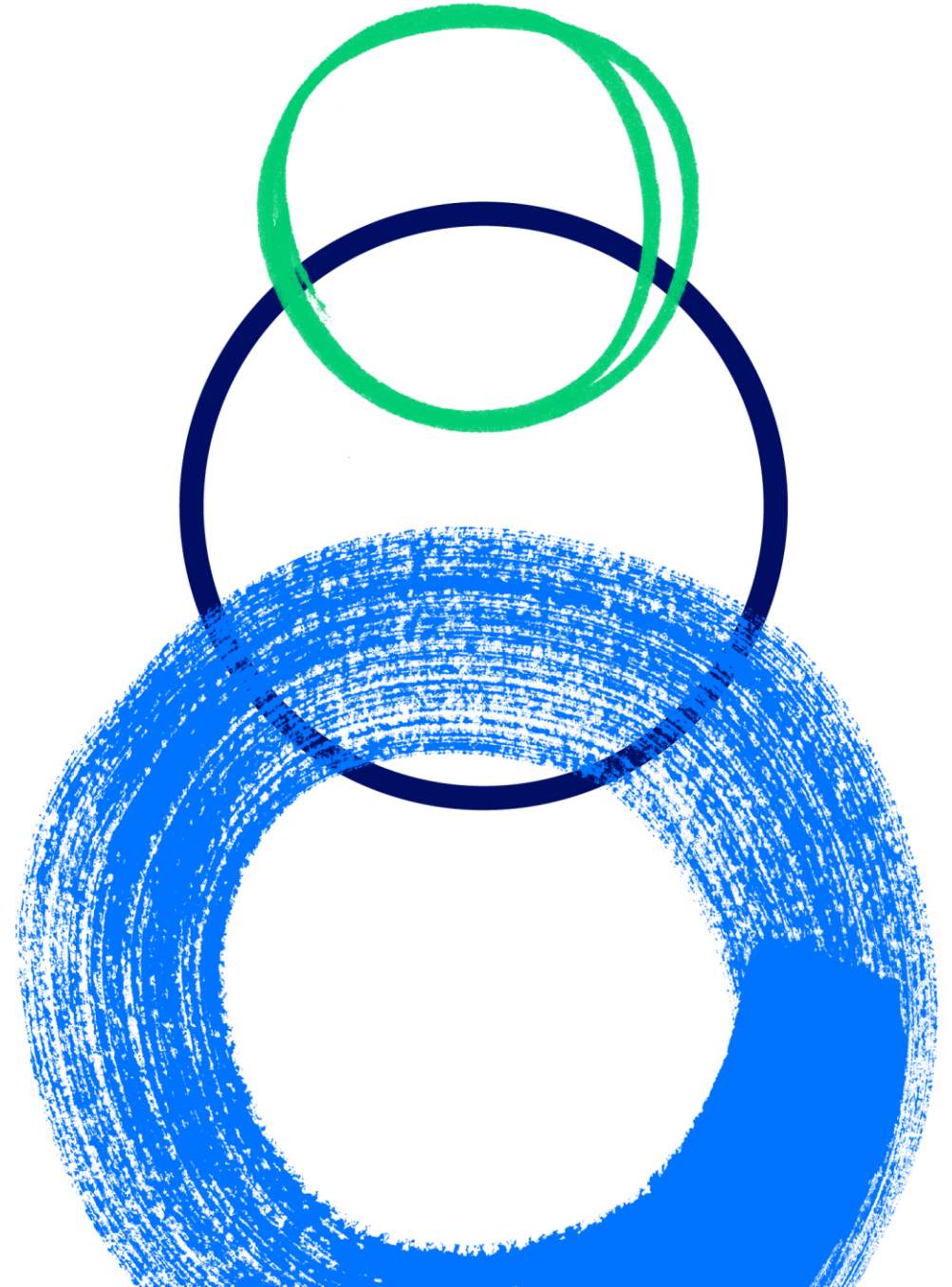


2021 Full-year Results

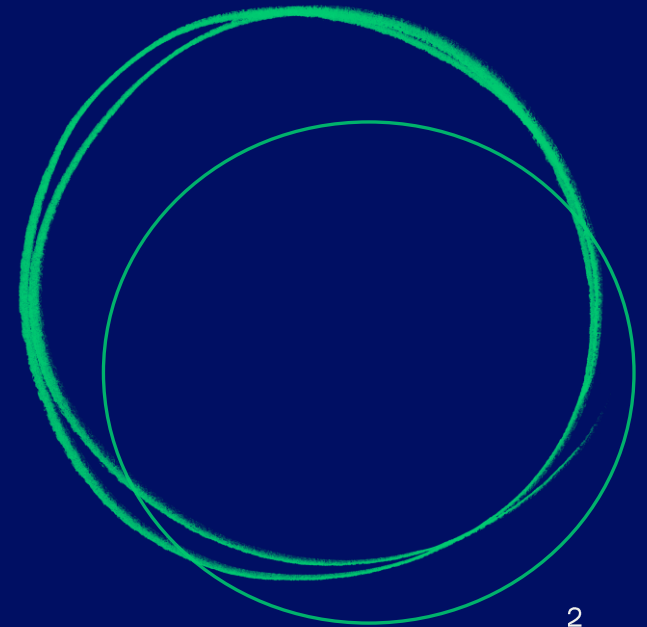
Shaping tomorrow,
today

Sonae

17th March 2022



Portfolio management



Active portfolio management

Sale of
assets



Sale of 17 Worten
stores in Spain
mainland to Media
Markt

Sonae

Sale of a 24.99%
stake in MC to CVC
Strategic
Opportunities for an
upfront value of
€528m



Sale of MC's 50%
stake in Maxmat for
€68m



Sale of Bright Pixel'
entire stake in
Bizdirect, Case on it
and CB4 and partial
stake in Arctic Wolf

Active portfolio management

M&A
capex



Acquisition of an additional 10% stake in Sierra



Acquisition of 95.4% stake in Gosh!



Acquisition of Deporvillage, SUR and Bodytone

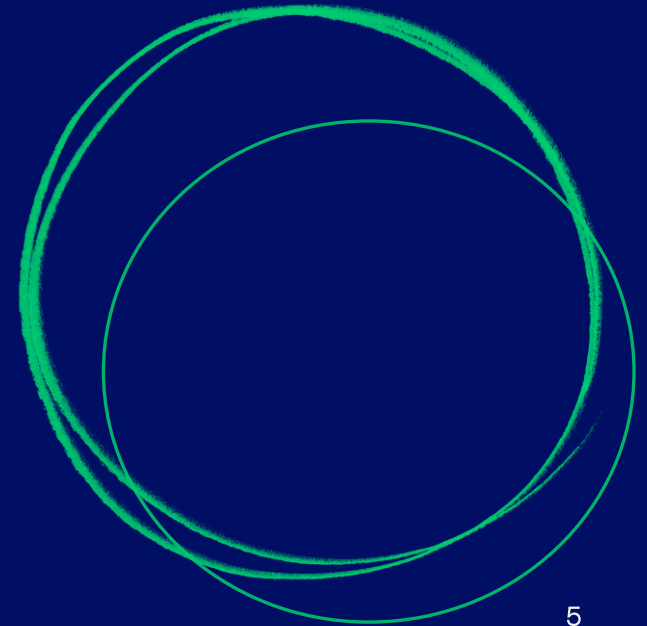


Acquisition of 2 services companies (Zaask and Satfiel)



Acquisition of several minority stakes and follow-on investments

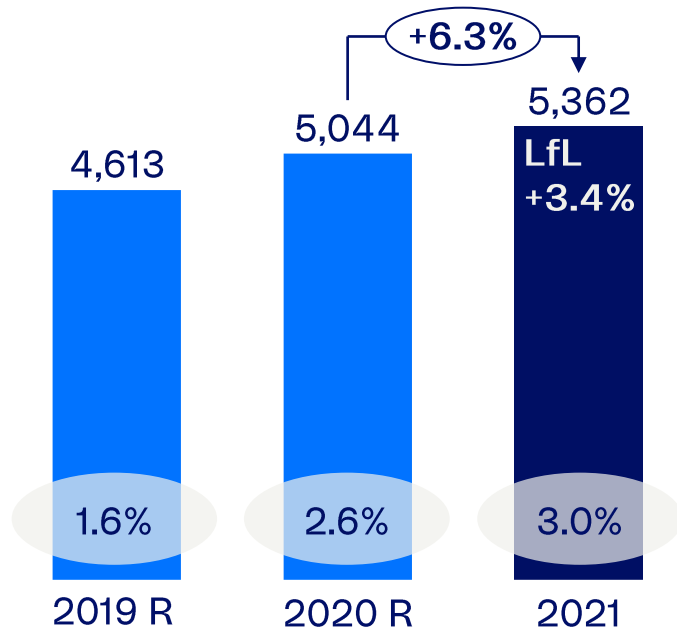
Business by business view



Turnover

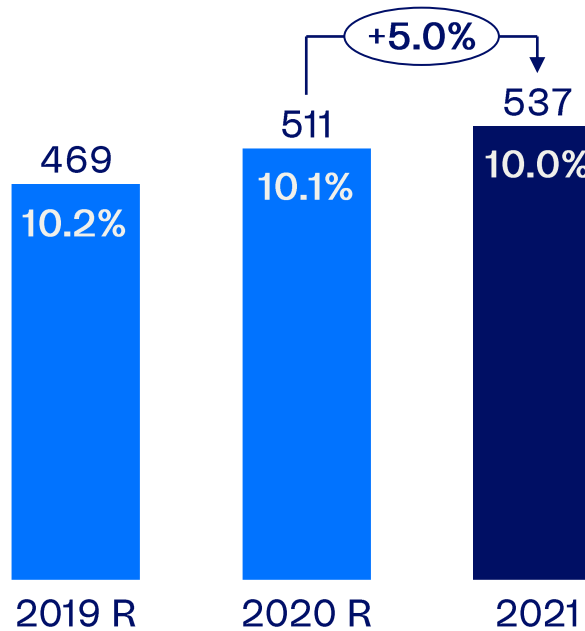
€m

x% Online sales



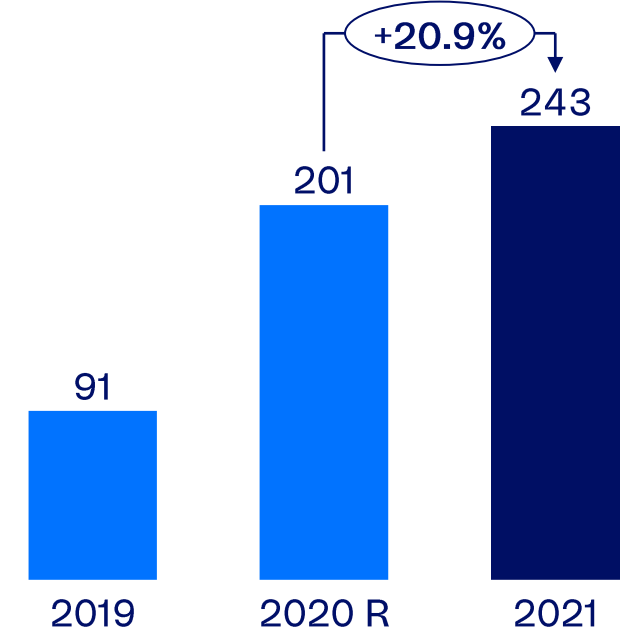
underlying EBITDA

€m



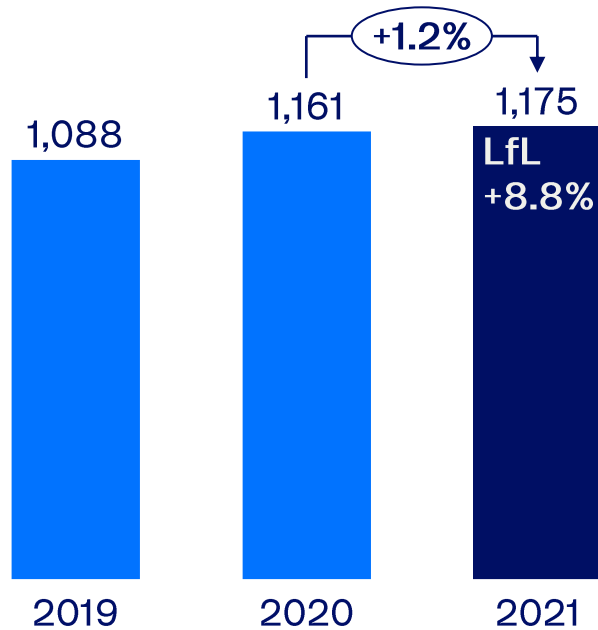
FCF

€m, before dividends paid



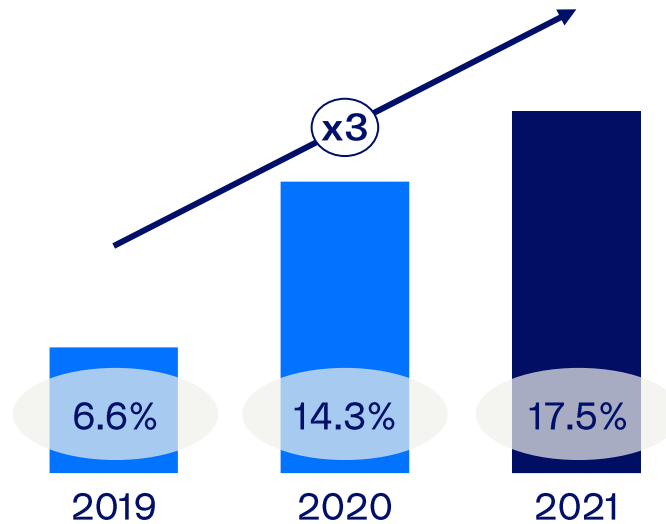
Turnover

€m



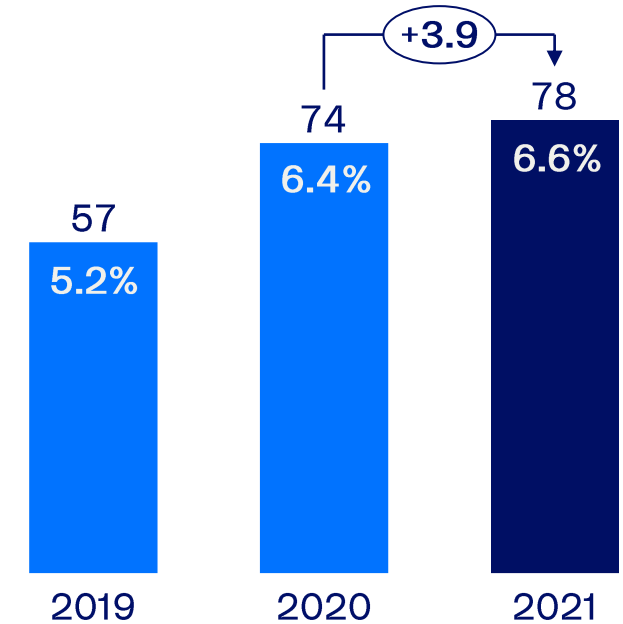
Online sales

€m, % of turnover



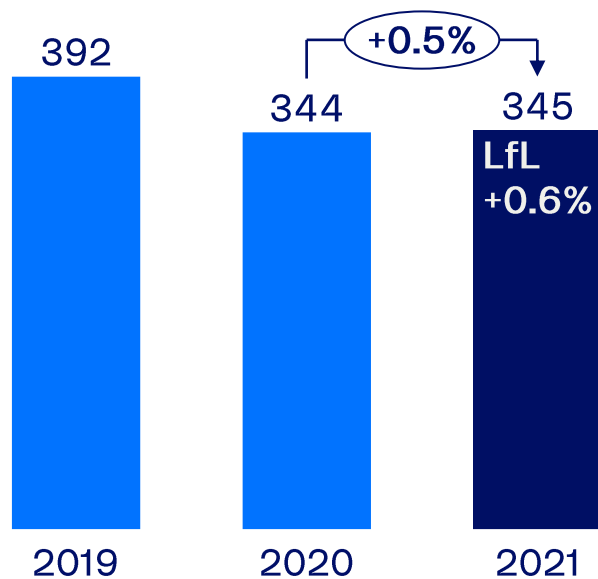
underlying EBITDA

€m



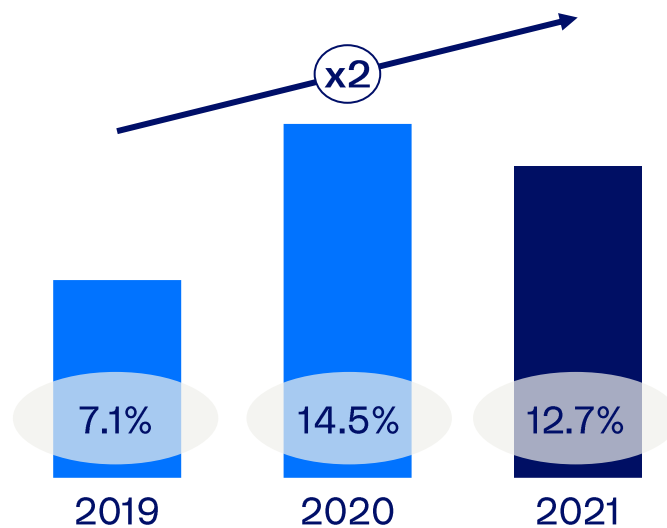
Turnover

€m



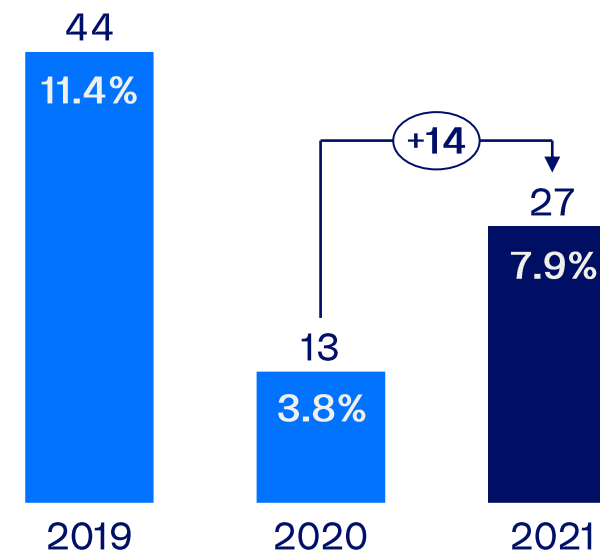
Online sales

€m, % of turnover



underlying EBITDA

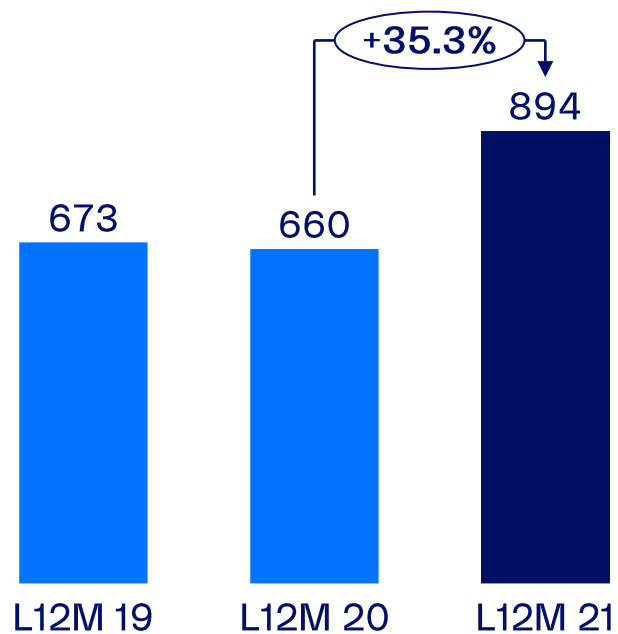
€m



IBERIAN SPORTS RETAIL GROUP

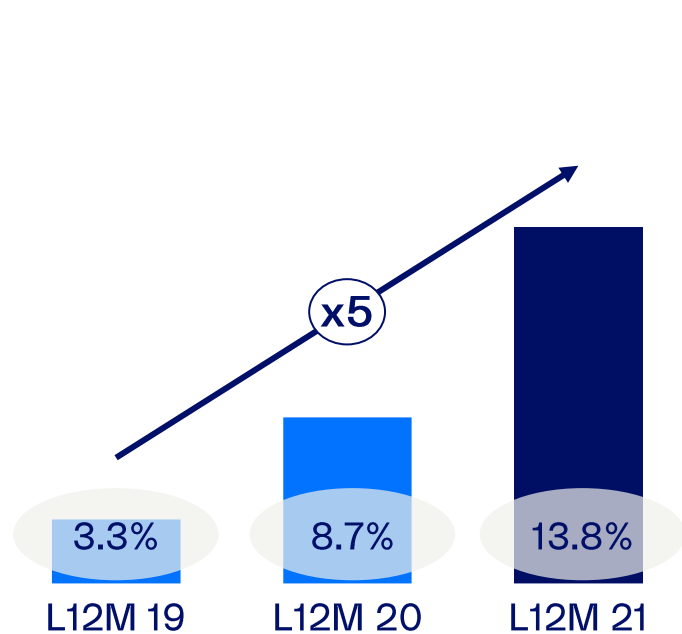
Turnover

€m



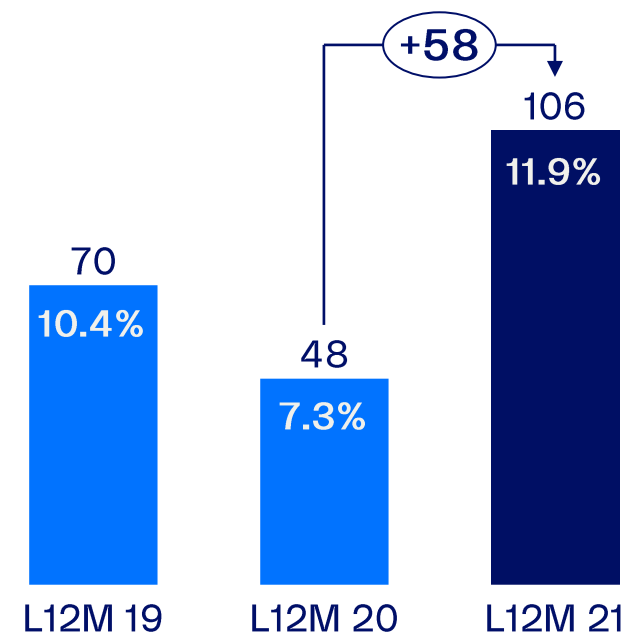
Online sales

€m, % of turnover



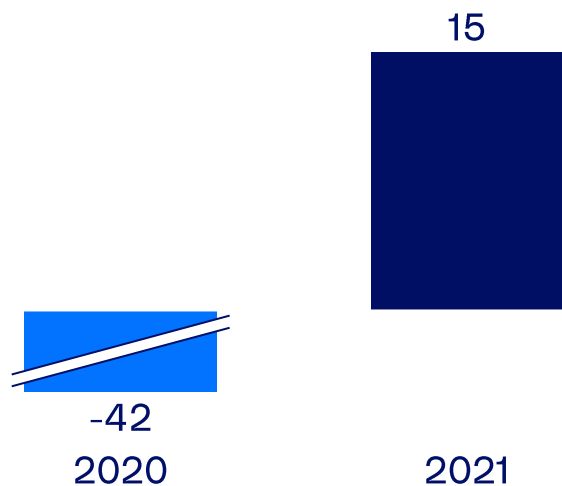
EBITDA

€m



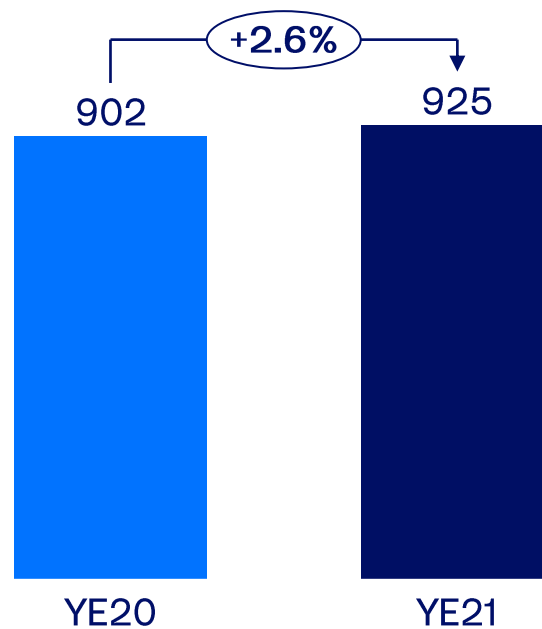
Net results

€m



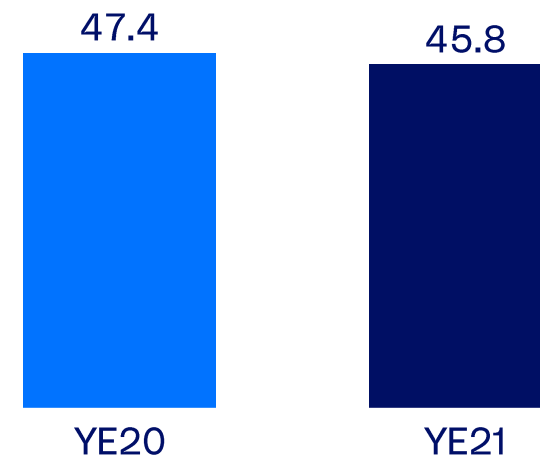
NAV INREV

€m



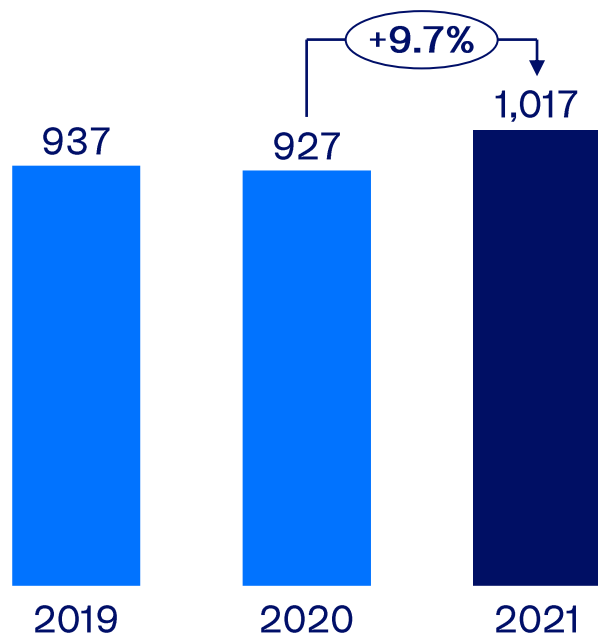
LTV (gross)

%



Total production

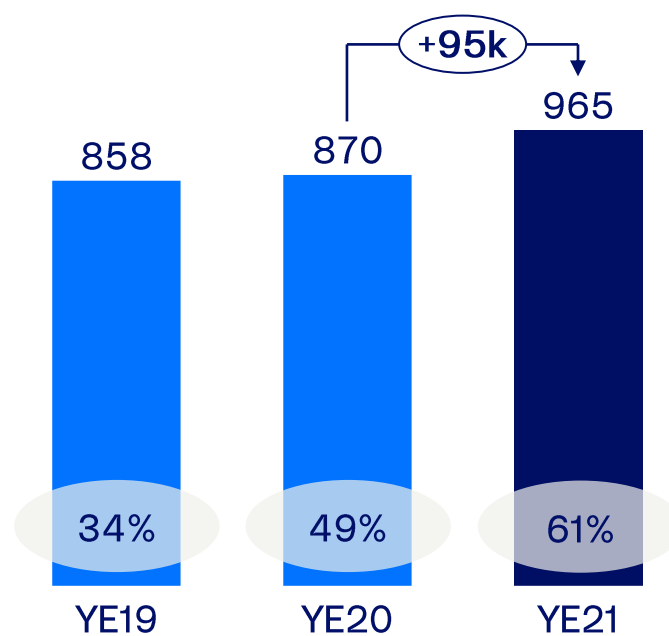
€m



Universo clients

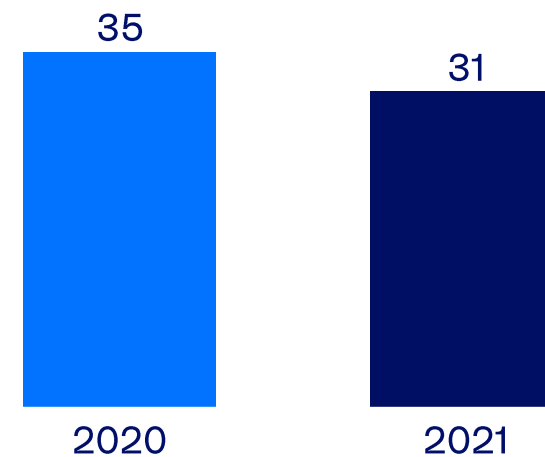
000

x% Digital clients



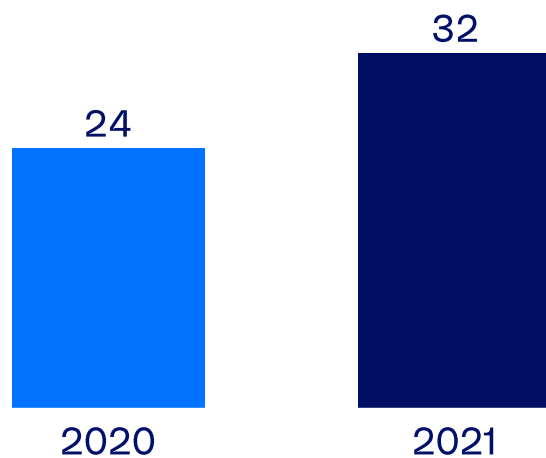
Turnover

€m



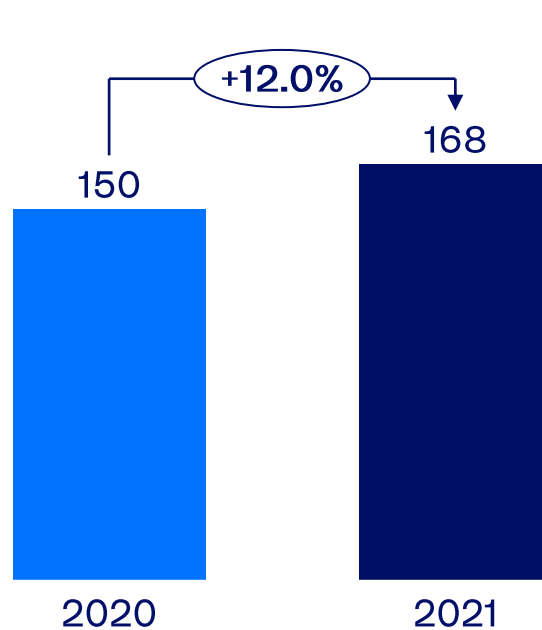
Capex

€m



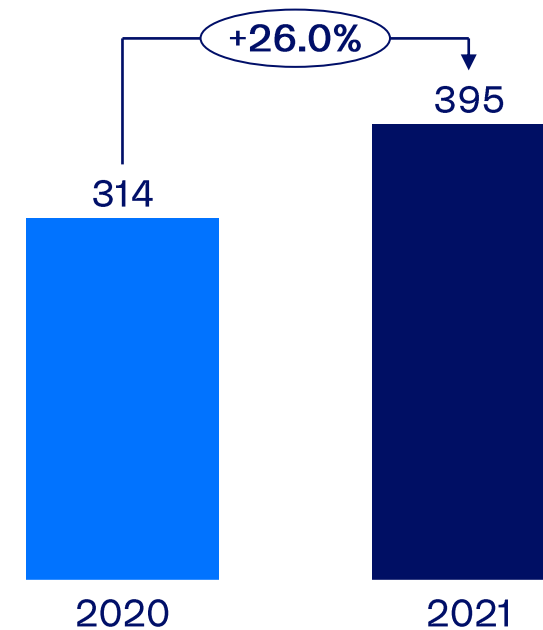
Cash invested*

€m



NAV**

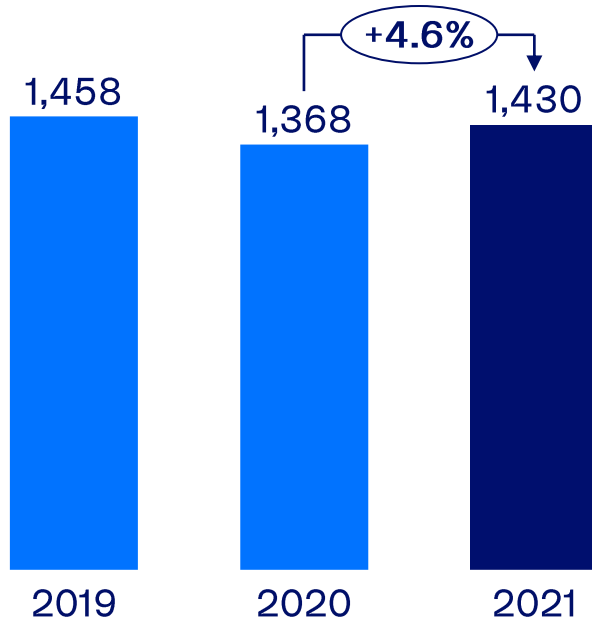
€m





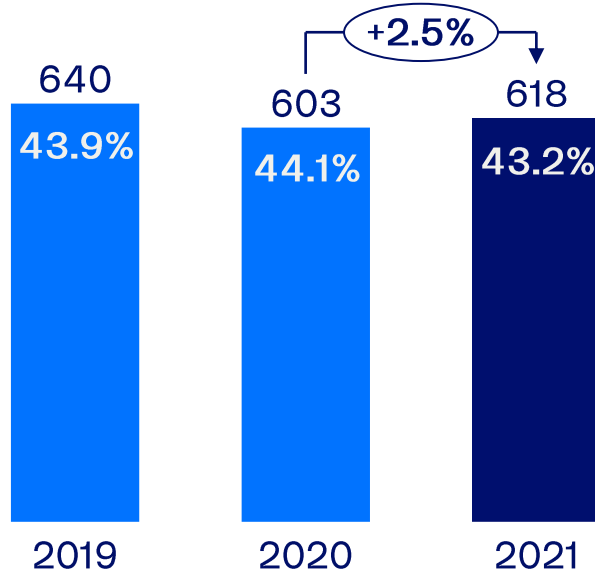
Turnover

€m



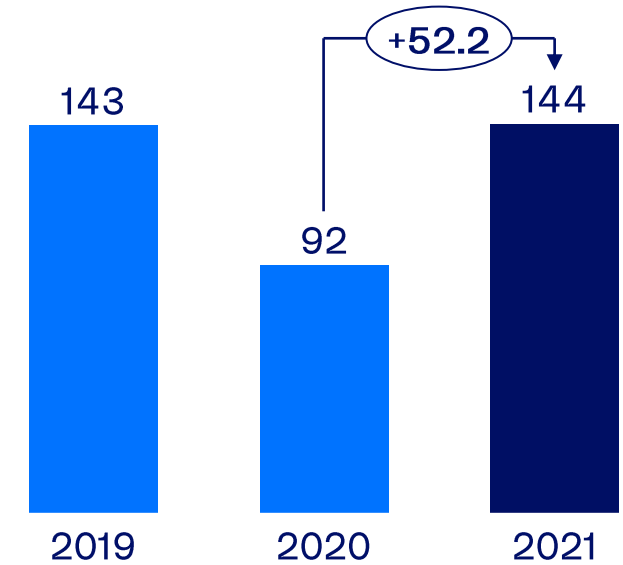
EBITDA

€m

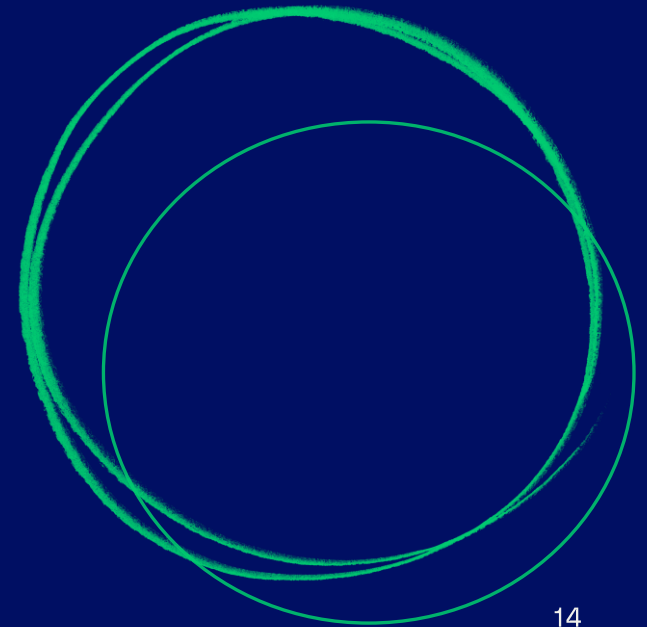


Net income

€m



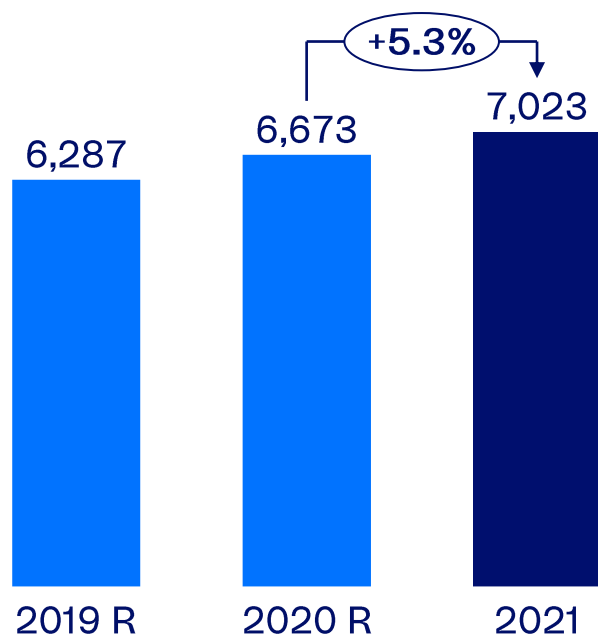
Consolidated view



Operational performance

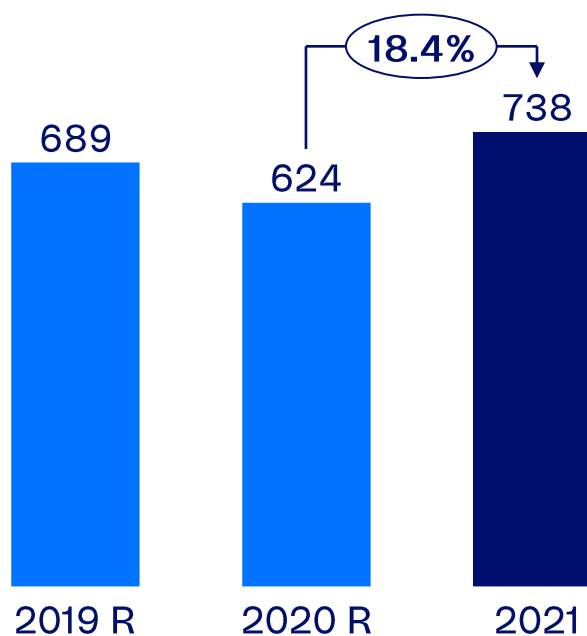
Turnover

€m



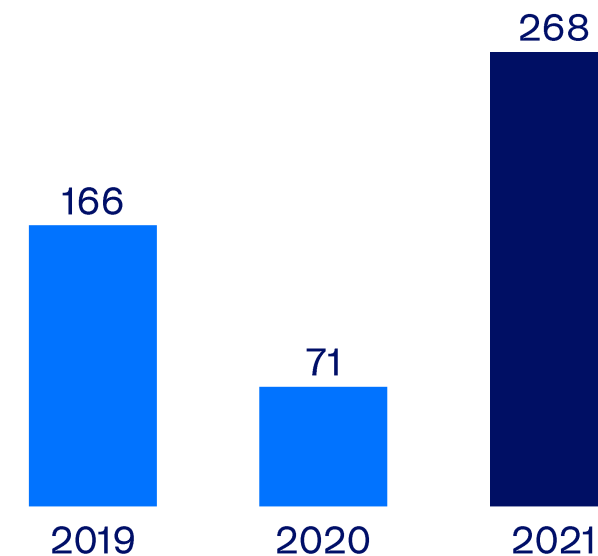
EBITDA

€m



Net result (group share)

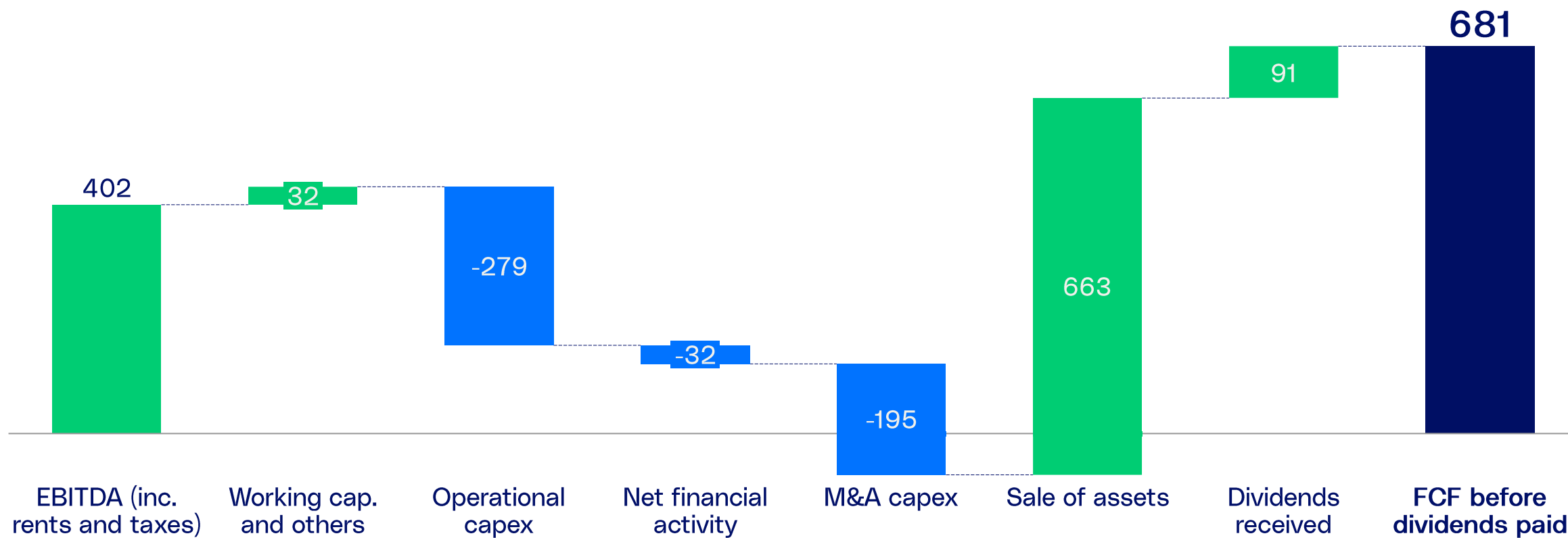
€m



Free Cash Flow

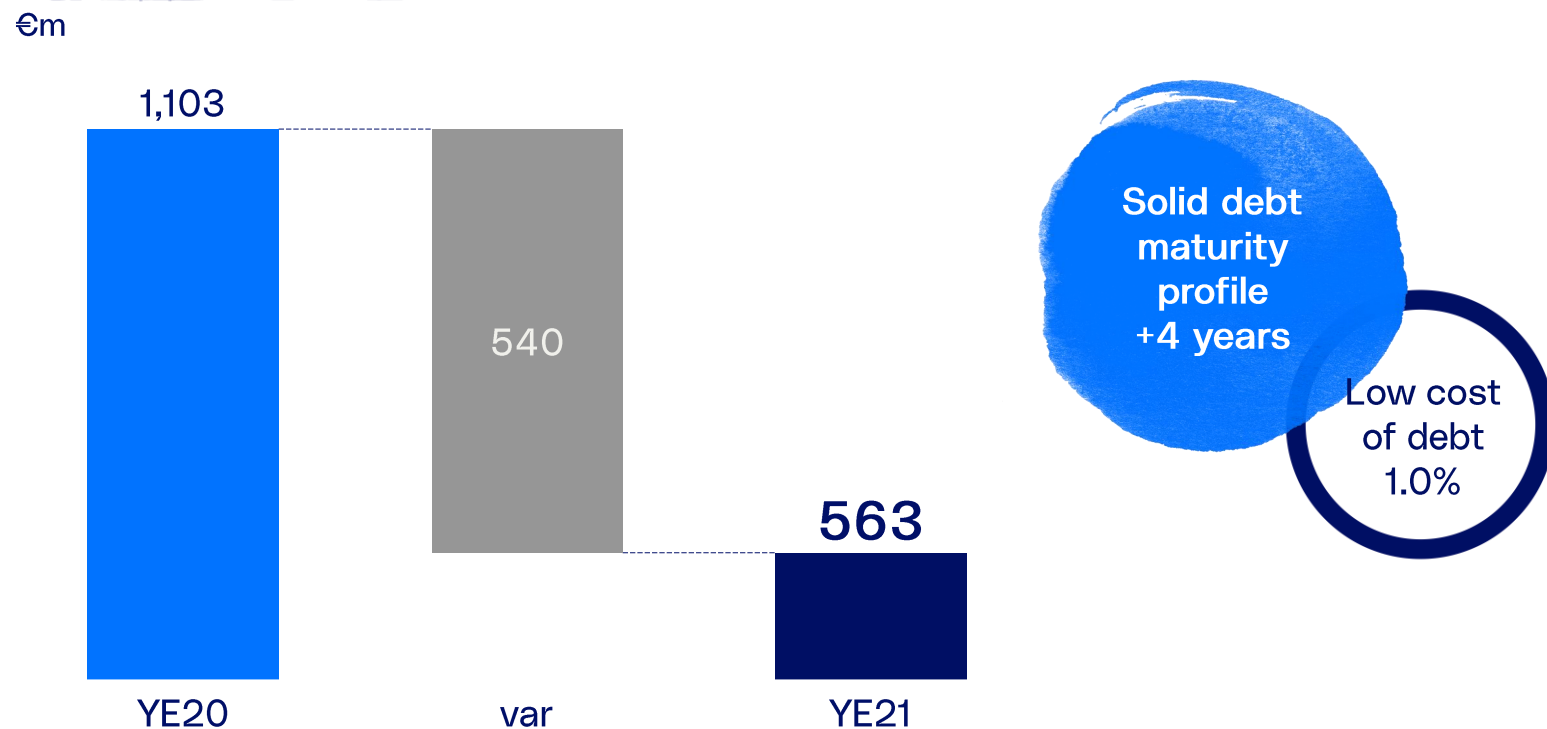
FCF bridge

€m



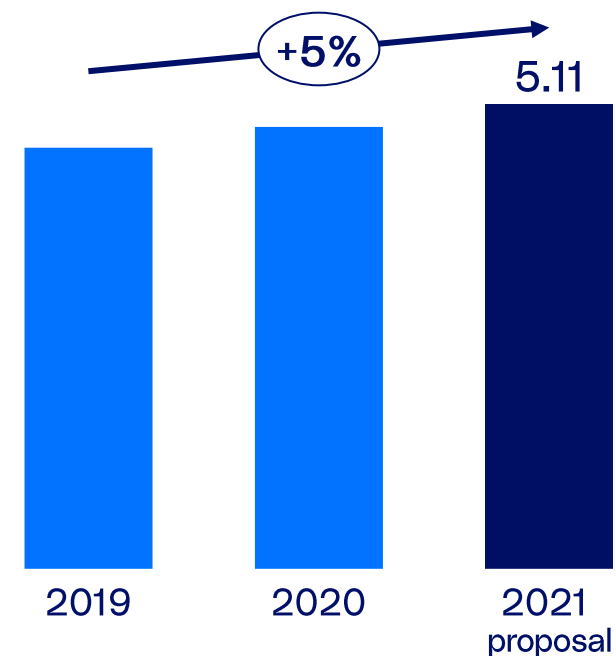
Group leverage and dividend proposal

Net debt



Dividend per share

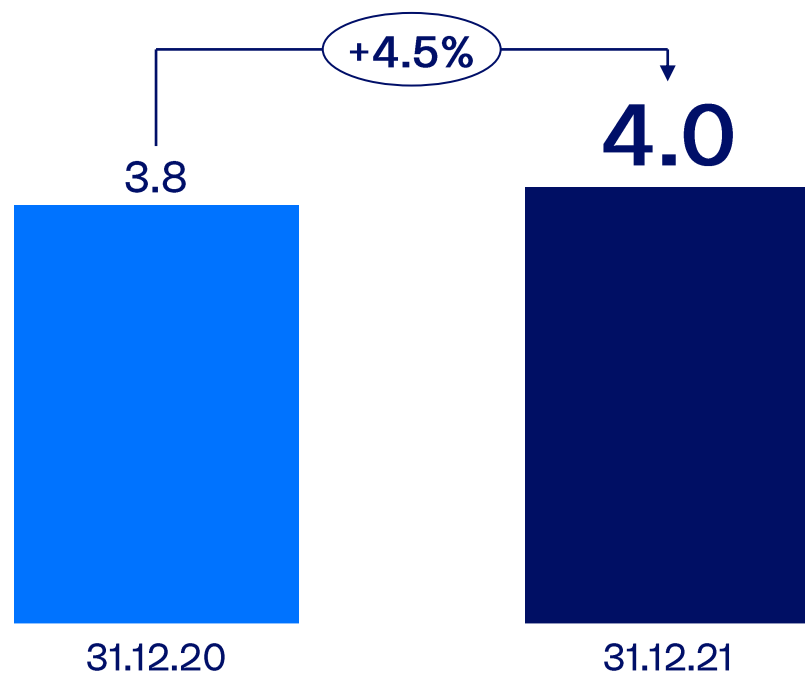
€ cents, CAGR



NAV surpassed €4.0bn

NAV

€bn



Taking care of people and planet

-16% GHG
emissions vs
2018⁽¹⁾

**Carbon
neutral
2040**

74% plastic
packaging
recyclability⁽²⁾

**100%
2025**

37% leadership
positions occupied
by women

**39%
2023**

62%
Total LT credit facilities
are now linked to
Sustainable, Green
or ESG performance

