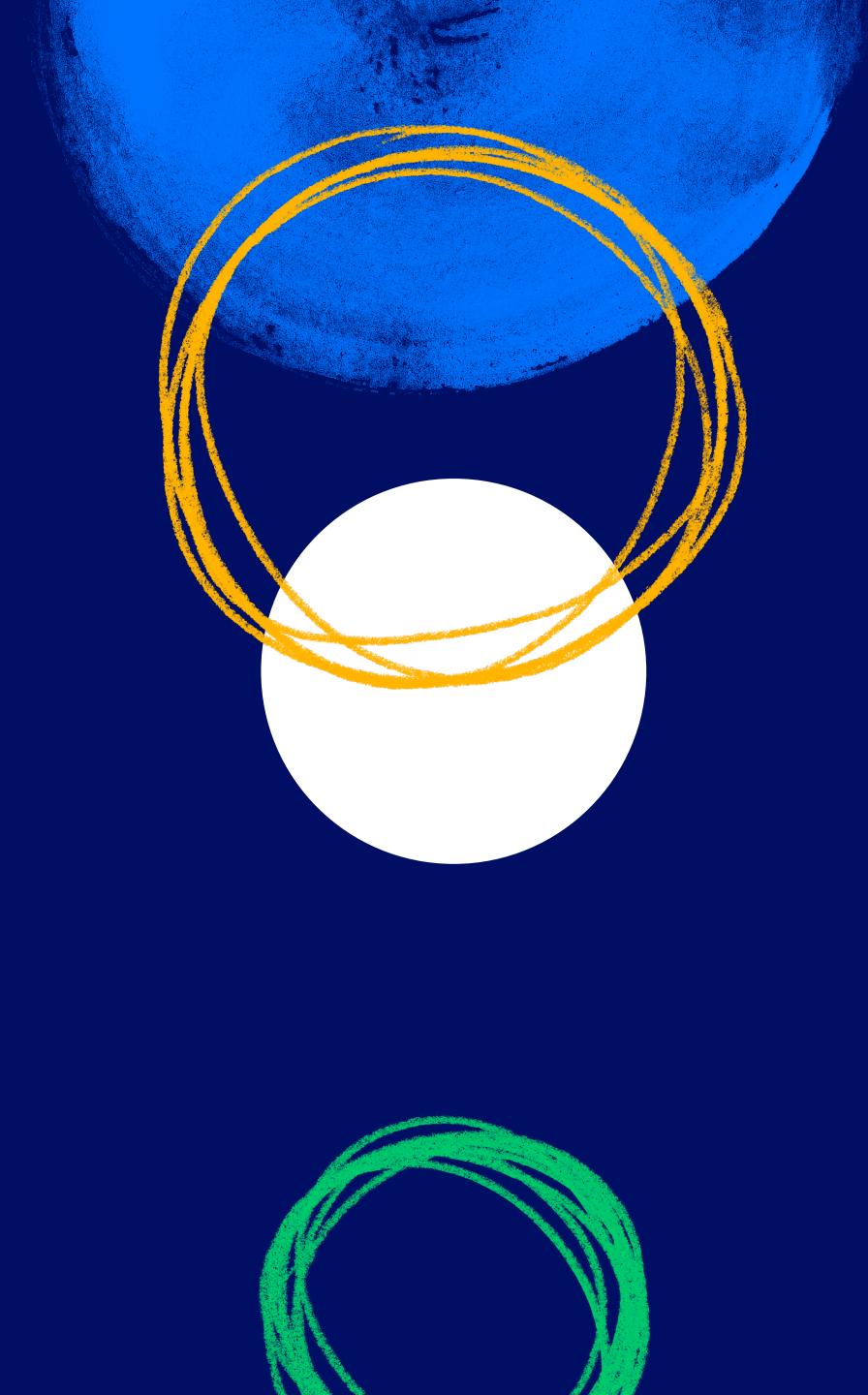
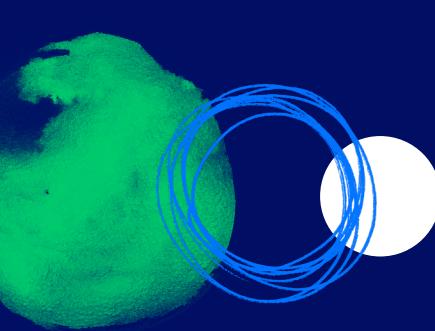


Sonae

Factsheet

as of 31 December 2024





We exist to actively shape the future we all want and need

We create today a better tomorrow for all

Our Mission

To create long-term economic and social value, taking the benefits of progress and innovation to an ever-increasing number of people

Our Ambition

It is crucial to maintain our growth track-record and achieve best-in-class profitability, through recurrent cash flow generation and maintaining a solid balance sheet. We impact our decisions with social value concerns to attract and retain talent, to pursue diversity, to contribute to our communities and to cherish our Planet.

Our Portfolio

€4.4bn

NAV
Dec.24

Our People



+57k

Employees

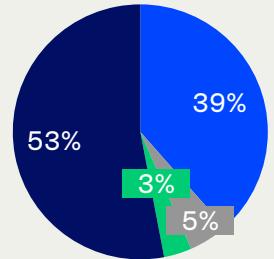
Our Values

- Lead with impact
- Own what's next
- Go further together
- Make things simple
- Do what's right

We are a trust-based family-owned group with a stable shareholder structure which enables a long-term view of economic, natural and social value creation

Our Shareholders

- Efanor (family-owned company)
- Own shares
- Criteria Caixa
- Free Float



Carbon neutral operations by 2040¹



Plastic packaging of our products 100% reusable, recyclable or compostable by 2025



Zero Deforestation by 2030



Holding LTV < 15%



Gender parity in 2026
(45% of leadership positions held by women)



We are an active parent company always challenging our businesses to innovate and reinvent themselves

We have a portfolio of leading businesses with a digital focus

1. Scope 1+2
GHG Emissions

Sonae

Retail



75%



Leading food retailer in Portugal with an important role in the Health, Wellness and Beauty sector in Iberia

1,897 stores

€7.6bn turnover

10.0% uEBITDA mg

CONTINENTE
well's
arenal
DRUNI



100%



Leading omnichannel retailer for products and services, with electronics and appliances at the core

325 stores

€1.4bn turnover

5.6% uEBITDA mg



81%



Leading Nordic pet care specialist operating in Finland, Sweden, Norway, Estonia, Latvia and Lithuania

415 stores

€561m turnover¹

14.6%¹ Adj. EBITDA mg

Real Estate



100%



Vertically integrated real estate developer, manager and investor

€1.1bn INREV NAV

Telco & Technology



37%



A leading convergent player in the Portuguese telecoms market

€1.7bn turnover

45.3% EBITDA mg



90%



Active venture capital investor specialized in technology

€189m cash invested³

€323m NAV

Notes:
 1. % in each business corresponds to Sonae's stake.
 2. Total stake through Sonaecon
 3. Active portfolio
 4. Different stakes, some fully consolidated and others equity method.



50%

Fast growing digital financial services player in Portugal

SALSA JEANS
ZIPPY.
LOSAN
MO

100%



Portuguese fashion brands (Salsa, MO, Zippy and Losan)



Sparkfood⁴
Portfolio of innovative companies in the food-tech space, dedicated to the development of sustainable and healthy solutions



Bon Vivant



Mondarella



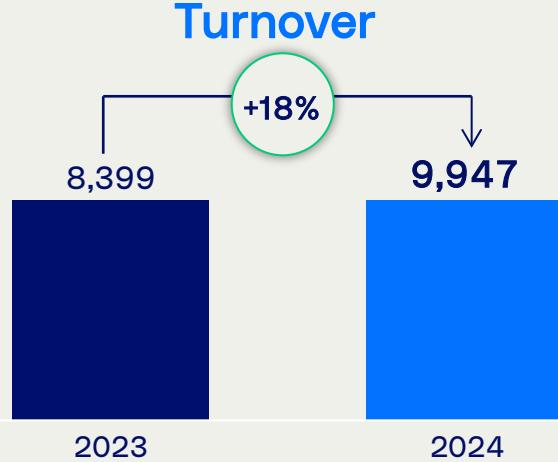
Sonae

L12M, Dec24

Our Figures

L12M, €m

Turnover



uEBITDA



2024

RoIC¹

8.4%

Holding LTV

16.3%

Net debt /uEBITDA²

3.1x

€4.4bn NAV

€1.8bn Market cap³

Sound Dividend policy

+5% yoy

In 2024



-19%

of GHG emissions
(scope 1+2, vs. 2022)



90%

Recyclability
(reusable, recyclable or
compostable plastic packaging
of own brand products)



41%

of leadership positions
held by women

88 thousand

Trees
donated for
arborization



€34m

Invested in
community support

1. RoIC is calculated with proportional figures and includes pro-forma L12M contribution of Musti and Druni. Sierra and Bright Pixel at historical cost.
2. Net debt/uEBITDA calculated with proportional figures and includes pro-forma L12M contribution of Musti and Druni

3. Market cap as of end of December 2024.