

REPORT & ACCOUNTS

SUSTAINABILITY REPORT

31 December
2019

SONAE CAPITAL



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FRAMEWORK

Sonae Capital's Sustainability Report has been prepared in accordance with the provisions of the Global Reporting Initiative (GRI Standards) and the Non-Financial Reporting Directive 2014/95 EU of the European Parliament and of the Council, of 22 October 2014, and Decree-Law 89/2017 of 28 July, with the purpose of reporting the performance of the Group and its Business Units, in the year of 2019, in the different dimensions of Sustainability.

At the beginning of 2019, Sonae Capital continued to integrate Sonae Sustainability Advisory Group, in which all companies in the Efanor universe are present*, whose purpose is to give a common mission to all companies, defining transversal policies and goals, coordinating the definition of specific targets and gaining traction in the projects implementation, processes and procedures that are necessary and capable of accelerating the growing investment in sustainable development.

In this context, the axes on which we will focus Sonae Capital's operations were defined: (1) CO₂ and Climate Change; (2) Plastic; (3) Nature and Biodiversity; (4) Inequalities and Inclusive Development; and, (5) Community Support. In order to ensure the fulfillment of the Advisory Group's mission and objectives, we have defined two levels of action: a transversal group, which meets quarterly and where the different companies of the Efanor universe are represented, and a set of working groups, constituted in accordance with the defined axes.

Therefore, this report aims to reflect the reality of Sonae Capital in the social, environmental and economic dimensions, while emphasizing, in parallel, all the actions and progress made in 2019 along these axes.

Reporting Period and Scope

This report focuses on the activity of Sonae Capital between 1 January 2019 and 31 December 2019, in the Energy, Industrial Engineering (Adira), Fitness, Hotel and Tróia Operations businesses. It should be noted that, in Sonae Capital's portfolio, there are other two areas included: Real Estate Assets and Corporate Center and Shared Services. Due to their characteristics and specific typology, these are outside the scope of this report in the Environmental dimension, appearing only in the Social and Economic dimensions. As for the contribution of the Refrigeration and HVAC business (sold on 19 November 2019), it is included in a reduced set of Economic and Social indicators, duly identified in chapter 5 of this report.

GRI (Global Reporting Initiative)

The report was prepared in accordance with the Sustainability Reporting Guidelines of GRI – GRI Standards – for the «In agreement-Essential» level.

Decree-Law no. 89/2017

With this report we also intend to respond to the requirements of the Decree-Law no. 89/2017, published on 28 July 2017.

Contacts

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* Sonae, Sonae Capital and Sonae Indústria.

«We realize and assume that the Humanity's challenges have to be shared and that, as a long-living company, we have a central role in solving them. A role which is absolutely inseparable from our business development strategy.»



Ivone Pinho Teixeira
CFO Sonae Capital

1. CFO'S MESSAGE

2019 was the year in which our momentum was multiplied.

We started the year aware that we were going through a critical moment and, as such, as Sonae Capital, we naturally decided to act, setting ambitious goals for each of our businesses in five central areas of action: CO₂ and Climate Change and Plastic, in which we worked in depth throughout this year; and also Nature and Biodiversity, Community Support and Inequalities and Inclusive Development, promoting an inclusive and egalitarian development, areas in which Sonae Capital acts since its inception but which deserve, more than ever, a deep and concerted work.

We realise and assume that the Humanity's challenges have to be shared and that, as a long-living company, we have a central role in their solution. A role which is absolutely inseparable from our business development strategy.

Based on a Charter of Principles, we have established objectives for the coming years for Sonae Capital energy matrix, evidence of our commitment to the urgency of combating climate change, in close alignment with the Paris Agreement. By 2030, we will reduce our specific emissions of scope 1 by 31% and, in the case of scope 2 emissions, we will be even more eager and achieve a 100% reduction. In the Energy business, we are in a very important phase of concluding the biomass cogeneration plant, in Mangualde, which will allow us to use, per year, 270 thousand tons of forest biomass to produce thermoelectric energy. The global investment in this project stands at 50 million euros and we are currently preparing part of its funding through Green Bonds, taking another step in the integration of Sustainability best practices.

We are also assessing the risk that climate change brings to our businesses. In accordance with the methodology of the Task Force on Climate-related Financial Disclosures, we have completed a materiality analysis on the identification of the main climate risks, its respective probabilities of occurrence and the qualification of their financial impact. For the sake of transparency and good practices, we will now assess their financial impact, supported by scenario analysis.

In the case of Plastics, we are developing clear measures to promote the reduction of virgin plastic, at the same time that we are investing on solutions for reuse and recyclability. In Hospitality, as a result of the measures implemented in the reusing of amenities packaging, we started to spend, in the case of cosmetics, five times less plastic and reduced a very significant part of single-use plastics.

As for the remaining axes, we are committed to work on them in 2020 in greater depth, establishing not only Charters of Principles, but also Roadmaps of action.

In 2019, we continued to rise to our challenges in the Economic, Social and Environmental dimensions and, therefore, it is worth highlighting:

- 19.7 million euros of accumulated economic value (12.7 million euros above 2018)
- More than 400 hours of volunteering
- TROIA GOLF awarded with the GEO certification, attributed by the Golf Environment Organization
- Production of 157,640 GJ of clean energy, with an installed capacity of 23 MW in renewable energy

The criteria for creating value are redefined and the sense of urgency is something that unites us. I thank all our employees for their daily commitment to this cause, which is so decisive for our future. I believe that, with everyone's effort and availability, we will maintain the responsibility of doing more and better for a more Sustainable World.

Ivone Pinho Teixeira, CFO

2. SONAE CAPITAL



B2B, Business-to-Business

Energy: Player focused on the promotion, detention and operation of integrated energy optimisation solutions, contributing to a sustainable energy paradigm.

Industrial Engineering (ADIRA): Reference in innovative, customized and value-adding metal forming solutions

Refrigeration & HVAC *: Player specialized in refrigeration, air conditioning and building efficiency engineering

* Held until 19 November 2019, the date on which Sonae Capital announced to the market the sale of its entire stake in the share capital of RACE, S.A..

B2C, Business-to-Consumer

Fitness: Health clubs chain operator, focused on physical activity, health and well-being

Hospitality: Hotel management recognised for its outstanding service

Tróia Operations: Development and management of TROIA RESORT, distinguished for the diversified offer of quality services and the promotion of unforgettable experiences

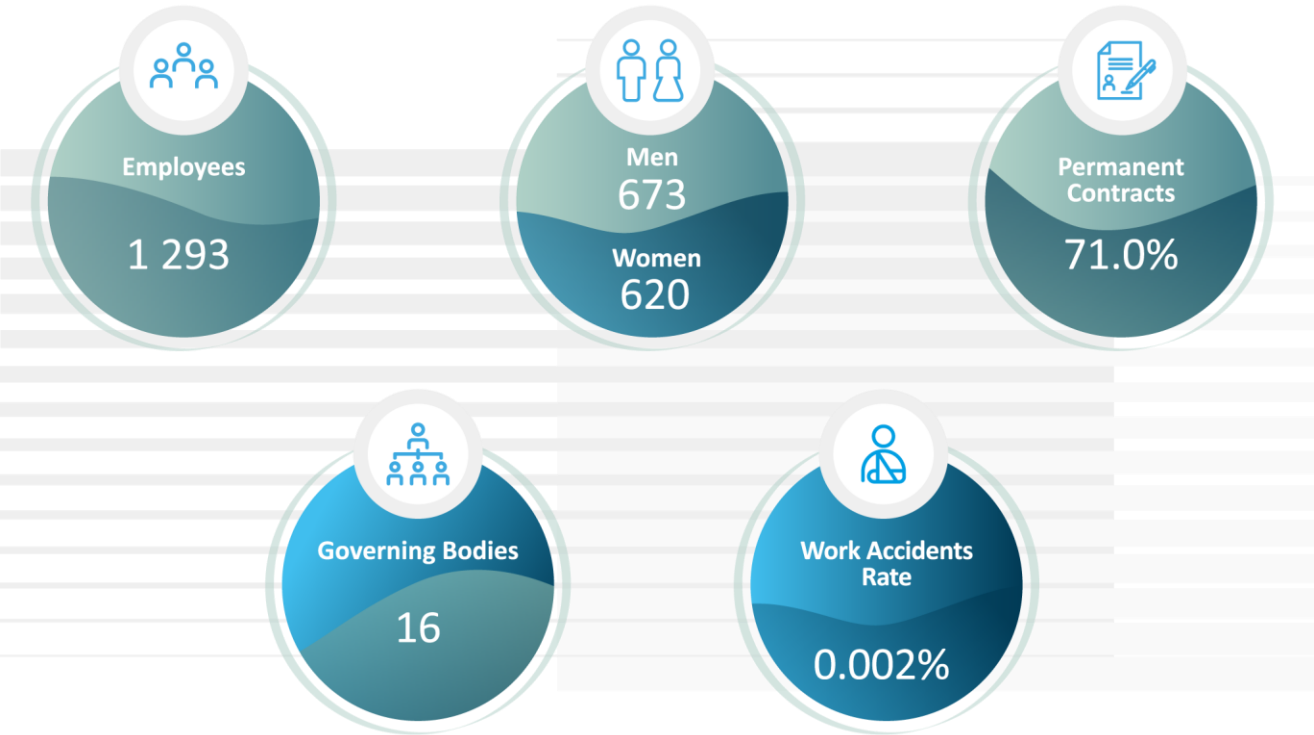
Real Estate Assets

Non-core Real Estate Assets, targeted to the financing of the Group corporate strategy

2.1. OUR PEOPLE

Sonae Capital is an investment holding company that includes several business areas with different degrees of maturity, which means that our approach to learning and constant adaptation is based on continuous improvement. That is the only way we can successfully respond to the needs of our businesses, which are continually in a growth and reinvention process.

Our employees are at the center of our success and, bearing this in mind, we follow their path individually with the aim of making them grow within the organisation. This is the only way we are able to make this asset continuously more valuable for the Group, allowing us to be increasingly capable, bold and professional in all our businesses. At the end of 2019, this was our reality:

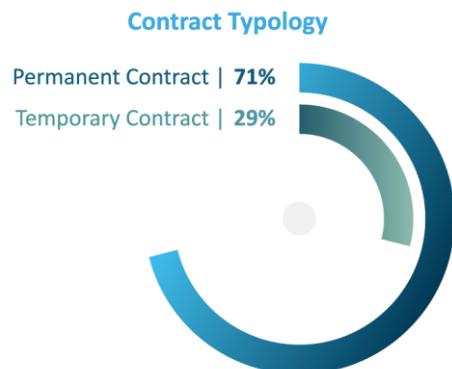
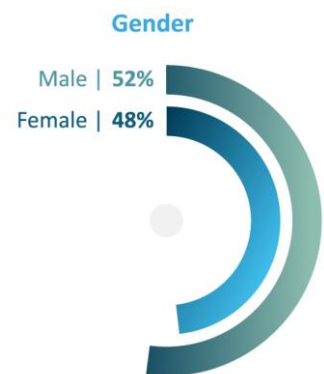
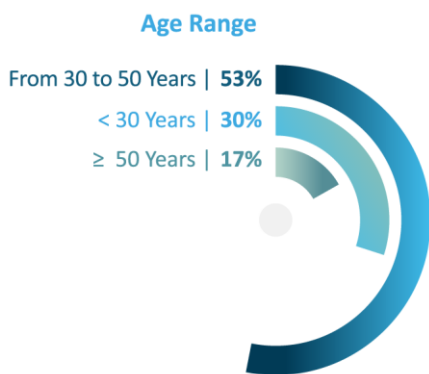


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Distribution of our employees by business | 2019



Distribution of our employees | 2019



2.2. OUR VALUES

Ethics and Trust

We are primarily committed to the creation of economic value, on a long-term horizon, based on principles of ethics and sustainable development, built on trust relationships with our stakeholders.

People at the center of our success

We promote the development of the abilities and competences of everyone through constant challenges, an appetite for change and teamwork. Supported on an internal culture that encourages meritocracy, we believe that these are crucial factors for attracting, retaining and developing employees with outstanding talent and potential.

Ambition

This is our driving force, embodied in the way we continuously challenge ourselves to remain resilient and determined, stimulating and challenging our capabilities and adding value to our clients.

Innovation

Innovation is in the lifeblood of our businesses. We continuously break with the conventional and we have the capacity to surprise the market. We believe that mistakes and failure can also be a source of learning, but we are aware of the importance of knowing how to balance them within acceptable risk parameters.

Social responsibility

We have an active sense of social responsibility, aiming to improve our society, with a strong concern for the environment and the development of human knowledge.

Frugality e efficiency

We value efficiency and healthy competition, and continuously strive to optimise the use of our resources while maximising their return.

Cooperation e independence

We take a position of independence and autonomy in relation to central and local Government, but we are always open and willing to cooperate with the authorities to improve the regulatory, legislative and social framework.

2.3. OUR POLICIES

At Sonae Capital, we scrupulously follow the national legislation on Human and Worker's Rights, as well as the respective guidelines of the United Nations and the International Labour Organisation, assuring the elimination of any form of discrimination and promoting a healthy and balanced working environment.

In line with the principles in our Code of Conduct, we assume a commitment to promote diversity in its several dimensions, namely regarding age, gender, education or professional background.

We entirely value the diversity of qualifications and professional backgrounds. We believe that the team work is enriched through the complementarity of each individual and, therefore, we continue to focus on a corporate culture that promotes innovation and continuous learning, with a strong focus on internal mobility as an instrument of personal development and enhancement. We value the heterogeneity of careers and profiles of our employees. We stand for equality of opportunities and we do not accept any kind of discrimination in the workplace, be it related to age, gender, race, social background, religion, sexual orientation or physical fitness.

Simultaneously, we seek to actively promote gender diversity in all companies that are part of the Group. In the recruitment process selection, we suggest to those responsible to present a list of candidates that is balanced in terms of representativity of both genders. We recommend that, at all levels of the company, as well as across businesses, the teams are composed of elements of both genders, in a balanced way. We monitor the performance evaluations, promotions and salary reviews by gender, in order to ensure proper and balanced management in all teams.

In 2019, a study prepared by McKinsey, Insead and Nova School of Business distinguished Sonae Capital as the reference company in Portugal in promoting gender equality in top management positions. This initiative placed Sonae Capital as the company listed in Portugal with the greater promotion of women in leadership positions, namely in the Board of Directors and Executive Committee.



«Debating the importance of a balanced leadership in terms of gender is a duty of companies and, at Sonae Capital, we have this purpose very present in our daily lives and in the routes that guide our activity. We privilege competence, regardless of gender, race, creed or any other characteristic and we work so that the presence of women in leadership positions is something natural, merely the result of their evolution within the organisation, its merits and competencies.»

Miguel Gil Mata, CEO Sonae Capital



«Talent has no gender, there are good talents everywhere, and we are aware that, at Sonae Capital, there are many. What makes us proud is to see our people grow and be a reference in what they do. Is having leaders and knowing that we have managed to create new leaders, who derive all the benefits from a talent management model based on meritocracy and passion for creating sustainable value. This is the path that we will continue to follow and the one that this award will give more strength to»

Ivone Pinho Teixeira, CFO Sonae Capital

More information about Sonae Capital's policies can be found on our corporate website, through the following address: <https://www.sonaecapital.pt/en/corporate-governance/regulation>.

Code of Conduct

Sonae Capital has a Code of Conduct («Code») which includes a set of rules and principles of an ethical and deontological nature that govern the activity of the companies within Sonae Capital Group, the performance of the respective members of the Governing Bodies, their people and its business partners.

This Code establishes the principles of the Group with regard to what is expected of all players in the day-to-day activities in terms of transparency, trust, honesty, clarity of purpose and expected behavior, in line with the principles set out by the Group in its values. What is expected in the relations established by the various companies of Sonae Capital, or people who represent them, is included in the Code of Conduct, which is expected to be fulfilled in its entirety.

The Code of Conduct also aims to establish a reference to the various external stakeholders about the behaviour patterns of Sonae Capital in its relationship with the various entities that are essential to its business.

Diversity Policy

We are convinced that our success, in a constantly changing world, comes from our people. It is our essential premise to ensure that our recruitment processes are aimed both at suiting the characteristics of the candidates to the duties they are tasked with and the existence of different points of view, in order to enrich the Group.

We also believe that, when selecting the members of the Governing and Supervisory Bodies, it is fundamental that the shareholders favour the approval of electing proposals that are based on diversity criteria, in order to ensure that they have a wider range of knowledge, skills, experience and values.

Thus, Sonae Capital undertakes to develop efforts to promote diversity in its frameworks, as well as to focus on policies and recommendations aimed at the same purpose as regards the designation of its Management and Supervisory Bodies. Having as a weighting factor the nature and complexity of the Group's activities, the following criteria are taken into account in terms of candidates selection:

- Professional Experience: the co-existence of diverse professional careers and backgrounds bring the appropriate know-how to the Group's activities and the strategy defined, particularly in the following areas: financial, accounting, legal, corporate governance, securities/derivatives market, industry, investor relations, banking, strategy, corporate social responsibility, risk management, auditing, procurement and asset management, marketing, the environment and sustainability;
- Gender: gender diversity is aimed at promoting the existence of different perspectives and styles, bringing innovation and creativity to the body in question;
- Qualifications: the diversity of professional qualifications allows to put the skills needed for developing the activities and the defined strategy at the Group's disposal, bearing in mind the respective complexity. The inclusion of different areas like engineering, economics, management, law and others promotes the diversity of technical knowledge, which will permit a clearer understanding of the issues, risks and opportunities inherent to the Group's activity;
- Age: the Group does not have a restrictive view on age limits, because we believe that age diversity will allow experience and innovation to be combined, which can result in a more innovative, streamlined and considered decision-making process.

Plan for Gender Equality

«Equality between women and men must be ensured in all areas, including employment, work and pay.»

Charter of Fundamental Rights of the European Union

Considering what is stated above, as well as the orientations of the Universal Declaration of Human Rights, the European Union Treaty, and the Declaration from the European Committee regarding the celebration of the International Women's Day in 2010, the European Pact for Gender Equality between Men and Women, as well as the dispositions contained in the Portuguese Republic's Constitution (Article 13) and Article 23 to 65 of the Work Code; gender equality is regarded as an essential human right for society's development and for the full participation of men and women as individuals. The gender equality right has been given particular attention and relevance by the main international entities over the last years.

Having the importance of gender equality in mind, and serving as a means of showing Sonae Capital's commitment towards this subject, the Plan for Gender Equality for 2019-2020 aims to achieve an effective equal treatment of opportunities between genders, promoting the eradication of discrimination based on gender, while promoting the balance between personal, professional and family life. Thus, an action plan was elaborated, in force since the last quarter of 2019 and in 2020, which reinforces, on the one hand, some practices already established and, on the other hand, introduces some measures for the first time in our scope of action.

Code of Conduct for Suppliers

Sonae Capital intends to guide its activity, in all businesses, by behaviours that go beyond the strict compliance with the legislation in force. To this end, we have adopted, in our practice, a set of principles of Sustainability, Ethics, Justice and Honesty.

Recognising the challenges and risks associated with its supply chain, and following its Supplier Relationship Policy, Sonae Capital has established this Code of Conduct to inform its Suppliers, and its subcontracting chain of the minimum requirements to be ensured throughout the period of collaboration with Sonae Capital, in all businesses, both locally and globally.

We intend to create value based on relationships of ethics and trust in a medium and long-term horizon and avoid circumstances or situations that may be perceived as improper or generating conflicts of interest for the market or other interested parties.

Sonae Capital expects, from its suppliers and service providers, to comply with these requirements, always on the assumption, when acceptable, that sufficient time is given for the necessary adjustments.

This Code of Conduct is modeled on the basis of the norms of the Universal Declaration of Human Rights and other standards issued by organisations such as the International Labour Organisation, International Social Responsibility and the Ethical Trade Initiative.

Sonae Capital expects, from all its suppliers, the commitment to comply with and enforce the Code of Conduct.

Policy of restriction to the transaction of securities admitted to negotiation of Sonae Capital

At Sonae Capital, there is a group of employees who, due to their functions, have regular access to Privileged Information, highly confidential and of considerable value for the organisation and its stakeholders.

In this sense, Sonae Capital has implemented a set of guidelines aimed at regulating the transaction of securities, not only for the protection of the Company, but also of its employees.

Employees with access to Privileged Information of Sonae Capital are expressly prohibited from trading Sonae Capital' securities with short-term objectives (i.e., making day-trade). At the same time, the transaction of securities of Sonae Capital is restricted: (i) during periods of restriction, namely before the release of Sonae Capitals quarterly results; (ii) whenever the employee is aware of sensitive, non-public information, and; (iii) during any other period in which the Director appointed to monitor and supervise the policy considers that the securities transaction may go against the spirit of this policy.

Outside of restriction periods, in order to transact Sonae Capital securities, these employees must obtain formal written clearance from a designated Director.

Money laundering and terrorist financing prevention policy

This policy reflects the definition of the basic principles of Sonae Capital – to be applied transversally in the Group headed by Sonae Capital in what regards the prevention, detection and combat – including the definition of procedures to give response to the risks of exposure to transactions with third parties, money laundering, financing terrorism and financing the proliferation of weapons of mass destruction.

This policy was prepared in accordance with the applicable Law, namely Law 83/2017 of 18 August and shall be applied without exception to all employees of Sonae Capital and its subsidiaries.

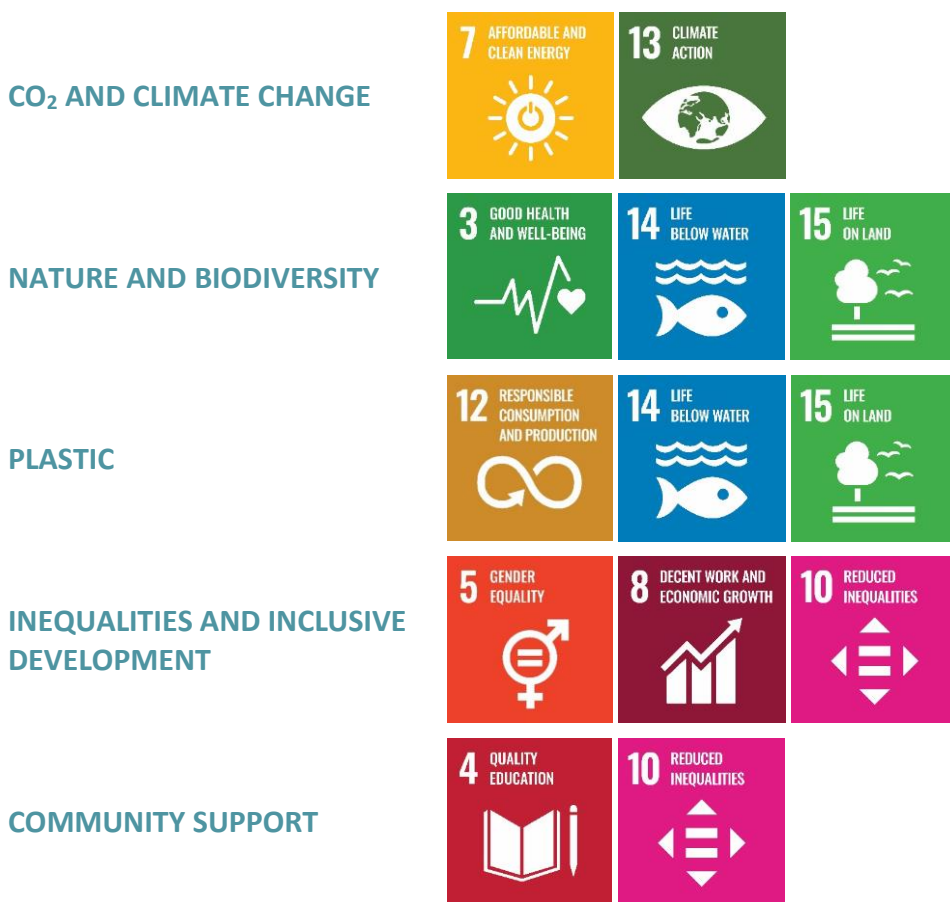
Code of good conduct for prevention and combat of harassment at work

This code intends to implement a set of principles and rules of behavior to guide and discipline the employees who are part of Sonae Capital, in preventing and fighting any harassment in the workplace.

We trust that each one of us will know how to prevent and combat harassment in the workplace, promoting the consolidation of respect, honesty and integrity that must govern our work relationships. The rules contained in this Code must be understood and practiced by all employees, wherever they develop their activity.

3. THE SOCIAL DIMENSION OF OUR BUSINESS

The following axes of action will guide our activities in building a sustainable future ¹: CO₂ and Climate Change, Plastic, Nature and Biodiversity, Inequalities and Inclusive Development and Community Support.



CO₂ and Climate Change – the activity of companies contributes significantly to climate change, not only due to the consumption of energy across the different stages of the production cycle, but also due to the emission of greenhouse gases (GHG) resulting from their different activities. Thus, it is essential to develop efforts to limit the average temperature increase in 1.5°C, in line with the commitment made in the Paris Pledge for Action*.

Plastic – considering the role that plastics play in today's society, we understand the enormous environmental challenge they represent, namely through the proliferation of their use in single uses and the ineffectiveness of recycling policies. Given the nature of our activities, we considered it urgent to develop a joint work to promote more sustainable production, logistics and consumption processes.

Nature and Biodiversity – our companies' dependence on natural capital and the way how they, directly or indirectly, have the potential to alter or contribute to the destruction of natural habitats, leads us to consider issues related to the protection of nature and biodiversity as strategic.

Inequalities and Inclusive Development – these are one of the most urgent social challenges of our times and to which we can contribute in different ways. As a reference employer, we have an important role in creating qualified jobs, in implementing our people's development policies or in promoting diversity, in its various dimensions. In terms of community, we see education as an important and powerful tool to combat inequalities and develop a more equitable and inclusive society.

Community Support – the community support, in an integrated and sustained way, is a legacy of our culture and is present, across the board, in all companies of the Efanor universe. Within the scope of the activities developed, we seek to increase the resilience and autonomy capacity of the communities in which we are present, contributing to the eradication of poverty in its different forms. This axis, therefore, is intrinsically articulated with the previous axis, taking into account that we seek to enhance the impact of our action in favor of more empowered and resilient communities.

* Paris Pledge for Action is an initiative that emerged within the framework of the Paris Climate Summit (COP21), with the goal of protecting the planet from climate change and establishing a business commitment to limit the temperature increase to 2°C above that existing in the pre-industrial era.

1) Sustainable Development Goals (SDG)

CO₂ and Climate Change

Climate change, due to the threat it presents to our capacity and the ability of future generations to live and grow in a peaceful and prosperous world, occupies a central place on our agenda.

In this way, we will use all efforts in the way we think, develop and manage our businesses, with a view to limiting the average temperature increase in 1.5°C, in line with the commitment assumed within the Paris Pledge for Action.

Aiming carbon neutrality, each of our companies will trace an ambitious and adapted answer to its business and geographic context, based on the best known practices and on the available technological and scientific knowledge, privileging solutions that, in an integrated way, present the best results.

Being a challenging and complex path, which requires joint and concerted action, we embodied our vision through a **Charter of Principles for CO₂ & Climate Action**, a document in which the priority axes of our action were defined.

1. Assess the degree to which businesses are exposed to Climate Risks and define mitigation measures and increase their resilience;
2. Promote efficient and flexible energy consumption throughout our activities;
3. Decarbonise the energy matrix by changing to electricity-based consumption systems; produce and acquire electricity effectively produced from renewable sources; and implement carbon-offsetting actions;
4. Develop low-carbon products and services and encourage consumers to make a well-informed choices;
5. Foster education and awareness initiatives on climate change aimed at our employees, customers and partners;
6. Foster partnerships with universities and research institutions, with a goal of boosting the development of innovative solutions that lead to the decarbonisation of our activities;
7. Monitor and communicate the Group's climate-related performance.

Thus, in 2019, we defined targets for the reduction of our Scope 1 and Scope 2* emissions, creating a roadmap to support the pursuit of these reduction objectives.

As a result of this exercise, Sonae Capital committed to reduce, in a consolidated manner, its specific scope 1 emissions by 31% and its scope 2 emissions by 100% by 2030, compared to that recorded in 2018.

Regarding Scope 3 emissions, Sonae Capital is in the process of setting objectives in this scope. The next step will be to define the targets for scope 3 and review the roadmaps.

In 2019, efforts were made to integrate the guidelines defined by the Task Force on Climate-related Financial Disclosure (TCFD) - an initiative that promotes recommendations for the disclosure of financial risks associated with climate change. These efforts are materialised in an analysis process and mapping of the main climatic risks in our businesses. Throughout 2020, we will estimate the potential financial impact of climate change, defining risk mitigation actions, in line with the TCFD framework, defined by the Financial Stability Board

* Scope 1: Direct GHG emissions from sources owned or controlled by the organisation. Scope 2: Indirect GHG emissions from electricity acquired by the organization. Scope 3: Considers all other indirect emissions, originating from the activities of the organisation and that occur in sources that do not belong or are not controlled by the latter.

Plastic

In recent years, plastic has become an omnipresent material in our lives - as it has a set of characteristics that enhance its use in a very wide number of applications - and also in the environment, imposing increasing and complex challenges for which it is urgent to find an answer.

The proliferation of its use in single uses, the reduced sensitivity of the population to the impacts generated by the inadequate disposal of plastic waste and the ineffectiveness of recycling policies and systems (either due to the reduced rate of forwarding, or the fact that, in many cases, its recycling is very difficult and with low economic interest) are some of the factors that contribute to this situation of environmental urgency.

Thus, we will develop a response adapted to the context and geographies of each of our businesses, based on the same set of premises, integrated in a [Charter of Principles for Plastic](#), which defines the priority axes for this line of action:

Self assessment: Identify the amount and type of plastic we use in our operations, products and services;

Reduce and reuse: Reinforce the principles of circularity in the way in which we manage our activity, how we design and develop our services and products, avoiding wherever possible single-use plastics, endorsing the reuse and repair of materials and, when this is not possible, redirecting plastic waste to be recycled;

Recycle: Facilitate the recyclability of all plastic products and packaging for which we are responsible;

Minimize: The use of virgin plastic materials of fossil origin, through the incorporation of recycled material or the substitution with alternative materials with less environmental impact;

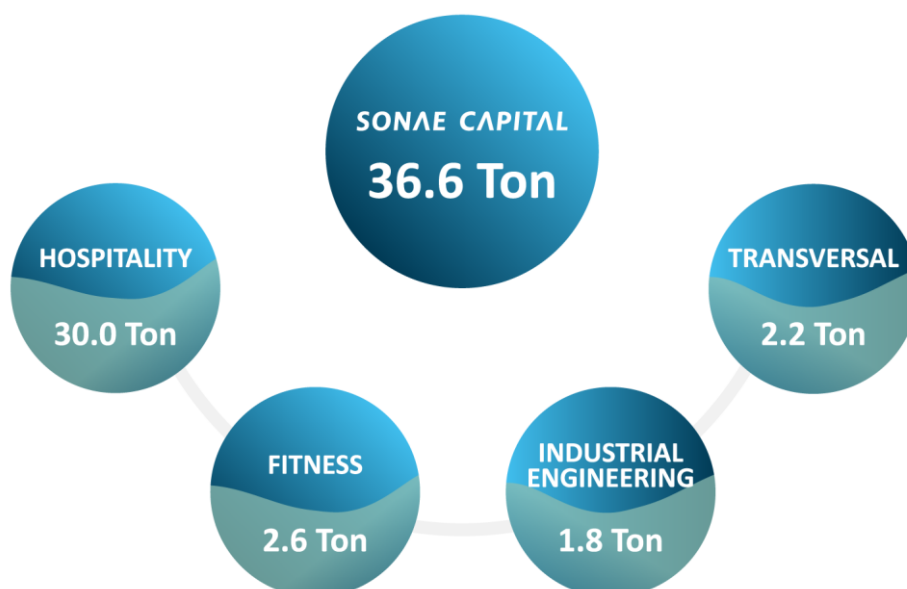
Bioplastics: Only consider materials of biological origin that do not compete with food production or promote the waste of natural resources;

Raise communities' awareness: By promoting the adoption of behaviour that fosters the reduction, reuse, repair and recycling of plastic;

Partnerships: Establish partnerships with universities and research centres, which are currently or are prepared to actively work on the design of innovative and sustainable solutions;

Monitor and assess: The performance of the companies continuously and communicate progress made periodically, openly and transparently.

Thus, in 2019, we developed a self-assessment of the plastic footprint of Sonae Capital for the year 2018. Privileging the single-use plastics present in several operations, product and packaging, 36.6 tons of single-use plastic were identified, according to the following characterisation:



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Based on this self-assessment, we are currently defining a roadmap with clear objectives until 2025. The work done so far has allowed us not only to draw very relevant conclusions, but also to achieve some quick wins, namely:

In **Hospitality**, 35% of the plastic footprint, approximately 10.5 tons, corresponds to garbage bags.

These bags are made of recycled plastic (90%), are recyclable and do not contain oxidizing agents.

In 2019, we implemented a set of transversal actions, in all offices of the Sonae Capital universe, related to the elimination of single-use plastics in BackOffice (namely glasses, bottles and plastic bottles). These actions made it possible to eliminate **2.2 tonnes** of single-use plastic.

In the **Hospitality**, business, 12% of the plastic footprint, approximately 3.5 tons, corresponds to amenities: cosmetics and bags.

Transposing the reuse models for **Hospitality** allowed us to address one of the main sources of use of disposable plastic already in the beginning of 2020: in the case of cosmetics, we invested on a reuse solution through refillable dispensers. The final result proved to be very satisfactory because, with these measures, we used, on average, five times less plastic and reduced a very significant part of single-use plastic. In the case of amenities bags, we opted for a replacement with alternatives based on recycled kraft paper.

Training and awareness-raising are crucial for the effective implementation of an action plan.

Thus, we will invest even more in the training of our employees, as well as in raising awareness of our customers (especially in the Fitness, Hospitality and Industrial Engineering businesses) for an efficient separation of waste, having in mind its correct routing, as well as raising awareness of Suppliers (namely in Fitness and Industrial Engineering) for the reduction and reuse of plastic.

Nature and Biodiversity

The dependence of our companies on natural capital and the way in which they, directly or indirectly, have the potential to alter or contribute to the destruction of natural habitats, leads us to consider issues related to the protection of nature and biodiversity as strategic for the Group. As a result, a Working Group was created with the aim of structuring a transversal policy for the Conservation of Biodiversity and to define a set of goals and targets to be achieved by Sonae's portfolio of companies in support of nature, which will report important progress as early as 2020. Our businesses in the Troia peninsula are where, since its inception, the conservation of nature and the promotion of biodiversity have deserved greater attention. The Troia peninsula is located in a territory with relevant natural values, from habitats and species with special protection statutes, both in terms of vegetation and birdlife, to the distinctiveness of its unique landscape, structured around the Caldeira lagoon and the dune morphology that dominates the territory. The measures implemented over more than 20 years have made it possible to requalify the territory and enhance the current habitats, a fact that is clear, for example, in the consolidation of the dune system. However, it is our ambition to do a broader job and cover the entire portfolio.

Inequalities and Inclusive Development

We see inequality as one of the most complex and urgent social challenges of our times. A challenge to which we can contribute as a reference employer - we have an important role in creating qualified jobs, implementing policies for the development of our people and promoting diversity and inclusion - and as an active institution in the communities in which we operate, by supporting various initiatives in the field of education.

In this context, we act with the objective of contributing to the minimization of inequalities and the promotion of a more just, equitable and inclusive society, acting essentially in the following areas:

Promoting a diverse and inclusive organisation

Taking into account the commitment assumed by Sonae Capital in the scope of the Plan for Gender Equality, we established an action plan along the following lines:

- Recruitment processes in line with non-discrimination policies
- Meritocracy as a basis for evaluation and career development
- Internal training plans
- Training for leadership positions
- Professional, personal and family life balance
- Protection and promotion of parenting policies
- Employees' raise of awareness

Parenting and work

Respect for parental leave is a priority for Sonae Capital. In one of the most important moments of the employees' personal life, the Group is concerned with fully respecting maternity and paternity leave, providing all the necessary support and conditions so that the employee's priority is his own family. In 2019, all fathers and mothers enjoyed their parental leave, registering:

Usufruct percentage (Men): 100% | Usufruct percentage (Women): 100%

The development of our people

Recognition and meritocracy: performance evaluation and career development.

At Sonae Capital, we are committed to guaranteeing employees a fair remuneration and a personal and professional development based on meritocracy. IoP (Improving our People) is one of the most important human resource management tools, in which each employee, at least on an annual basis, will be able to obtain and provide feedback on their performance and on career planning and development.

In 2019, 88% of our employees had performance and career development assessments.

Training and development

In order to ensure a sustained growth rate, Sonae Capital has invested in the continuous training of its employees. Each employee has an individual growth and training plan, which depends on their role and professional category, and which is complemented with the development needs identified in the performance evaluation.

In addition to training based on soft skills, Sonae Capital also offers employees the opportunity to attend technical trainings, as well as the participation in programs carried out in partnership with entities such as Harvard, London Business School or Cornwell.

In 2019, we carried out more than 35,600 hours of specialized training actions.

The number of training hours per employee was 26.8 hours, 3.4 hours above 2018.

Building inclusive communities

Schools of the Future, Epis Social Scholarships



In 2019, the Agrupamento de Escolas do Cerco (Cerco School Group) was one of the School Groups awarded in the attribution of the EPIS Social Scholarships 2019/2022, in the category of Good Organizational Practices to promote the professional and/or occupational insertion of young people with Special Education Needs, namely with the insertion in Curricular Internship of a student with trisomy 21, in one of our Clubs.

It is with great pride that the diversity process includes people who can add to our daily lives.

Community Support

Supporting the community, in an integrated and sustained way, is a legacy of Sonae's culture, present across the entire Group. Within the framework of our activities, we aim to increase the resilience and autonomy of the communities in which we operate, contributing to the elimination of poverty in all its different forms.

Our actions are designed to bring our people and companies closer to the communities, where our resources are directed towards initiatives which, in partnership with other organisations, contribute to the improvement of the most vulnerable contexts.

Social responsibility is one of the vectors that governs our activity and it is mainly through volunteering that we have been able to have an impact on the communities in which we operate. The sense of social responsibility, materialized in voluntary actions by our employees in different realities, is one of our main values and with this purpose, throughout 2019, our teams were promoters and participants in several voluntary actions, with a positive impact on the quality of life of the supported communities.

In 2019, we counted on the involvement of **50 volunteers**, amounting to more than **400 hours of volunteering**.

The **Sonae Activshare program**, transversal to all companies of the Efanor Group, with the aim of consolidating and aggregating the Social Responsibility and Volunteering actions of the latter, has embodied a large part of these initiatives, of which we would like to highlight:

Activshare



Support Mozambique: Sale of Ecoboxes of Sunflower or Parsley Seeds, whose value went entirely to the project Support Mozambique. This initiative, developed following occurrence of the Cyclone Idai in Moçambique, aimed at combating and preventing diseases such as cholera and malaria, promoting the planting of seeds and supporting the affected population in the provinces of Sofala and Manica.

Reforestation Actions: reforestation actions in the Forest of Nossa Senhora do Castelo, in Vouzela and Vale de Maceira, in Aldeia das Dez in Oliveira do Hospital, aiming at requalifying two of the most affected areas by forest fires in 2017. More than 3,500 trees were donated.

Junior Achievement Portugal: Junior Achievement Portugal (JAP) is a non-profit organization that inspires and prepares children and young people to succeed in a global economy. Its activity consists of providing transformative experiences based on three fundamental pillars: citizenship and financial literacy, education for entrepreneurship and skills for employability. Sonae Capital, together with Sonae, has a partnership with JAP and has several volunteers participating in the dissemination of education for entrepreneurship and in the development of a culture of individual responsibility.

Braço Direito (Right Arm): Right Arm is an initiative that gives our employees the opportunity to share their knowledge with students from Escola do Cerco, in Porto. One of the main objectives is to share, with each participating student, the practical application of the subjects they study at school in the organizational structure and day-to-day work in a business context. Students accompany the employee during a day of their work, sharing their routines, difficulties and rewarding moments of their job. It is particularly useful for young people to know what is actually being done in certain areas of companies that are not always given visibility externally.

Salvador Association: fundraising action, through the sale of Santa hats, to support the Salvador Association, whose mission is to promote the integration of people with motor disabilities in society, as well as to improve their quality of life.



Pinheiro Grande House: rehabilitation of study rooms, music, access corridor, doctor's office and gym, and cleaning of the building's exterior facade. Being part of the teambuilding action of Sonae Capital's Management, the group of 24 elements painted the interior walls of the house and cleaned the surrounding area. Located in the heart of Bairro do Cerco, Pinheiro Grande House works with children and young people under the Escolhas Program, through the Cercar-te Project of Espaço t (Association to Support Social and Community Integration). Its main objective is to provide children and young people in this neighborhood with fundamental tools to break the «cycle of exclusion». About 40 children and young people pass through this House daily.

Subsequently, a group of 12 children from Pinheiro Grande House was invited to visit Porto Palácio Hotel, Solinca - in the same building and the CapWatt facilities, in order to get to know some of Sonae Capital's business areas. In this visit, the group also had the opportunity to present some of the activities developed in the Cercar-te Project, such as rugby or theater.

Christmas Action: annually, Sonae Capital supports a cause during the Christmas season. In 2019, the company joined Crescer Ser institution, a private social security institution that supports and welcomes children and young people in danger or deprived of a family environment, through 7 Temporary Shelters, spread over various areas of the country. This initiative took the form of donating a set of 185 grocery, hygiene, health and educational material items, making the Christmas of 23 children and young people more special.

At the same time, 15 of our Clubs (Solinca and Pump) developed initiatives to collect goods and foodstuffs to support several institutions, including Ajuda de Berço, Vida Norte, Casa da Criança, Santa Casa da Misericórdia of Vila do Conde, ASBIHP - Associação Spina Bífida e Hidrocefalia de Portugal, APPDA - Associação Portuguesa para as Perturbações do Desenvolvimento e Autismo, Liga dos Amigos do Barreiro, ReFood Gaia, União Zoófila, AAPARC - Associação dos Amigos e Protetores dos Animais em Risco de Cinfães, RAV - Resgate Animal de Viseu, among others.

Free passages: in 2019, Atlantic Ferries donated approximately 9,500 euros, guaranteeing free passages, via catamaran and passenger and vehicles ferries, to 1,429 passengers, from 9 institutions. This initiative aims to facilitate access to the beach in the Tróia Peninsula for users of Social Support Institutions, such as APPACDM - CAO2, COI Foundation and Centro Social e Paroquial do Campo Grande, and to support institutions of an environmental nature such as Ocean Alive and Brigada do Mar.

O Reino da Maria Ervilhinha (The Kingdom of Maria Ervilhinha): action to collect plastic caps in Adira, to raise funds for the Association 'O Reino da Maria Ervilhinha'. This solidarity initiative aimed to financially support the intensive therapeutic cycles of Maria, a 5-year-old girl, who was born with a special condition: Maria was diagnosed with Phelan McDermid Syndrome (PMS), which causes a global delay in neurological, psychomotor and cognitive development.

4. THE ENVIRONMENTAL DIMENSION OF OUR BUSINESS

Given the nature of Sonae Capital's investment holding and, despite the transversality resulting from the central lines of action, the topics that make up the environmental reality of each business assume different nuances that we intend to make known in depth.

4.1. ENERGY



WHAT WE DO

CapWatt promotes integrated solutions for decentralised energy for industrial and service customers, with an emphasis on high efficiency cogeneration assets and renewable generation, assuming the responsibility for all activities inherent to its implementation, starting with design, licensing and construction, up to operation and maintenance throughout the useful life of the assets. Through its activities of energy commercialisation and energy efficiency services, it complements its integrated offer, also assuming the role of energy manager for its customers, using a digital multiplatform where it continuously monitors the consumption and decentralized production of customers, proposing actions of efficiency improvement.

Currently, CapWatt owns and operates 80 MW: 10 cogeneration plants with 46 MW, 15 photovoltaic plants with 18 MW, 1 biogas plant with 1 MW, 1 biomass cogeneration plant with 10 MW and 1 wind farm with 5 MW.

During 2019, it carried out, among others, the construction of a forest biomass plant with an installed electrical power of 10 MW, located in Mangualde, which will recover the heat produced for the productive process of Sonae Arauco, thus reaching a very high overall efficiency. This installation will make an important contribution to the optimisation of forest management in the region and, consequently, to the minimisation of the risk of forest fires as well as it will allow, with the use of by-products of the industrial process, to promote a circular economy with all the associated environmental benefits.



It should be noted that, at the end of 2019, CapWatt obtained the license for charging points operator for electric mobility, having started the operation of 5 charging stations (AC up to 22kVA) and 1 ultra-fast charging station (DC of 160 kW), with electrical energy storage solutions also being developed

Picture 1: First ultra-fast charging station in Portugal produced by Efacec, in partnership with CapWatt, capable of charging 250 km of autonomy in an electric vehicle in just 15 minutes.

OUR PERFORMANCE

- **With an installed capacity of 23 MW in renewable energy, we produced 157,640 GJ of energy without CO₂ emissions in 2019**
- **With the aforementioned production mix, we achieved an emission ratio of 0.26 tCO₂/MWh**
- **We avoided the emission of approximately 50,000 tCO₂eq in 2019, contributing 68% of the avoided emissions in renewable production and 32% in energy efficiency**

OUR BEST PRACTICES

CapWatt promotes integrated energy solutions, maximising the synergies between decentralised production in high efficiency cogeneration and renewable generation, the provision of energy management services and the commercialisation of energy, centralising all information in a digital multiplatform and contributing to a sustainable energy paradigm.

Regarding environmental sustainability, CapWatt contributes to reducing the ecological footprint of its customers by implementing measures to improve energy efficiency, integrating decentralized renewable production, implementing mechanisms to hold emissions and boosting predominantly electrical energy consumption, including electrical mobility.

CapWatt scrupulously complies with its legal reporting practices inherent to its activity. The waste generated in 2019 was sent to entities licensed for this purpose, with the annual quantities being reported to the Portuguese Environment Agency. In 2019, 87% of Capwatt's waste was valued, amounting to 20.4 tons of hazardous and non-hazardous waste.

The year 2019 also stands out for the obtaining of the Unique Environmental Title (TUA) in two facilities, Capwatt Lousado - Heat Power and the Sociedade de Iniciativa e Aproveitamentos Florestais - Energia S.A. This electronic title gathers all the information related to various acts of licensing or prior control applicable to the establishment or activity, in relation to the environment.

The certifications of the integrated management system are considered essential for CapWatt to guarantee an effective management of environmental, quality and safety aspects. The year 2019 stands out for the extension of the scope to all installations by ISO 14001:2015, ISO 45001:2018 and ISO 9001:2015. Also noteworthy is the start of the process with a view to implementing a new certification to two units with ISO 50001:2018, Energy Management Systems, which will allow the improvement of energy performance and, consequently, of environmental performance.

Aware of the risks inherent to its activity, CapWatt invests in risk prevention through a systematic assessment and implementation of appropriate control measures. This requirement also extends to its suppliers. The 146 companies hired by CapWatt signed the declaration of acceptance of regulation from external suppliers. This regulation establishes a set of requirements and recommendations applicable to the execution of services, in all its activities, being part of its strategy to develop improvement processes and the use of best environmental practices.

In addition, CapWatt organised a visit to an entity responsible for the management, recovery and treatment of urban waste in the municipality of Maia, in order to learn about the paths that waste follows and to make employees aware of the vital importance of recycling.

CapWatt is committed to reducing waste in its processes and implementing measures to reduce consumption of water, plastics and fossil fuels, with a view to reducing its ecological footprint and sensitising all its stakeholders to the urgent need to do the same.

4.2. INDUSTRIAL ENGINEERING (ADIRA)

WHAT WE DO

ADIRA is dedicated to the manufacture of bending machines and sheet metal guillotines and to the production of Additive Manufacturing machines (3D printing). Created more than 60 years ago (and acquired by Sonae Capital in July 2017), its value is based on the reliability and technological advancement of equipment.

OUR PERFORMANCE

- **Implementation of measures in the scope of efficient waste separation**
- **Good practices for reducing energy consumption and CO₂ emissions**

OUR BEST PRACTICES

ADIRA maintains its certified quality management system, in accordance with EN ISO 9001:2015. Environmental certification is an objective that the business intends to ensure, and actions to that end are being defined and implemented.

Energy Consumption

During 2019, within the scope of the implementation of energy efficiency measures, ADIRA acted in three essential vectors.



On the one hand, the installation of a Production Unit for Self-consumption (UPAC) was completed, which is installed in one of the building's naves, located in Vila Nova de Gaia.

This UPAC aims to increase the energy efficiency of the operation. With a total of 476 photovoltaic panels installed, totaling 161.8 kWp, it is estimated that the energy produced annually by UPAC will supply 25% of the factory's total electricity consumption.

On the other hand, regarding the welding operation, after an exhaustive analysis of the welding process, which included specific training for all teams, it was possible to optimize the consumption of one of the main gases used in the process, reaching a decrease of approximately 70% compared to the consumption in 2018.

The installation of charging stations for electric mobility made it possible to initiate changes to the car fleet for hybrid vehicles, already having 3 contracted units, thus reducing CO₂ emissions.

Packing

At ADIRA, packaging is relevant in two dimensions: in the dispatch of the machines produced and in the packaging of the materials (raw materials) purchased. As the roadmap to be developed within the scope of the work in progress on the Plastics axis has not yet been completed, in 2019, it was possible to achieve some important objectives. In packaging, the doubling, compared to 2018, of the consumption of recycled plastic and the reduction of approximately 50% in the consumption of virgin plastic material. Regarding the packaging of the material received, ADIRA managed, with its suppliers, to promote a 20% reduction in the weight of plastic materials.

Paper Consumption

The main measures implemented at ADIRA included the creation of an employee awareness program for the use of computer tools. In parallel, within the scope of the Ad-Office project, a series of document dematerialization initiatives were implemented. Thus, in 2019 it was possible to achieve a reduction of about 57% in ADIRA's paper consumption.

4.3. FITNESS

WHAT WE DO

The Fitness business was created in 1995, with the inauguration of the first Club, at Porto Palácio Hotel, in Porto, having started the expansion path in 1997, with the opening of a second space at Colombo Shopping Center, in Lisbon. At the end of 2019, the number of Clubs in operation stood at 36 and the average number of active members exceeded 104 thousand members. With a multi-segment strategy, the business operates through the Solinca, Pump and ONE brands.



OUR PERFORMANCE

- **85% of the total area of the Clubs in operation have low consumption lighting**
- **Use of mixer taps with timing and flow reduction in 35 clubs**
- **Implementation of Energy consumption monitoring project**

OUR BEST PRACTICES

Energy Consumption

The rationalization of energy and water consumption are the most material topics in the Fitness business. In addition to a constant concern with consumption levels, awareness actions are also carried out, in which good practices are promoted for employees and customers.

As in physical exercise, using energy efficiently and intelligently will allow the Fitness business to go further, using fewer resources. Thus, over the last few years, Club rehabilitation projects already in operation were promoted, where conventional lighting was replaced by LED lighting. Currently, 85% of the total area of the Clubs in operation has low consumption lighting, which represents significant savings per year.

In the new Clubs, where there are new underlying constructions, there is a permanent concern with the energy classification of the equipment and with the energy class of the building (which takes into account the equipment, insulation materials and systems), opting, whenever possible, for more environmentally efficient equipment. At the same time, and whenever the building typology is favorable, the placement of solar thermal and photovoltaic panels is studied. Of the 37 Clubs in operation,

up to date, there are solar thermal panels in 8 Clubs and a project to implement photovoltaics in 4 Clubs is underway, to be implemented in 2020.

Water Consumption

Water consumption is, by nature, a central topic of the operation. Of the 37 clubs in operation, 22 have a swimming pool and, in addition, in parallel, the consumption of showers is equally relevant. Over the past few years, actions have been taken to replace equipment with low-consumption equipment. In an initial phase, the mixers and showers used delivered 18 l/min, and these structures were progressively replaced by equipment with timing and flow reduction, which currently deliver approximately 6 to 8 l/min. This solution had a very positive effect in reducing clubs' annual consumption and is currently implemented in 35 clubs.

Naturally, also in the new constructions, the implementation of these systems is taken into account and there is a constant monitoring of the market searching for new solutions that allow a progressively greater efficiency.

4.4. HOSPITALITY

WHAT WE DO

The Hospitality business has six hotel units in operation, namely in the regions of Porto, Tróia and Algarve. It also has two openings projected for 2021, one of which is destined for the city of Lisbon. Porto Palácio Hotel, The House Ribeira Hotel and The Artist Porto Hotel are located in Porto, Aqualuz Troia and Tróia Residence in Tróia and Aqualuz Lagos in Lagos.

Porto Palácio Hotel, located in Porto, is a congress hotel that has 251 rooms and capacity for up to 600 people; The House Ribeira Hotel, where the Balletatro headquarters (Porto's first theater and dance school) was formerly, has 56 rooms; and The Artist Porto Hotel, an exclusive boutique hotel, located in the city center of Porto, has 17 rooms.

Aqualuz Troia Family Hotel & Apartments and Tróia Residence are located in Tróia (the environmental dimension of the Peninsula is explored in chapter 4.5). Aqualuz Lagos, very close to Lagos Marina, is located in the Algarve region and has 177 rooms.



OUR PERFORMANCE

- **Reduction in electricity consumption at The House Ribeira Hotel (4%), Troia complex (4.5%) and Aqualuz Lagos (7.4%)**
- **44.4% decrease in global water consumption compared to 2018**

OUR BEST PRACTICES

Continuing the work developed over the past few years, Sonae Capital's Hospitality business continued to focus on the following three areas: waste separation, the treatment of cooking oil and the consumption of water and electricity. Simultaneously, considering the relevance of single-use plastic in its units, it developed an in-depth survey of all uses of single-use plastics. In 2020, the focus will also shift to the effective reduction in plastic consumption. Whenever this is not possible, solutions for reuse and recyclability will be privileged.

These are fundamental steps in key areas of our activity, since we are talking about actions that greatly influence the day-to-day business and the way we position ourselves regarding our responsibility to the environment around us.

Rational Resources Management



The business has been developing an increasing environmental awareness with regard to water and electricity consumption. This is a particularly sensitive area of their daily lives, since those are absolutely essential elements for hotel units to develop their activity.

However, there is a clear notion that the awareness of the various users of the hotel units – being them employees, suppliers or customers – is essential in order to be able to reduce the use of water and electricity and that, in this way, the ecological footprint is increasingly smaller.

It was with this objective that, in 2019, a campaign was launched at Aqualuz Tróia, during the summer months, available to all customers who wanted to contribute to the saving of natural and energy resources in each stay: for each day of exemption of housekeeping services, each customer received a discount voucher at the hotel's restaurants. Being the first action in a series of initiatives to raise awareness to saving resources, its results were very satisfactory.

Waste Management and Separation

Waste management and separation is becoming increasingly important in all units. Several actions have been implemented to raise awareness among employees, regarding the correct separation of waste and, in parallel, mechanisms have been created for customers to also make an effective separation. We intend that these actions become a reality and consist of an assumed and regular practice in all hotel units.

Cooking Oil Recycling

The delivery of cooking oil and its substitutes to the competent authorities, so that it can be recycled and reused, is a concern that has become increasingly present in all units. Here too, the effort of our employees is essential, which is why we have taken several actions to raise their awareness regarding the contribution to an increasingly less waste of this material.

4.5. TRÓIA OPERATIONS



WHAT WE DO

The Tróia Operations business includes the development and management of TROIA RESORT, which stands out for its diversified service offering, entirely focused on the commitment to elevate the customer experience to levels of excellence.

The Tróia Peninsula is a sandy sandbank bathed by the Atlantic Ocean, to the west, and the Sado Estuary, to the east. This unique location gives it an enormous wealth from an environmental point of view. In this privileged setting, with the environment of the beach, dunes, marshland, estuary and pine forest, the TROIA RESORT emerged, where the safeguarding and enhancement of the environmental and cultural heritage were considered as differentiating factors.

OUR PERFORMANCE

- **55% reduction in water consumption on the Goulf course between 2008 and 2019**
- **Golf course awarded with the GEO certification, attributed by the Golf Environment Organization (GEO)**
- **Energy efficiency projects at Atlantic Ferries and Meu Super reduced 117 tonnes of CO₂ equivalent in less than a year**

OUR BEST PRACTICES

The development of TROIA RESORT was accompanied by the implementation of an environmental management system (EMS) that, progressively, encompassed the activities of design, construction and exploration. The EMS has been certified according to the ISO 14001 standard since 2005 and is registered at the Community Eco-Management and Audit System (EMAS) since 2008, being the only case in Portugal for projects of this nature. Additionally, the beaches and the marina are awarded the Blue Flag.



SUSTAINABILITY REPORT

Aware of the importance of making an efficient use of natural resources, the different areas of TROIA RESORT have developed a set of initiatives aimed at the continuous improvement of their environmental performance.

Below, some differentiating initiatives and projects are presented, which have contributed not only to reduce the environmental impact of our activities, but also to disseminate the natural and cultural values here present, among the main stakeholders.

Water consumption

In 2019, the total water consumption at TROIA RESORT was 297,541 m³, representing a 6% reduction when compared to 2018. Apart from the more favorable weather conditions, these results are also derived from the consumption optimization measures. The most significant differences were registered on the golf course (- 7% of irrigation water); Beach Club (-22% of irrigation water) and on the Common Spaces of the Tourist Apartments (-21% of human consumption water).

Given the importance of water consumption on the golf course, this area has been a target of special attention, with very visible results in the optimisation of consumption. Between 2008 and 2019, the water consumption had a consistent path of improvement, which resulted in a reduction of approximately 55% in this period.

The effort made in terms of water management and other environmental aspects of the golf course awarded TROIA GOLF, in 2019, with the GEO certification, attributed by the Golf Environment Organization (GEO). GEO Certified® is a modern and comprehensive certification, developed specifically for three main areas of the sector: golf facilities operations, golf development and renovation and golf tournaments. The distinction serves as a credible platform for communicating real results and continuous improvement around nature, resources and the community.



Also noteworthy is the implementation of a remote management system for water irrigation in the common spaces of Atlantic Villas, which allows a stricter control of irrigation periods, with savings being expected in 2020.

Energy Consumption and Emissions

In 2019, electricity consumption totaled 2,057 MWh, which represented a reduction of 2% compared to the previous year. The greatest savings were achieved in terms of Golf, Meu Super and Atlantic Ferries, as described below.

It should be noted that, in Meu Super Tróia supermarket, the project to replace the cold equipment with a more efficient one, translated into an 18% reduction in electricity consumption. This initiative also resulted in a reduction of approximately 20 tons of CO₂ equivalent for the indicated period.

At Atlantic Ferries, it is worth highlighting the installation of a fuel consumption management system on ferries, which, between April and December 2019, allowed to save 36,665 liters of diesel and reduced greenhouse gas emissions in 96,9 tons of CO₂ equivalent.

Resilience and adaptation to climate change

TROIA RESORT's Operations are committed to defining measures that act directly in the combat to climate change. In this context, it is estimated that 100% LED lamps will be replaced by 2025.

Since 2016, the Roman Ruins of Troia are one of the five pilot sites selected for the development of the STORM project (Safeguarding Cultural Heritage through Technical and Organisational Resources Management), alongside the Diocletian Baths (in Italy), in the Historic Center of Rethymno (in Crete), the village of Mellor (in the United Kingdom) and the ruins of Ephesus (in Turkey).

The STORM project was one of the two winning projects for the Horizon 2020 Disaster Resilience & Climate Change Program, promoted by the European Union. This program aimed to create a platform for communication and technological innovation, proposing a set of new predictive models, better non-invasive and non-destructive methods of research and diagnosis for the effective prediction of environmental threats to cultural heritage, thus increasing its resilience.

In 2019, within the scope of this project, environmental monitoring was continued to be done through the weather station and sensors installed in the basilica and next to a coastal salting factory, and two simulations were carried out reproducing situations of cultural heritage emergencies. The STORM project ended by the end of May, and it is considered that it has not only contributed to raising awareness of the effect of climate change on cultural heritage, but has also provided a significant increase in knowledge about the impact of climatic conditions and other risk factors on this heritage, namely the one of Tróia.



Biodiversity

Biodiversity is a differentiating factor for TROIA RESORT. Up to date, more than 600 species have been inventoried in its area, including 233 flora, 152 birds, 12 mammals, 11 reptiles, 4 amphibians and 207 organisms that live in the intertidal zone.

In order for visitors to get to know the peninsula and its natural values in a privileged way, two pedestrian trails in Tróia were developed and signposted: the Caldeira and Pinhal trail and the Praia and Duna trail, with publicity materials being available in several languages.

Following the environmental impact assessment procedures to which several projects were subjected in the TROIA RESORT, the monitoring carried out in 2019 showed the effectiveness of the prevention and minimization measures of the impacts foreseen in the environmental impact study since, similarly to what happened in previous years, in none of the factors targeted in the monitoring program, impacts of magnitude greater than expected or even significant, were detected.

5. GLOBAL REPORTING INITIATIVE

SONAE CAPITAL GROUP

Business-to-Business



ENERGY



INDUSTRIAL
ENGINEERING



Business-to-Consumer



FITNESS



HOSPITALITY



TROIA
OPERATIONS



GRI TABLE FOR THE OPTION «IN ACCORDANCE» CORE

GRI 102 – General Disclosures

Organisational Profile

102 - 1	Name of the organisation	Sonae Capital, SGPS, SA
102 - 2	Activities, brands, products and services	«Sonae Capital»
102 - 3	Location of headquarters	Sonae Capital, SGPS, SA's headquarters are located in Lugar de Espido, Via Norte Maia-Portugal
102 - 4	Location of operations	The vast majority of Sonae Capital's operations are based in Portugal. The Energy business includes, in addition to the operation in Portugal, an operation in Mexico (started in 2018) and an operation in Spain (Futura Energía Inversiones, acquired in 2019)
102 - 5	Ownership and legal form	Publicly traded company. Registered at the Commercial Registry Office of Maia, under the unique registration number and tax identification number 508.276.756
102 - 6	Markets served	Sonae Capital businesses are mostly exposed to Portugal. However: In Hospitality, Troia Operations and Real Estate Assets, the Revenues from International clients is significant. In Energy, Futura Energía Inversiones is mostly exposed to the Spanish market. In the case of Adira, the company has more than 50% International Revenues: http://www.adira.pt/dealers.aspx?dqa=0:0:0:11:0:0:-1:0:0&id=1
102 - 7	Scale of the organisation	«Sonae Capital Group»
102 - 8	Information on employees and other workers	
Employees by type of contract (no.)		
		2018
		2019
Permanent contracts (no.)		1 104
	Male	723
	Female	381
Temporary contracts (no.)		391
	Male	182
	Female	209
Total employees (no.)		1 495
Employees by region (no.)		2018
		2019
Portugal (no.)		1 494
	Permanent contracts (no.)	1103
	Temporary contracts (no.)	391
International (no.)		1
	Permanent contracts (no.)	1
	Temporary contracts (no.)	0
Total employees (no.)		1 495
Employees by type of job (no.)		2018
		2019
Full-time (no.)		1 424
	Male	868
	Female	556
Part-time (no.)		71
	Male	37
	Female	34
Total employees (no.)		1 495
		1 293

Note: The reduction in the number of employees is mainly due to the sale of the Refrigeration and HVAC business (which included, on 31 December, 294 employees).

SUSTAINABILITY REPORT

102 - 9	Supply Chain	«Our policies»
102 - 10	Significant changes to the organisation and its supply chain	Sale of the Refrigeration and HVAC business; Acquisition of Futura Energía Inversiones and Acquisition of the Urban Fit Fitness chain.
102 - 11	Precautionary principle approach	Corporate Governance Report 2019 C. Internal Organisation: III – Internal Control and Risk Management
102 - 12	External initiatives	Sonae Capital subscribes to the following policies and commitments: <ul style="list-style-type: none"> • Code of Ethic and Conduct for Sonae Capital Employees; • Code of Conduct for Sonae Capital Suppliers; • Sonae Capital Plan for Gender Equality; • Sonae Capital Money Laundering Prevention and Terrorism Financing Policy; • Letter of Principles of Sonae Companies for CO₂ & Climate Change; • Letter of Principles of Sonae Companies for Plastic.
102 - 13	Member of Associations	AEP - Associação Empresarial de Portugal AESE - Associação de Estudos Superiores de Empresa Agência Regional de Promoção Turística do Alentejo AHETA – Associação dos Hotéis e Empreendimentos Turísticos do Algarve AHP – Associação do Hotéis de Portugal AIMMAP APGEI APHORT APR APPR APREN Associação Baía de Setúbal Associação de Hotéis de Portugal ATA – Agência Regional de Promoção Turística ATP/PCVB Casa da Música CMP/Porto Lazer CML Cogen Portugal Cogen España Cogenera Mexico COTEC - COTEC Portugal - Associação Empresarial para a Inovação IHRSA INEGI - Instituto de Ciência e Inovação em Engenharia Mecânica e Engenharia Industrial IPQ - Instituto Português da Qualidade Manz Ponto Verde Portugal Activo - AGAP PRODUTECH Technogym Serralves

ORGANISATIONAL PROFILE

102 - 14	Statement from senior decision-maker	«Message from the CFO» Management Report 2019 «Message from the Chairman of the Board of Directors» and «Message from the Chairman of the Executive Committee»
102 - 15	Key impacts, risks and opportunities	Corporate Governance Report 2019 B. Governing Bodies and Committees: II-Management and Supervision: 19-21

ETHICS AND INTEGRITY

102 - 16	Values, principles, standards and norms of conduct	«Our values» and «Our policies»
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GOVERNANCE

102 - 18	Governance Structure	Corporate Governance Report 2019 B. Governing Bodies and Committees: I- Shareholders' General Meeting: 12.3-14; II- Management and Supervision: 15-26
102 - 21	Consulting stakeholders on economic, environmental and social topics	Corporate Governance Report 2019 B. Governing Bodies and Committees: II- Management and Supervision: 21-26

102 - 22	Composition of the highest governance body and its committees	Corporate Governance Report 2019 B. Governing Bodies and Committees: II- Management and Supervision: 19-21
102 - 23	Chair of the highest governance body and its committees	Corporate Governance Report 2019 B. Governing Bodies and Committees: I- Shareholders' General Meeting: 12.3-14; II- Management and Supervision: 15-21
102 - 24	Nominating and selecting the highest governance body	Corporate Governance Report 2019 B. Governing Bodies and Committees: II- Management and Supervision: 21
102 - 25	Conflicts of interest	Corporate Governance Report 2019 C. Internal Organisation: I - Statues: 48; II – Communication of Irregularities: 49; III - Internal Control and Risk Management: 50-53
102 - 28	Evaluating the highest governance body's performance	Corporate Governance Report 2019 B. Governing Bodies and Committees: II- Management and Supervision: 27 – 28
102 - 35	Remuneration policies	Corporate Governance Report 2019 D. Remunerations: I – Powers for determination:66; II – Remuneration committee:67-68; III – Remuneration Structure: 69-76; IV – Disclosure of Remuneration: 77-82; V – Agreements with Remunerative Implications: 83-84; VI – Share Attribution Plans or Stock Options: 85-88; E. Transactions with Related Parties: I – Control mechanisms and procedures: 89-91

INVOLVEMENT WITH STAKEHOLDERS

102 - 40	Stakeholder's groups list	- Employees; - Shareholders and Investors; - Clients; - Suppliers; - Regulators and Governmental authorities; - Community; - Media.
102 - 41	Collective bargaining agreements	2018 2019
Total of employees covered by collective bargaining agreements (no.)		469 443
Percentage of employees covered by collective bargaining agreements (%)		31% 34%
Total of employees registered in trade unions (n.º)		106 113
Percentage of employees registered in trade unions (%)		7% 9%
102 - 42	Identification and selection of stakeholders	The management of our activities is based on the premises of sustainable development, whose contribution goes beyond the economic value generated by our businesses, and which comes directly from a set of values and principles that guide our way of being. This vision is only possible through the establishment of lasting relationships with our stakeholders. To this end, we have implemented tools and processes that allow us to identify and understand their current and future needs and concerns.
102 - 43	Involvement approach with stakeholders	<ul style="list-style-type: none"> • Employees: Social Climate studies, communications and news on the Intranet, internal publications, forums and knowledge sharing groups; • Shareholders and Investors; Shareholders' General Meetings, Quarterly Financial Reports, permanent availability of the Investor Relations Department (organizing Roadshows and participating in Conferences); • Clients: Websites and Suggestions and Complaints Systems; • Regulatory and Governmental Entities: Participation in several Sectoral Associations; • Community: Partnerships with Representative Institutions and Projects of Involvement with Communities; • Media: Conducting interviews and answering specific questions.

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102 - 44	Main issues and concerns raised by stakeholders	<p>Sonae Capital has approved a Policy for the Communication of Irregularities, providing a mailbox, with exclusive access by the Chairman of the Supervisory Board, in addition to reception by post, which guarantees to all employees, shareholders and stakeholders that the participation, communications or complaints of irregularities arrive invariably at the addressee.</p> <p>During 2019, the Supervisory Board did not receive, through the means defined for this purpose, or any other means, any communication within the scope of this policy.</p> <p>Additionally, Sonae Capital also has a representative for Market Relations and an Investor Relations Department.</p> <p>C. Internal Organisation: II – Communication of Irregularities C. Internal Organisation: IV – Investor Support</p>
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REPORTING PRACTICE

102-45	Entities included in the consolidated financial statements	«Framework»
102-46	«Defining the report content and topic boundaries»	«Framework»
102-47	List of material topics	«Framework»
102-48	Restatements of information	<p>GRI – 201 – 1 regarding 2018 is restated.</p> <p>In GRI 301 – 1, Material Consumption by weight and volume, the information for the year of 2018 was reformulated in order to include the survey carried out in 2019, within the scope of the work carried out on Sonae Capital's axis regarding Plastic. Also in relation to paper consumption, the information for 2018 was adjusted to include the paper used in changing rooms and/or toilets, in the Fitness and Hospitality businesses.</p> <p>GRI 302 – 1 considers the contribution of natural gas.</p> <p>In GRI 305 – 7, NOx and SO2 emissions were altered according to the new methodology.</p>
102-49	Changes in reporting	Not Applicable
102-50	Reporting period	«Framework»
102-51	Date of the most recent report	31 December 2018
102-52	Report Cycle	Annual
102-53	Contact for questions regarding the report	«Framework»
102-54	Claims of reporting in accordance with the GRI Standards	This report was prepared according to the GRI Standards: Core option
102-55	GRI content index	Present table
102-56	External Assurance	The information reported in the Sustainability Report 2019 was subject to verification by <i>PricewaterhouseCoopers</i> .

GRI 200 – ECONOMIC DISCLOSURES

GRI 201 – Economic Performance

201 - 1 Direct economic value generated and distributed

2018

2019

[in million euros]

Economic value generated	240.4	303.0
Revenues	240.4	303.0
Economic value distributed	233.4	283.3
Operational costs	170.4	219.7
Salaries and employee benefits	43.6	46.7
Payment to investors	14.7	18.2
Payment to the State	4.7	-1.3
Donations and other community investments	0.03	0.07
Accumulated economic value	7.0	19.7

GRI 201 - 2 Financial implications and other risks and opportunities for the organisation due to climate change

In 2018, a working group was created at the Efanor Group level in which Sonae Capital is represented. This working group aims to work, among others, on the following themes: the approach to the Financial Stability Board's Task Force guidelines on Climate Related Financial Disclosures and the Commitment under the Paris Pledge for action initiative.

In this context, Sonae Capital carried out a materiality analysis for the largest businesses (Energy, Fitness, Hospitality and Troia Operations), having identified the main climatic risks, the respective probabilities of occurrence and the qualification of the magnitude of its financial impact. Throughout 2020, we plan to quantify its impact, supported by scenario analysis, according to the TCFD framework.

GRI 201 - 3 Defined benefit plan obligations and other retirement plans

Sonae Capital does not have a pension fund.

GRI 205 – Anti-corruption

GRI 205 - 1 Operations assessed for risk related to corruption

Sonae Capital has a policy of preventing money laundering and terrorist financing. This policy reflects the definition, by Sonae Capital, of the basic principles - to be applied across the Group, with regard to prevention, detection and combat - including the definition of procedures to respond to the risks of exposure to transactions with third parties, of money laundering, terrorist financing and financing of the proliferation of weapons of mass destruction.

At the same time, in its risk management process, Sonae Capital implements the international Enterprise Risk Management - Integrated Framework (COSO) methodology, which allows the identification of the different types of risks and threats to businesses development at both strategic and operational level. As the risk of corruption was not identified as a priority business risk, no operations were assessed.

It should be noted that Sonae Capital's Code of Conduct imposes restrictions on the offer and receipt of gifts, as well as gifts as a means of unduly influencing decision-making by Sonae Capital or by third parties.

GRI 205 – 3 Confirmed incidents of corruption and actions taken

In 2019, no facts were identified that could constitute situations of corruption.

GRI 300 – ENVIRONMENTAL DISCLOSURES

GRI 301 - Materials

301 - 1 Consumption of materials by weight and volume

Sonae Capital

Paper (t)	87	134
Plastic (t)	37	19

Energy

Naturalgas (m ³)	82 810 550	80 282 531
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Fitness

Sodium hypochlorite	120	104
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Hospitality

Glass (t)	18	15
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Note: Natural gas is a raw material used in the process of energy production in CapWatt, in cogeneration.

GRI 302 - Energy

302 - 1 Energy consumption within the organisation

Sonae Capital

Natural gas consumption (m ³)	84 227 155	81 689 780
Electricity consumption (MWh)	30 462	29 459
Diesel consumption - vehicles (l)	6 366	13 752
Petrol consumption - vehicles (l)	629 496	257 090

Note: Excludes Atlantic Ferries consumption. The increase in petrol consumption is due to the introduction of plug-in vehicles in the fleet. The decrease in diesel consumption is due to the exclusion of consumption registered in the Refrigeration and HVAC business.

Natural gas consumption (GJ)	3 234 323	3 140 155
Electricity consumption (GJ)	109 663	106 051
Diesel consumption - vehicles (GJ)	209	452
Petrol consumption - vehicles (GJ)	22 445	9 167

Note: Excludes Atlantic Ferries consumption.

Energy

Electricity produced through renewable energy source (MWh)	36 886	43 789
Electricity produced through renewable energy source (GJ)	132 790	157 640

Troia Operations (Atlantic Ferries)

Diesel consumption (l)	1 271 150	1 312 473
Diesel consumption (GJ)	45 324	46 798

Electricity consumption within the organisation (GJ)	109 663	106 051
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Fuel consumption within the organisation (GJ)	3 302 303	3 196 572
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Energy consumption within the organisation (GJ)	3 411 965	3 302 623
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302 - 3 Energy intensity

Sonae Capital	18 591	14 051
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[in GJ/million euros]

Note: Considering the Turnover of Sonae Capital Business Units. The Turnover considered in 2019, excludes the contribute of the Refrigeration and HVAC business.

302 - 4 Reduction of energy consumption

«The environmental dimension of our business».

GRI 303 - Water**303-1 Water withdrawal per source****Sonae Capital**

Municipal water supply (m ³)	647 702	624 341
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Hospitality

Underground withdrawal (m ³)	50 361	52 364
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Troia Operations

Rainwater (m ³)	-	2 966
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At Troia Resort, there are two lakes that receive rainwater (Golf and UNOP2), which is later used for irrigation. In 2018, there were no mechanisms to accurately report the amount of water captured.

Water consumption within the organisation (m³)	698 063	679 671
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Water consumption per Revenues	3 804	2 892
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303-3 Water recycled and reused

«303-1», in Troia Operations. In addition, a project to reform the WWTP in Tróia is underway, which will include the reuse of treated effluents for irrigating green spaces.

GRI 304 – Biodiversity**304-1: Operational sites (owned, leased or managed) in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.**

TROIA RESORT comprises a total area of 486 hectares of land, corresponding to 380,000 square meters of construction area. The Urbanization Plan of Troia divides the territory into several operational units, named UNOPs.

The UNOP 4, named Ecoresort, covers a total area of 264 hectares and is intended for a high environmental and cultural value area, around a marsh area – the Caldeira – also including the Roman Ruins of Troia. This UNOP is included in the site PTCO011 – Estuário do Sado da Rede Natura 2000. An important part of UNOP 4 is also included in the External Zone of Influence of the Reserva Natural do Estuário do Sado.

In 2016, it was created in UNOP 4 the ONE TROIA JOSÉ MOURINHO TRAINING CENTRE, an internship center for soccer practice. This Center includes two football fields, a training ground for goalkeepers (occupying an area of 15,460 square meters) and a support building with about 354 square meters.

In UNOP 4 there is also the new Ferry pier in Troia, occupying an area of about 6,000 square metres.

The areas of intervention of UNOPs 1, 2, 3 and 4 include areas that are included in the Reserva Ecológica Nacional (namely in Beach, Dunes, Estuary Ponds and their respective protection range).

The Troia WWTP occupies an area of 22 hectares and is located in UNOP 9, in an area with several protection statutes:

- Site PTCO011 - Sado Estuary of the Natura 2000 Network;
- Special Protection Zone PTZPE0011 – Sado Estuary;
- Sado Estuary Natural Reserve (RNES), which includes the Botanic Bottom of the Dunes of Troia, in whose area the WWTP is located, which was prior to the creation of the RNES.

304-2: Significant impacts of activities, products and services on biodiversity

Following a procedure to evaluate the environmental impact of the Marina and the New Ferry Pier of TROIA RESORT, the annual monitoring has shown the effectiveness of the measures to prevent and minimise the impacts foreseen in the environmental impact study since, as in the case of in previous years, none of the factors targeted by the program have detected impacts of a magnitude higher than expected or even significant.

In the case of ONE TROIA JOSÉ MOURINHO TRAINING CENTER, the environmental monitoring carried out has already shown that, up to date, the impact of the use of fertilizers and phytosanitary products on groundwater is essentially null and also that there are no differences in conservation status of parcels in the direct and indirect surroundings of the Center as regards Flora and Habitats.

304-3: Habitats protected or restored

Description of habitats (312 hectares):

At UNOP 4, there are 15 habitats with conservation status (264 hectares).

The National Ecological Reserve (REN, Reserva Ecológica Natural), at UNOP2, covers an area of beach and dunes that has approximately 1,200 meters long and approximately, between 280 meters and 500 meters wide from the coast line, an area of over 48 hectares. In the REN area of UNOP 2, we registered 5 habitats with conservation status.

Description of the implemented measures:

These measures have been in progress for several years.

UNOP2:

Construction of raised pathways on wooden walkways, longitudinal to green nature reserve area (total length of 1,248 km), in order to conduct visitors along pre-determined routes, allowing the minimisation of damage in dune vegetation.

UNOP4:

Demolition and removal of dispersed buildings in ruin, scattered throughout the territory;

Phytosanitary slaughter of pinheiro-bravo (*Pinus pinaster*), which led to the elimination of a substantial number of diseased or dead trees, most of which have already been replaced by young specimens of pinheiro-manso (*Pinus pinea*) and pinheiro-bravo (*Pinus pinaster*);

Control of undifferentiated human intrusion through pedestrian and vehicle conditioning, with the aim of reducing the level of disturbance of sensitive areas (pinheiro-manso, meadow, shrub, herbaceous and lichen) and the risk of fire;

Control and eradication of invasive species or species unsuitable for space quality.

GRI 305 - Emissions	2018	2019
305-1: Direct (Scope 1) GHG emissions		
Emissions associated with the consumption of Natural Gas (t CO ₂ e)	181 446	177 105
Emissions associated with the consumption of Diesel (t CO ₂ e)	5 022	4 147
Emissions associated with the consumption of Petrol (t CO ₂ e)	15	31
Total direct (Scope 1) GHG emissions (t CO₂e)	186 482	181 283
305-2: : Energy indirect (Scope 2) GHG emissions		
Emissions associated with the consumption of electricity - location based (t CO ₂ e)	8 576	8 293
Emissions associated with the consumption of electricity - market based (t CO ₂ e)	12 151	7 960
Total GHG emissions - Indirect location based (t CO₂e)	8 576	8 293
Total GHG emissions - Indirect market based (t CO₂e)	12 151	7 960
Total GHG emissions (t CO₂e)	198 632	189 243

Note: Total emissions calculated based on indirect market based emissions.

305-4: GHG emissions intensity

[in tCO ₂ e/million euros]	1 082	805
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Note: Considering the Turnover of Sonae Capital Business Units.

305-6: Emissions of ozone-depleting substances

Sonae Capital did not run ozone-depleting substances.

305-7: Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other significant air emissions

NO _x emissions – Diesel consumed (t)	90.6	89.1
NO _x emissions – Petrol consumed (t)	0.1	0.1
Total NO_x emissions (t)	90.7	89.3
SO ₂ emissions – Diesel consumed (t)	14.2	22.0
SO ₂ emissions – Petrol consumed (t)	0.02	0.0001
Total SO₂ emissions (t)	14.2	22.0

GRI-306: Waste and effluents	2018	2019
306-1: Water discharge by quality and destination		
Volume of effluent discharged, municipal collector (m ³)	557 253	543 737
<p>Note: Sonae Capital does not have the accurate measure of rejected liquid effluents. Thus, according to Engineering best practices, we assume that 80% of the water consumed is rejected as liquid effluent. Regarding wastewater treatment, most of the liquid effluents generated in the facilities are discharged into public collectors.</p> <p>In TROIA RESORT, the system in operation at the Troia wastewater treatment plant foresees several treatment steps. The preliminary treatment allows to remove solids from the raw effluent, through a screening process in which the coarser fraction is removed. After grading, the effluent passes through a sandbox where the smallest particles are retained. Then, the effluent proceeds to secondary treatment consisting of two aeration tanks where the biological treatment occurs through prolonged aeration. The effluent undergoes a process of biodegradation in the aeration tanks through a bacterial culture maintained in suspension by the existing aerators.</p> <p>During this process, the microorganisms multiply and constitute flakes that, when sent to the secondary decanter, settle to clarify the effluent. From there, the final effluent is then sent to infiltration ponds, where it infiltrates completely, causing no direct discharge into the Sado estuary. The excess sludge produced in the activated sludge system is sent to drying beds so that, after dehydration, they follow to final destination.</p>		
306-2: Waste by type and disposal method		
Hazardous waste (t)	45	52
Recovery (t)	38	39
Elimination (t)	7	13
Non-Hazardous waste (t)	430	340
Recovery (t)	420	315
Elimination (t)	10	25
Total volume of waste (t)	474	392
Recovery rate of waste	97%	90%
<p>Note: 2018 information includes Energy, Refrigeration and HVAC, Hospitality and Troia Operations businesses. 2019 information includes Energy, Industrial Engineering, Hospitality and Troia Operations businesses.</p>		
306-3: Significant Spills		
No significant spills occurred in 2019.		
GRI-307: Environmental Compliance		
307-1: Non-compliance with environmental laws and regulations		
There were no fines or sanctions related to non-compliance with environmental laws and regulations in 2019.		

Energy	Unit	Conversion Factors (2018)	Conversion Factors (2019)	Source
Natural Gas	PCI (GJ/Nm ³)	0.03844	0.03844	Agência Portuguesa do Ambiente (APA) (2013) (http://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_PCI_FE_FO_2013.pdf)
Propane	PCI (GJ/ton)	46	46	APA (2017) Portuguese National Inventory Report on Greenhouse Gases 1990-2015
Diesel	PCI (GJ/ton)	42.6	42.6	APA (2017) Portuguese National Inventory Report on Greenhouse Gases 1990-2015
	Density (ton/l)	0.000837	0.000837	APA (2014) http://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_densidades_combustiveis_2013.pdf
Petrol	PCI (GJ/ton)	44	44	APA (2017) Portuguese National Inventory Report on Greenhouse Gases 1990-2015
	Density (ton/l)	0.0007475	0.0007475	Decree-Law no. 142/2010, of 31 December
Electricity	(GJ/MWh)	3.6	3.6	–

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Energy	Unit	Conversion Factors (2018)	Conversion Factors (2019)	Source
Natural Gas	(kg CO ₂ /GJ)	56.1	56.4	2018: APA (2018) Portuguese National Inventory Report on Greenhouse Gases 1990-2016 (pg. 189) 2019: APA (2019) Portuguese National Inventory Report on Greenhouse Gases 1990-2017 (p.187)
Propane	(kg CO ₂ /GJ)	63.1	63.1	
Diesel	(kg CO ₂ /GJ)	74.1	74.1	
Petrol	(kg CO ₂ /GJ)	69.3	69.3	
Electricity - Location Based	(kg CO ₂ /GJ)	78.2	78.2	International Energy Agency (2015). CO ₂ Emissions from Fuel Combustion, 2015 Edition.
Electricity - Market Based	(kg CO ₂ /GJ)	110.8	75.1	2018 e 2019: Calculation based on the annual emission factor reported by the seller (Endesa) and on the energy consumption related to the contracts of energy supply of the respective seller.

Energy	Unit	NO _x	SO ₂	Source
Diesel (sea transport)	kg/ton	78.5	20	APA: Agência Portuguesa do Ambiente (2018)
Diesel (road transport, passengers)	kg/ton	13.5	0.06	APA: Agência Portuguesa do Ambiente (2018)
Petrol	Kg/ton	11.7	0.01	APA: Agência Portuguesa do Ambiente (2018)

GRI 400 – SOCIAL DISCLOSURES		
GRI 401 – Employment		
GRI 401 - 1 New employee hires and employee turnover	2018	2019
Total employees		
Age range (no.)	1495	1293
< 30 years old	409	391
From 30 to 50 years old	806	685
≥ 50 years old	280	217
Location (no.)	1495	1293
Portugal	1494	1286
International	1	7
Gender (no.)	1495	1293
Male	905	673
Female	590	620
New employee hires		
Age range (no.)	619	597
< 30 years old	336	339
From 30 to 50 years old	229	222
≥ 50 years old	54	36
Location (no.)	618	597
Portugal	617	591
International	1	6
Gender (no.)	618	597
Male	299	270
Female	319	327
Percentage of new employee hires		
Age range (no.)	41%	46%
< 30 years old	22%	26%
From 30 to 50 years old	15%	17%
≥ 50 years old	4%	3%
Location (no.)	41%	46%
Portugal	41%	46%
International	0%	0%
Gender (no.)	41%	40%
Male	20%	21%
Female	21%	25%
Employees leaving		
Age range (no.)	730	556
< 30 years old	399	262
From 30 to 50 years old	247	229
≥ 50 years old	84	65
Location (no.)	730	556
Portugal	647	556
International	83	0
Gender (no.)	730	556
Male	402	272
Female	328	284

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Percentage of employee turnover				
Age range (no.)	49%	43%		
< 30 years old	27%	20%		
From 30 to 50 years old	17%	18%		
≥ 50 years old	6%	5%		
Location (no.)	49%	43%		
Portugal	43%	43%		
International	6%	0%		
Gender (no.)	49%	43%		
Male	27%	21%		
Female	22%	22%		
GRI 401 - 3 Parental leave				
	2018	Male	Female	Total
Total employees entitled to parental leave (no.)		33	34	67
Total employees who benefited from parental leave (no.)		33	34	67
Total employees who returned to work after completion of parental leave (no.)		31	32	63
Total employees who returned to work after completion of parental leave and continued to work for the Company 12 months after returning (no.)		31	32	63
Take-up rate (%)		100%	100%	100%
Rate of return (%)		94%	94%	94%
Rate of retention (%)		88%	84%	86%
	2019	Male	Female	Total
Total employees entitled to parental leave (no.)		32	37	69
Total employees who benefited from parental leave (no.)		32	37	69
Total employees who returned to work after completion of parental leave (no.)		32	33	65
Total employees who returned to work after completion of parental leave and continued to work for the Company 12 months after returning (no.)		27	27	54
Take-up rate (%)		100%	100%	100%
Rate of return (%)		100%	89%	94%
Rate of retention (%)		82%	79%	81%
GRI 403 – Occupational health and safety				
GRI 403 - 2 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities				
	2018	2019		
Occupational health and safety				
Workable hours by all employees (h)	2 984 570	2 527 182		
Worked hours by all employees (h)	2 597 820	2 185 664		
Total of deaths (no.)	0	0		
Total of accidents in the workplace (no.)	71	43		
Rate of occupational accidents (%)	0.003%	0.002%		
Total of days of absence due to occupational accidents (d)	1621	731		
Rate of days lost due to occupational accidents (%)	0.062%	0.033%		
Total of days of absence due to occupational diseases (d)	0	281		
Rate of occupational diseases (%)	0.000%	0.013%		

Total number of days lost (d)	1 621		1 012
Rate of days lost (%)	0.062%		0.046%
Total of hours of absence (h)	130 881		127 491
Absenteeism rate (%)	4.385%		5.045%
GRI 403 - 3 Workers with high incidence or high risk of diseases related to their occupation	2018		2019
	0		0
GRI 404 – Training and education			
404-1 Average hours of training per year and per employee			
	2019	Male	Female
			Total
Top Executives	4	0	4
Management & Senior Management	47	25	72
Middle Management	70	49	119
Technicians/highly specialized technicians	304	334	638
Representatives	248	212	460
Total	673	620	1 293
Total hours of training (h)			
Top Executives	176	0	176
Management & Senior Management	2 016	952	2 968
Middle Management	2 747	1 420	4 167
Technicians/highly specialized technicians	6 285	8 469	14 754
Representatives	5 662	6 935	12 597
Total	16 886	17 776	34 662
Average hours of training by category and gender (h/employee)			
Top Executives	44.0	-	44.0
Management & Senior Management	42.9	38.1	41.2
Middle Management	39.2	29.0	35.0
Technicians/highly specialized technicians	20.7	25.4	23.1
Representatives	22.8	32.7	27.4
Total	25.1	28.7	26.8
	2018	Male	Female
			Total
Total employees by functional category			
Top Executives	2	1	2
Management & Senior Management	64	26	90
Middle Management	94	41	135
Technicians/highly specialized technicians	369	325	694
Representatives	376	198	574
Total	905	591	1 495
Total hours of training (h)			
Top Executives	0	0	0
Management & Senior Management	2 278	1 206	3 484
Middle Management	3 247	1 302	4 549
Technicians/highly specialized technicians	10 171	9 448	19 619
Representatives	4 299	3 017	7 316
Total	19 995	14 973	34 968

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Average hours of training by category and gender (h/employee)			
Top Executives	0.0	0.0	0.0
Management & Senior Management	35.6	46.4	38.7
Middle Management	34.5	31.7	33.7
Technicians/highly specialized technicians	27.6	29.1	28.3
Representatives	11.4	15.2	12.7
Total	22.1	25.4	23.4

404-2 Programmes for upgrading employee skills and transition assistance programmes	2020
Holding and Corporate Centre	Number of Hours (h)
7 HÁBITOS PESSOAS ALTAMENTE EFICAZES	24
ADAPT OR DIE_ILÍDIO BARRETO	2
AGILE	8
CLIMATE - RELATED FINANCIAL DISCLOSURES	3
CONGRESSO DE FITNESS	8
CONSOLIDAÇÃO DE CONTAS	16
CREATING A CHANGE - READY CULTURE	2
CURSO INTENSIVO LEGISLAÇÃO LABORAL	17
DATA PROTECTION CERTIFICATION COURSE	40
ESPAÑHOL	146
EXECUTIVE LEADERSHIP FORUM	24
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FOCUSED LEADERSHIP:MAN.ATEN.DELIV.RESULT	11
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GESTÃO VISUAL	56
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SONAE SHOTS_CORPORATE VENTURING	2
SONAE SHOTS_IN-CAR RETAIL	3
SONAE SHOTS_JOÃO PEDRO GOUVEIA	2
SONAE SHOTS_LEAP	2
SONAE SHOTS_PLANET OR PLASTIC	2
STRUCTURED PROBLEM SOLVING & COMMUNICATI	16
WEB SUMMIT	28
WHAT'S NEXT FORUM	8
WORLD LEADERSHIP FORUM 2019	32
	1 250
Energy	Number of Hours (h)
ADVANCED MANAGER IN ENERGY	145
AGILE	8
COACHING	29
COGEN DAY EDIÇÃO ESPECIAL 25 ANOS	48
CONFERENCIA APE	12
CONFERÊNCIA APREN	17
CONGRESSO IEP	7
DAR E RECEBER FEEDBACK	16
ENCONTRO ANUAL AGN	5
ESPAÑHOL	158
GESTÃO DE TEMPOS MILLENIUM COORDENADORES	2
GESTAO DO TEMPO EM OUTLOOK	294
GESTÃO VISUAL E 5S	48
GWO INICIAL	64
HAPPY CONFERENCE 2019	15
IN COMMUNICATION EF.COLABORATIVA	8
INGLÊS	36
IOW EXPERT	24
IOW LAB	320
KAESER	32
LEADING OUR CAPITAL	292
MAN	135
MANUSEAMENTO DE PRODUTOS QUIMICOS	11
MATRIZ X	16
MEDIDAS DE AUTO PROTECÇÃO	12
MERCADO DIÁRIO OMIE DERIVADOS OMIP	7
MEXICO ENERGY FORUM	14
NATIONAL GEOGRAPHIC SUMMIT	4
O FUTURO DAS ENERGIAS NAS SMART CITIES	14
PLANO ACOLHIMENTO E INTEGRAÇÃO	234
PROGRAMA DE GESTÃO INICIAL	80
PROGRAMA GERAL DE GESTÃO	124
PROJ, INST E MAN DE SIST FOTOVOLTAICOS	120

SUSTAINABILITY REPORT

QUALIDADE DA ENERGIA ELECTRICA	48
REGRAS BASICAS DE SEGURANÇA	2
REGRAS BASICAS SIAF	12
REINVIATION DAY	7
ROADMAP HIDROGENIO	8
ROTEIRO NACIONAL NEIUTRALIDADE CARBONICA	6
SEGURANÇA EM EQUIPAMENTOS DE TRABALHO	8
SEMINARIO FINANÇAS AVANÇADAS	16
SEMINARIO INSTALAÇÕES ELECTRICAS	4
SEMINARIOS COGEN	7
SMART GRID FLEXIBILITY	24
SOLAR MARKET PARITY PORTUGAL	10
SONAE SHOTS_IN-CAR RETAIL	2
STRATEGIC LEADERSHIP PROGRAM	42
TERMOGRAFIA	152
TJE TRAINING ON THE JOB COURSE	32
TRAB. EM ALTURA - REFRESH	48
TRANSIÇÃO PARA A NORMA ISO 50001:2018	24
VYNCKE	288
WORKSHOP COGEN PORTUGAL	4
XV CONGRESO ANUAL DE COGENERACIÓN	52
	3 140

Industrial Engineering	Number of Hours (h)
5S	120
ADVANCED NEGOTIATION SKILLS	32
CREATING A CHANGE - READY CULTURE	3
DOING BUSINESS ONLINE	8
ESPAÑHOL	44
FORMACAO EM HIDRAULICA	78
FORMAÇÃO SST P/ REPRESENTANTES TRAB. 19	32
FRESADORA_ADIRA	2
GESTÃO DE PROJECTOS	24
GESTÃO DE TEMPOS MILLENIUM	10
GESTÃO DE TEMPOS MILLENIUM COORDENADORES	2
GESTÃO VISUAL E QUADROS DE EQUIPA	88
HIDRAULICA PROPORCIONAL E SERVO VALVULAS	16
IOW DIARIO	80
IOW EXPERT	72
IOW LAB	304
LEADING OTHERS	66
LEADING OUR CAPITAL	88
MATRIZ X	112
PLATAFORMA DE CONSULTA DE NORMAS	6
PROGRAMA GERAL DE GESTÃO	248
SEMINÁRIOS APGEI	8

SINGLE MINUTE EXCHANGE OF DIE	104
SONAE SHOTS_PLANET OR PLASTIC	2
	1 547
Fitness	Number of Hours (h)
1ª FORMAÇÃO SMARTWITHUS GROUPFITNESS	26
1º CONVENÇÃO 360 FIT	32
1º ENCONTRO NACIONAL DE PI	54
ACESSMENT DAY	104
ADVANCED NEGOCIATION PROGRAMME	24
ATENDIMENTO	10
ATENDIMENTO - FORMAÇÃO ATENDIMENTO E PRO	8
ATENDIMENTO - FORMAÇÃO PROCEDIMENTOS FIT	4
CANCER AND EXERCISE	160
CHAS	2
COACHING APLICADO A NUTRIÇÃO	84
CONGRESSO CIDESD 2019 - WORKSHOP PRÉ-CON	88
CONGRESSO DE FITNESS	416
CONGRESSO NUTRIÇÃO	336
CONGRESSO TRIBE	40
CURSO PREVENÇÃO E CONTROLO DA LEGIONELLA	16
CUSTOMER INTERACTION	302
CUSTOMER RETENTION	190
DAREZONE TREINO FUNCIONAL - EXPLORAÇÃO	70
DATA PROTECTION NIVEL 2 MULTIMEDIA	3
DPO EXCLUSIVE FORUM	3
ENERGY SYSTEMS OF THE FUTURE	5
EXCEL	176
FI_BP_LIS_9_19	2
FI_BP_PRT_6_19	1
FIBO	40
FITNESS - FORMAÇÃO INICIAL MANZ	2
FITNESS - MOVEMENT SCIENCE SUMMIT	36
FITNESS - OFICINA 3B - VIDEO	4
FITNESS - QW2	1
FORMAÇÃO 0-500	24
FORMAÇÃO CLUB MANAGER	288
FORMAÇÃO COMERCIAL	285
FORMAÇÃO COMPRAS	96
FORMAÇÃO CRM	24
FORMAÇÃO DAE - FITNESS	121
FORMAÇÃO DE ATENDIMENTO E PROCEDIMENTOS	472
FORMAÇÃO EM MEIOS DE 1ª INTERVENÇÃO	51
FORMAÇÃO FUNXTION	16
FORMAÇÃO INBODY	34
FORMAÇÃO INICIAL 3B	48

SUSTAINABILITY REPORT

FORMACAO INICIAL BODY BALANCE	32
FORMACAO INICIAL BODY COMBAT	16
FORMACAO INICIAL BODY PUMP	64
FORMAÇÃO INICIAL MANZ	118
FORMAÇÃO INICIAL MANZ VALOR	751
FORMACAO INICIAL POWER JUMP	64
FORMACAO INICIAL RPM	16
FORMAÇÃO NACIONAL DE CONSULTORES COMERCI	143
FORMAÇÃO NOVA S-CLASS	132
FORMAÇÃO NUTRIÇÃO	636
FORMAÇÃO ONCOFIT	154
FORMAÇÃO PLANO AGUA E KIDS	100
FORMAÇÃO PLANO DE ACOLHIMENTO FITNESS	2
FORMAÇÃO PROCEDIMENTOS FITNESS	59
FORMAÇÃO RECEÇÃO/VENDAS/NUTRIÇÃO	338
FORMAÇÃO RECEÇÃO E VENDAS	14
FORMAÇÃO RGPD	375
FORMAÇÃO RUNNING	8
FORMAÇÃO SKILLMILL E OMNIA	28
FORMAÇÃO S-MIND	124
FORMAÇÃO SUPLEMENTAÇÃO	908
FORMAÇÃO TRX FTC	56
GESTÃO DE TEMPOS MILLENIUM	1
GESTÃO DE TEMPOS MILLENIUM COORDENADORES	8
GESTAO DO TEMPO EM OUTLOOK	61
GESTÃO VISUAL E QUADROS DE EQUIPA	152
HST - FORMAÇÃO DAE	4
IHRSA EUROPEAN CONGRESS	96
IOW EXPERT	24
IOW LAB	244
LEADERSHIP&ORGANIZATIONAL TRANSFORMATION	24
LEADING OUR CAPITAL	232
LES MILLS TOUR PORTUGAL	66
MASTER INSTRUCTOR MODEL - MÓD 5 EVENTS	81
MASTER INSTRUCTOR MODEL - MÓD 6 GROUP FM	27
MASTER INSTRUCTOR MODEL - MÓD 7 INTERNAT	27
MEDIDAS A IMPL.P/ MELHORAR GF NO TERRENO	10
MOVEMENT SCIENCE SUMMIT	255
NORMALIZAÇÃO	24
NOVA VERSÃO SOFTWARE AFI	48
NOVO SOFTWARE AF E@SPORT PROFISSIONAL	18
OFICINA 3B - VIDEO	95
PLANO ACOLHIMENTO E INTEGRAÇÃO	5464
PLANO DE PRÉ-FORMAÇÃO	159
PRÁTICA DE TRX STRONG	53

PROCESSO DE VENDA CAMPANHA JANEIRO 19	53
PROGRAMA AVANÇADO GESTÃO DE TEMPO	5
PROGRAMA DE GESTÃO INICIAL	76
PROGRAMA GERAL DE GESTÃO	228
PROJETO IT	42
QUARTERLY 1	458
QUARTERLY 2	103
QUARTERLY 3	10
RETENTION CONVENTION	14
REUNIÃO DE PROCESSOS ADMINISTRATIVOS MS	51
SONAE SHOTS_ÂNGELO PAUPÉRIO - 30 ANOS	2
STRATEGIC LEADERSHIP PROGRAM	42
STRONG BY ZUMBA	5
STRONG BY ZUMBA TRAINING	43
TRX FIT	147
TRX FIT LISBOA	34
TRX FIT PORTO	60
TRX NIVEL 1	16
TRX STRONG 1,5 HORAS	28
TRX STRONG LISBOA	4
TRX STRONG PORTO	76
VENDAS	84
VIDEOS MANZ	62
WEB SUMMIT	112
	16 677

Hospitality	Number of hours (h)
1ª JORNADA TÉCNICA	16
2ª JORNADA TÉCNICA	16
3ª JORNADA TÉCNICA	16
ACOLHIMENTO AMBIENTAL	8
ADVANCED NEGOTIATION SKILLS	24
AGILE	8
BUSINESS EDUCATION FOR SMART TOURISM	3
CHAS	21
CONF. PRÁTICAS E TEND. REM. SETOR HOTELE	2
CURSO DIGITAL MARKETING FOUNDATIONS	88
CUSTOMER CENTRIC COMPANY	16
CUSTOMER EXPERIENCE CHEFIAS	474
CUSTOMER EXPERIENCE COLABORADORES	875
DAE	123
DATA PROTECTION NIVEL 2 MULTIMEDIA	1
DAY OUT AT SIX SENSES	160
DAY OUT LISBOA E BTL	48
DAY OUT LONDES	192
DEGUSTAÇÃO E FORMAÇÃO DE VINHOS	7

SUSTAINABILITY REPORT

DOING BUSINESS ONLINE	24
EQUIPAS 1ª INTERVENÇÃO PPH	154
EXCEL	15
FICHAS TÉCNICAS	5
FOLLOW UP S.HOTELS COMERCIAL GREAT TEAM	120
FORMAÇÃO COMFORT ZONE	18
FORMAÇÃO CORPORATE APG/AQUAMATIC	16
FORMAÇÃO CORPORATE APG/COMPO EXPERT	16
FORMAÇÃO CORPORATE APG/NOVOGREEN	16
FORMAÇÃO DE SEGURANÇA ALIMENTAR	7
FORMAÇÃO DE TUTORES	152
FORMAÇÃO ON JOB LIMPEZAS PPH	13
FORMAÇÃO PEDAGÓGICA INICIAL DE FORMADOR	266
FRANCÊS	184
GESTÃO DE TEMPOS MILLENIUM	22
GESTÃO VISUAL	84
HOUSEKEEPING	520
IMPLEMENT. SISTEMAS GESTÃO QUALIDADE Q2	40
IOP	10
IOW DIÁRIO NÍVEL 1	12
IOW EXPERT	48
IOW LAB	488
LEADING FOR RESULTS	58
LEADING OUR CAPITAL	360
MANAGEMENT DEVELOPMENT PROGRAMME	39
MANDARIM APHORT TURMA 1	80
MEDIDAS DE AUTO PROTEÇÃO TA	33
MEDIDAS DE AUTO PROTEÇÃO TH	33
NATIONAL GEOGRAPHIC SUMMIT	8
NESTLE	16
NORMALIZAÇÃO - TWI	64
PG DIREITO IMOBILIÁRIO	55
PLANO ACOLHIMENTO E INTEGRAÇÃO	2884
PRINCÍPIOS DE SEGURANÇA ALIMENTAR	53
PROCEDIMENTOS DE SEGURANÇA ALIMENTAR	167
PROGRAMA DE GESTÃO INICIAL	152
PROGRAMA GERAL DE GESTÃO	112
QSP SUMMIT 2019	48
RGPD	6
RH MEETING 6ª EDIÇÃO	16
RUINAS ROMANAS DE TROIA	4
SENSIBILIZAÇÃO AMBIENTAL	7
SENSIBILIZAÇÃO/ACOLHIMENTO AMB. TROIA	24
SENSIBILIZAÇÃO/ACOLHIMENTO AMB. TROIA GO	7
SIMULACROS	66

SONAE SHOTS_IN-CAR RETAIL	2
SONAE SHOTS_LEAP	2
SONAE SHOTS_RATING TRUMP'S ECONOMIC POLI	2
SUPERBOCK	6
SUORTE BASICO DE VIDA COM DAE	28
THE GLOBAL GASTRONOMY SUMMIT	16
WEB SUMMIT	28
WORKSHOP SERVIÇO RESTAURANTE/BAR	54
	8 756

Troia Operations	Number of Hours (h)
A PENÍNSULA IBÉRICA ENTRE OS SÉCULOS V-X	16
ADVANCED NEGOTIATION SKILLS	24
ATRAIR E RETER O TALENTO	7
BRANQUEAMENTO CAPITAIS FINANCIAM TERRORI	25
BUSINESS BREAK HAPPINES AT WORK	2
CARTA DE PATRAO COSTA	2
CONF. PRÁTICAS E TEND. REM. SETOR HOTELE	6
CUSTOMER CENTRIC COMPANY	48
CUSTOMER EXPERIENCE CHEFIAS	270
CUSTOMER EXPERIENCE COLABORADORES	553
EQUIPAMENTOS DE PROTECAO INDIVIDUAL	11
EXERCICIO COMBATE A INCENDIO (CATAMARAN)	6
EXERCICIO COMBATE A INCENDIO ROLA MAR	2
EXERCICIO DE HOMEM AO MAR FERRY	14
EXERCICIO DE NAVIO DESGOVERNADO	10
EXERCICIO HOMEM AO MAR FERRY	3
FORMAÇÃO ACOLHIMENTO DE COL. ATLANT FERR	11
FORMAÇÃO SOBRE MANUAL DE PROCEDIMENTOS	40
FORUM MOBILIDADE INTELIGENTE	7
FRANCÊS	16
GESTÃO DE TEMPOS MILLENIUM	8
GESTAO DE TURISMO	74
IN COMMUNICATION EF.COLABORATIVA	40
INGLÊS	54
INTRODUÇÃO À FOTOGAMETRIA DIGITAL E SUA	30
IOW LAB	41
IV PORTUGAL REAL ESTATE SUMMIT	16
LEADING OUR CAPITAL	72
PASSEIO PEDESTRE TRILHO DA PRAIA E DUNA	9
PERCURSO PEDESTRE RUÍNAS ROMANAS	6
PLANO ACOLHIMENTO E INTEGRAÇÃO	1700
PROGRAMA DE GESTÃO INICIAL	40
QSP SUMMIT 2019	32
RGPD	60
RUINAS ROMANAS DE TROIA	2

SUSTAINABILITY REPORT

SENSIBILIZAÇÃO AMBIENTAL	2
SENSIBILIZAÇÃO DE EQUIPAMENTO DE PROT.IN	6
SENSIBILIZAÇÃO/ACOLHIMENTO AMB. TROIA	1
SIMULACROS	5
TEAM BUILDING	12
WORKSHOP COZINHA DAY OUT TROIA RESORT	12
	3 292
Total hours of training	34 662

404-3 Percentage of employees receiving regular performance and career development reviews

	2018	2019
	68%	88%

Note: Only employees with at least six months of antiquity are subject to performance review. In 2018, in the Industrial Engineering business, only Directors were evaluated.

GRI 405 – Diversity and Equal Opportunities

405-1: Diversity of Governance Bodies and employees

2019

Employees	Age range	Male	Female	TOTAL
Top Executives	< 30 years old	0	0	0
	From 30 to 50 years old	4	0	4
	≥ 50 years old	0	0	0
	Total	4	0	4
Top Executives (%)	< 30 years old	0%	-	0%
	From 30 to 50 years old	100%	-	100%
	≥ 50 years old	0%	-	0%
	Total	100%	-	100%
Management & Senior Management	< 30 years old	0	1	1
	From 30 to 50 years old	37	22	59
	≥ 50 years old	10	2	12
	Total	47	25	72
Management & Senior Management (%)	< 30 years old	0%	4%	1%
	From 30 to 50 years old	79%	88%	82%
	≥ 50 years old	21%	8%	17%
	Total	100%	100%	100%
Middle Management	< 30 years old	6	6	12
	From 30 to 50 years old	54	34	88
	≥ 50 years old	10	9	19
	Total	70	49	119
Middle Management (%)	< 30 years old	8%	13%	10%
	From 30 to 50 years old	14%	19%	16%
	≥ 50 years old	77%	69%	74%
	Total	100%	100%	100%
Technicians/highly specialized technicians	< 30 years old	102	129	231
	From 30 to 50 years old	175	192	367
	≥ 50 years old	27	13	40
	Total	303	334	638

Technicians/highly specialized technicians (%)	< 30 years old	34%	39%	36%
	From 30 to 50 years old	58%	57%	58%
	≥ 50 years old	9%	4%	6%
	Total	100%	100%	100%
Representatives	< 30 years old	55	92	147
	From 30 to 50 years old	91	76	167
	≥ 50 years old	102	44	146
	Total	248	212	460
Representatives (%)	< 30 years old	22%	43%	32%
	From 30 to 50 years old	37%	36%	36%
	≥ 50 years old	41%	21%	32%
	Total	100%	100%	100%
2019				
Governance Bodies	Age range	Male	Female	TOTAL
Governance Bodies	< 30 years old	0	0	0
	From 30 to 50 years old	1	2	3
	≥ 50 years old	9	4	13
	Total	10	6	16
Órgãos de Governance (%)	< 30 years old	0%	0%	0%
	From 30 to 50 years old	10%	33%	19%
	≥ 50 years old	90%	67%	81%
	Total	100%	100%	100%
2018				
Employees	Age range	Male	Female	TOTAL
Top Executives	< 30 years old	0	0	0
	From 30 to 50 years old	0	0	0
	≥ 50 years old	2	0	2
	Total	2	0	2
Top Executives (%)	< 30 years old	0%	0%	0%
	From 30 to 50 years old	0%	0%	0%
	≥ 50 years old	100%	0%	100%
	Total	100%	0%	100%
Management & Senior Management	< 30 years old	0	0	0
	From 30 to 50 years old	47	23	70
	≥ 50 years old	17	3	20
	Total	64	26	90
Management & Senior Management (%)	< 30 years old	0%	0%	0%
	From 30 to 50 years old	52%	26%	78%
	≥ 50 years old	19%	3%	22%
	Total	71%	29%	100%
Middle Management	< 30 years old	7	2	9
	From 30 to 50 years old	76	30	106
	≥ 50 years old	11	9	20
	Total	94	41	135

SUSTAINABILITY REPORT

Middle Management (%)	< 30 years old	5%	1%	7%
	From 30 to 50 years old	56%	22%	79%
	≥ 50 years old	8%	7%	15%
	Total	70%	30%	100%
Technicians/highly specialized technicians	< 30 years old	105	123	228
	From 30 to 50 years old	216	178	394
	≥ 50 years old	48	24	72
	Total	369	325	694
Technicians/highly specialized technicians (%)	< 30 years old	15%	18%	33%
	From 30 to 50 years old	31%	26%	57%
	≥ 50 years old	7%	3%	10%
	Total	53%	47%	100%
Representatives	< 30 years old	85	78	163
	From 30 to 50 years old	166	75	241
	≥ 50 years old	125	45	170
	Total	376	198	574
Representatives (%)	< 30 years old	15%	14%	28%
	From 30 to 50 years old	29%	13%	42%
	≥ 50 years old	22%	8%	30%
	Total	66%	34%	100%
2018				
Governance Bodies	Age range	Male	Female	TOTAL
Governance Bodies	< 30 years old	0	0	0
	From 30 to 50 years old	1	3	4
	≥ 50 years old	7	2	9
	Total	8	5	13
Governance Bodies (%)	< 30 years old	0%	0%	0%
	From 30 to 50 years old	8%	23%	31%
	≥ 50 years old	54%	15%	69%
	Total	62%	38%	100%
405 - 2 Ratio of basic salary and remuneration of women to men				
Ratio of average basic salary by functional category	2018			2019
Top Executives	-			-
Management & Senior Management	0,77			0,78
Middle Management	0,96			0,85
Technicians/highly specialized technicians	0,86			0,91
Representatives	0,79			0,80
Ratio of average basic salary by functional category	2018			2019
Top Executives	-			-
Management & Senior Management	0.83			0.80
Middle Management	0.96			0.88
Technicians/highly specialized technicians	0.83			0.85
Representatives	0.60			0.67
Note: In the Top Executives segment, the sample does not have enough size to display data.				

GRI 406 – Non-discrimination**406 - 1 Incidents of discrimination and corrective actions taken**

There were no cases of discrimination.

GRI 407 – Freedom of association and collective bargaining agreements**407 - 1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk**

There were identified cases of operations and suppliers in which the right to freedom of association and collective bargaining could be at risk.

GRI 408 – Child Labour**408 - 1 Operations and suppliers at significant risk for child labour incidents**

At Sonae Capital, as a rule, minors are not admitted into the company. Only exceptionally are minors between the ages of 16 and 18 admitted, and always in compliance with the law.

GRI 409 – Forced or compulsory labour**409 - 1 Operations and suppliers at significant risk for incidents of forced or compulsory labour**

At Sonae Capital, there is no forced labour.

Sonae Capital has adopted a Code of Conduct for Suppliers, which includes a set of principles of Sustainability, Ethics, Justice and Honesty, which must be followed by all Group Suppliers. Sonae Capital's suppliers may not use any type of slave or forced labor, as well as activities involving trafficking in human beings, such as the transportation, recruitment, transfer or receipt of persons through threats or fraud.

GRI 412 – Human Rights Assessment**412 - 1 Operations that have been subject to human rights reviews or impact assessments**

No operations were identified that had to be assessed.

GRI 413 – Local Communities**413 - 1 Operations with local community engagement, impact assessments and development programs**

«Our social responsibility».

6. NON-FINANCIAL INFORMATION REQUIREMENTS

Business Model DL 89/2017 – Article 3 (Refers to no. 2 of Article 508-G of the CSC) - Directive 2014/95/EU - Article 19a (1)(a)	
Company's Business Model	<p>Management Report 2019:</p> <ul style="list-style-type: none"> 3. Sonae Capital 4. Corporate Strategy 6. The Year 2019 <p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 2. Sonae Capital
Diversity in governing bodies DL 89/2017 – Article 4 (Refers to Article 245, no. 1 r) and no. 2 of the PSC) - Directive 2014/95/EU - Article 20 (1)(g)	
Diversity policy applied by the company with respect to its management and supervisory bodies	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 2.3. Our Policies <p>Corporate Governance Report 2019:</p> <ul style="list-style-type: none"> B. GOVERNING BODIES AND COMMITTEES: II. Management and Supervision
Environmental Issues DL 89/2017 – no. 2 of Article 3 (Refers to no. 2 of Article 508 of the CSC) - Directive 2014/95/EU - Article 19a (1)(a-e)	
Specific policies related to environmental issues	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 4. The environmental dimension of our business
Results of the application of these policies	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 4. The environmental dimension of our business 5. Global Reporting Initiative
Main risks associated and how these risks are managed	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 4. The environmental dimension of our business 5. Global Reporting Initiative <p>Corporate Governance Report 2019:</p> <ul style="list-style-type: none"> C. INTERNAL ORGANISATION: III. Internal Control and Risk Management: 53 - 55
Key Performance Indicators	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 5. Global Reporting Initiative
Social and Workers-Related Issues DL 89/2017 – no. 2 of Article 3 (Refers to no.2 of Article 508 of the CSC) - Directive 2014/95/EU - Article 19a (1)(a-e)	
Specific policies related to social and workers-related issues	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 2. Sonae Capital 3. The social dimension of our business
Results of the application of these policies	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 5. Global Reporting Initiative
Main risks associated and how these risks are managed	<p>Corporate Governance Report 2019:</p> <ul style="list-style-type: none"> C. INTERNAL ORGANISATION: III. Internal Control and Risk Management: 53 – 55
Key Performance Indicators	<p>Sustainability Report 2019:</p> <ul style="list-style-type: none"> 5. Global Reporting Initiative

Equality between men and women and non-discrimination and respect for human rights no. 2 of Article 3 of DL 89/2017 (Refers to no. 2 of Article 508 of the CSC) - Directive 2014/95/EU - Article 19a (1)(a-e)	
Specific policies related to equality between men and women and non-discrimination issues	Sustainability Report 2019: 2. Sonae Capital 3. The social dimension of our business
Results of the application of these policies	Sustainability Report 2019: 5. Global Reporting Initiative
Main risks associated and how these risks are managed	Corporate Governance Report 2019: C. INTERNAL ORGANISATION: III. Internal Control and Risk Management: 53 – 55
Key Performance Indicators	Sustainability Report 2019: 5. Global Reporting Initiative
Respect for Human Rights no. 2 of Article 3 of DL 89/2017 (Refers to no. 2 of Article 508 of the CSC) – Directive 2014/95/EU - Article 19a (1)(a-e)	
Specific policies related to respect for human rights	Sustainability Report 2019: 2. Sonae Capital 3. The social dimension of our business
Results of the application of these policies	Sustainability Report 2019: 5. Global Reporting Initiative
Main risks associated and how these risks are managed	Corporate Governance Report 2019: C. INTERNAL ORGANISATION: III. Internal Control and Risk Management: 53 – 55
Key Performance Indicators	Sustainability Report 2019: 5. Global Reporting Initiative
Combat of corruption and bribery no. 2 of Article 3 of DL 89/2017 (Refers to no. 2 of Article 508 of the CSC) - Directive 2014/95/EU - Article 19a (1)(a-e)	
Specific policies related to the combat of corruption and bribery	Sustainability Report 2019: 2.3. As nossas políticas
Results of the application of these policies	Sustainability Report 2019: 5. Global Reporting Initiative
Main risks associated and how these risks are managed	Corporate Governance Report 2019: C. INTERNAL ORGANISATION: III. Internal Control and Risk Management: 53 – 55
Key Performance Indicators	Sustainability Report 2019: 5. Global Reporting Initiative

SUSTAINABILITY REPORT

The Board of Directors

Duarte Paulo Teixeira de Azevedo, Chairman of the Board of Directors

Álvaro Carmona e Costa Portela, Member of the Board of Directors

Miguel Jorge Moreira da Cruz Gil Mata, Chairman of the Executive Committee, CEO

Ivone Pinho Teixeira, Member of the Executive Committee, CFO

Pedro Manuel Bruno, Member of the Executive Committee

Maria Cláudia Teixeira de Azevedo, Member of the Board of Directors

Ângelo Gabriel Ribeirinho dos Santos Paupério, Member of the Board of Directors

Paulo José Jubilado Soares de Pinho, Member of the Board of Directors

Francisco de La Fuente Sánchez, Member of the Board of Directors

Isabel Maria Vaz, Member of the Board of Directors



Independent Limited Assurance Report
(Free translation from the original in Portuguese)

To the Board of Directors

Introduction

We were engaged by the Board of Directors of Sonae Capital, S.G.P.S, S.A. (“Sonae Capital” or “Company”) to perform a limited assurance engagement on the indicators identified below in the section “Responsibility of the auditor”, which integrate the sustainability information included in the Sustainability Report 2019 (“Report”), for the year ended in December 31, 2019, prepared by the Company for the purpose of communicating its annual sustainability performance.

Responsibilities of the Board of Directors

It is the responsibility of the Board of Directors to prepare the indicators identified below in the section “Responsibility of the auditor”, included in the Sustainability Report 2019, in accordance with the sustainability reporting guidelines “Global Reporting Initiative”, GRI Standards version, for the option “In accordance – Core” and with the instructions and criteria disclosed in the Sustainability Report 2019, as well as for the maintenance of an appropriate internal control system that enables the adequately preparation of the mentioned information.

Responsibilities of the auditor

Our responsibility is to issue a limited assurance report, which is professional and independent, based on the procedures performed and specified in the paragraph below.

Our work was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) “Assurance engagements other than audits or reviews of historical financial information”, issued by the International Auditing and Assurance Standards Board of the International Federation of Accountants and we have fulfilled other technical standards and recommendations issued by the Institute of Statutory Auditors. These standards require that we plan and perform our work to obtain limited assurance about whether the GRI Standards, included in the Sustainability Report 2019 are free from material misstatement.

Our limited assurance engagement also consisted in carrying out procedures with the objective of obtaining a limited level of assurance as to whether the Company applied, in the sustainability information included in the Sustainability Report 2019, the GRI Standards guidelines, for the option “In accordance – Core”.

For this purpose the above mentioned work included:

- (i) Inquiries to management and senior officials responsible for areas under analysis, with the purpose of understanding how the information system is structured and their awareness of issues included in the report;
- (ii) Identification of the existence of internal management procedures leading to the implementation of economic, environmental and social policies;
- (iii) Testing, on a sampling basis, the efficiency of processes and systems in place for collection, consolidation, validation and reporting of the performance information previously mentioned, through calculations and validation of reported data;

PricewaterhouseCoopers & Associados - Sociedade de Revisores Oficiais de Contas, Lda.

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- (iv) Confirmation that operational units follow the instructions on collection, consolidation, validation and reporting of performance information;
- (v) Execution of substantive procedures, on a sampling basis, in order to collect evidence of the reported information;
- (vi) Comparison of financial and economic data included in the sustainability information with the audited by PricewaterhouseCoopers & Associados, SROC, Lda, in the scope of the legal review of Sonae Capital's financial statements for the year ended in December 31, 2019;
- (vii) Analysis of the process for defining the materiality of the sustainability issues, based on the materiality principle of GRI Standards, according to methodology described by the Company in the Report;
- (viii) Verification that the sustainability information included in the Report complies with the requirements of GRI Standards, for the option "In accordance – Core".

The procedures performed were more limited than those used in an engagement to obtain reasonable assurance and, therefore, less assurance was obtained than in a reasonable assurance engagement.

We believe that the procedures performed provide an acceptable basis for our conclusion

Quality control and independence

We apply the International Standard on Quality Control 1 (ISQC1) and, accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and of the ethics code of the Institute of Statutory Auditors.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the indicators identified above in the section "Responsibility of the auditor", included in the Sustainability Report 2019, for the year ended in December 31, 2019, were not prepared, in all material respects, in accordance with GRI Standards requirements and with the instructions and criteria disclosed in the Report and that Sonae Capital has not applied, in the sustainability information included in the Sustainability Report 2019, the GRI Standards guidelines, for the option "In accordance – Core".

Restriction on use

This report is issued solely for information and use of the Board of Directors of the Company for the purpose of communicating its annual sustainability performance in the Sustainability Report 2019 and should not be used for any other purpose. We will not assume any responsibility to third parties other than Sonae Capital by our work and the conclusions expressed in this report, which will be attached to the Company's Sustainability Report 2019.

June 18, 2020

PricewaterhouseCoopers & Associados - Sociedade de Revisores Oficiais de Contas, Lda.

Represented by:

António Brochado Correia, R.O.C.

(This is a translation, not to be signed)

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