

ATTRIBUTION PLAN OF SONAE SHARES

(Medium term variable bonus – MTVB)

Characteristics and Regulation

1. Characteristics of MTVB

MTVB is one of the components of Sonae Capital's Remuneration and Compensation Policy. This component is distinct from others due to its restrictive and volunteer nature, with attribution conditional to the eligibility rules described in this document.

MTVB allows participants to share with shareholders value created, through their direct intervention in strategy definition and business management, based on the result of the annual performance evaluation.

2. Scope of MTVB

MTVB aims to align executive directors' interests with the objectives of the organisation, strengthening their commitment and the perception of the importance of their performance to Sonae Capital's success, reflected in the market capitalisation of the share.

The amount of MTVB attributable to each member corresponds to the total medium term bonus attributed to executive directors under the terms of the Remuneration and Compensation Policy approved by the Shareholders' General Meeting.

3. Eligibility

Executive directors are eligible for the attribution of Sonae Capital's MTVB.

According to the remuneration policy, the Board of Directors may also extend the MTVB to staff members.

MTVB corresponds to 50% of total remuneration set as objective.

4. Duration of MTVB

MTVB is set on an annual basis, for a period of three years. From the beginning of the third consecutive plan, in each moment, three plans with a three year duration will coexist.

5. MTVB reference amount

The MTVB amount in euro is valued at the date of attribution using prices which represent the price of the share, considering the lower of the following: closing share price of the first day of trading after the General Meeting of Shareholders or the average closing share price of the thirty-day period of trading prior to the General Meeting of Shareholders.

Members entitled to MTVB have the right to acquire a number of shares corresponding to the division between the amount of MTVB granted and the price of the share at the date of attribution calculated under the terms of the previous paragraph. Such right can be exercised three years after attribution.

Executive directors eligible for MTVB, acquire shares without paying any cash consideration. Other staff entitled to that right, acquire shares in the conditions established by the Board of Directors.

If dividends are distributed, changes in the nominal value of shares or in the share capital of the company occur or any other change in equity with impact in the economic value of attributed rights, after the granting date and before its exercise, the amount converted in shares will be adjusted to an equivalent figure considering the effect of the mentioned changes.

6. Delivery by the Company

On the vesting date of the MTVB plan, the company reserves the right to settle in cash, equivalent to the market value as at the date of the respective delivery, instead of shares.

7. Due date of MTVB

The right to acquire shares granted via MTVB expires three years after its attribution

8. Conditions to exercise acquisition rights

The right to exercise acquisition rights of shares granted under MTVB plans expires if the contractual link between the member and the company ceases before the three year period subsequent to its attribution, notwithstanding situations included in the following paragraphs.

The right will remain valid in case of permanent incapacity or death of the member, in which case payment is made to the member himself or to his/her heirs on the vesting date.

In case of retirement of the member, the attributed right can be exercised in the respective vesting date.