story?

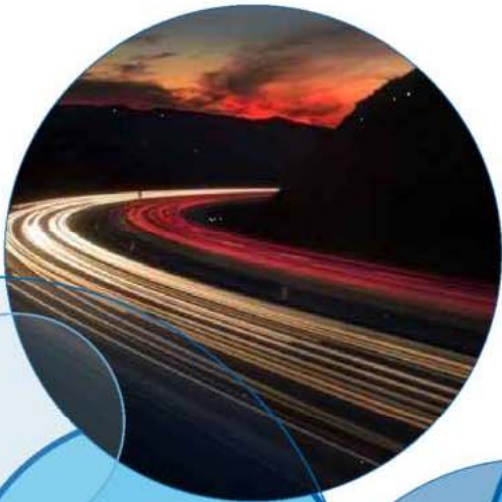


CORPORATE STRATEGIC GUIDELINES FOR FUTURE GROWTH WERE DISCLOSED

Main goal is to transform Sonae into a large multinational retail corporation

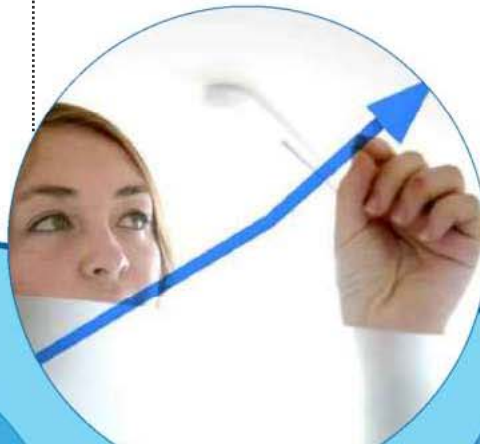
GO INTERNATIONAL

- Top strategic objective
- Target growth geographies and mature markets
- Use concepts believed to be distinctive and with a clear edge over competitors



DIVERSIFY INVESTMENT STYLE

- Adopt the most appropriate investment style on each business
- Accept non-controlling stakes (minority stakes) when Sonae would benefit from the contribution of partners to create value



LEVERAGE EXCEPTIONAL ASSET BASE IN PORTUGAL

- Continue to explore new business opportunities that leverage Sonae's exceptional asset base in Portugal
- New ventures should have potential to become a large business in the medium term and with a clear path to internationalization



IMPORTANT ORGANIZATIONAL CHANGES WERE IMPLEMENTED

Changes designed to provide the necessary focus and taking into account different internationalization expansion opportunities of each core unit

REORGANIZE RETAIL INTO 3 SEPARATE BUSINESS

- 2 core businesses: Food based retail and Specialized retail
- 1 related business: Retail Real Estate
- 2 core partnerships: Shopping Centre and Telecommunications

INTEGRATE RETAIL & HOLDING CORPORATE CENTRES

- Release resources necessary for new corporate developments without increasing headcount
- More focus on retail and retail related business

INCORPORATE A NEW INVESTMENT MANAGEMENT AREA

- Create a support unit within the newly integrated corporate centre
- Unit with M&A expertise and focused on the retail sector



WE ARE A RETAIL COMPANY

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

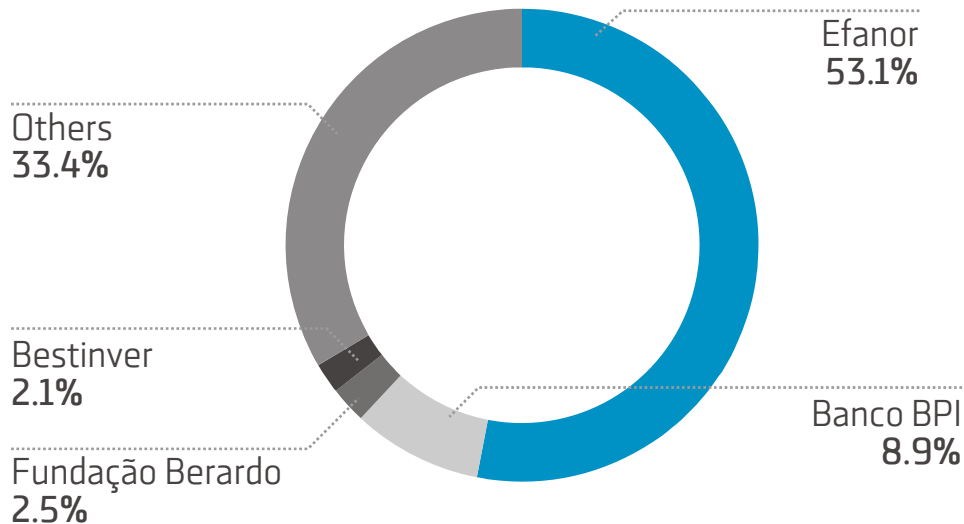
SONAE

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

100%	100%	100%	50%	53%	100%
SONAE MC Food Retail	SONAE SR Specialised Retail	SONAE RP Retail Properties	SONAE SIERRA Shopping Centres	SONAE COM Telco	Investment Management
Hipers and Supers	Non-Food Retail formats: Sports, Textiles and Electronics	Retail Real Estate assets	Shopping centre developer, owner and manager	Integrated Telecom provider	Business 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 BUSINESS		RELATED BUSINESS	CORE PARTNERSHIP		ACTIVE INVESTMENT

WITH A STABLE SHAREHOLDER STRUCTURE

- Reference shareholder, Efanor, a family holding company



Share Capital
2,000 million

Average daily volume (2009)
~8 million shares; 5.6 million euros


Market Capitalization (as of 31 Dec 09)
1.7 billion euros

Free Float (as of 31 Dec 09)
0.82 billion euros

BPI stakes includes equity swap of
132.8 million Sonae shares (~7% of share capital)

Free float of circa 47%
including BPI equity swap





Q2

What are the growth prospects for your Food Retail business?

MODELO CONTINENTE HAS REINFORCED ITS LEADERSHIP POSITION

- Food retail leader in Portugal
- With 378 stores and sales area of 528,000 m²

HYPERMARKETS Continente

- 39 stores
- 284,000 m² (sales area)
- Average sales area = 7,300 m²

Supermarkets Modelo

- 125 stores
- 218,000 m² (sales area)
- Average sales area < 2,000 m²

Coffee-Shops Bom Bocado

- 80 stores
- 4,000 m² (sales area)

Others

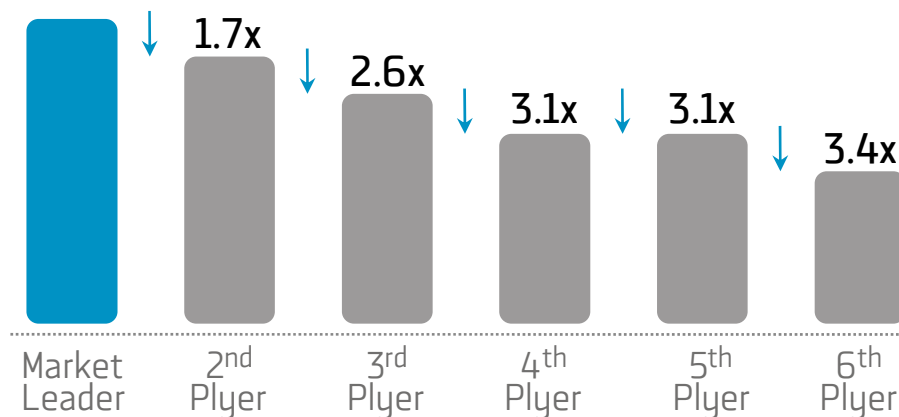
Área Saúde

115 stores | Beauty & Health

Book.it;

14 stores | Books, stationery & tobacco

MODELO CONTINENTE



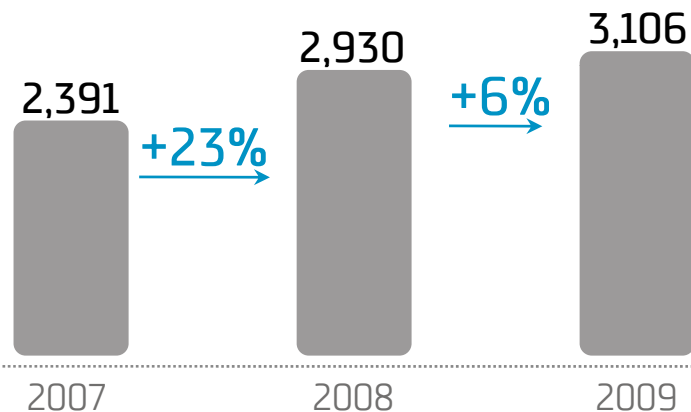
LEADERSHIP HAS ENABLED GROWTH AND PROFITABILITY TO BE ACHIEVED

- In a tough consumer environment with significant food deflation, turnover was up 6%
- Gains in market share and improvements in internal operating efficiency reflected in EBITDA

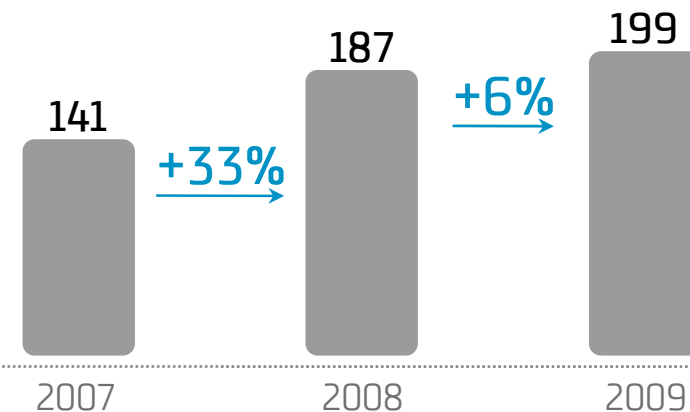
Significant like for like sales (+1%), with higher volumes (+5%) offsetting the lower average price per unit sold (deflation + trading down phenomenon + strong competitive pressures)

EBITDA growth benefited from the gain in market share and improvements in internal operating efficiency (centralized logistics & category management); margin was impacted by food deflation and competitive pressures.

TURNOVER (M€)



EBITDA (M€)



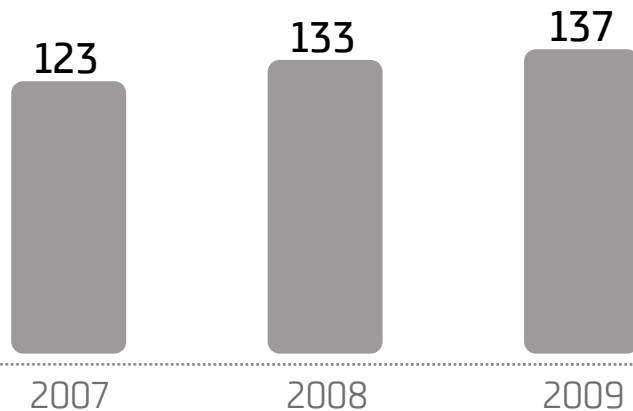
Q2. What are the growth prospects for your Food Retail business?

SONAE

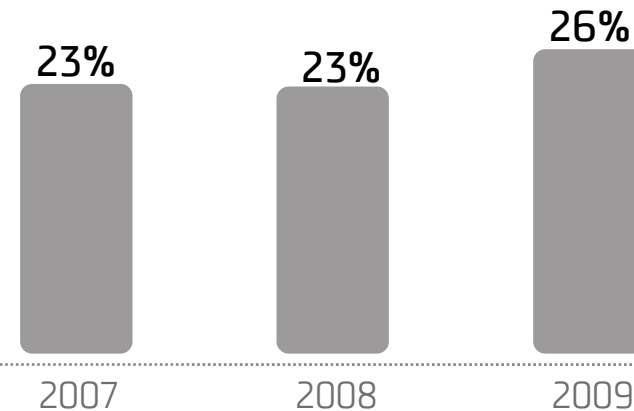
GROWTH ACHIEVED WHILE SUSTAINING ROIC
NOTWITHSTANDING HIGH INVESTMENT
LEVEL, RETURN ON INVESTED CAPITAL
HAS REMAINED ATTRACTIVE (26%)



CAPEX (M€)



EBIT (LTM)/Invested capital

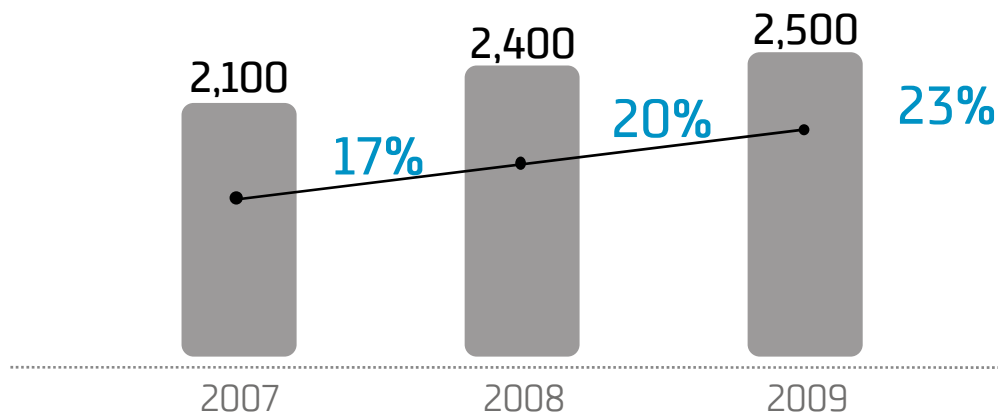


PERFORMANCE REFLECTS SUCCESS OF OPERATING INITIATIVES & INNOVATION

Strong investment in private label

- Broadening of the own brand range
- Representing a quarter of FMCG sales
- Own brands include: private label Continente (circa 20% discount to branded products - category leader)
1st price brands (best price in market, including hard discounters) and controlled brands (gourmet selection, etc)

REFERENCES (% FMCG sales)



PERFORMANCE REFLECTS SUCCESS OF OPERATING INITIATIVES & INNOVATION

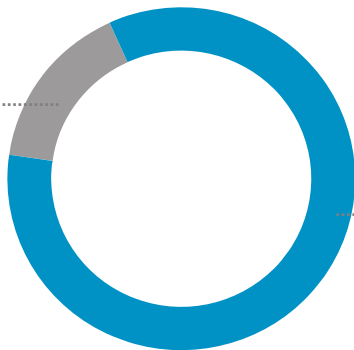
Success of loyalty card

- Launched in January 2007
- 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

SALES PENETRATION

Without
loyalty card

16%



With
loyalty card

84%

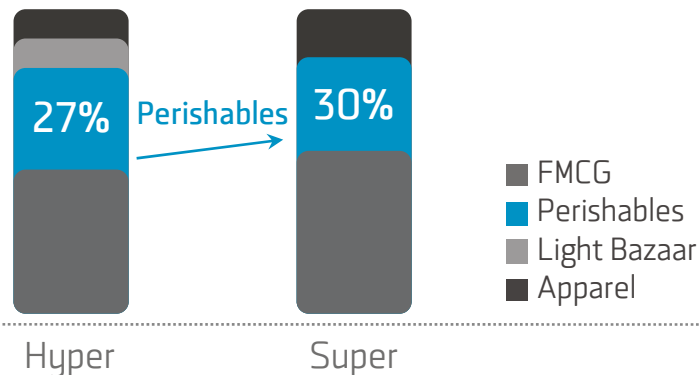


PERFORMANCE REFLECTS SUCCESS OF OPERATING INITIATIVES & INNOVATION

Investment in perishables

- “Traffic Generator” category
- Segmentation of fresh products into three clear price categories: Economic (most affordable offer), Quality & Freshness (medium range priced product), Selection (gourmet assortment)
- Clear value proposal in price/quality terms
- Increase in sales on a like for like basis

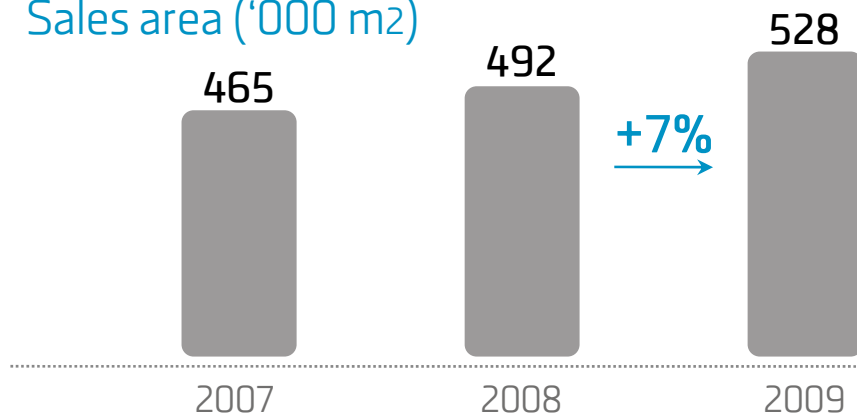
BREAKDOWN OF SALES PER CATEGORY



PERFORMANCE REFLECTS THE STRONG PROGRAMME OF ORGANIC GROWTH IN PORTUGAL

STORES = 378 | SALES AREA = 528,000M2

ORGANIC GROWTH IN 2009 Sales area ('000 m2)



New stores:
+39,000m₂
+89 stores



PERFORMANCE REFLECTS THE STRENGTHENING OF OUR COMPETENCIES AND VALUE PROPOSAL

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
“Brand of Confidence”
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 (+6,400m²)

Continente and Modelo each have **distinctive competencies**



INTERNATIONALIZATION IS AN OPPORTUNITY AND A NEED GIVEN GROWTH CONSTRAINTS IN PORTUGAL

Leverage on our exceptional asset base in Portugal

- **Take advantage** of the 80% coverage of the Portuguese market to keep reinforcing market share
- Continue to **explore new adjacent business opportunities** leveraging on a strong management team and know how in retail
- **Manage a sustainable cash flow** generator business in Portugal

Look for international expansion opportunities;

Requirements needed for a country to be considered an option:

- **Strong growth potential**
- **Underdeveloped modern retail**
- **Low competition pressures**
- Possibility of a “**Greenfield approach**”



Q3

What can we expect
from your Specialized
Retail business?

SPECIALIZED RETAIL UNIT WITH MARKET LEADER FORMATS

Operation of 7 non-food retail formats related with Sports, Apparel and Consumer Electronics.

SPORTS

Sportzone

- #1 in Portugal
- 89 stores
- 78,000 m² (sales area)
- 205 M€ Turnover (2009)

Loop

- Casual Footwear
- 5 M€ Turnover (2009)

HOME APPLIANCES & ELECTRONICS

Worten

- #1 in Portugal
- 146 stores
- 147,000 m² (sales area)
- 708 M€ Turnover (2009)

Worten Mobile

- Mobile Telecom Equipments
- 15 M€ Turnover (2009)

Vobis

- Computer Appliances
- 45 M€ Turnover (2009)

APPAREL

Modalfa

- 99 stores
- 51,000 m² (sales area)
- 115 M€ Turnover (2009)

Zippy

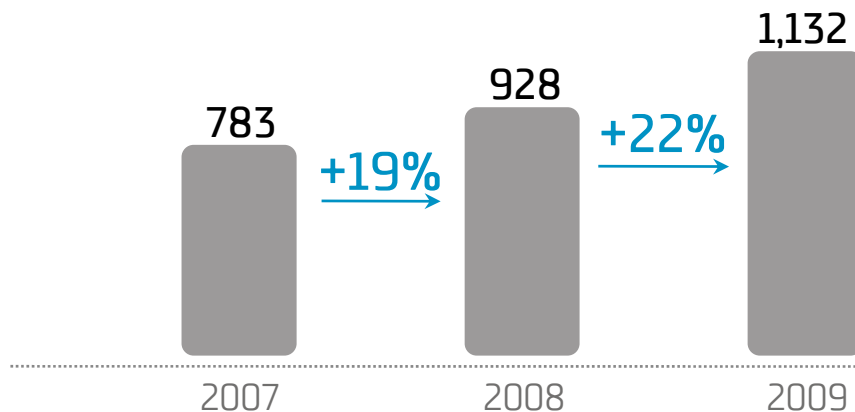
- 44 stores
- 16,000 m² (sales area)
- 39 M€ Turnover (2009)



CLEAR GROWTH DURING 2009

- Turnover showing significant growth, mainly driven by strong expansion of the last 12 months
- Like-for-like sales down by only 3%
- Growth in the textile and sports formats mitigating the performance of the consumer electronic formats; the latter reflecting a lower consumption of discretionary products
- Sustainable reinforcement of leadership in the Portuguese consumer electronics and sports market
- International business already contributing with 13% of sales

TURNOVER (M€)



CLEAR GROWTH DURING 2009

CONSOLIDATION OF POSITION IN PORTUGAL AND STRONG PUSH TOWARDS INTERNATIONALIZATION

SUCCESS IN DEFENDING MARKET LEADERSHIP IN:

- Home appliances & consumer electronics
- Sports

STRONG EXPANSION

- **Organic growth** - +62,000m² (last 12 months)
- **M&A** - 9 stores; +22,000m²

ENTRANCE INTO SPANISH MARKET WITH POSITIVE FIRST SIGNS:

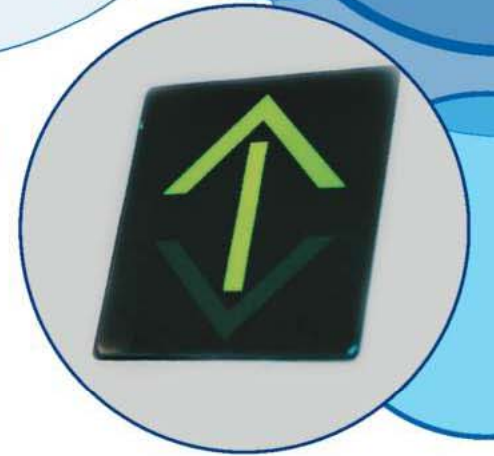
- **Worten** - 14 stores; 34,000m²
- **SportZone** - 14 stores; 17,000m²
- **Zippy** - 10 stores; 4,000m²

- **Large market**, with well developed shopping centres and retail parks
- **Offers attractive** lease terms given economic situation
- **Big potential** for organic growth
- **Capital light approach**



Q3. What can we expect from your Specialized Retail business?

COMMITMENT TO GROW INTERNATIONAL IMPACTING PROFITABILITY.... BUT IN LINE WITH THE GOAL OF POSITIVE EBITDA IN 2012



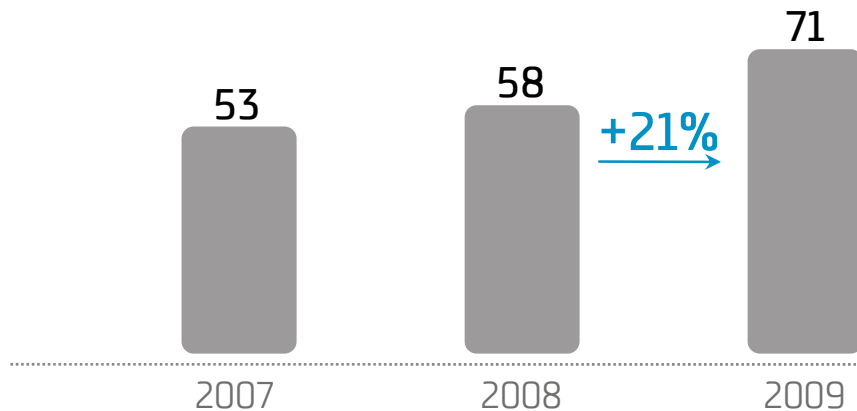
SONAE SR EBITDA REFLECTS TWO OPPOSING FACTORS:

Portugal: sustained increase in profitability

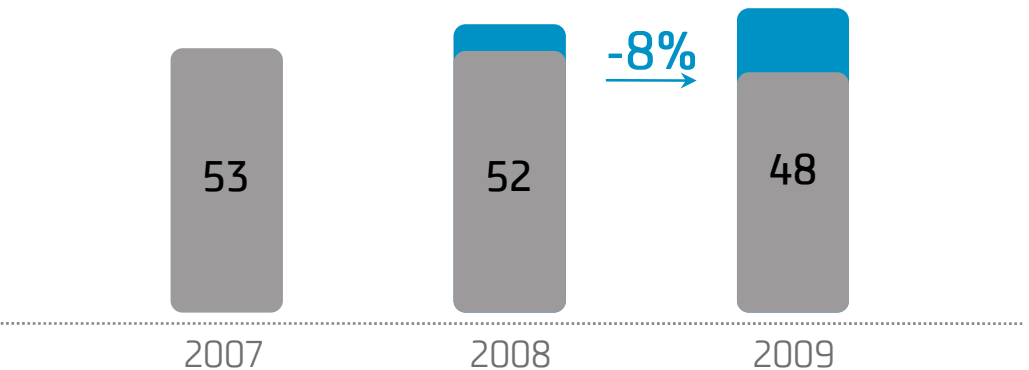
- Market share gains, with increasing leadership in consumer electronics and sports goods
- Increasing efficiency in more recent formats

International expansion effort: market entry costs + organic growth

EBITDA SONAE SR PORTUGAL (M€)



EBITDA SONAE SR (M€)



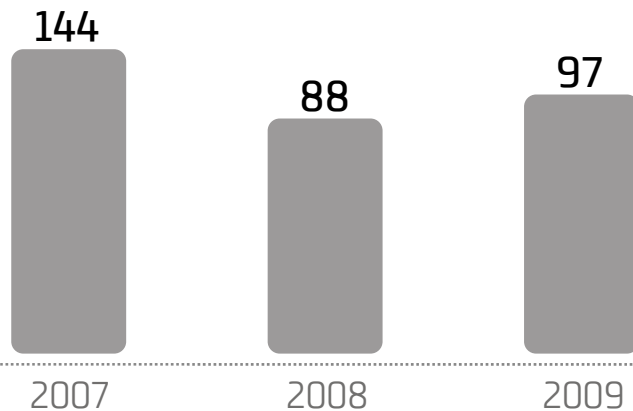
■ Impact of Spanish business
■ EBITDA Sonae SR

Q3. What can we expect from your Specialized Retail business?

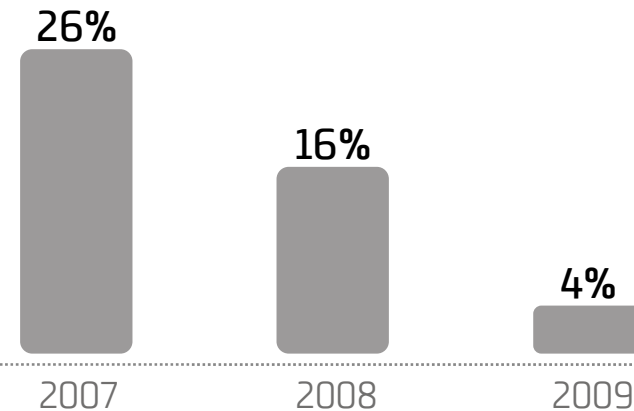
COMMITMENT TO GROW INTERNATIONAL RETAILING ACTIVITIES WITH SHORT TERM IMPACT ON RETURNS



CAPEX (M€)



EBIT (LTM)/ Invested capital



Invested Capital= investment properties + technical investment
+ financial investment + goodwill + working capital

INTERNATIONALIZATION IS AN OPPORTUNITY AND A NEED GIVEN GROWTH CONSTRAINTS IN PORTUGAL

Leverage on our exceptional asset base in Portugal

- **Complete coverage** of the Portuguese market with the current formats' portfolio
- Continue to use Portugal as a test plant for new formats, leveraging on a **strong management team** and **know-how in retail**
- Manage a **sustainable cash flow** generator business in Portugal.

Be an international retail player, starting with a strong expansion in Spain

- **Grow the business** to be a reference "Iberian retail player"
- **Build international skills** and **experience**
- **Develop the international identity** of the formats' portfolio paving the way to the entrance into other markets
- Possible configuration of an **additional international development model** based on franchising and other capital light approaches as means to accelerate growth.

Q4

What are your strategic options for the Shopping Centre and Telecommunications businesses?

A SELF SUSTAINABLE COMPANY WITH NO “CALL FOR MONEY” AND A DIVIDEND PAYER ON A REGULAR BASIS

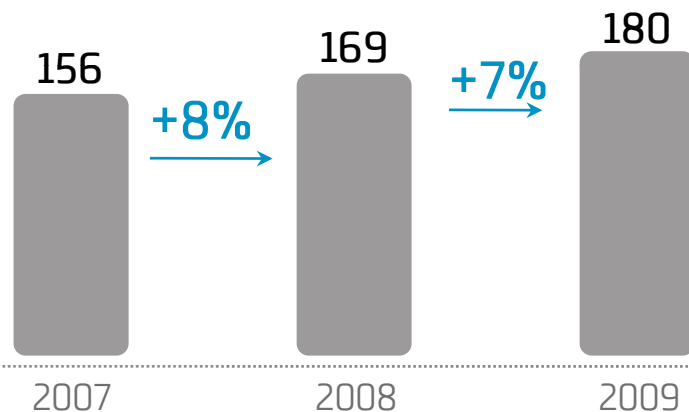
An international shopping centre specialist, 50% owned joint venture with Grosvenor

- with presence in Portugal, Spain, Italy, Germany, Greece, Romania and Brazil
- owning 52 Shopping centres with open market value of ~6 billion euros (as of 31 Dec 09)

Commitment to achieve above industry average return

- Return on Equity - long term target of 15%
- Dividends - 50% of direct net profit after minorities plus 50% gain on sales

EBITDA (M€)



2008 is restated to include the Sierra Portugal Fund at 42%

CONTINUED GROWTH OF DIRECT RESULTS...

Reflecting the cost control initiatives implemented and...

- Occupancy rates kept at high levels (95%)
- Flat total rents collected (variable + fixed) on a like-for-like basis
- Spain with the worst performance, with -8% total rents collected (variable + fixed) on a like-for-like basis

Q4.1. What are your strategic options for the Shopping Centre business?

SONAE

YIELDS ACROSS EUROPE CONTINUED TO INCREASE BUT AT A LOWER RATE...

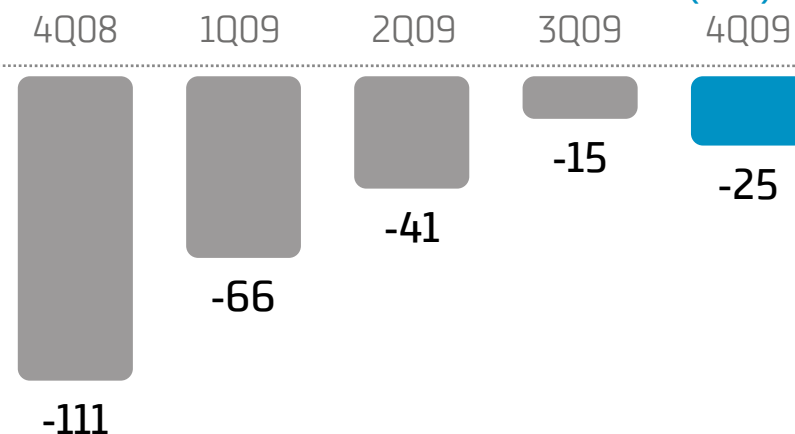
In the second half of the year, the impact of increases in yields was much lower than in the previous periods



NEGATIVE NON CASH EFFECT FROM THE DEVALUATION OF ASSETS

YIELD EVOLUTION	△ 2008	△ 2009
Portugal	+56bp	+89bp
Spain	+95bp	+60bp
Italy	+78bp	+27bp
Germany	+42bp	+17bp
Romania	+125bp	+100bp
Brazil	-8bp	-7bp

VALUE CREATED IN PROPERTIES (M€)



ADAPT BUSINESS PRIORITIES TO THE CURRENT CONSTRAINTS IN FINANCIAL MARKETS

Be resilient under the current market turmoil and prepare to exploit all the growth opportunities to come when the market recovers

- Heavy focus on cost management
- Reduction of capital employed through reinforcement of partnerships and accepting non-controlling equity stakes
- Push for selling service activities to other shopping centre operators (development, asset management and property management services)

Slow down the pace of launch of projects in pipeline

- 2 projects under construction and 10 new projects in different phases of development
- Only projects committed with financing will be developed
- Delivering a minimal required return on equity for each project

Be ready to continue to grow, as soon as feasible, spearheaded by the **development activity** and **entering into new markets**

SONAECOM IS A SIGNIFICANT PLAYER AND A VALUABLE ASSET IN THE TELCO MARKET

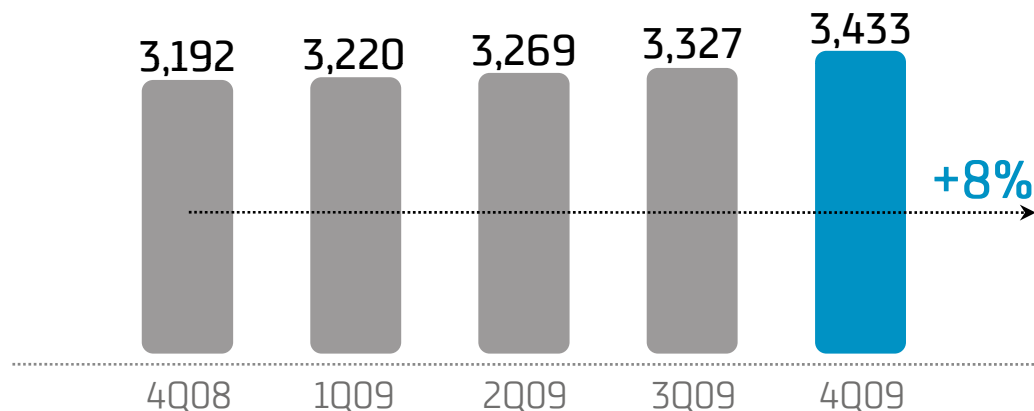
An integrated operator

- Sonaecom is present in all Telco segments - residential, corporate, SME and SOHOs and Wholesale - with mobile, wireline and convergent offers of Voice, Data & Internet access and TV
- The true integrated alternative operator in Portugal

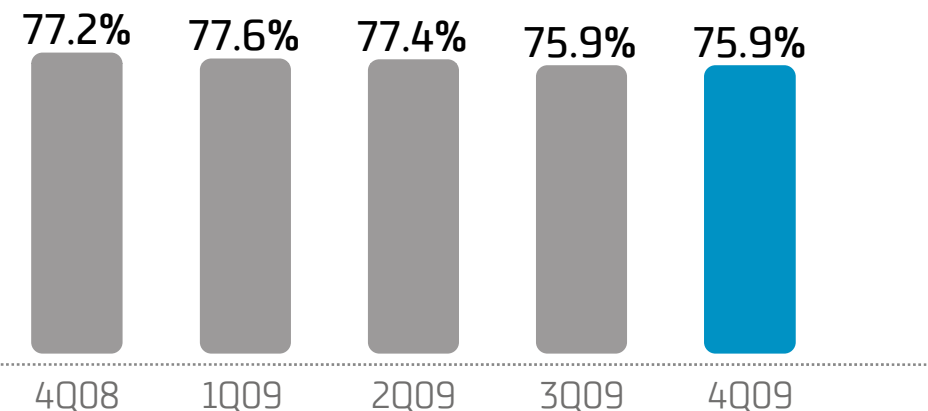
Mobile customer base exceeds 3.2 million subscribers and continues to grow

Wireline business evolving towards offers supported by its own network

MOBILE CUSTOMERS (Millions)



% DIRECT ACCESS/ Wireline customer revenues



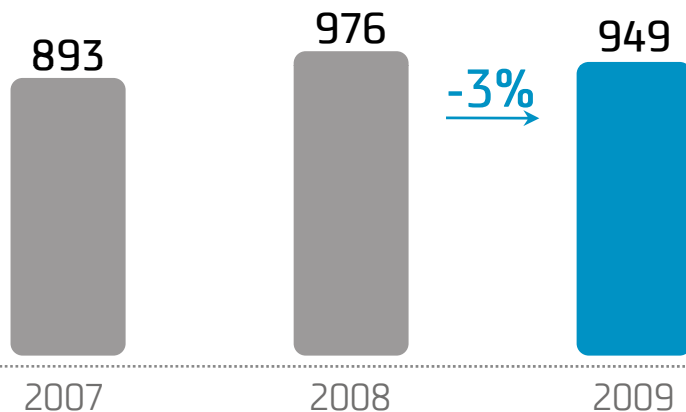
SHOWING STRONG EBITDA RESULTS AND POSITIVE CASH FLOW

These results are a clear demonstration of the company's ability to meet and, in some measures, surpass the challenging targets for the year...
...amid the environment of high risk and uncertainty

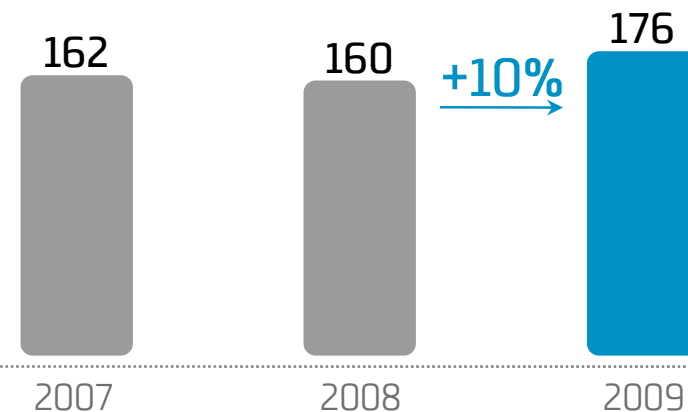
Again, the performance was above expectations:

- Turnover impacted by MTRs, lower Roaming in revenues and lower wireline residential revenues
- Gains in market share in various mobile segments
- Cost control initiatives in place
- Rigorous management of CAPEX

TURNOVER (M€)



EBITDA (M€)



SUSTAINABLE STAND ALONE BUSINESS

- **Stable/growing mobile business:**
Growing market share; Sustaining good margins
- **Good performing wholesale:**
Corporate & Wireline business
- **Fully integrated** telecom's structure
and convergent market approach
- **Growing SSI** business
- **Comfortable capital structure**
- **Stable reference shareholder**
- **Strong management team**



Q5

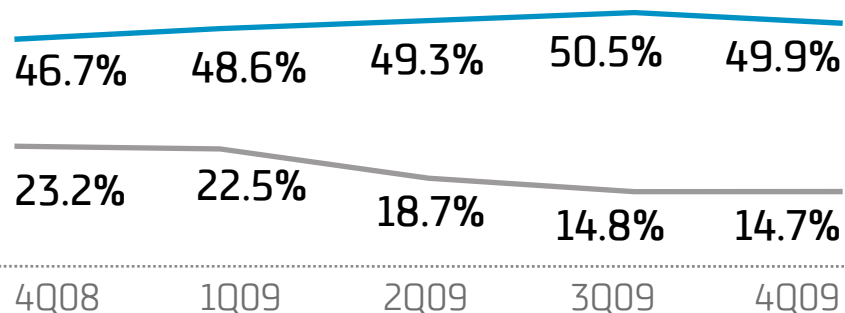
Isn't Sonae a highly leveraged company?

Q5. Isn't Sonae a highly leveraged company?

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

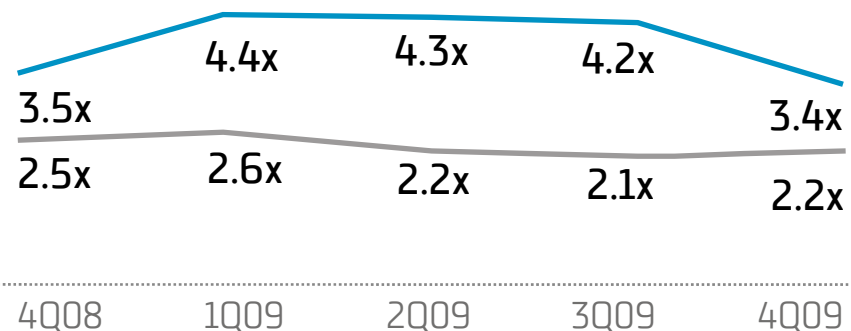
SONAE

LOAN TO VALUE OF SONAE SIERRA AND HOLDING



■ Sierra
■ Holding

NET DEBT/EBITDA OF RETAIL AND TELECOMMUNICATIONS



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

Q5. Isn't Sonae a highly leveraged company?

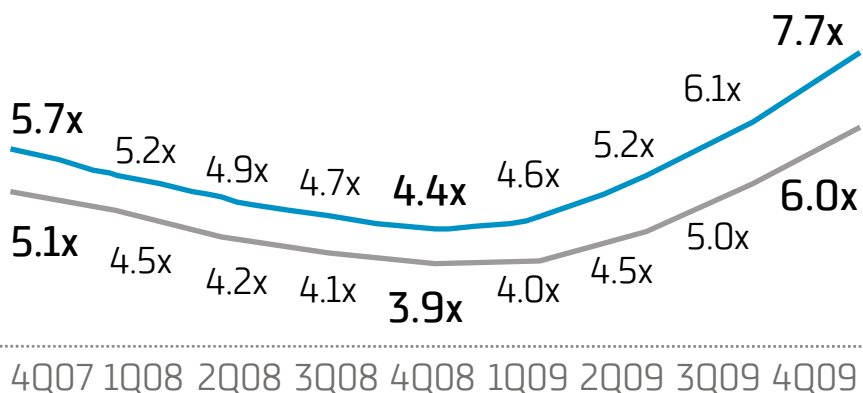
MAJOR IMPROVEMENT IN DEBT RATIOS ON TRACK TO ACHIEVE INVESTMENT GRADE BY 2012

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

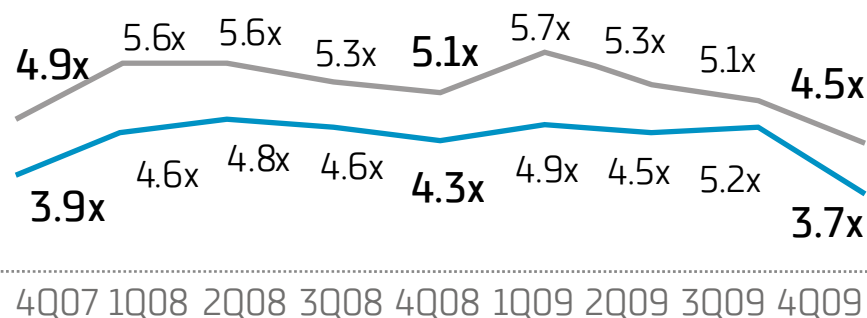
Total net debt is expected to drop steadily during the next 6 years:

- 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

EBITDA/ INTEREST (Consolidated figures)



NET DEBT/ EBITDA (Consolidated figures)



■ Excluding Sonae Sierra

NEWLY CREATED RETAIL PROPERTIES BUSINESS UNIT EXPECTED TO BE AN IMPORTANT SOURCE OF CAPITAL

RATIONALE

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

INVESTED CAPITAL (end 2009)
1.5 Billion Euros (Net book value)

2 SALE & LEASE BACK TRANSACTIONS

Currently underway:

- Azambuja logistics platform
- 20 Modelo stores

HYPERMARKETS

Continente


- 34 stores owned
- 90% total sales area

SUPERMARKETS

Modelo

- 102 stores owned
- 84% total sales area





Q6

What is your dividend policy?

MAINTAIN THE SHAREHOLDER REMUNERATION POLICY

THE RESILIENCE OF THE CASH FLOWS GENERATED GIVES CONFIDENCE ON THE ABILITY TO MAINTAIN SHAREHOLDER REMUNERATION POLICY

DIVIDEND

PER SHARE 2008: 3.15 Cents

DIVIDEND YIELD: 3.6%

Considering 2009.12.31 Share Price

PAY OUT RATIO: 37%

Considering 2009 Direct Net Profits* attributable to equity holders

PAY OUT RATIO: 67%

Considering 2009 total Net Profits attributable to equity holders

* Excluding indirect income impact from devaluation of properties; non-cash impact



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

