

# **INSTITUTIONAL PRESENTATION**

**SONAE CAPITAL**  
FY 2018 RESULTS

Maia | March 2019

**SONAE CAPITAL**

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## AGENDA

**01** SONAE CAPITAL  
OVERVIEW

**02** BUSINESSES  
PORTFOLIO

**03** REAL  
ESTATE ASSETS

**04** RECENT  
PERFORMANCE

**05** KEY  
MESSAGES

APPENDIX



## AGENDA

# 01

## SONAE CAPITAL OVERVIEW

# 01. SONAE CAPITAL OVERVIEW

## MAIN CORPORATE EVENTS

**2007**

**14 Dec.** – Incorporation of Sonae Capital, SGPS, SA (Sonae Capital), through the spin-off of the share capital and voting rights of the company SC, SGPS, SA, wholly owned by Sonae SGPS, SA.

**2008**

**3 Jan.** – Sale of Contacto – Sociedade de Construções, SA to Soares da Costa. This transaction becomes effective on 21 Feb. following the non-opposition from the Competition Authority.

**28 Jan.** – Listing of Sonae Capital on Euronext Lisbon (share capital composed by 250.000.000 shares).

**1 Apr.** – Sale of Choice Car, SGPS, SA to Salvador Caetano Auto, SGPS, SA. The sale is completed on 2 Sep. 2008.

**30 Sep.** – Contacto Concessões, a company wholly owned by Sonae Capital acquires from Eiffage, SA 11% of Norscut’s share capital, thereby increasing its shareholding in Norscut from 25% to 36%.

**2009**

**13 Aug.** – Sale of the whole shareholding position in Sonae Indústria, SGPS, SA.

**16 Sep.** – Acquisition of 100% of the share capital of Ecociclo II, which owns the cogeneration facility in PNES, Maia, with a total capacity of 6.7 MW.

**30 Dec.** – Conclusion of the negotiations for the sale of Elmo, SGPS, SA.

# 01. SONAE CAPITAL OVERVIEW

## MAIN CORPORATE EVENTS

2010

**5 Aug.** – Sale of Box Lines – Navegação, SA to Via Marítima, SGPS, Lda. (Sousa Lima Investimentos Group). The sale becomes effective on 17 Sept., as a result of the non-opposition from the Competition Authority.

**25 Oct.** – Announcement of the development of a cogeneration project in Colombo Shopping Center, in Lisbon, with the management contract being granted to a subsidiary of Sonae Capital for a period of 15 years.

2011

**9 Jun.** – Agreement for the sale of the 50% shareholding in TP – Sociedade Térmica Portuguesa, SA, (signed on 14 Mar. 2011), to Finerge – Gestão de Produtos Energéticos, SA, becomes effective.

**20 Jul.** – Sale of the 20% shareholding in Sociedade Imobiliária Tróia B3, SA, to Salvor – Sociedade de Investimento Hoteleiro, SA (Pestana Group). The Tróia B3 was established with main objective of promoting the projects under Troiaresort's UNOP 5, with maximum building capacity of 54 thousand sqm, comprising one aparthotel and two touristic villages.

2012

**29 Feb.** – Sonae Capital's Executive Committee is enlarged from two to three members, with the appointment of Cláudia Azevedo.

2013

**18 Mar.** – Appointment of Cláudia Azevedo as CEO of Sonae Capital.

**23 Dec.** – Sonae Capital agrees the terms for the acquisition of a group of shareholdings and equity interests held by subsidiaries of Enel Green Power S. p. A, in 10 cogeneration plants.

# 01. SONAE CAPITAL OVERVIEW

## MAIN CORPORATE EVENTS

**2014**

**6 Mar.** – Becomes effective the contract signed on 23 Dec. 2013, for the acquisition of 10 cogeneration plants located in Portugal, of which 8 majority held by Sonae Capital, comprising of 44MW of installed electric power capacity.

**2015**

**Nov.** – Following the strategic restructuring plan of Refrigeration & HVAC segment, the General Maintenance business, previously spun-off to an independent company (UPK) is sold through a MBO operation.

**14 Dec.** – Sonae Turismo, SGPS, SA, wholly owned by Sonae Capital, sells Aqualuz – Turismo e Lazer, Lda., which operates the Aqualuz hotel, in Lagos, to Efanor Investimentos, SGPS, SA (Efanor Group).

**17 Dec.** – Contacto Concessões, a subsidiary of Sonae Capital, receives from the company Norscut - Concessionária de Auto-Estradas, SA, the amount of 27.9M€, as reimbursement of loans and dividends distribution. This was the first step of Norscut's divestment process, aligned with Sonae Capital strategy of selling non-core assets.

**2016**

**5 Apr.** – Sonae Capital reaches an agreement with Meridiam Infrastructure Europe II SCA SICAR to sell the 36% indirect holding in Norscut – Concessionária de Auto-Estradas, SA, for approx. 42M€. As at 23 Jun., the Portuguese Competition Authority issues a decision of non-opposition.

**30 Sep.** – Sale of the 15% indirect shareholding in Operscut - Operação e Manutenção de Auto-Estradas, S.A., for approx. 1.75M€.

**12 Dec.** – Agreement to sell Troia's UNOP 7/8/9 for 50M€ to Rosp Group.

# 01. SONAE CAPITAL OVERVIEW

## MAIN CORPORATE EVENTS

2017

**27 Apr.** – Sonae Capital executes a purchase and sale agreement for the acquisition of two companies (15MW in the field of renewable energy), for a total amount of 34.5M€. On 5 Jun. this transaction receives clearance from the Portuguese Competition Authority. Additionally, Sonae Capital acquires a wind farm, with 5MW of installed capacity, for 5.4M€.

**9 Jun.** – Sonae Capital enters into a sale and purchase agreement for the acquisition of ADIRA – Metal Forming Solutions, SA and its subsidiary Guimadira. On 25 Jul. 2017, this operation receives the non-opposition declaration from the Portuguese Competition Authority.

**12 Oct.** – Sonae Capital enters into a sale and purchase agreement with Sonae Arauco, S.A. for the acquisition, for aprox. 0.9M€, of “Sociedade iniciativa de Aproveitamentos Florestais – Energia, SA”, which owns and operates a biomass fired cogeneration plant installed in an industrial facility located in Mangualde, Portugal.

**17 Nov.** – Sonae Capital announces a sale and purchase agreement for the acquisition of About, SGPS, SA, which operates eight Fitness Clubs under the “*Pump*” brand, for the amount of 8.6M€.

2018

**12 Jan.** – Following the Competition Authority non-opposition, Sonae Capital announces the closing of the acquisition of About, SGPS, S.A..

**28 Jun.** – PPSA of UNOP 3 in Tróia, in the amount of 20M€ (still subject to a set of conditions precedent).

**17 Jul.** – Cláudia Azevedo is appointed as the next CEO of Sonae after the end of the present mandate and is released from her role as CEO of Sonae Capital. Miguel Gil Mata is elected as Sonae Capital CEO for the remaining of the current mandate.

**15 Nov.** – Sale of Efanor Allotment, in the Metropolitan área of Porto, for 30 million euros.



# 01. SONAE CAPITAL OVERVIEW

## MAIN CORPORATE EVENTS

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**2019**

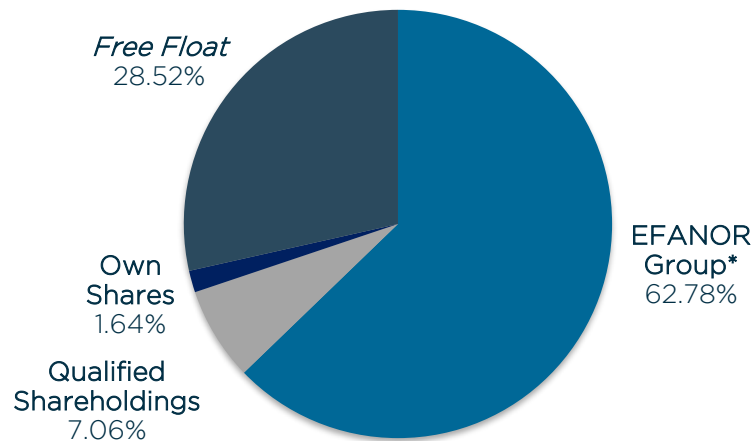
**21 Jan.** – Sonae Capital is awarded with the sub-concession for the creation and operation of a Hotel Unit in Santa Apolónia Railway Station Building, in Lisbon .

**6 Feb.** – Following Efanor’s intention to sell, Sonae Capital acquires for 1 euro the operation of “Aqualuz Suite Hotel Lagos”.

# 01. SONAE CAPITAL OVERVIEW

## SHAREHOLDER STRUCTURE

### SOLID SHAREHOLDER BASE\*



**SOLID SHAREHOLDER BASE THAT FAVOURS THE DEVELOPMENT, IMPLEMENTATION AND EXECUTION OF A FOCUSED STRATEGY BASED ON THE CREATION OF SOCIAL AND ECONOMIC VALUE...**

\*As of 31 December 2018.

Note: From 29 Nov. 2017, EFANOR ceased to have any controlling shareholder (under the terms and for the proposals of article 20 and 21 of the Portuguese Securities code).

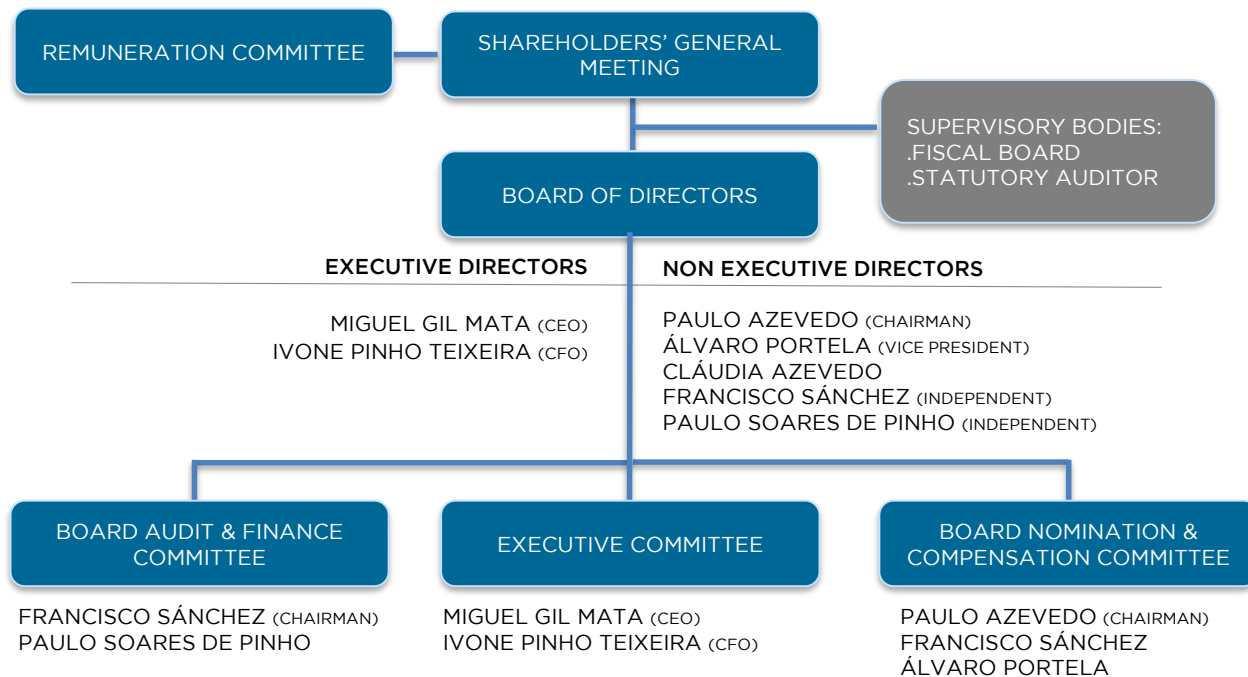


# 01. SONAE CAPITAL OVERVIEW

## GOVERNANCE MODEL

### GOVERNANCE MODEL BEST PRACTICES

...SUSTAINED ON A TRANSPARENT GOVERNANCE MODEL BASED ON MARKET BEST PRACTICES, COMBINING EXECUTIVE AND NON EXECUTIVE FUNCTIONS WITH INDEPENDENT BOARD MEMBERS.



# 01. SONAE CAPITAL OVERVIEW

CORPORATE STRATEGY

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## STRATEGY PURPOSE

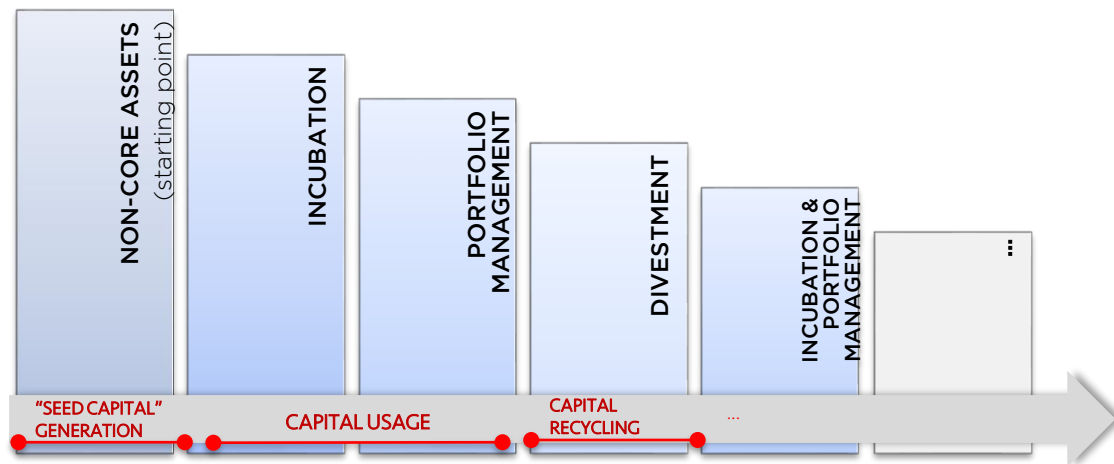
**IDENTIFY NEW BUSINESS OPPORTUNITIES IN SEGMENTS WITH HIGH GROWTH POTENTIAL, AND PROVIDE THEM WITH RESOURCES TO ENABLE GROWTH UNTIL THEY BECAME SELF-SUSTAINABLE WITH MECHANISMS FOR EFFICIENT CAPITAL ALLOCATION.**

# 01. SONAE CAPITAL OVERVIEW

## CORPORATE STRATEGY

### STRATEGIC PILLARS

- GROW WITH PROFITABILITY;
- CAPITAL LIGHT STRATEGIES, SHORT PAYBACKS OR WITH PRE-DEFINED REVENUES FLOW;
- DESIGN THE PORTFOLIO TO ENSURE THE COEXISTENCE OF DIFFERENT BUSINESS' IN DIVERSE STAGES.



**RELEASE CAPITAL FROM ACTUAL BUSINESSES PORTFOLIO (NON-CORE ASSETS) IN ORDER TO FINANCE NEW INVESTMENT OPPORTUNITIES AND ENHANCE THE GROUP'S PORTFOLIO GROWTH.**

26

# 01. SONAE CAPITAL OVERVIEW

## CORPORATE STRATEGY

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### SONAE CAPITAL AIMS TO INVEST IN...

- Sectors based on **PORTUGUESE COMPETENCES** (namely engineering)
- Non-listed **COMPANIES** with **STRONG EXPORTING POTENTIAL**
- Highly fragmented sectors, with **Portuguese SMEs** with a **STRONG COMPETITIVE POSITION** in their market niche

### SONAE CAPITAL AIMS TO CREAT VALUE THROUGH...

- The management of a **DIVERSIFIED BUSINESS PORTFOLIO** in constant evolution
- **PORTUGUESE BASED** companies, serving **DIFFERENT MARKETS AND ECONOMICAL CYCLES...**
- In **DIFFERENT DEVELOPMENT STAGES** and...
- Without exit requirements, supporting a **M/L TERM PERSPECTIVE**

# 01. SONAE CAPITAL OVERVIEW

## FY 2018 MAIN HIGHLIGHTS

### COMPETITIVE POSITION IMPROVEMENT

- Maintenance of the growth trend in BU's **Turnover** (+16.3%) and **EBITDA** (+18.6%) with all segments in general contributing positively;
- **Energy**: increasing Turnover and EBITDA by 16.2% and 6.5% (due to cogeneration and renewables);
- **Fitness**: executing its growth plan, showing a Turnover increase of 55.4% and more than doubling EBITDA.

### SEARCH FOR NEW GROWTH AVENUES

- Acquisition and transformational process of **ADIRA** (Top Line of 11.9M€ but with -1.8M€ EBITDA);
- **Energy**: full integration of the operations acquired during 2017, namely: (i) 1MW of a Cogeneration operation fuelled by landfill biogas; and (ii) 15MW of Renewables, enlarging the scope of operated technologies, significantly increasing Top Line (10.6M€ contribution) and profitability (6.7M€ contribution) of the segment, giving a greater stability to the Group's cash flow generation;
- **Fitness**: full integration of **PUMP**; Av. nr of active members reaching 85,637, 16% above FY17 (Solinca chain).

### REAL ESTATE ASSETS SALES

- **Troia Resort**: **38 sales deeds**, corresponding to **14.7M€**; PPSA of **Unop 3**, for 20M€, not yet accounted in results; 5 additional deeds in 1Q19 (**2.3M€**) and stock of **12** Promissory Purchase and Sale Agreements and Reserves/deeds, corresponding to **5.8M€**;
- **Other assets**: Sales deeds totalling **35.7M€ (incl. Efanor Allotment)**. In addition. PPSAs amounting to **10.6M€**.

### SOLID CAPITAL STRUCTURE

- **Net Debt** at 119.8M€ due to Capex (32.6M€) and the Dividend distribution of 15M€;
- **Adequate capital structure** when considering the Group's Portfolio of Businesses and Real Estate Assets held: Net Debt/EBITDA of 2.5x and LTV of 21.1%.

# 01. SONAE CAPITAL OVERVIEW

## FY 2018 CONSOLIDATED RESULTS

- Positive trend in **Business Units turnover** and **EBITDA** with all segments, in general, contributing positively;
- Operational improvement across the majority of the businesses already translated into **Continued Businesses Net Profit**, in the amount 0.2M€, despite the significant growth in Amortizations and Depreciations;
- **Real estate** showing positive results in both segments: Troia Resort and Other assets;
- Adequate and under control Capital structure.

**NET DEBT/EBITDA**  
(EBITDA - Businesses)

**2.5x**

**LOAN TO VALUE** (RE Assets)

**21.1%**

**TURNOVER\***

**183.5M€**

+16.3% YoY

**OPERATIONAL INCOME**

**240.4M€**

+28.3%

**EBITDA Rec\***

**20.6M€**

+18.6% YoY

**EBIT\***

**3.4M€**

-39.6%

**EBITDA Margin\***

**11.2%**

+0.2pp YoY

**NET RESULTS**

**-3.3M€**

+39.7%

**NET DEBT**

**119.8M€**

+10.4M€ vs FY17

**REAL ESTATE ASSETS Valuation**

**353.8M€**

**CUSHMAN & WAKEFIELD**  
(incl. WTC Fund)

\* Business Units



# 01. SONAE CAPITAL OVERVIEW

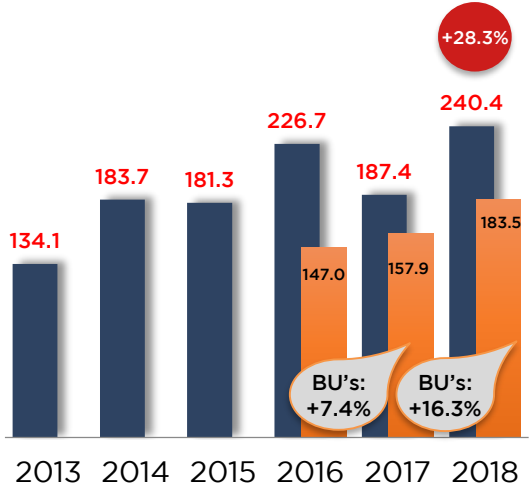
## HISTORIC EVOLUTION

**POSITIVE OPERATIONAL PERFORMANCE.**  
**ADEQUATE CAPITAL STRUCTURE WHEN TAKING IN CONSIDERATION GROUP'S PORTFOLIO OF BUSINESSES AND REAL ESTATE ASSETS HELD.**

### TURNOVER

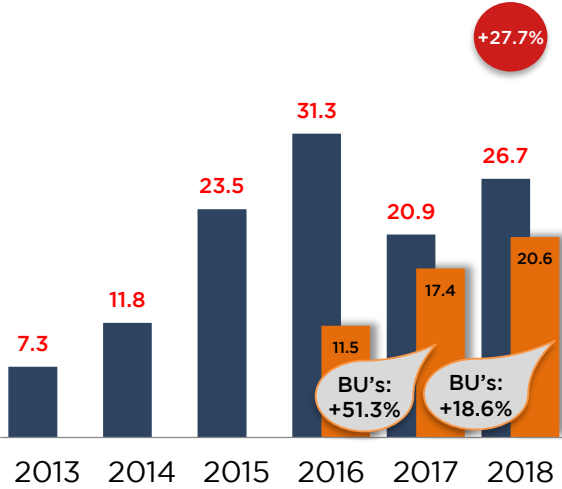
(M€)

YoY



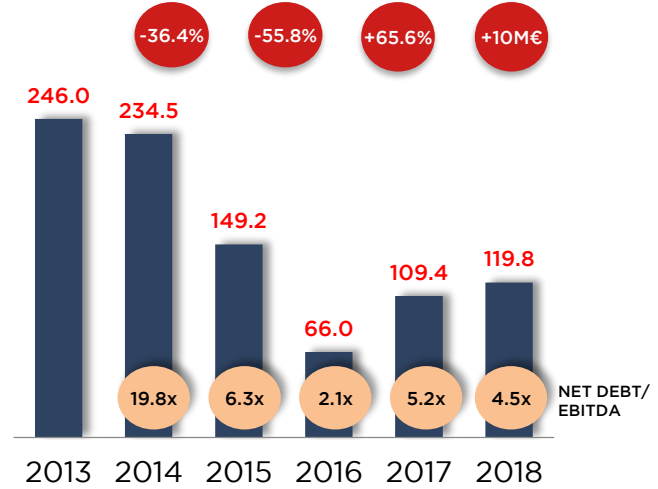
### EBITDA Rec.

(M€)



### NET DEBT

(M€)



# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO – BUSINESS UNITS

### ENERGY

Provision of energy services to industries, namely the development and management of energy production facilities focused in Cogeneration

### INDUSTRIAL ENGINEERING <sup>(1)</sup>

Creation of a cluster of technological based companies levered in the Portuguese engineering know-how and strongly export driven

(1) The acquisition of ADIRA became effective on 25 Jul. 2017. ADIRA is a key player in the "Metal Forming" sector, focusing on the development, design, manufacture, production and marketing of machine tools.

### REFRIGERATION & HVAC

Development of engineering projects and solutions for commercial and industrial refrigeration, design and implementation of Building Management systems and design and implementation of HVAC solutions

### FITNESS

Management of Health Clubs operating three brands:

- SOLINCA
- PUMP (since Jan. 2018)
- ONE (since Jan. 2019)

### HOSPITALITY

Management of hotels with an integrated offer of services (SPA, Congress/Events Center and Food&Beverage)

### TROIA RESORT OPERATIONS

Development and management of tourism resorts (TROIA RESORT)

# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO - BUSINESS UNITS

FY 2018 TURNOVER  
FY 2018 EBITDA

### ENERGY

52.6M€  
+16.2% YoY

15.1M€  
+6.5% YoY

### INDUSTRIAL ENGINEERING <sup>(1)</sup>

11.9M€  
-1.8M€

(1) Fully consolidated since August 2017

### REFRIGERATION & HVAC

47.7M€  
-6.9% YoY

2.2M€  
+45.1%

### FITNESS

36.1M€  
+55.4% YoY

4.5M€  
>100% YoY

### HOSPITALITY

23.8M€  
+3.8% YoY

0.05M€  
-

### TROIA RESORT OPERATIONS

11.4M€  
+4.6% YoY

0.6M€  
-19.7% YoY

SONAE CAPITAL



# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO – REAL ESTATE ASSETS

**Valuation\*: 353.8M€**

### TROIA RESORT

TURNOVER:  
59.6M€ | +85.6% YoY

#### DEVELOPED PROJECTS

- Touristic Units
  - Apartments: Beach/Marina/Ácala
- Ocean Villages
- Plots
- C&W valuation: 55.3M€

#### ASSETS IN OPERATION

- Hotels
- Troia Shopping
- Parking
- Other Assets
- C&W valuation: 94.2M€

#### MACRO-PLOTS (PROJECTS)

- UNOP 3 and 4 (projects for future development)
- UNOP 1 – “Lagoon” Project (conclusion of the urban centre)
- C&W valuation: 80.0M€

### OTHER REAL ESTATE ASSETS

Diversified set of assets with different licensing and construction stages, including plots with and without construction viability, residential units, residential, touristic and commercial construction projects, offices, factory buildings and retail, geographically dispersed over the country.

Independent external valuation (Cushman & Wakefield): 54.1M€

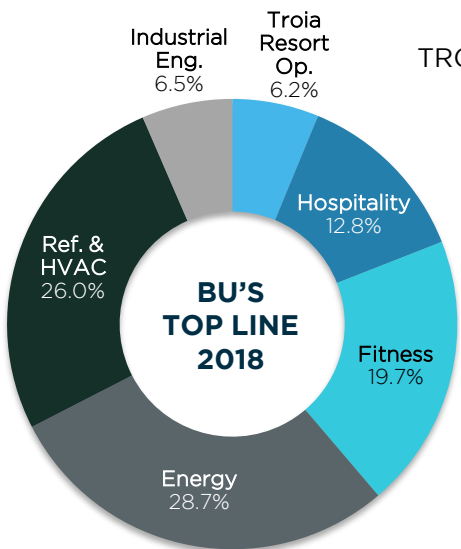
WTC Fund: 71.2M€

Valuation\*: Cushman & Wakefield + WTC Fund.

# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO

FY 2018 PERFORMANCE SHOWS BUSINESS UNITS'S CONSISTENT GROWTH AT BOTH TOP LINE (+16.3%) AND EBITDA (+18.6%) DRIVEN BY M&A (ENERGY AND FITNESS) AND ORGANIC GROWTH



	TURNOVER (M€)			EBITDA (M€)			EBITDA Margin (%)		
	2018	2017	Δ 18/17	2018	2017	Δ 18/17	2018	2017	Δ 18/17
<b>TROIA RESORT OP.</b>	<b>11.4</b>	10.9	+4.6%	<b>0.6</b>	0.8	-19.7%	<b>5.6%</b>	7.3%	-1.7pp
<b>HOSPITALITY</b>	<b>23.8</b>	23.0	+3.8%	<b>0.1</b>	-0.3	-	<b>0.2%</b>	-1.2%	+1.4pp
<b>FITNESS</b>	<b>36.1</b>	23.3	+55.4%	<b>4.5</b>	1.8	>100%	<b>12.5%</b>	7.7%	+4.8pp
<b>ENERGY</b>	<b>52.6</b>	45.2	+16.2%	<b>15.1</b>	14.2	+6.5%	<b>28.8%</b>	31.4%	-2.6pp
<b>REF. &amp; HVAC</b>	<b>47.7</b>	51.2	-6.9%	<b>2.2</b>	1.5	+45.1%	<b>4.5%</b>	2.9%	+1.6pp
<b>IND. ENG.</b>	<b>11.9</b>	-	-	<b>-1.8</b>	-	-	<b>-15.3%</b>	-	-
<b>BUSINESS UNITS</b>	<b>183.5</b>	157.9	+16.3%	<b>20.6</b>	17.4	+18.6%	<b>11.2%</b>	11.0%	+0.2pp
<b>TROIA RESORT</b>	<b>18.5</b>	15.5	+19.9%	<b>0.6</b>	2.4	-75.8%			
<b>OTHER REAL ESTATE</b>	<b>41.1</b>	16.7	>100%	<b>7.9</b>	4.2	+90.3%			
<b>REAL ESTATE</b>	<b>59.6</b>	32.1	+85.6%	<b>8.5</b>	6.5	+30.0%			

## AGENDA

# 02

## BUSINESSES PORTFOLIO

BUSINESSES PORTFOLIO

02



## BUSINESSES PORTFOLIO

### ENERGY

# 02

## DEVELOPMENT AND MANAGEMENT OF EFFICIENT ENERGY PRODUCTION PLANTS

Presence in Portugal in energy business  
(Cogeneration & Renewables)

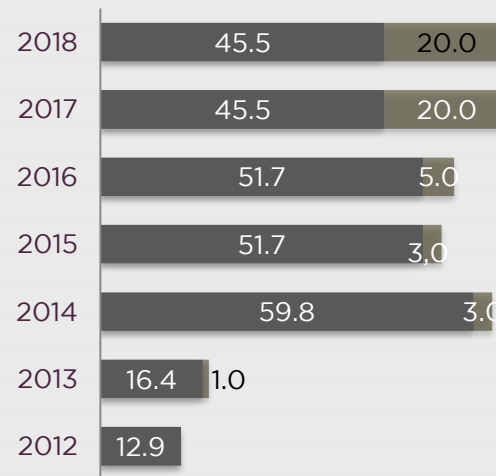
### ENERGY



- Owner and operator of:
  - 11 cogeneration plants (1 of which fuelled by landfill biogas)
  - 10 photovoltaic plants
  - 1 wind plant
- Installed capacity, owned and under management of 65.5MW (45.5MW of cogeneration, 15MW photovoltaic and 5MW wind)
- Currently almost all the projects of the segment operate in regulated market. The first project to be carried over the free market corresponds to 10MW (solar energy), which will take place on 2H21

### INSTALLED CAPACITY\* (MW)

\*Owned and Operated



- During 2017, Capwatt ceased to operate (not owned) a cogeneration plant with 7MW capacity.
- During 2015/16 due to the end of useful life, it was discontinued 11.1MW of capacity.

■ Cogeneration ■ Renewables





## BUSINEESES PORTFOLIO

### ENERGY

# 02

## PORTFOLIO - DETAIL OF PRODUCTION CENTRES

### ENERGY

COGENERATION	LOCATION	MW
PNES	Maia	7,4
Colombo	Lisboa	6,7
Vale do Caima	Vale do Caima	3,4
Altegen	Barcelos	3,6
Carvemagere	Barcelos	2,2
Enerlousado	Famalicão	5,1
Soternix	Barcelos	2,7
Tagol	Almada	7,3
Serrado	Paços Brandão	2,9
Feneralt*	Barcelos	3,2
Gasflow	Chamusca	1,0
		<b>45,5</b>

**FUELED BY LANDFILL BIOGAS**

\* Company operated by Capwatt, although not owned by the company.

RENEWABLE ENERGIES	LOCATION	MW
Aqualuz	Troia	
Efanor	Matosinhos	
Euroresinas	Sines	1,0
PNES	Maia	
Prosa	Marco de Canavezes	
Troia Golf	Troia	
Martim Longo	Alcouthim	2,0
Suncouthim	Alcouthim	1,0
Capwatt II	Évora	1,0
Ventos da Serra	Ferreira do Alentejo	10,0
Lusobrisa	Loures	5,0
		<b>20,0</b>

**SOLAR**

**WIND**



## BUSINESES PORTFOLIO

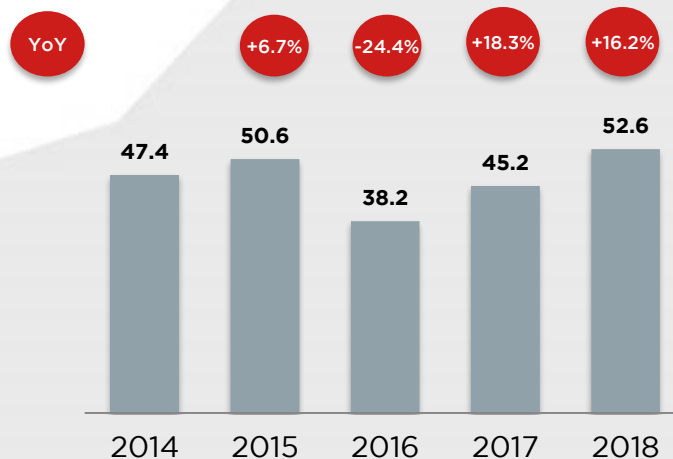
### ENERGY

# 02

MAIN ECONOMIC AND FINANCIAL INDICATORS

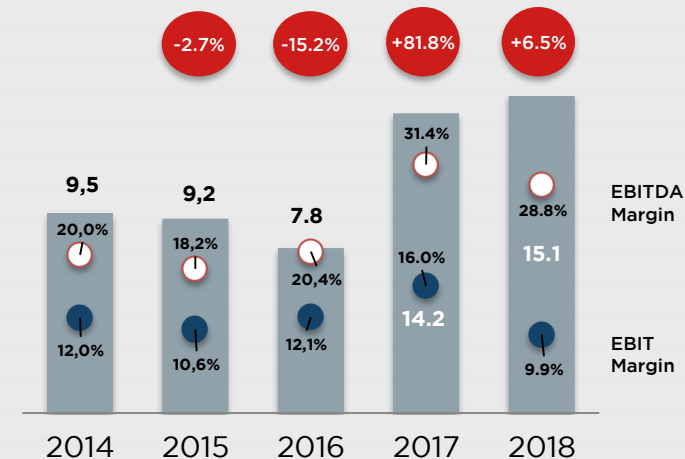
## ENERGY

### TURNOVER (M€)



Turnover reaching 52.6M€, an increase of 16.2% y.o.y., mainly due to the operations acquired during 2017, with a turnover of 10.6M€ in 2018 (+5.5M€ vs 2017).

### EBITDA AND EBITDA MARGIN (M€; %)



As a result of positive Turnover performance, EBITDA grew by 6.5% to 15.1M€ and EBITDA margin decreased by 2.6pp to 28.8%. Acquired operations reached 6.7M€ in 2018 (+2.7M€ vs 2017).



## BUSINESES PORTFOLIO

ENERGY

# 02

## ENERGY

### OUTLOOK

LOOK FOR NEW BUSINESS OPPORTUNITIES BOTH IN PORTUGAL AND INTERNATIONALLY, BASED ON A PRE-DEFINED RISK AND PROFITABILITY CRITERIA.

IN PORTUGAL, THE COMPETITIVE POSITION REINFORCEMENT IS FORECASTED BASED ON ENLARGED OPERATED TECHNOLOGIES. INTERNATIONALLY, FOCUS WILL BE BASED ON INTERNAL COMPETENCES LINKED TO COGENERATION.

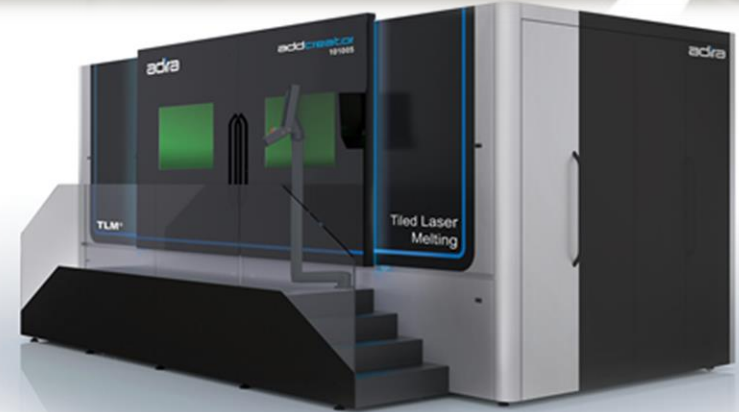


## BUSINESSES PORTFOLIO

INDUSTRIAL ENGINEERING

# 02

# adira



adira

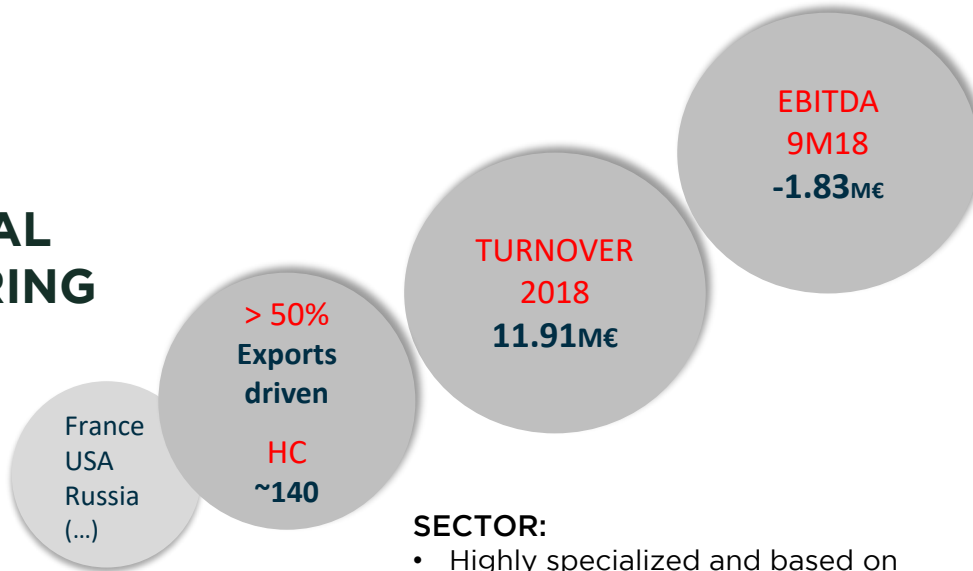
addcreator

## BUSINESSES PORTFOLIO

INDUSTRIAL ENGINEERING

# 02

## INDUSTRIAL ENGINEERING



### SECTOR:

- Highly specialized and based on engineering capabilities;
- Highly fragmented with consolidation opportunities;
- Fast growing Metal Forming sector with special focus on Additive Manufacturing technologies.

## A SEGMENT CREATED FOLLOWING THE ACQUISITION OF ADIRA



### COMPANY:

- Internationally recognized within Metal Forming solutions;
- Strong Innovation/R&D focus;
- Export driven;
- Leveraging on the Industry 4.0 global trend;
- Growth avenue: Additive manufacturing.



## BUSINESSES PORTFOLIO

INDUSTRIAL ENGINEERING

# 02

## INDUSTRIAL ENGINEERING

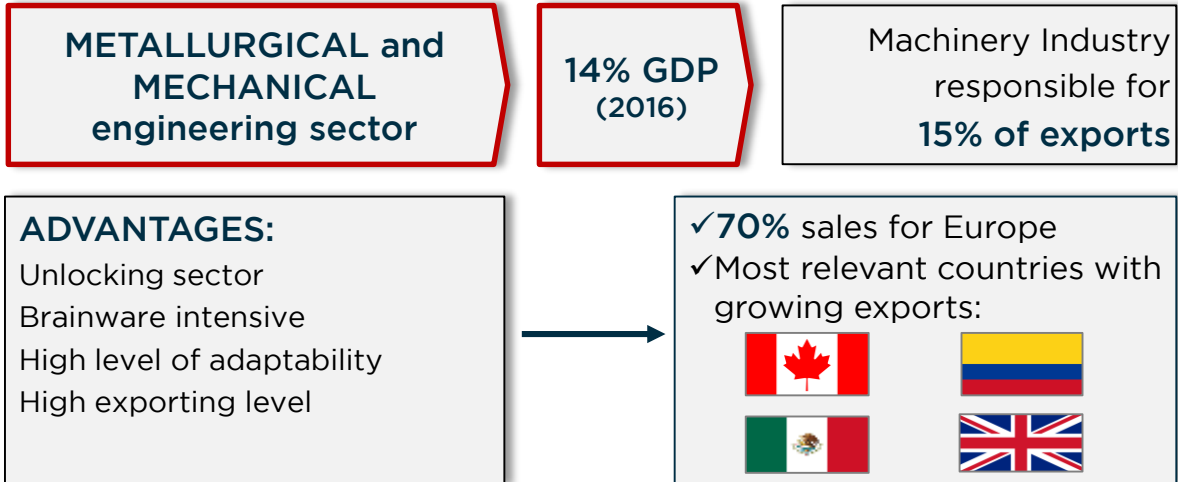
According to Roland Berger, the growing Additive Manufacturing market accounts for 3,1bn€...

With >30% CAGR between '10-'14 will account for 12,2bn€ in 2020

## A SEGMENT CREATED FOLLOWING THE ACQUISITION OF ADIRA



### THE METAL FORMING IN PORTUGAL



**BUSINESSES PORTFOLIO**  
INDUSTRIAL ENGINEERING

# 02

## A SEGMENT CREATED FOLLOWING THE ACQUISITION OF ADIRA

A RELEVANT PLAYER IN THE METAL FORMING, WITH OVER 60 YEARS OF HISTORY AND A MAJOR EXPORTING ACTIVITY



Portfolio aligned with the major growing segments worldwide, providing standard and premium solutions

Main target sectors

STANDARD	SPECIAL	LASER	SERVICE	REPRESENTANT.	ADDITIVE MANUFACTURING
<p><b>BENDING</b></p> <p><b>SHEARS</b></p>	<p><b>BENDING CELLS</b></p> <p><b>CUSTOMIZED SOLUTIONS</b></p>		<ul style="list-style-type: none"> <li>• Installation and guarantees</li> <li>• Technical assistance</li> <li>• Technical training sessions</li> <li>• Machines retrofitting</li> </ul>	<p>Commercial activity for other brand's machines in order to fill the client's offer</p>	<p>New business unit that started activity in 2016</p> <p><b>May-17 INOVATION AWARD</b></p> <p>Prémio Inovação COTEC-ANI 2017</p>
<p><b>AUTOMAKERS</b></p>	<p><b>AEROSPACIAL</b></p>	<p><b>METALIC BUILDINGS</b></p>	<p><b>TELECOM &amp; IT</b></p>	<p><b>METAL FURNITURE</b></p>	<p><b>ENVIRONMENT &amp; RENEWABLE ENERGY</b></p>

BUSINESSES PORTFOLIO

02





## BUSINESSES PORTFOLIO

REFRIGERATION & HVAC

# 02

## REFRIGERATION & HVAC

## DEVELOPMENT OF NATIONAL ENGINEERING PROJECTS FOR THE ENTIRE WORLD, FROM PORTUGAL



Development of engineering projects and solutions for commercial and industrial refrigeration, design and implementation of Building Management systems and design and implementation of HVAC solutions, using custom and optimized engineering technologies for the customers investments.

### Industry & Civil Engineering:

- .Petrochemicals
- .Components
- .Pharma
- .Food products
- .Data Centres
- .Project Offices
- .General Contracting

### Retail & Distribution:

- .Large Scale Distribution
- .Hotel, Hospitality & Catering Management
- .Logistics warehouses

### Services:

- .Shopping Centres
- .Office buildings
- .Healthcare Groups
- .Catering industry
- .Airport services



## BUSINESSES PORTFOLIO

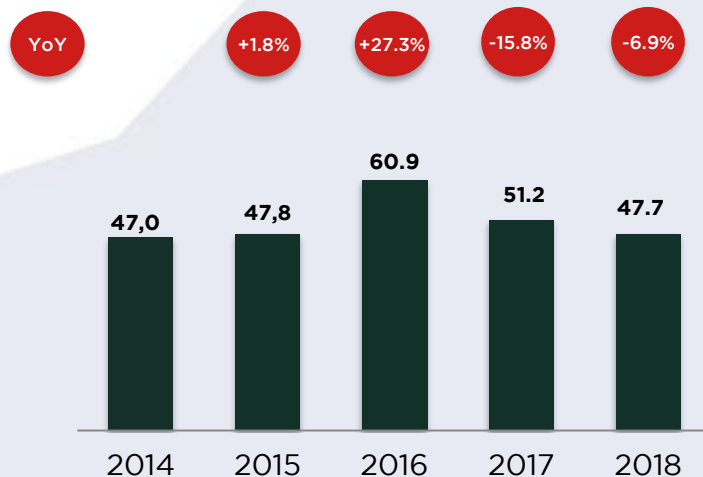
### REFRIGERATION & HVAC

# 02

MAIN ECONOMIC AND FINANCIAL INDICATORS

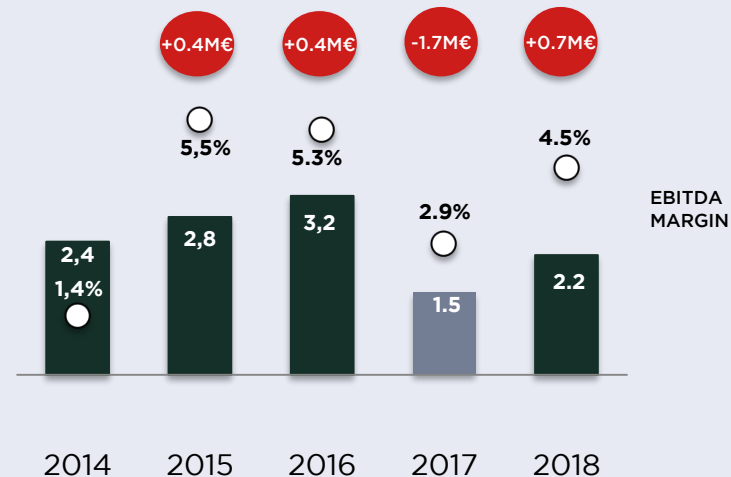
## REFRIGERATION & HVAC

### TURNOVER (M€)



Turnover decreased 6.9% to 47.7M€. The volume of contracts/works in Portugal at the end of the period amounted to 18.8M€, giving good prospects for 2019.

### EBITDA AND EBITDA MARGIN (M€; %)



EBITDA increased to 2.2M€, 45.1% above 2017, due to a greater focus on Refrigeration and benefiting from an increase in HVAC (related to a bigger focus in more profitable projects).



## BUSINESSES PORTFOLIO

REFRIGERATION & HVAC

# 02

## REFRIGERATION & HVAC

### OUTLOOK

AFTER THE RESTRUCTURING AND STRATEGIC REPOSITIONING PROCESS COMPLETION, CONTINUE FOCUSED ON VALUE CREATION OPPORTUNITIES, WITH SPECIAL EMPHASIS ON THE REFRIGERATION SEGMENT AND ON THE INTERNATIONALIZATION PROCESS BASED ON EXPORTS.



## BUSINESSES PORTFOLIO

FITNESS

# 02



SONAE CAPITAL

## BUSINESSES PORTFOLIO

### FITNESS

# 02

## SOLINCA HEALTH CLUBS CHAIN, LAUNCHED IN 1995 AND EXPANDED SINCE 1997

### FITNESS



- 30 operating units in Portugal (including Pump brand)
- 1Q18: Acquisition of PUMP Fitness Chain: 8 Clubs operating in the greater Lisbon area (7) and Algarve (1)
- 3Q18: Acquisition of Lagoas Park Health Club
- 3 new openings in 2018 (Loures and Lumiar, Solinca brand | Saldanha, Pump brand)
- Total area: 72 thousand sqm
- Average number of active members (2018):
  - Solinca: 61.5 thousand; +16% vs YE17
  - Pump: 24.1 thousand



## BUSINESSES PORTFOLIO

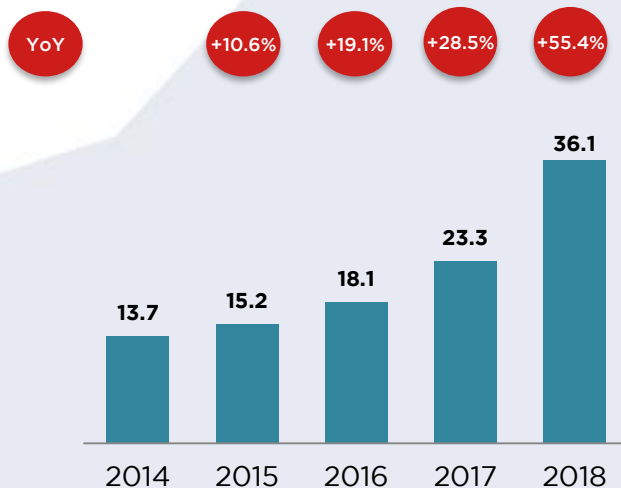
FITNESS

# 02

MAIN ECONOMIC AND FINANCIAL INDICATORS

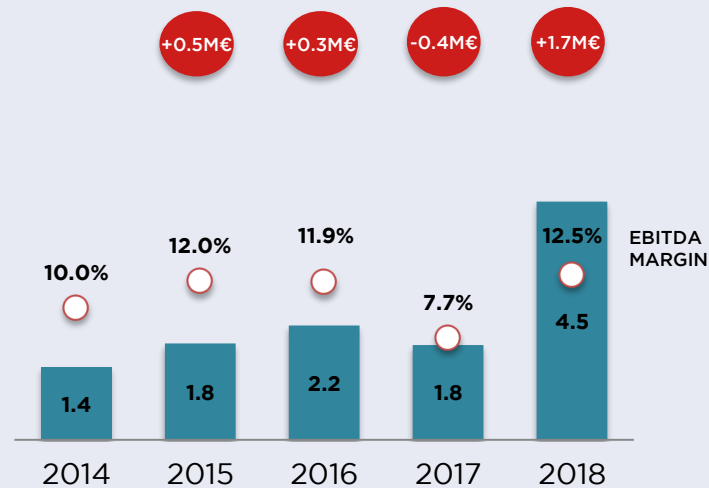
## FITNESS

### TURNOVER (M€)



Reinforcement of the competitive position, reflected in the increased av. number of active members (85,637) and in the increased turnover.

### EBITDA AND EBITDA MARGIN (M€; %)



The performance registered at the Turnover level is also reflected in the EBITDA, which more than doubled, generating a 12.5% margin (+4.8pp).



## BUSINESSES PORTFOLIO

FITNESS

# 02

## FITNESS

## OUTLOOK

SEARCH FOR NEW VALUE CREATION OPPORTUNITIES, WHILE IMPLEMENTING AN EXPANSION PLAN ALREADY DEFINED FOLLOWING A CAPITAL LIGHT APPROACH.



# BUSINESSES PORTFOLIO

## HOSPITALITY

# 02

**PORTO PALÁCIO**  
CONGRESS HOTEL & SPA  
\*\*\*\*\*

**AQUALUZ**  
HOTEL & SPA  
Troy

**THE ARTIST**  
PORTO HOTEL  
& BISTRO

**THE HOUSE**  
RIBEIRA HOTEL  
\*\*\*\*

  
TROIA RESIDENCE



**SONAE CAPITAL**



## BUSINESSES PORTFOLIO

### HOSPITALITY

# 02

## HOSPITALITY



## DIVERSIFIED PORTFOLIO

### Porto Palácio Congress Hotel & SPA (Boavista Complex)

- 5 Star Hotel, located in Porto (Avenida Boavista)
- 233 Rooms and 18 Suites
- Addressed to a business segment
- Congress Centre with a capacity for 600 people
- Vip Lounge and Bar located on top floor, with a 360° panoramic view of the city
- Restaurants
- Leisure & Wellness, with SPA & Hairstyle and Fitness club

### Aqualuz Troia (troiamar, troiario and troialagoa Suite Hotels)

- 4 Star Apartments, located in the central area of Tróia Peninsula
- Events Centre with a capacity for up to 630 people
- Wellness Centre with 2 outdoor and 1 indoor swimming pools
- Restaurants

### The Artist Porto Hotel & Bistrô

- Inaugurated in April 2014, partnering with “Escola de Hotelaria e Turismo do Porto”
- 17 Rooms
- Restaurant and bar
- Business meeting room
- Inspired by the arts and appreciation of beauty offers a contemporary and comfortable atmosphere

### The House Ribeira Porto Hotel

- Located in Ribeira (heart of the historic centre of Porto)
- 56 Rooms (11 premium and 2 penthouses)
- Multifunctional area with lobby, reception, bar and lounge, with breakfast service and bar/cafeteria service
- Addressed to a urban audience modern, irreverent, demanding and informed that seeks the authenticity of Porto city

### Troia Residence

- Touristic apartments exploration
- Apartments and houses, located in Tróia Urban centre
- Apartments with diferent typologies and locations: beach, marina, commercial area, Ocean Village



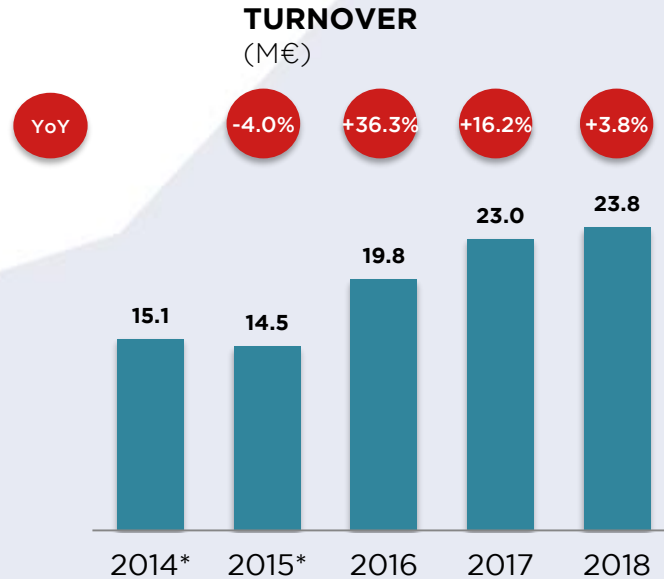
## BUSINESSES PORTFOLIO

### HOSPITALITY

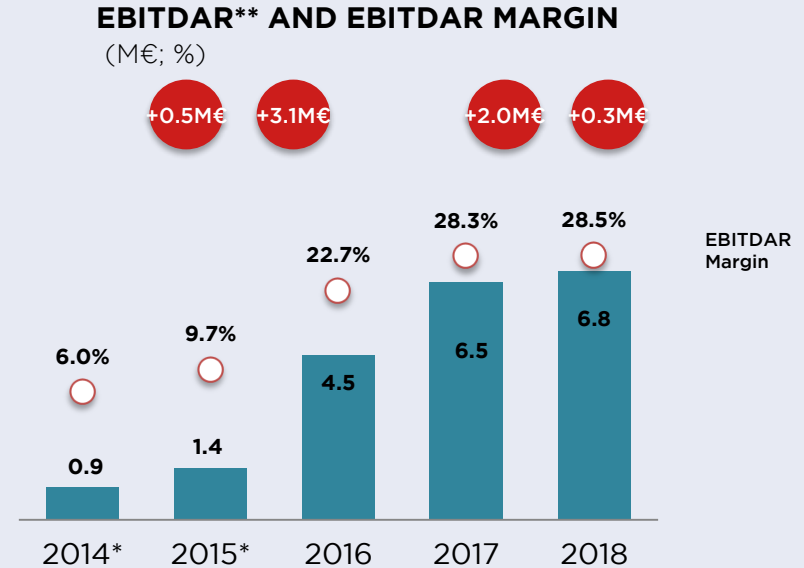
# 02

#### MAIN ECONOMIC AND FINANCIAL INDICATORS

## HOSPITALITY



Sustainable Top Line performance (+3.8% vs 2017) driven by a positive trend in the main operating indicators, namely RevPAR (+4.5%), which benefited from the positive performance of all units in Porto.



The EBITDA was positive in 2018 and reached 54 thousand euros, an historical milestone for the business unit.

\* Not including Troia Residence

\*\* EBITDA excluding Rents.



## BUSINESSES PORTFOLIO

### HOSPITALITY

# 02

## HOSPITALITY

### OUTLOOK

CONTINUE IMPROVING PROFITABILITY AND THE COMPETITIVE POSITION OF CURRENT OPERATIONS.

SEARCH FOR NON-ORGANIC SOLUTIONS THAT IMPROVE THE OVERALL COMPETITIVE POSITION OF THE SEGMENT.



## BUSINESSES PORTFOLIO

TROIA RESORT - OPERATIONS

# 02



**SONAE CAPITAL**

## BUSINESSES PORTFOLIO

TROIA RESORT - OPERATIONS

# 02

AREAS/LOCATIONS FOR SALE COMPRISE A SET OF ANCILLARY AND ANCHOR SERVICES WITH THE AIM OF INCREASING THE DYNAMICS OF THE TROIA RESORT AREA

## TROIA RESORT OPERATIONS



**Troia Golf**  
18 hole golf course, classified in 2016 as the 19th best golf camp in Continental Europe by Golf World Magazine

**Troia Marina**  
191 berths for leisure boats

**Troia Shopping**  
34 commercial stores; shops, restaurants and terraces in the center of the resort

**Roman Ruins**  
Classified as national monument

**Troia Market**  
Modern supermarket located in the central area of the resort

**Atlantic Ferries**  
River public transport between Setúbal and Tróia Peninsula

**Sports Centre**  
On Troia by José Mourinho Training Centre



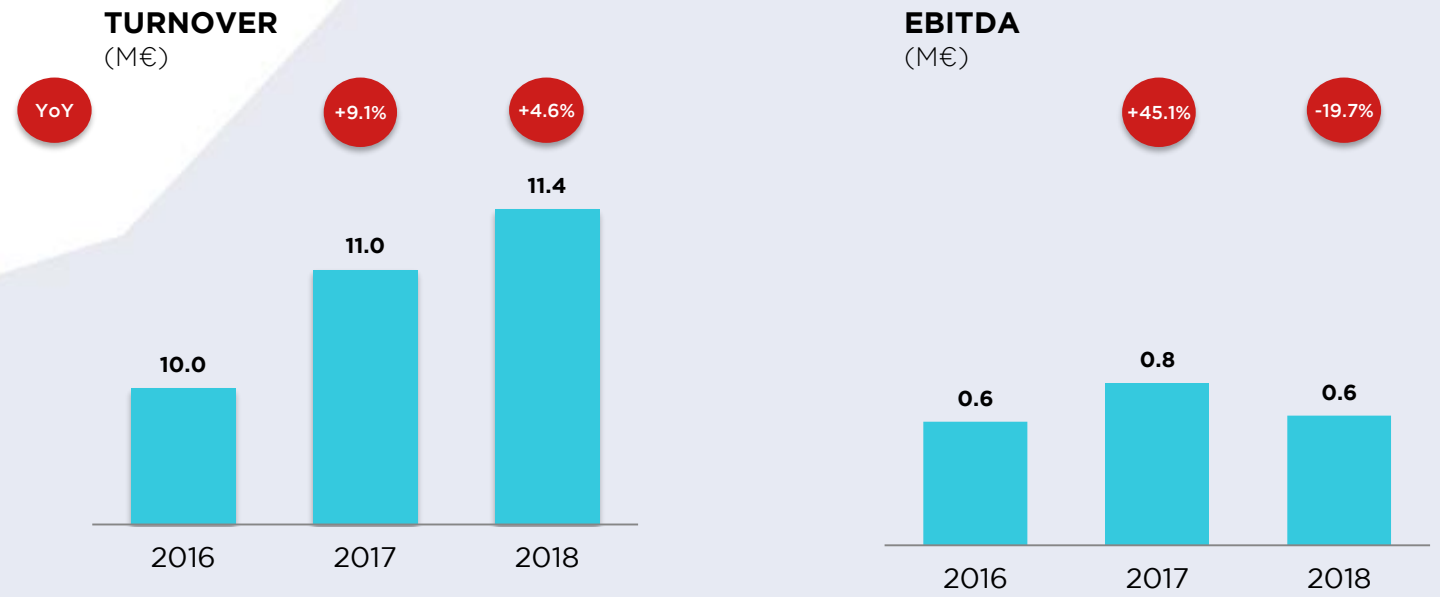
## BUSINESSES PORTFOLIO

TROIA RESORT - OPERATIONS

# 02

MAIN ECONOMIC AND FINANCIAL INDICATORS

## TROIA RESORT OPERATIONS



Turnover reached 11.4M€ in 2018, 4.6% above 2017. The EBITDA stood at 0.6M€, decreasing when compared to 0.8M€ registered in 2017. This reduction is mainly due to costs related with the repositioning of Tróia, which, we believe, will drive profitability to higher levels and, above all, will drive up the customer experience in Resort to levels of excellence.



## BUSINESSES PORTFOLIO

TROIA RESORT - OPERATIONS

# 02

## TROIA RESORT OPERATIONS

### OUTLOOK

MAXIMIZE OPERATIONS PROFITABILITY TO ENSURE ITS  
SELF-SUSTAINABILITY.



## AGENDA

# 03

## REAL ESTATE ASSETS

1. TROIA RESORT
2. OTHER REAL ESTATE ASSETS



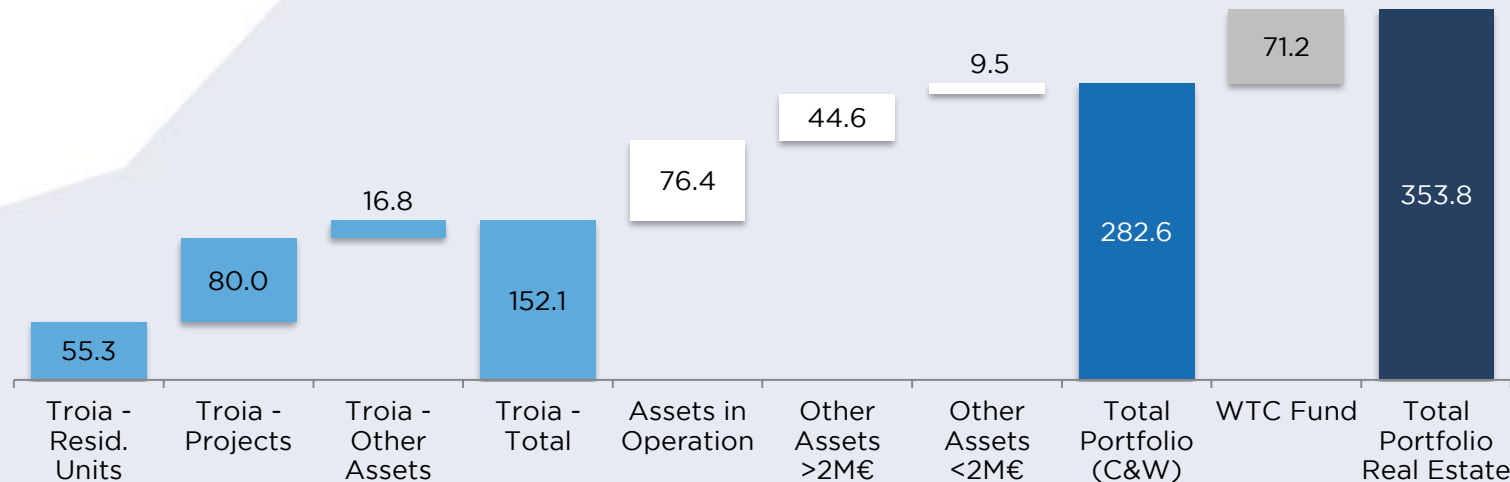


REAL ESTATE  
TOTAL PORTFOLIO

03

REAL ESTATE  
PORTFOLIO

**REAL ESTATE PORTFOLIO EVALUATION**  
CUSHMAN & WAKEFIELD AND WTC FUND VALUATION  
(M€) [as at 31 Dec. 2018]



Excluding Tróia Residential Touristic Units and WTC Fund, CE in Real Estate assets amounted to 145.6M€, compared to the 227.3M€ Cushman & Wakefield valuation (Report to be updated every two years).



REAL ESTATE

TROIA RESORT

03.1



SONAE CAPITAL

## REAL ESTATE

### TROIA RESORT

# 03.1

## REAL ESTATE TROIA RESORT

LOCATED IN THE NORTHERN TIP OF THE TRÓIA PENINSULA, AT 60 KM DRIVE FROM LISBON INTERNATIONAL AIRPORT, BETWEEN THE SADO ESTUARY NATURAL RESERVE AND THE SERRA DA ARRÁBIDA NATURAL PARK.

OFFICIALLY OPENED ON 8<sup>TH</sup> OF SEPTEMBER 2008.

## DIVIDED INTO 9 OPERATIONAL UNITS (UNOPS)

- UNOP 1: Central Area
- UNOP 2: Beach Area and Golf
- UNOP 3: Golf and Hotel Resort
- UNOP 4: Eco Resort

DEVELOPED AREAS

AREAS TO DEVELOP

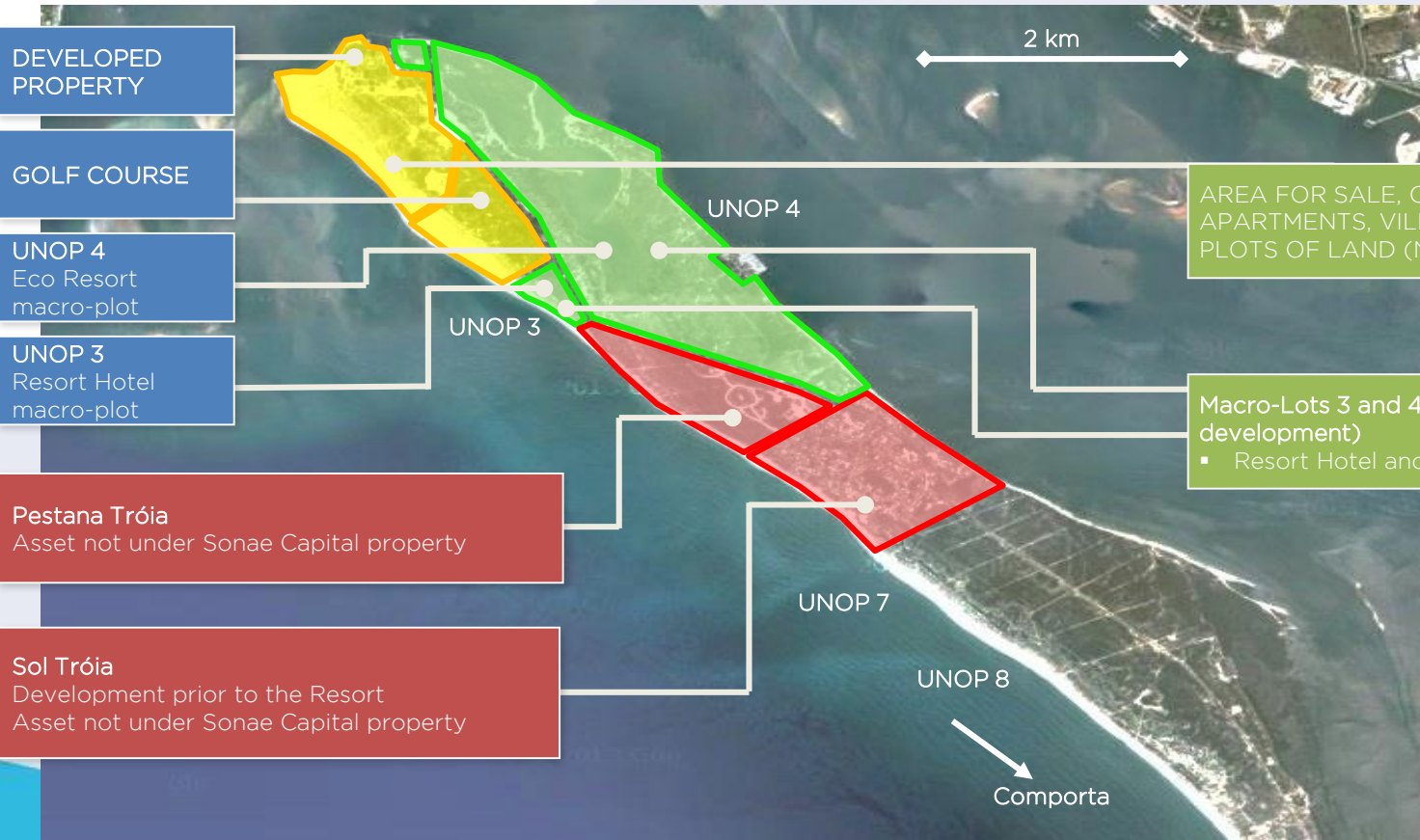


# REAL ESTATE

## TROIA RESORT

# 03.1

# REAL ESTATE TROIA RESORT



DEVELOPED PROPERTY

GOLF COURSE

UNOP 4 Eco Resort macro-plot

UNOP 3 Resort Hotel macro-plot

Pestana Tróia  
Asset not under Sonae Capital property

Sol Tróia  
Development prior to the Resort  
Asset not under Sonae Capital property

AREA FOR SALE, COMPRISING APARTMENTS, VILLAS, APARTHOTELS AND PLOTS OF LAND (NEXT SLIDE)

Macro-Lots 3 and 4 (projects for future development)  
▪ Resort Hotel and Eco-Resort



## REAL ESTATE

TROIA RESORT

# 03.1

## REAL ESTATE TROIA RESORT

- RESIDENCIAL UNITS DEVELOPED:  
#546 (of which 96 Plots)
- RESIDENCIAL UNITS SOLD:  
#462 (of which, 66 Plots)
- RESIDENCIAL UNITS FOR SALE:  
#84 (of which, 30 Plots)

## DEVELOPED AREAS: UNITS AVAILABLE FOR SALE

### Ocean Village

For sale  
Conclusion date:  
July 2009



### Ácala Building

For sale  
Conclusion date:  
1Q 2009

### Beach, Lake and Golf Villas and Plots

For sale



### Beach Apartments

For sale  
Conclusion date:  
September 2008

### Aparthotels Aqualuz troiamar, troiario and troialagoa (4\*)

For sale  
Conclusion date:  
September 2008 and  
January 2009



### Marina Apartments

For sale  
Conclusion date:  
September 2008



## REAL ESTATE

TROIA RESORT

03.1

REAL ESTATE  
TROIA RESORT

## DEVELOPED AREAS: UNITS AVAILABLE FOR SALE

FROM THE TOTAL 546 DEVELOPED UNITS, INCLUDING PLOTS FOR CONSTRUCTION, THERE WERE AVAILABLE FOR SALE AT THE END OF 2018, #84 UNITS (15.4% OF TOTAL DEVELOPED).

REGARDING BEACH AND MARINA APARTMENTS, THERE WERE ONLY 4 AVAILABLE FOR SALE (1.4% OF TOTAL DEVELOPED).

C&W VALUATION\*: 72.1m€ (DEVELOPED AREA)

DEVELOPED PROJECTS	UNOP	GCA (sqm)	# TOTAL UNITS	# UNITS FOR SALE (@ 31 Dec. 2018)
Beach Apartments	UNOP 1	30,000	211	3
Marina Apartments	UNOP 1	9,500	78	1
Ácala Building	UNOP 1	13,000	71	5
Plots and Villas	UNOP 2	33,000	96	31
Ocean Village (Town Houses)	UNOP 2	14,000	90	44
<b>TOTAL</b>		<b>99,500</b>	<b>546</b>	<b>84</b>

Includes Beach and Marina Apartments, Ácala Building, Plots, Villas and Ocean Village (55,3M€) and Other assets already developed and available for sale (16,8M€), excluding hotels.

Note: Information including PPSAs and Reserves.



## REAL ESTATE

TROIA RESORT

03.1

REAL ESTATE  
TROIA RESORT

PPSA signed  
in June 2018  
(20M€)

## AREAS &amp; PROJECTS TO BE DEVELOPED

APPROVED MASTERPLAN.

TOTAL OF 1,300 BEDS (UNOP3 AND UNOP4), AND AN ADDITIONAL OF UP TO #946 BEDS FOR THE “CALDEIRA PROJECT”, IN UNOP1, CLOSE TO THE DEVELOPED AREAS.

C&amp;W VALUATION\*: 80.0M€

AREAS/PROJECTS TO DEVELOP	GCA (sqm)	SITE AREA (ha)	# BEDS	# ACCOMODATION UNITS
UNOP 3 (HOTEL RESORT)	34,400	20.3	600	1 Luxury Hotel + Detached Villas
UNOP 4 (ECO RESORT)	29,300	243	700	1 Boutique Hotel + 125 Accomodation Units
UNOP 1 (CALDEIRA PROJECT)	56,100	5.4	946	Lagoon Apartments
<b>TOTAL</b>	<b>119,800</b>	<b>268.7</b>	<b>2,246</b>	-

\* Excluding UNOP 7/8/9 – sold in 2016 for 50M€..



REAL ESTATE

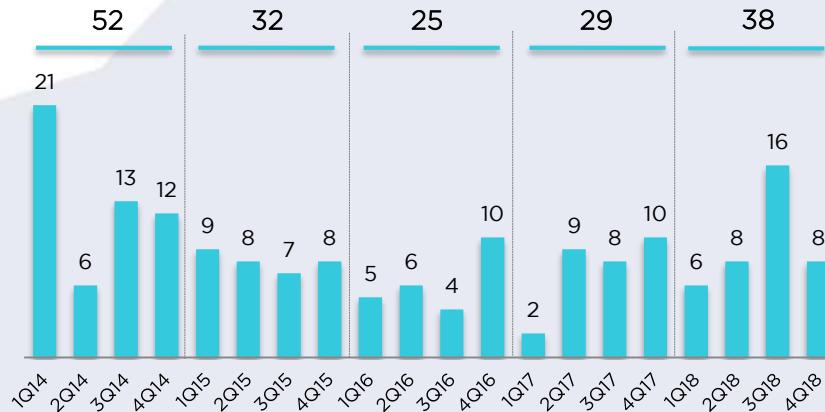
TROIA RESORT

03.1

REAL ESTATE  
TROIA RESORT

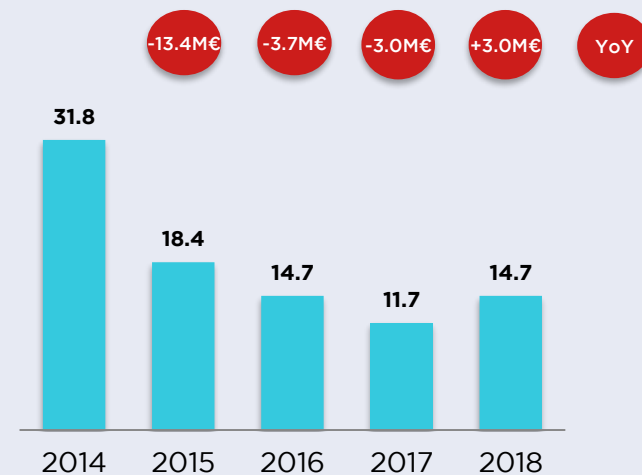
SALES DEEDS

(#)



SALES DEEDS

(M€)



38 deeds of touristic real estate units were signed, corresponding to 14.7M€, compared to 29 deeds and 11.7M€ recorded in the same period last year (19 deeds were under the Guaranteed Income model).





**REAL ESTATE**

TROIA RESORT

**03.1**

**REAL ESTATE  
TROIA RESORT**

**OUTLOOK**

SALE CURRENT INVENTORY.

PLACE IN AN ACTIVE WAY THE AREAS NOT YET DEVELOPED, ENSURING THAT REAL ESTATE DEVELOPMENT PROJECTS ARE ADEQUATE TO EACH ONE OF THE SPECIFIC MACRO-PLOT.



## REAL ESTATE

### OTHER REAL ESTATE ASSETS

# 03.2

## OTHER REAL ESTATE ASSETS



## ASSETS TARGETED TO THE FINANCING OF THE GROUP CORPORATE STRATEGY – CAPITAL GENERATION

### REAL ESTATE ASSETS AVAILABLE FOR SALE

This block considers all the real estate assets of the Sonae Capital Group, except the units already developed and in commercialization in the Troia Resort and the assets held by the WTC Fund.

**Capital Employed:** 145.6M€

**C&W\* Valuation:** 227.3M€

**WTC Fund:** 71.2M€

Block of assets in Oporto, Av. da Boavista, including the Porto Palacio Hotel:

\* Adjusted valuation as at 31 Dec. 2018.



**REAL ESTATE**

OTHER REAL ESTATE ASSETS

**03.2**

**OTHER REAL  
ESTATE ASSETS**

## **OUTLOOK**

SALE OF NON CORE REAL ESTATE ASSETS, THROUGH A SPECIFIC BUSINESS UNIT, BENEFITING FROM THE IMPROVED ECONOMIC AND FINANCIAL CONDITIONS AND THE PERSPECTIVES FOR THE SECTOR ON THE PORTUGUESE MARKET.

THE DISPOSAL OF THESE REAL ESTATE ASSETS IS ONE OF THE KEY TRIGGERS FOR THE EFFECTIVE CORPORATE STRATEGY IMPLEMENTATION.



AGENDA

04

RECENT  
PERFORMANCE



# 04. RECENT PERFORMANCE

## FY 2018 CONSOLIDATED RESULTS

- Positive trend in **Business Units turnover** and **EBITDA** with all segments, in general, contributing positively;
- Operational improvement across the majority of the businesses already translated into **Continued Businesses Net Profit**, in the amount 0.2M€, despite the significant growth in Amortizations and Depreciations;
- **Real estate** showing positive results in both segments: Troia Resort and Other assets;
- Adequate and under control Capital structure.

**NET DEBT/EBITDA**  
(EBITDA - Businesses)

**2.5x**

**LOAN TO VALUE** (RE Assets)

**21.1%**

**TURNOVER\***

**183.5M€**

+16.3% YoY

**OPERATIONAL INCOME**

**240.4M€**

+28.3%

**EBITDA Rec\***

**20.6M€**

+18.6% YoY

**EBIT\***

**3.4M€**

-39.6%

**EBITDA Margin\***

**11.2%**

+0.2pp YoY

**NET RESULTS**

**-3.3M€**

+39.7%

**NET DEBT**

**119.8M€**

+10.4M€ vs FY17

**REAL ESTATE ASSETS Valuation**

**353.8M€**

**CUSHMAN & WAKEFIELD**  
(incl. WTC Fund)

\* Business Units

# 04. RECENT PERFORMANCE

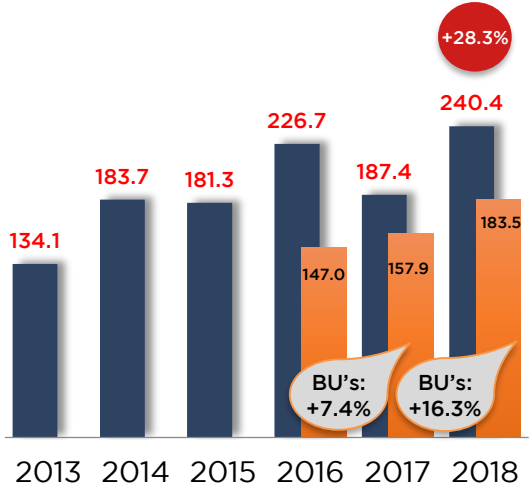
HISTORIC EVOLUTION

**POSITIVE OPERATIONAL PERFORMANCE.**  
**ADEQUATE CAPITAL STRUCTURE WHEN TAKING IN CONSIDERATION GROUP'S PORTFOLIO OF BUSINESSES AND REAL ESTATE ASSETS HELD.**

## TURNOVER

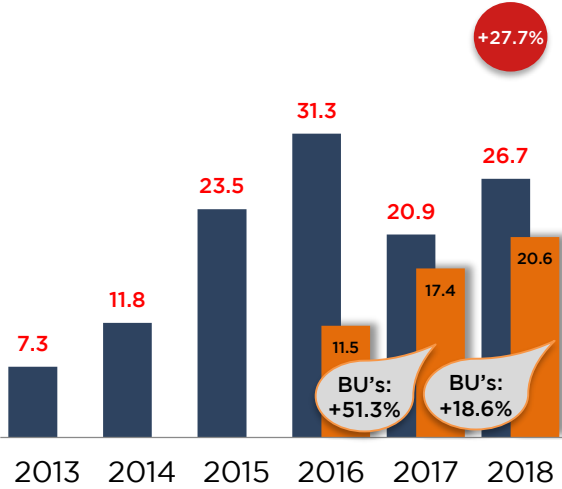
(M€)

YoY



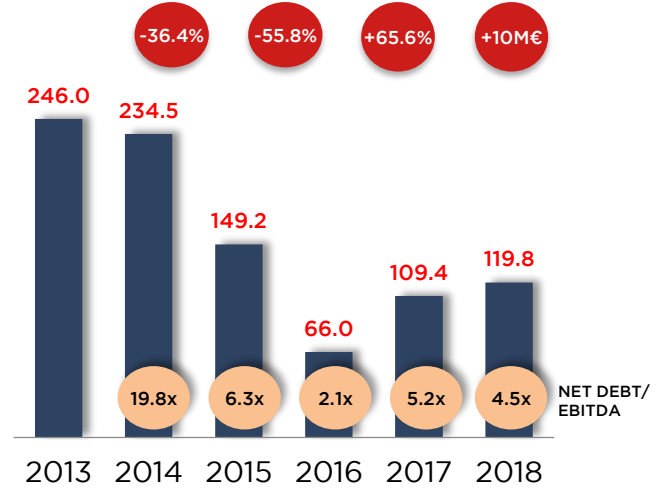
## EBITDA Rec.

(M€)



## NET DEBT

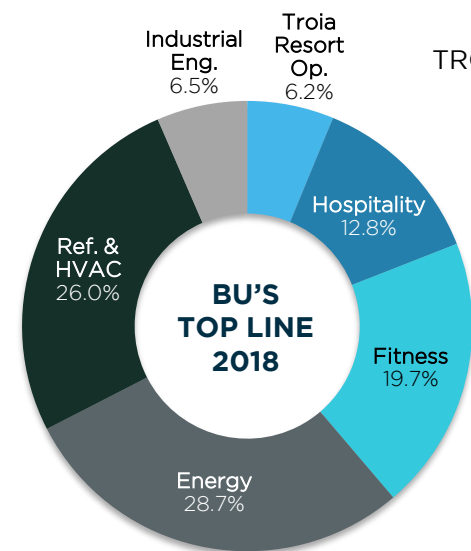
(M€)



# 04. RECENT PERFORMANCE

## BUSINESS PORTFOLIO

FY 2018 PERFORMANCE SHOWS BUSINESS UNITS'S CONSISTENT GROWTH AT BOTH TOP LINE (+16.3%) AND EBITDA (+18.6%) DRIVEN BY M&A (ENERGY AND FITNESS) AND ORGANIC GROWTH



	TURNOVER (M€)			EBITDA (M€)			EBITDA Margin (%)		
	2018	2017	Δ 18/17	2018	2017	Δ 18/17	2018	2017	Δ 18/17
TROIA RESORT OP.	11.4	10.9	+4.6%	0.6	0.8	-19.7%	5.6%	7.3%	-1.7pp
HOSPITALITY	23.8	23.0	+3.8%	0.1	-0.3	-	0.2%	-1.2%	+1.4pp
FITNESS	36.1	23.3	+55.4%	4.5	1.8	>100%	12.5%	7.7%	+4.8pp
ENERGY	52.6	45.2	+16.2%	15.1	14.2	+6.5%	28.8%	31.4%	-2.6pp
REF. & HVAC	47.7	51.2	-6.9%	2.2	1.5	+45.1%	4.5%	2.9%	+1.6pp
IND. ENG.	11.9	-	-	-1.8	-	-	-15.3%	-	-
<b>BUSINESS UNITS</b>	<b>183.5</b>	<b>157.9</b>	<b>+16.3%</b>	<b>20.6</b>	<b>17.4</b>	<b>+18.6%</b>	<b>11.2%</b>	<b>11.0%</b>	<b>+0.2pp</b>
TROIA RESORT	18.5	15.5	+19.9%	0.6	2.4	-75.8%			
OTHER REAL ESTATE	41.1	16.7	>100%	7.9	4.2	+90.3%			
<b>REAL ESTATE</b>	<b>59.6</b>	<b>32.1</b>	<b>+85.6%</b>	<b>8.5</b>	<b>6.5</b>	<b>+30.0%</b>			

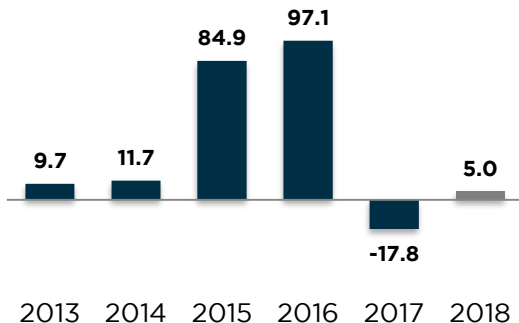
# 04. RECENT PERFORMANCE

FY 2018 CONSOLIDATED RESULTS

**INVESTMENT IN THE ACQUISITIONS OF NEW BUSINESSES AND OPERATIONS OFF-SETTING THE POSITIVE CONTRIBUTION FROM CASH FLOW FROM OPERATIONS**

## LEVERED FREE CASH FLOW

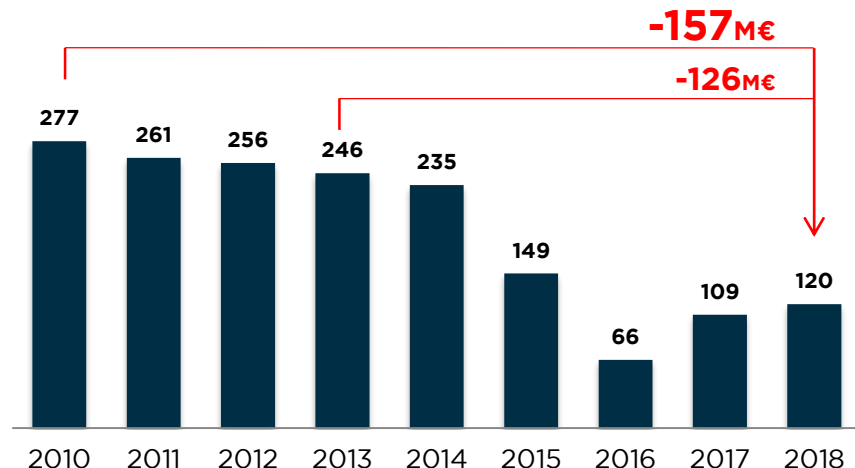
(M€)



FCF (levered) stood at positive 5.0M€ in 2018, on the back of: (i) Business Units Cash Flow from Operations in the amount of 21.5M€; (ii) sale of Real Estate Assets in the amount of 36.8M€; and (iii) 41.7M€ investment, including: the payment of a 9M€ instalment in 2Q18 related with the acquisitions made in the Energy business in 2017 and the acquisition of Pump (8.4M€).

## NET DEBT

(M€)



As a result of FCF performance and due the investments made in 2018, Net Debt increased when compared to the end of 2017, totalling 119.8M€.



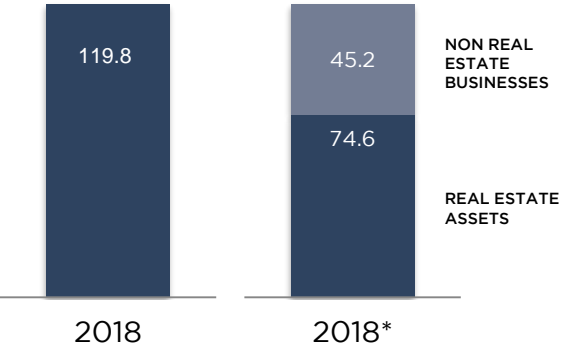
# 04. RECENT PERFORMANCE

FY 2018 CONSOLIDATED RESULTS

**SOLID CAPITAL STRUCTURE.**  
**AVAILABLE CREDIT LINES: 75M€**

**CONSIDERING THE VALUE OF REAL ESTATE ASSETS AT THE END OF 2018, THE IMPLIED RATIOS ARE CONSERVATIVE VALUES TAKING INTO CONSIDERATION SONAE CAPITAL TYPE OF BUSINESSES**

**NET DEBT**  
(M€)

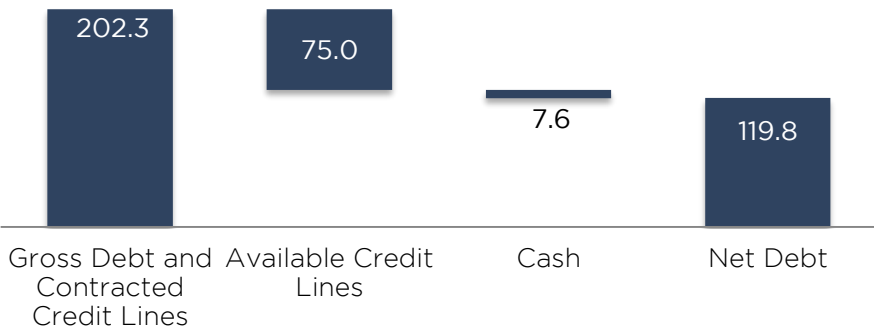


**NET DEBT/EBITDA: 2.5x**  
(NON REAL ESTATE BUSINESSES)

**LTV: 21.1%**  
(REAL ESTATE ASSETS)

\*Holding Net Debt/Liquidity allocated to the different types of Businesses according to the weight of each Business' Net Debt individually considered.

**AVAILABLE CREDIT LINES**  
(M€)



# 04. RECENT PERFORMANCE

FY 2018 CONSOLIDATED RESULTS

**TURNOVER AND PROFITABILITY REGISTERING AN INCREASE DRIVEN BY THE POSITIVE PERFORMANCE OF BUSINESS UNITS**

**POSITIVE NET PROFIT (CONTINUED OPERATIONS), DESPITE THE SIGNIFICANT GROWTH IN D&A.**

		CONSOLIDATED PROFIT & LOSS STATEMENT (M€)		
		2018	2017	Δ 18/17
	TURNOVER	235.4	182.3	+29.1%
	EBITDA <sup>1</sup>	26.7	20.9	+27.7%
	EBIT	4.1	1.3	>100%
	NET FINANCIAL EXPENSES	-3.8	-4.3	+10.0%
	INVESTMENTS INCOME	0.7	2.4	-69.8%
	NET PROFIT (CONT. OP.)	0.2	-2.5	-
	NET PROFIT (TOTAL OP.)	-3.3	-5.4	+39.7%

<sup>1</sup> EBITDA = EBIT + Amortization and Depreciation + Provisions and Impairment Losses + Impairment Losses in Equity Real Estate in Stock Rotation (included in Cost of Goods Sold) – Reversal Provisions and Impairments (included in Other Operational Income)

## CONSOLIDATED BALANCE SHEET (M€)

	31.12.2018	31.12.2017
TOTAL ASSETS	501.9	516.1
NON CURRENT ASSETS	366.5	359.0
CURRENT ASSETS	135.5	157.1
EQUITY	268.0	291.4
BANK LOANS	161.5	114.7
TOTAL EQUITY & LIABILITIES	501.9	516.1
NET DEBT <sup>1</sup>	119.8	109.4
CAPEX <sup>2</sup>	32.6	61.6

<sup>1</sup> NET DEBT = Non current Liabilities + Current Liabilities – Cash and Cash Equivalents

<sup>2</sup> CAPEX = Investment in Tangible and Intangible Assets

## AGENDA

# 05

## KEY MESSAGES



# 05. KEY MESSAGES

## BUSINESS UNITS & REAL ESTATE ASSETS

**BUSINESS UNITS'S CONSISTENT GROWTH AT BOTH TOP LINE (+16.3%) AND EBITDA (+18.6%) DRIVEN BY M&A (ENERGY AND FITNESS) AND ORGANIC GROWTH.**

### BUSINESS UNITS

- i. **Energy:** continued to increase both Top Line (+16.2%) and EBITDA (+6.5%) benefiting from the contribution of the operations acquired during 2017.
- ii. **Industrial Engineering:** process of deep transformation, with the required suitability to the Group's processes and the allocation of adequate resources to a consistent growth path.
- iii. **Refrigeration & HVAC:** registering 4.5% EBITDA margin, 1.6pp above 2017.
- iv. **Fitness:** executing its growth plan, showing a Turnover increase of 55.4% and more than doubling EBITDA, reaching an EBITDA margin of 12.5%, 4.8pp above 2017.
- v. **Hospitality:** posting positive EBITDA (54 thousand euros). RevPAR increasing by 4.5% in 2018, with the positive contribution from all units in operation in Porto;
- vi. **Troia Resort - Operations:** Working in the repositioning of Tróia, in order to drive up customer experience in Resort to levels of excellence.

### REAL ESTATE ASSETS

- i. **Real Estate – Troia Resort:** PPSA of UNOP 3 in the amount of 20M€; 38 sales deeds, corresponding to 14.7M€. Already in 1Q19 (up to the date of FY 2018 results report), 5 additional deeds (2.3M€) and 12 PPSAs and reserves in the amount of 5.8M€.
- ii. **Other Real Estate Assets:** sales deeds totalling 35.7M€, alongside with PPSAs and Reserves of 10.6M€.

## 05. KEY MESSAGES

### OUTLOOK

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**BUSINESS UNITS'S CONSISTENT GROWTH AT BOTH TOP LINE (+16.3%) AND EBITDA (+18.6%) DRIVEN BY M&A (ENERGY AND FITNESS) AND ORGANIC GROWTH.**

During 2019, Sonae Capital will remain **focused on the implementation of the corporate strategy**, which relies on:

- (i) the continuous improvement of current businesses competitive position;
- (ii) the pursuit of new value creator business opportunities within the Group's competence areas;
- (iii) the sale of real estate assets; and
- (iv) the maintenance of a balanced capital structure according to the type of business and assets held by the Group.

**For 2019, we expect to keep the positive operating performance in the main Business Units:**

**Energy:** will remain focused on growth, which will involve strengthening the cogeneration operation, exploring possible opportunities in the Portuguese market, and also in new geographies, namely in Mexico;

**Industrial Engineering:** ADIRA, will continue to carry out the integration in the Group's processes, in parallel with the investment that is being done in providing appropriate resources for the implementation of the defined growth strategy;

**Ref. & HVAC:** will focus on improving the profitability profile, always keeping in mind the evolution of the sector;

**Fitness:** will continue the expansion plan through a multi-segment strategy based on Pump, Solinca and ONE brands;

**Hospitality:** will work in the consolidation of the performance delivered in 2018, continuing to monitor the market dynamics, both in terms of price and demand, and in terms of potential consolidation movements.

**AGENDA**

**APPENDIX**



**SONAE CAPITAL**

# 01. SONAE CAPITAL OVERVIEW

## 2017 MAIN HIGHLIGHTS

### COMPETITIVE POSITION IMPROVEMENT

- Strong **Top Line growth** in **Energy** (+18.3%), **Fitness** (+28.5%), **Hospitality** (+16.2%) and **Troia Resort Operations** (+9.1%);
- **Ref. & HVAC**: Backlog, in the domestic market, of 23.2M€, correspondent to, approximately, 5.4 months of Top Line.

### SEARCH FOR NEW GROWTH AVENUES

- **Acquisition and integration of ADIRA**, an important milestone in the implementation of the Corporate Strategy;
- Energy: full integration of the operations acquired during the 2017, namely: (i) 1MW of a Cogeneration operation fuelled by landfill biogas; and (ii) 15MW of Renewables, enlarging the scope of operated technologies, significantly increasing Top Line (5.1M€) and profitability (4.0M€) of the Energy segment, supporting a greater stability to the Group's cash flow generation.

### REAL ESTATE ASSETS SALES

- Tróia Resort: **29 sales deeds**, correspondent to **11.7M€, in 2017**;
- A Stock of 7 Promissory Purchase and Sale Agreements and Reserves and 5 deeds already signed in 2018, correspondent to a total value of 4.7M€.
- Sales deeds of a set of Real Estate Assets (excluding Residential Touristic units in Tróia), totalling 20.2M€. In addition, there are still PPSAs amounting to 4.5M€.

### SOLID CAPITAL STRUCTURE

- Net Debt increased 43.4M€ due to the high level of Capex (61.6M€) and the Dividend distribution of 25M€;
- Net Debt remains under control and adequate to the Group's Portfolio of Businesses and Real Estate Assets held: **LTV of 15.9% and Net Debt/EBITDA of 2.57x**.

# 01. SONAE CAPITAL OVERVIEW

2017 CONSOLIDATED RESULTS

THE STRATEGY IMPLEMENTATION, BASED ON THE DEFINED GUIDANCE, HAS DEMONSTRATED THE INCREASED FIRMNESS AND SUSTAINABILITY OF THE GROUP'S BUSINESS RESULTS, DESPITE THE LOWER REAL ESTATE ASSETS SALES:

- The improved Business Units competitive position continues generating positive results at both Top Line and profitability, with the exception of Ref. & HVAC;
- Real Estate Assets sales in line with expectations but lower than in 2016 due the sale of UNOPs 7/8/9;
- Net Debt increased 43.4M€ but remained adequate to the Group's portfolio of businesses and real Estate assets held.

**NET DEBT/EBITDA**

(EBITDA - Businesses)

**2.57x**

**LOAN TO**

**VALUE** (RE Assets)

**15.9%**

**TURNOVER\***

**157.9M€**

+7.4% YoY

**OPERACIONAL**

**INCOME**

**187.4M€**

-17.3%

**EBITDA\***

**17.3M€**

+50.0% YoY

**CONSOLIDATED**

**EBITDA**

**20.9M€**

-33.2%

**EBITDA**

**Margin\***

**10.9%**

+3.0pp YoY

**NET**

**RESULTS**

**-5.4M€**

-24.1M€ YoY

**NET DEBT**

**109.4M€**

+43.4M€ vs 2016

**REAL ESTATE**

**ASSETS - Value**

**363.2M€**

**CUSHMAN & WAKEFIELD**

(Excluding WTC Fund)

\* Business Units



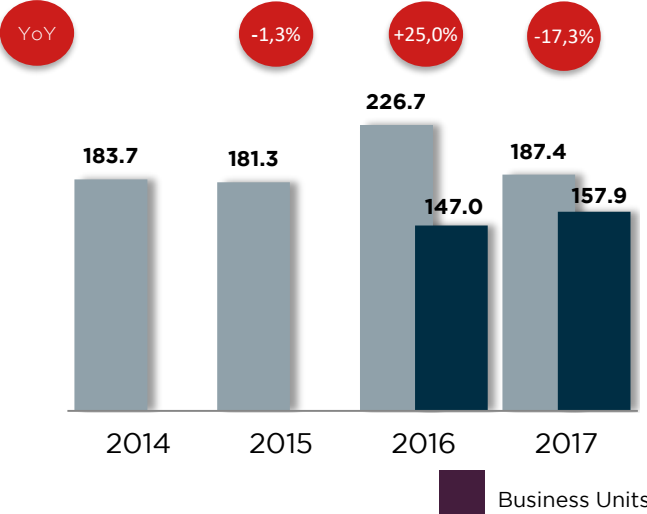
# 01. SONAE CAPITAL OVERVIEW

2017 CONSOLIDATED RESULTS

POSITIVE AND MORE SOLID OPERATIONAL PERFORMANCE. ADEQUATE CAPITAL STRUCTURE TAKING IN CONSIDERATION GROUP'S PORTFOLIO OF BUSINESSES AND REAL ESTATE ASSETS HELD.

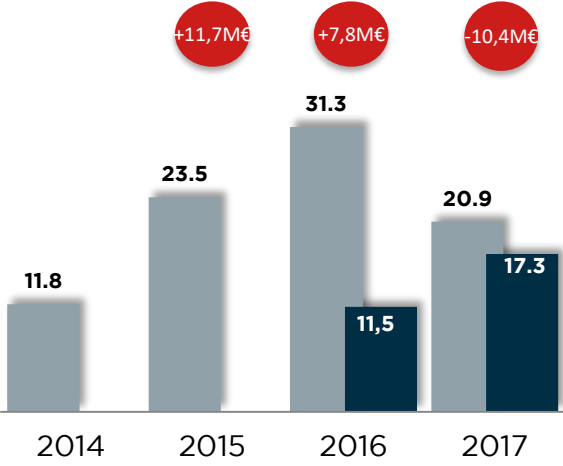
## OPERATIONAL INCOME

(M€)



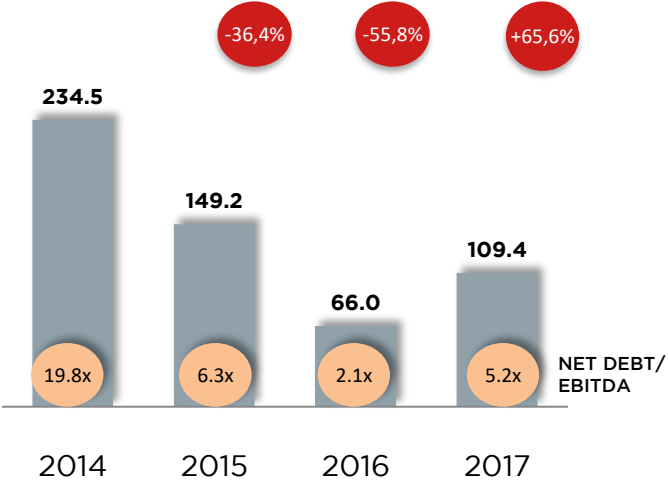
## EBITDA

(M€)



## NET DEBT

(M€)



Business Units

# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO – BUSINESS UNITS

**FY2017 TURNOVER**  
**FY2017 REC. EBITDA**

### ENERGY

45.22M€  
+18.3% YoY

14.19M€  
+81.8% YoY

### INDUSTRIAL ENGINEERING<sup>(1)</sup>

4.27M€

-0.59M€

(1) (included in Sonae Capital  
Consolidated Results since  
August 2017)

### REFRIGERATION & HVAC

51.24M€  
-15.8% YoY

1.48M€  
-1.73M€ YoY

### FITNESS

23.25M€  
+28.5% YoY

1.79M€  
-17.1% YoY

### HOSPITALITY

22.96M€  
+16.2% YoY

-0.46M€  
+1.8M€ YoY

### TROIA RESORT OPERATIONS

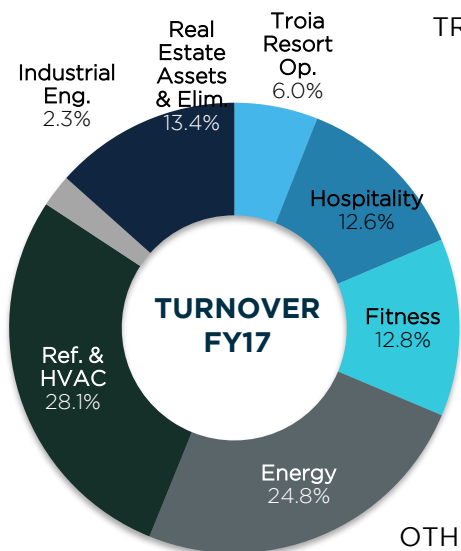
10.95M€  
+9.1% YoY

0.89M€  
+0.3M€ YoY

# 01. SONAE CAPITAL OVERVIEW

## BUSINESS PORTFOLIO

CONSOLIDATED TOP LINE AND PROFITABILITY NEGATIVELY IMPACTED BY THE REAL ESTATE ASSETS PERFORMANCE (LOWER LEVEL OF SALES). OVERALL, WITH THE EXCEPTION OF REF. & HVAC DUE TO AN EXPECTED ACTIVITY DECREASE, ALL BUSINESS UNITS POSTED A POSITIVE EVOLUTION PERFORMANCE



	TURNOVER (M€)			EBITDA (M€)			EBITDA Margin (%)		
	FY17	FY16	Δ 17/16	FY17	FY16	Δ 17/16	FY17	FY16	Δ 17/16
TROIA RESORT OP.	10.95	10.04	+9.1%	0.89	0.61	+45.1%	8.1%	6.1%	+2.0pp
HOSPITALITY	22.96	19.76	+16.2%	-0.46	-2.26	+79.6%	-2.0%	-11.4%	+9.4pp
FITNESS	23.25	18.09	+28.5%	1.79	2.16	-17.1%	7.7%	11.9%	-4.2pp
ENERGY	45.22	38.23	+18.3%	14.19	7.81	+81.8%	31.4%	20.4%	+11.0pp
REF. & HVAC	51.24	60.89	-15.8%	1.48	3.21	-53.7%	2.9%	5.3%	-2.4pp
IND. ENG.	4.27	-	-	-0.59	-	-	-13.8%	-	-
<b>BUSINESS UNITS</b>	<b>157.89</b>	<b>147.01</b>	<b>+7.4%</b>	<b>17.30</b>	<b>11.53</b>	<b>+50.0%</b>	<b>10.95%</b>	<b>7.84%</b>	<b>+3.1pp</b>
TROIA RESORT	15.43	20.76	-25.7%	2.35	16.56	-85.8%			
OTHER REAL ESTATE	16.65	26.79	-37.8%	4.28	5.81	-26.3%			
<b>REAL ESTATE</b>	<b>32.09</b>	<b>47.55</b>	<b>-32.5%</b>	<b>6.63</b>	<b>22.37</b>	<b>-70.3%</b>			

# INSTITUTIONAL PRESENTATION

SONAE CAPITAL  
FY 2018 RESULTS

Maia | March 2019

SONAE CAPITAL