



Building
sustainable
partnerships



9M'14 Results Presentation

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9M at InterCement:

Record high Cement and Clinker sales on Q3. 9M sales up 8%, distinguishing InterCement.

Depreciations of Brazilian Real (10%), Argentinian Peso (36%) and South Africa's Rand (14%) **impact Turnover by €288M and EBITDA by €65M**, resulting in stable Turnover (-1.6%) and lower EBITDA (-7.8%).

Turnover reaches **€1,952M** and **EBITDA €448M**.

EBITDA margin stands at 22.9%.

Financial Results affected by Q3'14 €/USD depreciation - meanwhile hedged.

Accumulated Bottom Line Loss of 10.4 million euros - significant fx impact.

More stable and robust Balance Sheet:

- Improved Debt profile: maturity increase, fixed interest higher exposure and €/USD hedge.
- **Free Cash Flow of €60M in the Q3, strengthening Balance Sheet.** Focus on operations delivers higher productivity. Working capital and capex discipline.

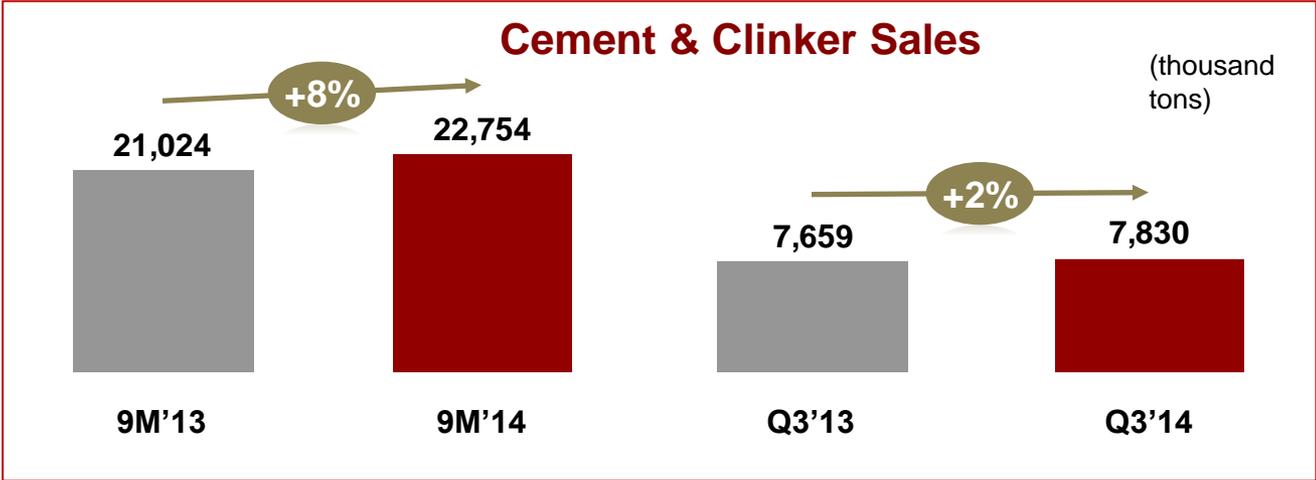


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1. Operations Review

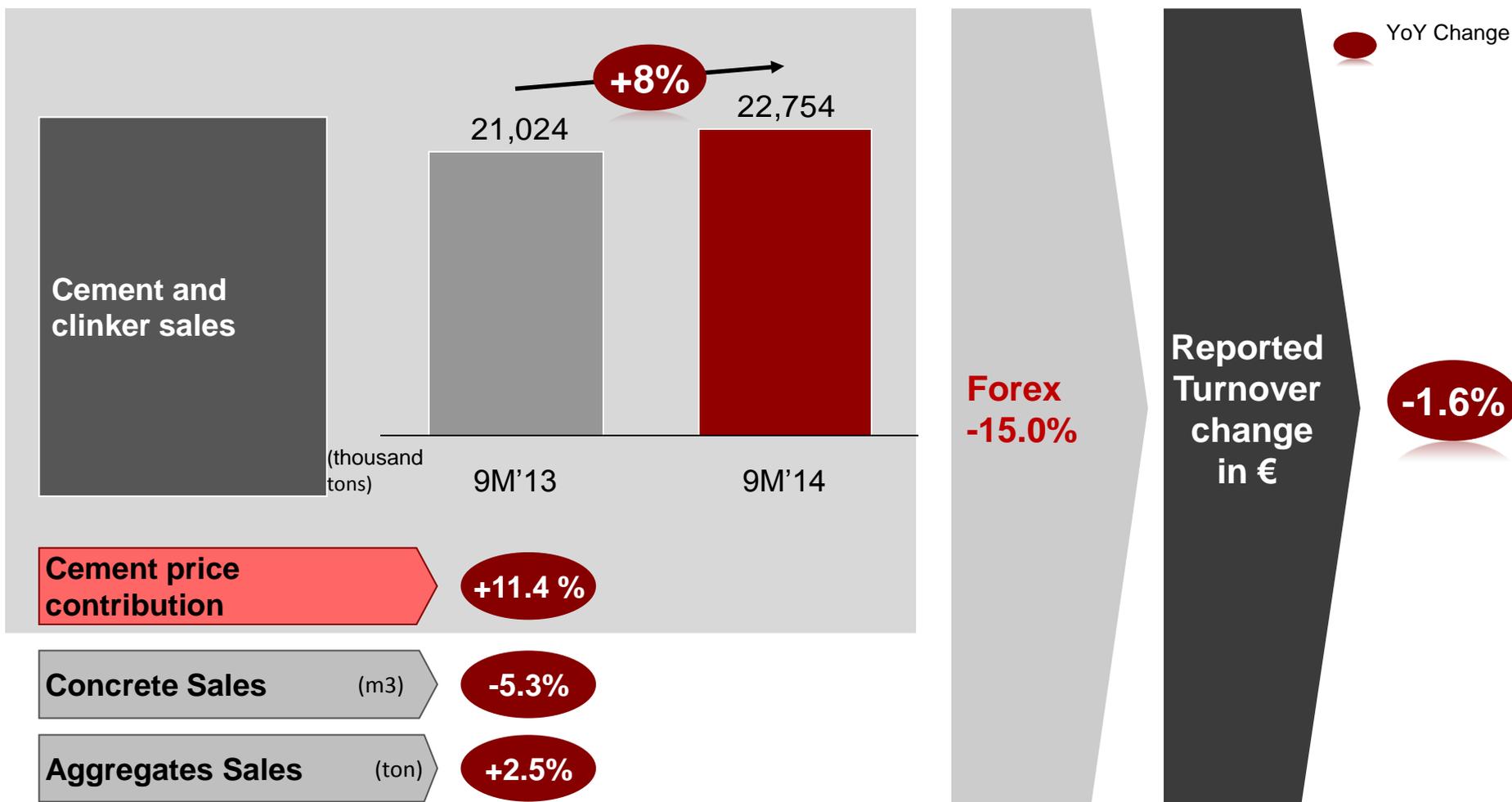
- 2. Results
- 3. Financing Structure

Volume increase in all geographies, except Argentina. Brazil slows.
 Focused commercial strategy and efficiency initiatives expand market penetration.



Cement and Clinker Sales						
(thousand tons)	Jan - Sep			3 rd Quarter		
	2014	2013	Var. %	2014	2013	Var. %
Brazil	9,651	9,341	3.3	3,409	3,444	-1.0
Argentina	4,508	4,691	-3.9	1,629	1,706	-4.5
Paraguay	294	204	43.9	126	68	83.9
Portugal	3,441	3,083	11.6	1,107	1,129	-2.0
Cape Verde	140	139	0.6	48	50	-4.5
Egypt	2,877	2,346	22.6	784	729	7.5
Mozambique	1,116	927	20.4	463	369	25.2
South Africa	1,158	952	21.6	452	381	18.6
Sub-Total	23,184	21,683	6.9	8,017	7,877	1.8
Intra-Group Eliminations	-431	-660	-34.7	-186	-218	-14.6
Consolidated Total	22,754	21,024	8.2	7,830	7,659	2.2

InterCement stands out with 8% volume growth.
Increase of local prices for cement and clinker (+11%) offset by fx impact.
Depreciation of BRL (10%), ARS (36%) e ZAR (14%).



Local currency Turnover increases 15% (13% in Q3)

Reported Turnover in €: 9M affected (-1.6%) by €288M fx impact; Q3 rises 3.4% despite fx. Brazil, Argentina, Egypt and Paraguay stand out in local currency.

(€ million)	Turnover - BU opening				3 rd Quarter			
	Jan - Sep							
	2014	2013	Var. %	Var. % LC	2014	2013	Var. %	Var. % LC
Brazil	895.5	942.6	-5.0	5.7	330.3	325.1	1.6	2.0
Argentina	384.7	459.1	-16.2	30.4	146.1	164.8	-11.4	32.0
Paraguay	38.7	28.1	37.7	43.7	17.1	8.3	106.7	94.8
Portugal	212.4	216.0	-1.7	-1.7	71.5	77.2	-7.4	-7.4
Cape Verde	20.7	18.7	10.6	10.6	7.1	6.7	6.0	5.0
Egypt	185.3	133.3	39.1	47.0	53.1	39.8	33.3	35.9
Mozambique	108.0	103.3	4.6	11.7	45.6	40.1	13.9	18.1
South Africa	94.6	95.5	-0.9	15.3	37.0	36.3	1.9	11.4
Trading / Shipping	232.6	211.0	10.2	10.2	65.9	81.8	-19.5	-19.5
Others	38.1	28.3	34.7	34.7	12.9	9.2	40.2	40.2
Sub-Total	2,210.7	2,235.9	-1.1	13.5	786.7	789.4	-0.3	7.9
Intra-Group Eliminations	-258.4	-251.4	2.8	2.8	-77.4	-103.4	-25.2	-25.2
Consolidated Total	1,952.3	1,984.5	-1.6	15.0	709.3	686.0	3.4	13.3

Brazil: reinforced local position and price increase offset by fx.

Argentina volume corrects after record high sales in 2013. Housing prevails. High fx impact.

Paraguay new mill increases market share.

Egypt: commercial and operational strategy focused on client retention.

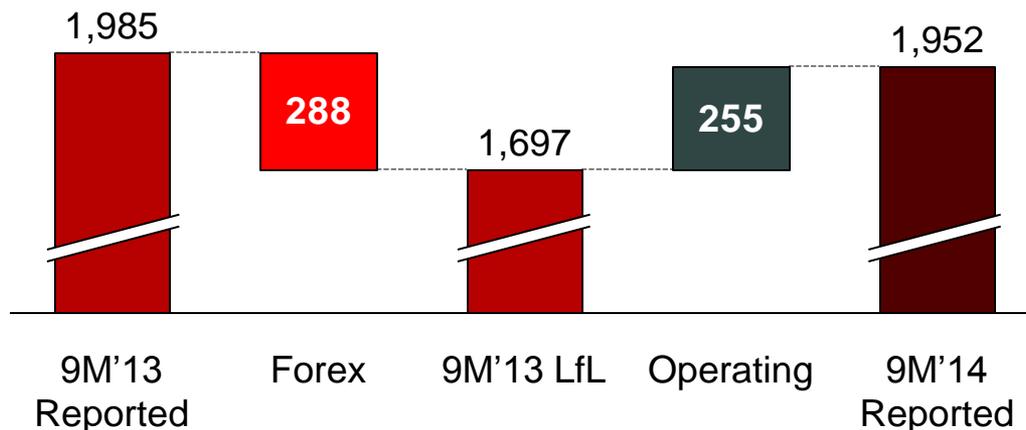
Mozambique: Commercial strategy fights imports and delivers sales increase. Fx penalizes.

South Africa: successful market share recovery strategy drives sales up 24%. Turnover affected by product mix and fx.

Portugal and Cape Verde: exports mitigate Portuguese market contraction.

Trading shows Africa slowdown on Q3 – Ebola impact.

€ million



EBITDA rises 6.5% in local currency. Reported EBITDA in € affected (-7.8%) by €65M fx impact. Strong EBITDA increase in Africa. Brazil improves logistics and operations to address demand. Record high Q3'13 EBITDA, constrains yoy comparison.

(€ million)	EBITDA							
	Jan - Sep				3 rd Quarter			
	2014	2013	Var. %	Var. % LC	2014	2013	Var. %	Var. % LC
Brazil	232.3	304.2	-23.6	-15.1	89.2	113.3	-21.3	-20.1
Argentina & Paraguay	84.6	79.3	6.7	62.5	30.7	33.8	-9.3	34.8
Portugal & Cape Verde	21.1	20.0	5.7	5.7	11.7	20.2	-42.4	-42.4
Africa	108.1	87.5	23.5	35.0	37.9	30.1	25.8	33.0
Trading & Others	1.6	-5.2	n.m.	n.m.	0.2	-0.2	n.m.	n.m.
Consolidated Total	447.7	485.8	-7.8	6.5	169.6	197.3	-14.0	-7.3
EBITDA margin	22.9%	24.5%	-1.5 p.p.	-1.8 p.p.	23.9%	28.8%	-4.8 p.p.	-5.3 p.p.

Brazil: reinforced footprint requires logistic and operational efforts.

Argentina and Paraguay: operations improvement penalized by fx. *Anti-trust* fine (€23M) in 2013.

Portugal and Cape Verde: 9M'13 affected by non recurring restructuring costs (€18M) and €11M sale of assets.

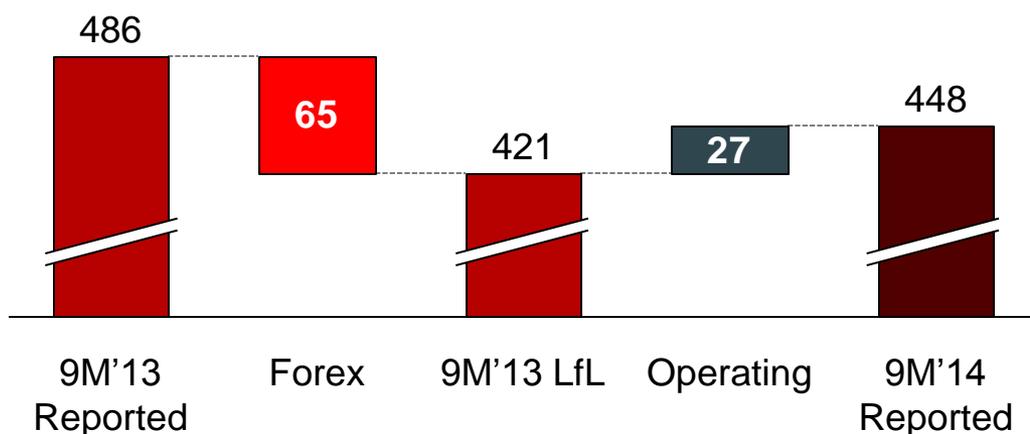
Egypt: Dynamic commercial approach positively affects volumes and EBITDA margin.

Mozambique: operating improvements, mainly in limestone supply, increased competitive edge.

South Africa: local footprint reinforcement, commercial strategy and improvements in productivity allow EBITDA growth.

Trading: efficient expansion of business.

€ million





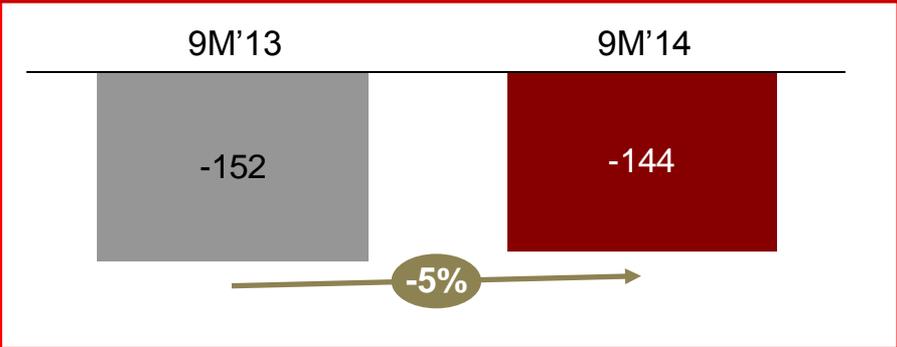
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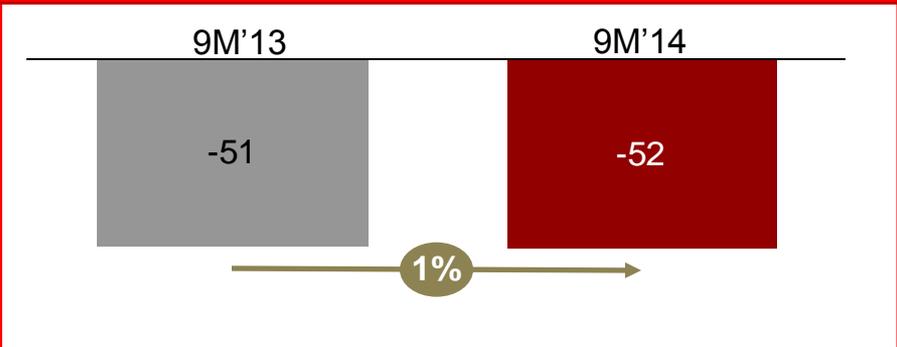
2. Results

3. Financing Structure

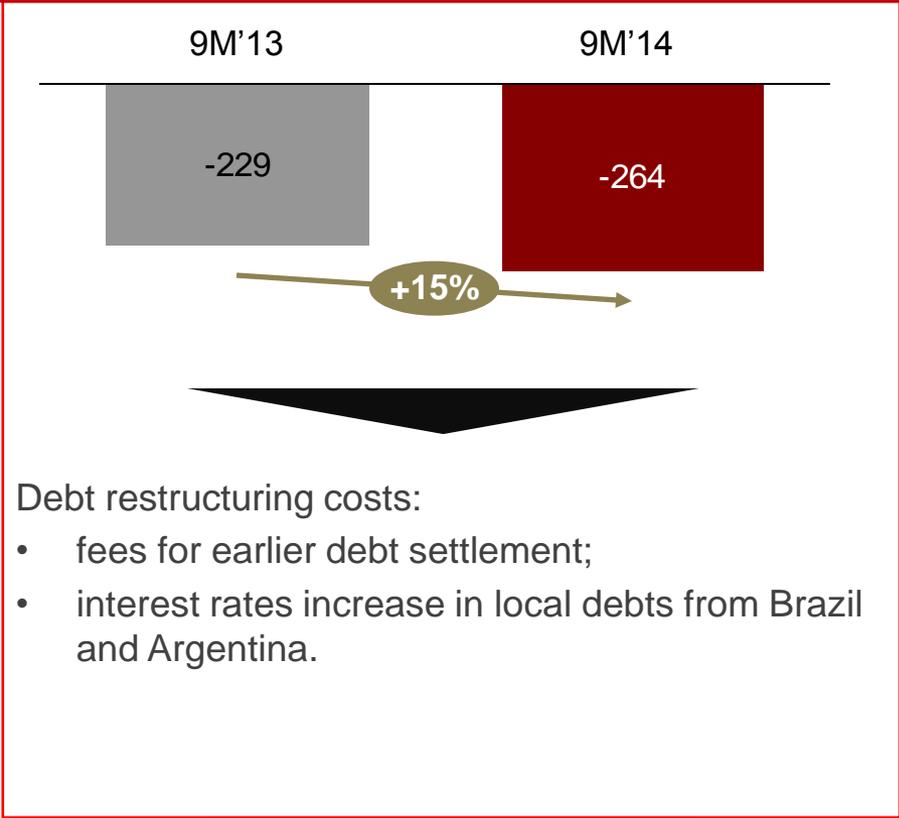
Depreciation and Amortisations



Income Taxes



Financial Results



€ million ● YoY change

Financials suffers Euro depreciation against USD in Q3.
 Net Income attributable to shareholders: €-10.4M.

(€ million)	Income Statement					
	Jan - Sep			3 rd Quarter		
	2014	2013	Var. %	2014	2013	Var. %
Turnover	1,952.3	1,984.5	-1.6	709.3	686.0	3.4
Net Operational Cash Costs	1,504.6	1,498.7	0.4	539.4	488.7	10.4
Operational Cash Flow (EBITDA)	447.7	485.8	-7.8	169.9	197.3	-13.9
Amortisations	144.4	152.0	-5.0	54.1	44.4	21.8
Operating Income (EBIT)	303.4	333.8	-9.1	115.8	152.8	-24.2
Financial Results	-264.2	-229.4	15.2	-94.3	-43.2	118.4
Pre-tax Income	39.1	104.5	-62.6	21.5	109.6	-80.4
Income Tax	52.2	51.5	1.4	30.1	23.6	27.5
Net Income	-13.0	53.0	n.m.	-8.6	86.0	n.m.
Attributable to:						
Shareholders	-10.4	65.7	n.m.	-4.6	66.1	n.m.
Minority Interests	-2.6	-12.7	-79.3	-4.1	19.9	n.m.



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3. Financing Structure

Improved Debt profile: maturity increases and €/USD hedge
 Debt prepayment results in 4% decrease of Total Assets.
 Net Debt increases to €2,684M, reflects €80M fx impact.

Consolidated Balance Sheet Summary

(€ million)	30 Sep 2014	31 Dec 2013	Var. %
Assets			
Non-current Assets	5,308	5,155	3.0
Current Assets			
Cash and Equivalents	771	1,278	-39.7
Other Current Assets	844	760	11.1
Total Assets	6,923	7,194	-3.8
Shareholders' Equity attributable to:			
Equity Holders	1,454	1,348	7.8
Minority Interests	839	911	-7.9
Total Shareholders' Equity	2,293	2,259	1.5
Liabilities			
Loans & Obligations under finance leases	3,491	3,744	-6.8
Provisions & Employee benefits	142	143	-0.7
Other Liabilities	997	1,048	-4.8
Total Liabilities	4,630	4,934	-6.2
Total Liabilities and Shareholders' Equity	6,923	7,194	-3.8

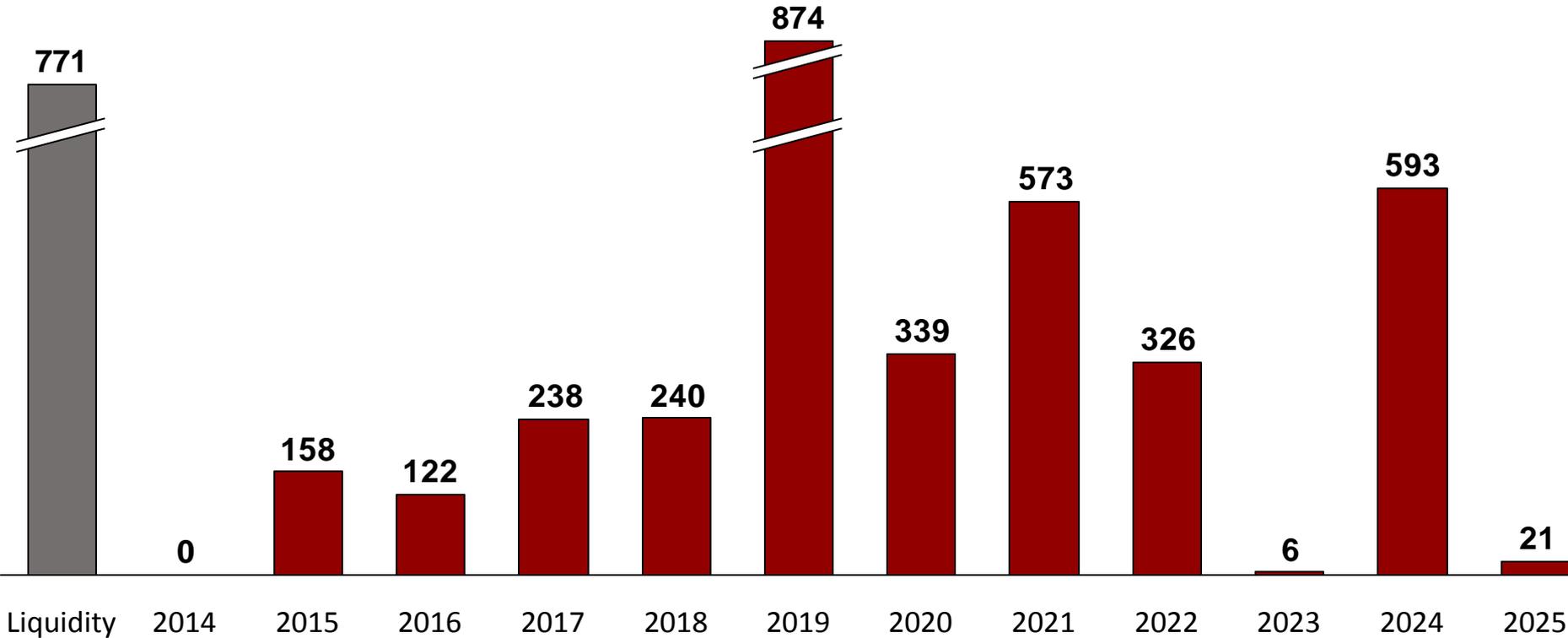
Focus on operations and working capital discipline generates cash, **strengthen Balance Sheet**

2014 Debt restructuring leads to attractive debt profile:

- No material commitments before 2019. Liquidity covers 4 years.
- Average debt maturity of 6.11 years.
- €/USD hedge and more instruments with fixed rates.

September 30, 2014

Maturities:



Note: Figures reported on note s to Financial Statements (no. 9 and 10), therefore not considering Derivatives coverage

- €60M Free Cash Flow generation on Q3.
- EBITDA affected by forex and seasonal effect.
- Working capital increases reflects 2013 commitments with capex suppliers.
- Capex discipline.

€ million	2013		2014		LTM Sep.14
	FY	9M	1H	9M	
Adjusted EBITDA	742	533	278	448	657
Working Capital	-118	-154	-118	-115	-79
Others	-30	-38	2	3	11
Operating Activities	594	341	163	336	589
Interests Paid	-227	-182	-104	-197	-243
Income taxes Paid	-106	-31	-13	-17	-93
Cash Flow before investments	260	129	45	121	253
CAPEX	-331	-266	-102	-140	-205
Assets Sales / Others	45	-31	-27	-5	71
Free Cash Flow to the company	-26	-168	-84 →	-24	118
Borrowings, financing and debentures	473	352	813	1387	1508
Repayment of borrowings, financ. and debent.	-443	-207	-1208	-1851	-2087
Capital Increases	534		0	0	534
Dividends	-17	-8	-2	-2	-11
Other financing activities	-100	-95	-85	-85	-90
Changes in cash and cash equivalents	421	-126	-566	-575	-28
Exchange differences	-184	-101	17	45	-38
Cash and cash equivalents, End of the Period	1228	763	679	697	697



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