ANNUAL REPORT

2014

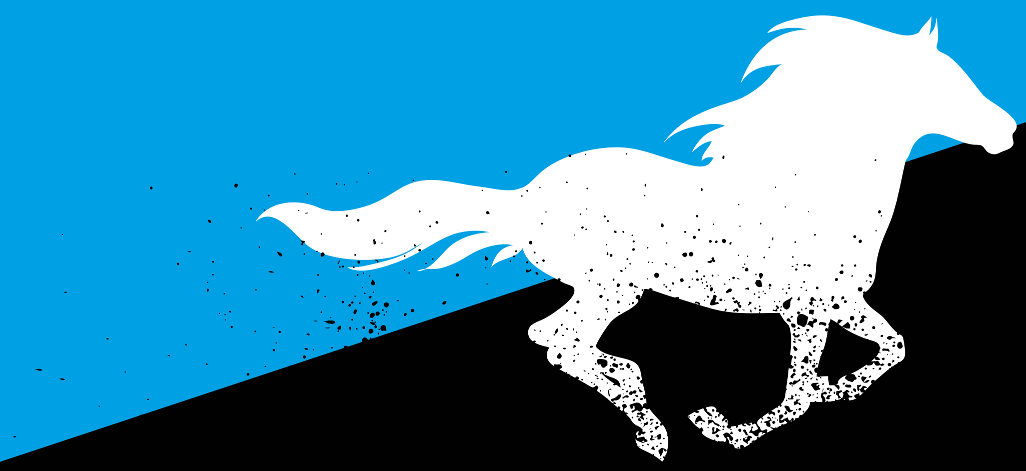
grupo visabeira

“IF I HAD AS
WHAT THEY
THEY WOULD
FASTER H

HENRY FORD (

KED PEOPLE
Y WANTED,
D HAVE SAID
ORSES!”

(1863-1947)



2014

grupo visabeira

ANNUAL REPORT

TC

TABLE OF CONTENTS

THE VISABEIRA

V

G

GROUP

01

MISSION

To continuously innovate and improve all products and services that make up our global portfolio, with the goal of exceeding our customers' expectations by anticipating their needs and preferences, thus achieving their full satisfaction and loyalty. While at the same time ensuring business growth through organic consolidation and acquisitions, optimising results by means of efficient resource management (human and material resources), a constant investment in valuing our employees and setting up an integrated and successful network with our partners.

VISION

To be a multinational widely expanding economic group, searching for leadership in all sectors and markets where we operate, making a difference by the innovative concepts and integrated solutions that create value for our customers and shareholders.

VALUES

We consider the following values as the fundamental pillars of our performance:

Creativity
Innovation
Competitiveness
Dynamism
Ambition

These values, when associated with the Visabeira brand, establish our positioning and guide the actions of all professionals in the organisation.

SPIRIT OF CONQUEST

To be conquered, a projection must be outlined and built. Behind the initial impetus that promotes it is a set of skills thoroughly worked and improved. The first athlete departing from the blocks, in a speed race, gains a decisive advantage over the others. But to achieve it, we required meticulous physical preparation, total dedication to training, an unwavering ability to be focused and a huge determination in achieving the goal. The start itself is worked and repeated until the optimum execution is reached. This is the first advancement. The projection does not end with the start, because in a high-performance environment all aspects have to be considered in order to achieve a decisive advantage. Success and final recognition are achieved only by keeping up with the speed, strength, endurance and will.

Thus has stood Visabeira over its 35 years of activity, which have required from all its companies a constant technical and strategic evolution, without loss of momentum. We are proud to say that we keep up with our competitiveness and competitive spirit. Similarly, we are proud to stress those who have helped us build up on each advancement, experience and confidence: our partners, our customers and our employees. A happy intersection of ambitions and capabilities that finds in challenges a constant push for new achievements.

Our good results are thus due to a sum of determined moves, framed by a vision with a great scope. A vision that anticipates trends and obstacles. That foresees opportunities. And that advances in a deliberate way, supported by a solid practice.

By placing men and resources on the ground in different areas of activity and in various geographical locations around the globe, we have proved our ability to adapt and our respect for different realities in which we operate, evident in the integration of local resources and the ultimate success of our activities. We designed to build. Together. Thus, we made the name of Visabeira known to the whole world, and all places have become part of our identity.

The projection covers a broad spectrum of interests and an inexhaustible ability to broaden horizons. By building it, we have evolved in intelligence and maturity to face our status, and what is required of us to maintain it. We know that the advantages are not only acquired at the starting blocks, provided that all success factors intervene along the path to the goal. And we also know, with all certainty, that the projection, because of being obtained the hard way, must be continually earned.

MESSAGE FROM THE CHAIRMAN

The consolidated turnover increased by 12%, to EUR 632 million, and the weight of foreign markets increased to 57% - a record value never achieved before.

The Visabeira Group is stronger. In 2014 we strengthened our positions, nationally and internationally, in the various sectors in which we operate. At present, we have active operations in 15 countries, we give employment to 9,500 workers and we market our products and services in over 70 countries.

The consolidated turnover increased by 12%, to EUR 632 million, and the weight of foreign markets increased to 57% - a record value never achieved before. The EBITDA exceeded EUR 98 million (an increase of 19% compared to 2013) and the recurring operating income stood at EUR 66 million - 11% more than in the previous year.

All this allowed us to achieve a net profit above EUR 13 million, which is almost three times that which was achieved in 2013.

The growth rates of the Visabeira Group in 2014 would always be relevant, but the national and international economic context in which they were achieved makes these results all the more significant.

After 34 years, we feel very proud of having once again achieved record figures. For us, this is the best recognition for our operational efficiency, for our progressive competitive position, for the strict financial control, and for our results-oriented management.

However, in 2014 we did even more. We strengthened vertical accountability in each sector and their respective leaderships, thus promoting a more intense focus on the business. We optimized the capabilities and skills of our professionals, seeking ever greater effectiveness in terms of sustainability and rationalization of resources.

The governance model has also evolved, namely by having included in the Board of Directors the business leaders that lead the various areas of the Visabeira Group worldwide.

The direct benefits of this model are the optimization of skills and maximizing synergies, complementary to the traditional strict policies. A development that will allow us to achieve increasing levels of productivity and value creation.

We count on all those who contribute towards the success of the Visabeira Group: on our partners with their active and dynamic cooperation; on our employees, with their professionalism and competence; and on our shareholders, with their trust and dedication. And, above all, on our customers, for the competitive and demanding way they honour us with their preference. To all, our deepest gratitude.

The EBITDA exceeded EUR 98 million - an increase of 19% compared to 2013 - and the net result was above EUR 13 million, almost three times the EBITDA achieved in the previous year.

In 2015, we want to grow in the countries where we are already installed, while also expanding into new geographical locations, namely by strengthening our position in Africa, by strengthening our operations in Northern Europe and Central America, and by getting into new regions such as the Middle East and South Asia.

In the future, we shall remain alert to new markets and opportunities, confident in our proven ability to simultaneously manage several businesses on a global scale.

With these ambitions we combine our greatest commitment: to project the Visabeira brand supported by growth and precision.

Tomorrow starts to be built today. We count on you.

Fernando Campos Nunes
Chairman of the Board of Directors

G

Fernando Campos Nunes
Chairman of the
Board of Directors

CORPORATE BODIES
GRUPO VISABEIRA
SGPS, SA

Fernando Campos Nunes

João Manuel Pisco de Castro
Pedro Manuel Nogueira Reis
Alexandra da Conceição Lopes
Nuno Miguel Rodrigues Terras Marques
Lázaro Ferreira de Sousa
António Jorge Xavier da Costa
Nuno Maria Pinto de Magalhães Fernandes Thomaz

V

BOARD OF THE GENERAL ASSEMBLY
Leopoldo de Sousa Camarinha Chairman
Marta Albuquerque Santos Secretary

STATUTORY AUDITOR
Ernst & Young, Audit & Associados - SROC, SA
Represented by Rui Manuel da Cunha Vieira

João Manuel
Pisco de Castro
Deputy Chairman of the
Board of Directors

Pedro Manuel
Nogueira Reis
Deputy Chairman of the
Board of Directors

Alexandra
da Conceição Lopes
Member of the
Board of Directors

Nuno Miguel Rodrigues
Terras Marques
Member of the
Board of Directors

Lázaro Ferreira de Sousa
Member of the
Board of Directors

Nuno Maria Pinto
de Magalhães Fernandes Thomaz
Member of the Board of Directors
Representing Caixa Capital
Social de Risco, SA

António Jorge Xavier da Costa
Member of the
Board of Directors
Representing Portugal
Capital Ventures, SA

GB

GOVERNING BODIES

	VISABEIRA GLOBAL SGPS, SA	VISABEIRA INDÚSTRIA SGPS, SA
BOARD OF DIRECTORS	João Manuel Pisco de Castro Chairman Pedro Manuel Nogueira Reis Vice-Chairman Nuno Miguel Rodrigues Terras Marques José Luís Borba de Campos Nogueira Alexandra da Conceição Lopes Jorge Manuel Ferreira Guimarães Sousa António Carlos Ferreira Perpétua Domingos Gonçalo Soares Sampaio José Manuel Carreiras Carrilho Representing Caixa Capital Sociedade de Capital de Risco, SA António Jorge Xavier da Costa Representing Portugal Capital Ventures, SA	Lázaro Ferreira de Sousa Chairman João Manuel Pisco de Castro Vice-Chairman Alexandra da Conceição Lopes José Manuel Carreiras Carrilho Representing Caixa Capital Sociedade de Capital de Risco, SA António Jorge Xavier da Costa Representing Portugal Capital Ventures, SA
GENERAL ASSEMBLY	Leopoldo de Sousa Camarinha Chairman Marta Albuquerque Santos Secretary	Manuel Marques da Costa Figueiredo Chairman Marta Albuquerque Santos Secretary
STATUTORY AUDITOR	**Rui Manuel da Cunha Vieira and alternate member Pedro Jorge Pinto Monteiro da Silva e Paiva** Representing Ernst & Young, Audit & Associados - SROC, SA	

VISABEIRA TURISMO
SGPS, SA

Frederico de Freitas Costa
Chairman

Alexandra da Conceição Lopes

Alcides Saraiva de Aguiar

José Eduardo Arimateia Antunes

José Manuel Carreiras Carrilho
Representing Caixa Capital Sociedade de Capital de Risco, SA

António Jorge Xavier da Costa
Representing Portugal Capital Ventures, SA

Manuel Marques da Costa Figueiredo
Chairman

Marta Albuquerque Santos
Secretary

VISABEIRA IMOBILIÁRIA
SGPS, SA

José Eduardo Arimateia Antunes
Chairman

João Manuel Pisco de Castro
Vice-Chairman

Carlos Gomes Nogueira

Alexandra da Conceição Lopes

José Manuel Carreiras Carrilho
Representing Caixa Capital Sociedade de Capital de Risco, SA

António Jorge Xavier da Costa
Representing Portugal Capital Ventures, SA

Leopoldo de Sousa Camarinha
Chairman

Marta Albuquerque Santos
Secretary

VISABEIRA PARTICIPAÇÕES
SGPS, SA

Alexandra da Conceição Lopes
Chairman

João Manuel Pisco de Castro
Vice-Chairman

Jorge Manuel Esteves Costa

José Manuel Carreiras Carrilho
Representing Caixa Capital Sociedade de Capital de Risco, SA

António Jorge Xavier da Costa
Representing Portugal Capital Ventures, SA

Manuel Marques da Costa Figueiredo
Chairman

Marta Albuquerque Santos
Secretary

Rui Manuel da Cunha Vieira and alternate member
Pedro Jorge Pinto Monteiro da Silva e Paiva
Representing Ernst & Young, Audit & Associados - SROC, SA

EP OWNERSHIP STRUCTURE

85% VISABEIRA GLOBAL SGPS, SA

Viatel	**99.29%**
Fibroglobal	94.98%
PDT	100.00%
Visabeira	**60.00%**
Aceec	50.00%
DST/ Visabeira, ACE	50.00%
Yetech México	50.00%
Beiragás	**23.52%**
Naturenergia	**100.00%**
Visagreen	**100.00%**
Real Life Technologies	**65.00%**
Real Life Technologies (MZ)	98.00%
Real Life Academy (MZ)	98.00%
Edivisa	**100.00%**
Visacasa	**100.00%**
Vibeiras	**11.07%**
TVCABO (MZ)	**50.00%**
Televisa (MZ)	**50.00%**
Constructel África (MZ)	**100.00%**
Electrotec Energia (MZ)	**49.00%**
Electrotec Engenharia (MZ)	80.00%
Vibeiras (MZ)	59.00%
Selfenergy Moçambique	40.00%
Sogitel (MZ)	**75.00%**
Intelvisa (MZ)	**49.00%**
Visaqua (MZ)	50.60%
Hidroáfrica (MZ)	**81.90%**
TVCABO Angola	**50.00%**
Comatel (AO)	**100.00%**
Edivisa (AO)	**99.00%**
Electrovisa (AO)	**99.00%**
Constructel (FR)	**99.27%**
SCI Constructel (FR)	99.90%
MECI (FR)	**100.00%**
Gatel (FR)	**100.00%**
Constructel Belgique	**96.77%**
Constructel GMBH (DE)	**100.00%**
Constructel Sweden	**100.00%**
Constructel UK	**100.00%**
Constructel Denmark	**100.00%**
Constructel LLC (RU)	**100.00%**
Constructel (DO)	**51.00%**
Televisa Marrocos	**80.00%**

100% VISABEIRA INDÚSTRIA SGPS, SA

Cerutil	**100.00%**
Bordalgest	55.97%
Bordalo Pinheiro	83.99%
Vista Alegre Atlantis	81.60%
Ambitermo	**50.99%**
Ambitermo Maroc	100.00%
Mob	**97.78%**
Mob Cuisines (FR)	100.00%
Pinewells	**66.53%**
Granbeira	**98.75%**
Marmonte (MZ)	**80.00%**
Agrovisa (MZ)	**99.98%**
Celmoque (MZ)	**70.38%**
Tubangol (AO)	**95.00%**
Álamo (AO)	**95.00%**
Visaconstroi (AO)	**95.00%**

GRUPO VISABEIRA SGPS, SA

Fernando Campos Nunes (NCFGEST, SGPS, SA) **78.53%**

Caixa Capital, SA (CGD Group) **6.81%** | Portugal Capital Ventures, SA **4.11%**

100% VISABEIRA TURISMO SGPS, SA

Tur. Resort Montebelo	99.83%
VAA Empreendimentos Tur.	80.99%
Doutibelo	20.00%
Sem Amarras	20.00%
Movida	94.17%
Mundicor	100.00%
Ródia	100.00%
Zambeze	50.00%
Prato Convivas	100.00%
Turvisa (MZ)	95.00%
Inhambane (MZ)	80.00%
Imobiliária Panorama (MZ)	70.00%
Milibangalala (MZ)	69.00%
Soginveste (MZ)	70.00%
Zambeze Village (MZ)	90.00%

100% VISABEIRA IMOBILIÁRIA SGPS, SA

Visabeira Imobiliária	100.00%
Ifervisa	100.00%
Imovisa (MZ)	49.00%

100% VISABEIRA PARTICIPAÇÕES SGPS, SA

Benetrónica	100.00%
Iutel	50.00%
Rentingvisa	100.00%
Parque Desportivo de Aveiro	54.57%
Visabeira Saúde	100.00%
Porto Salus	79.50%
2 Logical	50.97%
Visab. Knowledge & Research	89.70%
Hosp. Nª Sr.ª da Arrábida	20.00%
Visabeira Pro - Estud. e Inv.	100.00%
Gevisar	30.00%
Visabeira Moçambique	100.00%
Autovisa (MZ)	80.00%
Imensis (MZ)	49.00%
Martifer Amal (MZ)	35.00%
Build Down & B. Up (MZ)	50.00%
Caetano Formula (MZ)	21.00%
Spinarq (MZ)	30.00%
Mercury Comercial (MZ)	95.00%
Combustíveis Songo (MZ)	99.00%
QVZ Associados (MZ)	30.00%
Mercury South Africa	100.00%
Visabeira Angola	99.00%
Convisa Engenharia (AO)	50.00%
Convisa Turismo (AO)	50.00%
Visarocha (AO)	60.00%
Visatur (AO)	95.00%
Agrovisa(AO)	95.00%
Visasecil (AO)	70.00%
Visauto (AO)	95.00%
Mercury (AO)	99.00%
Catari Angola	95.00%
Visabeira Espanha	60.00%

MOST RELEVANT
WITHIN THE HOLDING STRUCTURE

Visabeira Turismo e Imob.	100.00%
Fundo Invest. Imob. Tur. II	0.24%
Visabeira Foundation	9.00%
Mozambique Insurance	4.50%

WWA

WHERE WE ARE

Incorporated in Viseu, in the centre of Portugal, at the dawn of the 1980s, the Visabeira Group is currently a multinational holding present in many countries around the globe. Staying true to its origins, Visabeira has grown in a sustained way over 34 years of activity, showing great ability to adapt to the needs and demands of the markets and to the social and technological developments, establishing new goals and overcoming growing challenges, always with the approach of creating value for its customers and partners.

Presently Visabeira is the result of a path matured by its dynamics and experience, in line with its times, based on a multi-purpose structure consisting of highly competent and dedicated employees that share a philosophy of precision.

Globally present in the most diverse areas of activity, including telecommunications, energy, industry and tourism, Visabeira earned a global reference position and is known for its wide range of "turnkey" products and solutions, combined with a swift response capacity.

PRESENT WITH COMPANIES

AFRICA	AMERICA	EUROPE	EUROPE
South Africa	Brazil	Germany	France
Angola	USA	Belgium	Portugal
Morocco	Dominican Republic	Denmark	UK
Mozambique		Spain	Sweden

PRESENT WITH PRODUCTS / SERVICES

AFRICA
Algeria
Cape Verde
Egypt
Guinea-Bissau
Lebanon
Namibia
Nigeria
Tunisia
Zimbabwe

AMERICA
Argentina
Canada
Chile
Colombia
Guatemala
Honduras
Mexico
Panama
Venezuela

ASIA
Saudi Arabia
Azerbaijan
Belarus
Kazakhstan
China
South Korea
United Arab Emirates
Israel
Japan
Kuwait
Macau
Qatar
Singapore
Taiwan
Timor Lorosae

EUROPE
Austria
Cyprus
Estonia
Finland
Greece
Netherlands
Hungary
Ireland
Italy
Latvia
Lithuania
Luxembourg
Malta
Moldavia
Monaco
Norway
Poland

EUROPE
Czech Republic
Romania
Russia
Serbia
Switzerland
Turkey
Ukraine

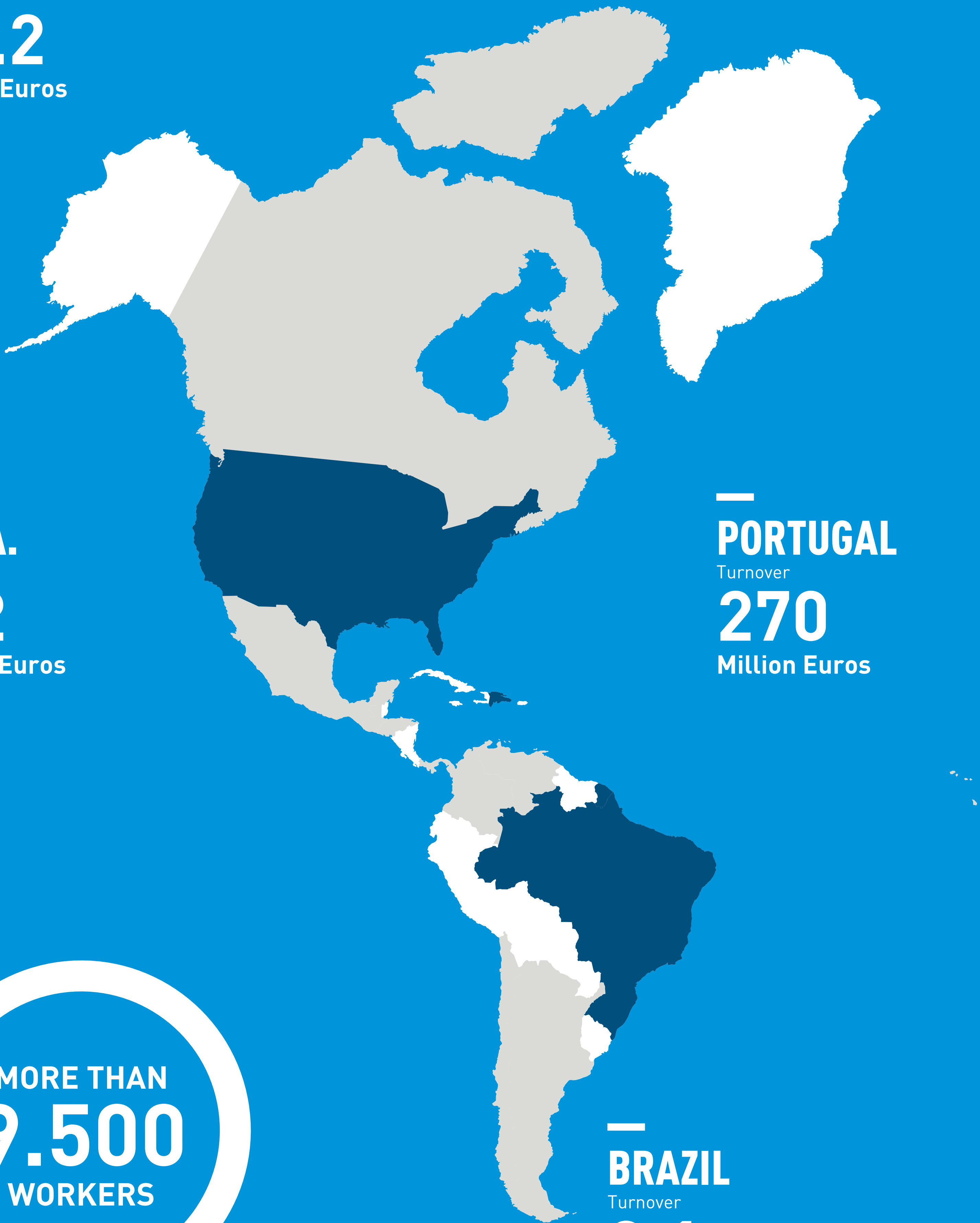
OCEANIA
Australia

OTHER COUNTRIES

Turnover

26.2

Million Euros



U.S.A.

Turnover

3.2

Million Euros

PORTUGAL

Turnover

270

Million Euros

BRAZIL

Turnover

3.1

Million Euros

MORE THAN

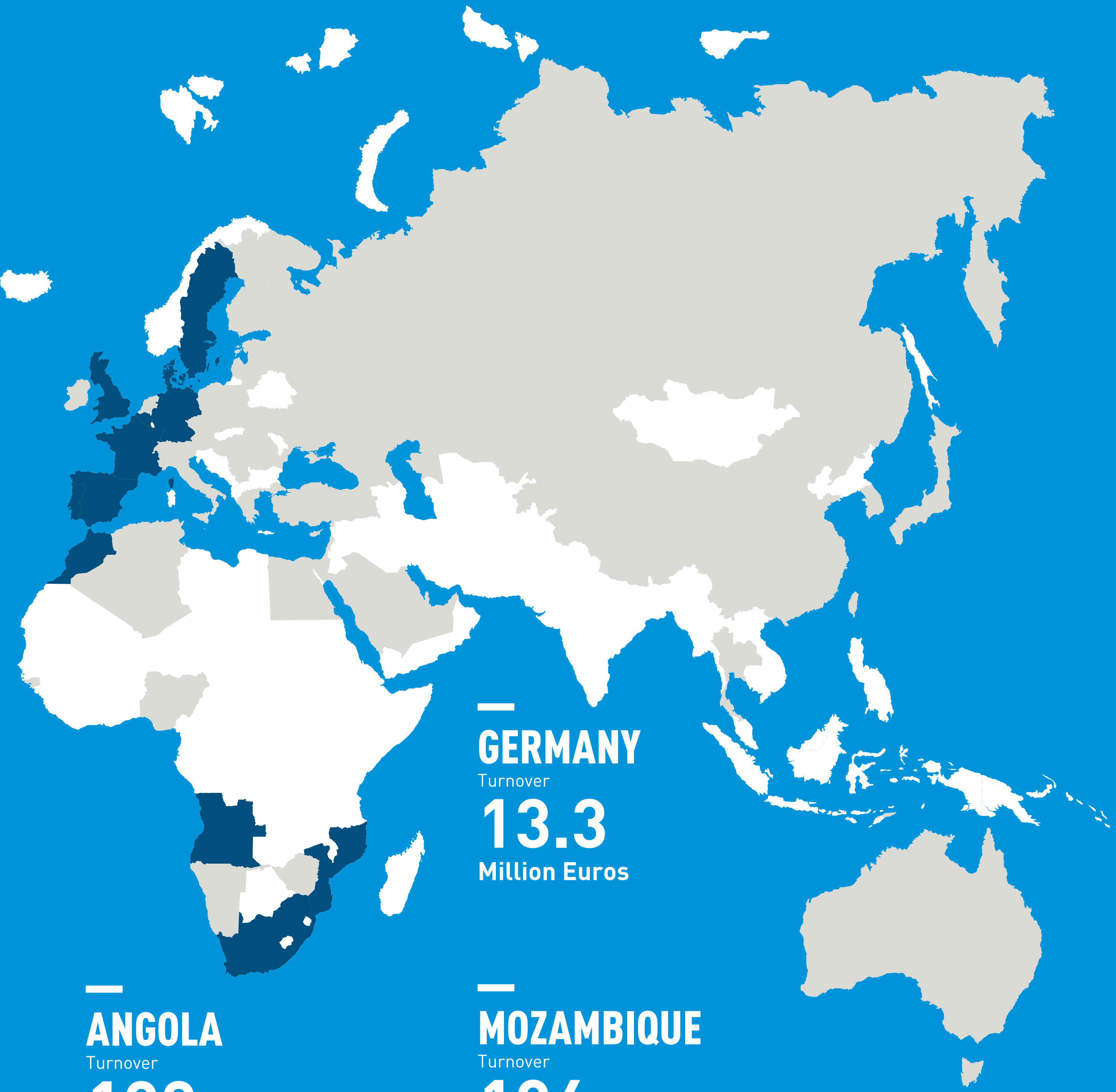
9.500

WORKERS

SPAIN
Turnover
14.2
Million Euros

FRANCE
Turnover
87.6
Million Euros

BELGIUM
Turnover
7.8
Million Euros



GERMANY
Turnover
13.3
Million Euros

ANGOLA
Turnover
102
Million Euros

MOZAMBIQUE
Turnover
104
Million Euros

MBA
MAIN BUSINESS AREAS

Visabeira has adopted a position of integration and complementarity in every aspect of its business. This position has been the main pillar of the consolidated development that has characterised its growth dynamics. Persistence and attention to detail are common to all companies owned by the Group, at all stages of their expansion, contributing to consolidate experience, to learn lessons and to improve know-how. These gains are continuously articulated, generating a solid and versatile structure, better prepared to face risks, to establish new partnerships, and to generate new trade and technological dialogues, creating greater responsiveness and higher rates of customer satisfaction.

VISABEIRA GLOBAL

TELECOMMUNICATIONS
TECHNOLOGY
ENERGY
CONSTRUCTION

VISABEIRA INDUSTRY

CERAMICS AND CRYSTALS
KITCHENS
BIOFUELS AND THERMAL ENERGY
NATURAL RESOURCES

VISABEIRA TOURISM

HOSPITALITY
RESTAURANTS
ENTERTAINMENT AND LEISURE
SPORTS AND WELLNESS

VISABEIRA REAL ESTATE

TRADE
HOUSING
TOURISM
MANAGEMENT AND SERVICES

VISABEIRA FINANCIAL HOLDINGS

INVESTMENT
TRADING
HEALTH
SERVICES

VISABEIRA GLOBAL

Visabeira Global is a branch of Visabeira, which aggregates the Telecommunications, Energy, Construction and Technology segments. Operating in several countries, it is a partner of excellence for several global players, both for its own skills throughout the various value chains, as well as for the capacity to integrate different specialties, being an actual reference in terms of competitiveness, technology and innovation in the global market.

VG

CORPORATE BODIES
VISABEIRA GLOBAL SGPS, SA

BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

Pedro Manuel Nogueira Reis
Deputy Chairman of the Board of Directors and Chairman of the Executive Committee

João Manuel Pisco de Castro
Chairman of the Board of Directors

Nuno Miguel Rodrigues Terras Marques
Member of the Board of Directors and Vice-Chairman of the Executive Committee

António Carlos Ferreira Rocha Perpétua
Member of the Board of Directors and Member of the Executive Committee

Domingos Gonçalo Soares Sampaio
Member of the Board of Directors and Member of the Executive Committee

BOARD OF THE GENERAL ASSEMBLY

Leopoldo de Sousa Camarinha Chairman

Marta Albuquerque Santos Secretary

STATUTORY AUDITOR

Ernst & Young, Audit & Associados - SROC, SA

Represented by Rui Manuel da Cunha Vieira

Alexandra da Conceição Lopes
Member of the Board of Directors and Member of the Executive Committee

Jorge Manuel Ferreira Guimarães Sousa
Member of the Board of Directors and Member of the Executive Committee

José Luís Borba de Campos Nogueira
Member of the Board of Directors

José Manuel Carreiras Carrilho
Member of the Board of Directors
Representing Caixa Capital Social de Risco, SA

António Jorge Xavier da Costa
Member of the Board of Directors
Representing Portugal Capital Ventures, SA

TELECOMMUNICATIONS

Viatel
Fibroglobal
PDT
Televisa
Comatel
Constructel
Gatel
TVCABO Moçambique
TVCABO Angola

TECHNOLOGY

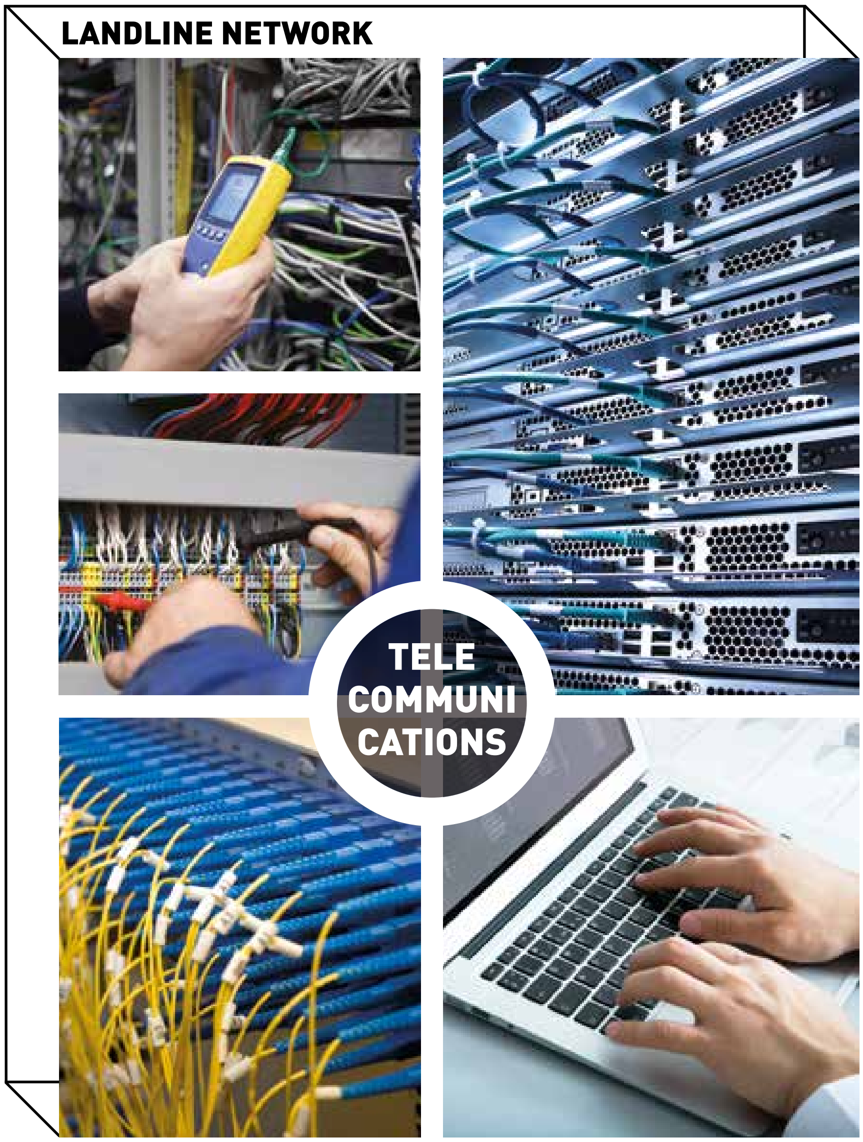
Real Life Technologies

ENERGY

Visabeira
Beiragás
Electrotec
Hidroáfrica
Meci
Selfenergy

CONSTRUCTION

Edivisa
Visacasa
Vibeiras
Sogitel
Visaconstroi



As a network operator, by providing electronic communications services through next-generation networks designed and built by Viatel, in less than two years Fibroglobal allowed

30,000 NEW CUSTOMERS

in remote areas, access to advanced telecommunications services. The network, which includes the 700 kilometres Graciosa-Corvo-Flores-Faial, submarine cable, covers 42 municipalities in the Centre region and 12 municipalities in the Azores.

Telecommunications represented an increase of

EUR 64.7 MILLION

in the aggregate turnover of Visabeira Global, reaching

EUR 395 MILLION,

with emphasis on the growth of Constructel in Europe (24% compared to 2013), by strengthening its position in France with Orange, by obtaining the first contracts in Germany with Deutsche Telekom, in the construction of FTTH networks, and by starting the network modernization project of TDC in Denmark, with Huawei.

In 2014, the total installed kilometres of high-, low- and medium-voltage lines, since 2010, reached 4,152 kilometres. In the context of electricity, Visabeira also completed 280,000 customer installations, contributing to a total turnover of

EUR 39.5 MILLION,

representing 69% turnover in its business area.
The energy sector (electricity, gas and renewables) achieved a turnover of

EUR 57.2 MILLION

Edivisa has started the restructuring project of the Vista Alegre Cultural Centre, in Ílhavo, with a budget of

EUR 9 MILLION,

to be completed by the summer of 2015. Operating in Portugal, Spain, France, Angola and Mozambique, Edivisa recorded a turnover of

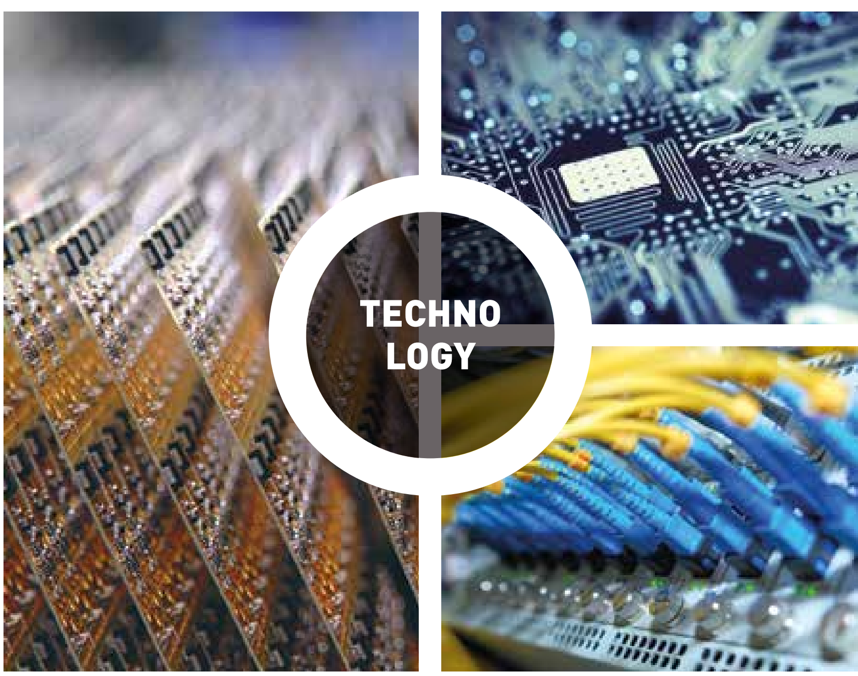
EUR 31.3 MILLION,

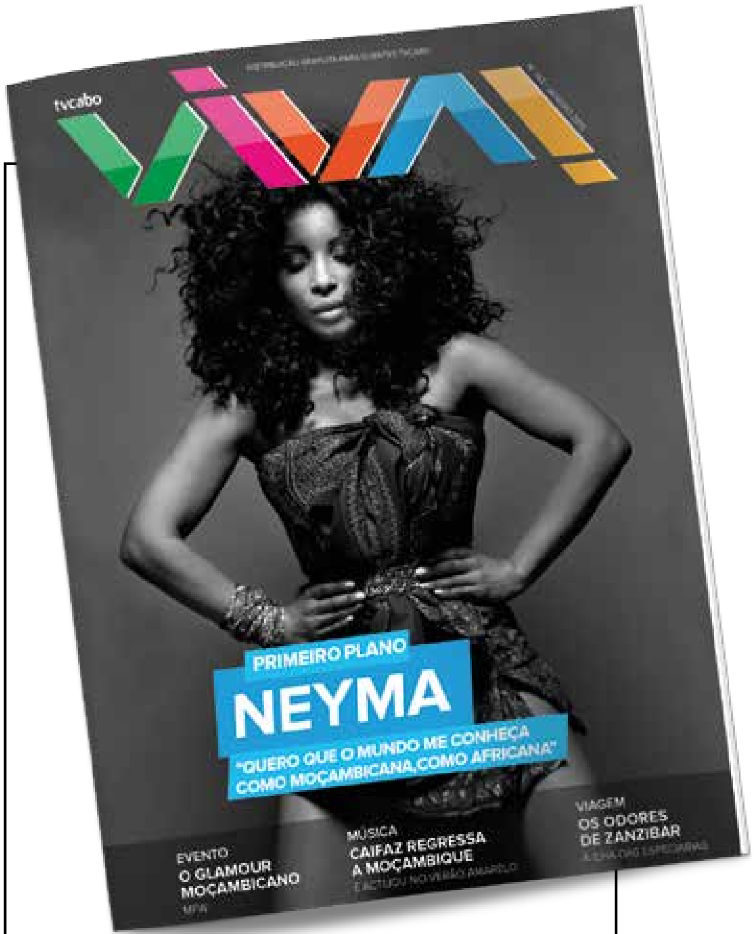
an increase of 5% compared to 2013.

Counting Cetelem, GALP, NOS, Jerónimo Martins, PT, REN, SONAE, Teixeira Duarte and Vodacom among its customers, Real Life Technologies is present in

14 COUNTRIES AND 3 CONTINENTS,

providing assistance to 500,000 references, managing 2,000 servers and running 100 technical tasks a day.





The VIVA! magazines keep promoting the culture of the respective countries, as well as disseminating the TVCABO channel programs. With over 20,000 copies printed in

ANGOLA

and 29,000 copies printed in

MOZAMBIQUE,

and available in

MOBILE PLATFORMS,

VIVA! is counted amongst the

PUBLICATIONS MOST READ.

Turnover in the telecommunications segment
in Angola recorded a

36% INCREASE.

TVCABO Angola, through the VIV brand, the single
triple-play provider in the country, grew by

32.5% IN NUMBER OF CUSTOMERS,

an increase in business value
of 42.5%, with enhanced presence
in Luanda, Benguela and Lubango.

In Mozambique, the turnover
in the telecommunications sector

GREW by 7%.

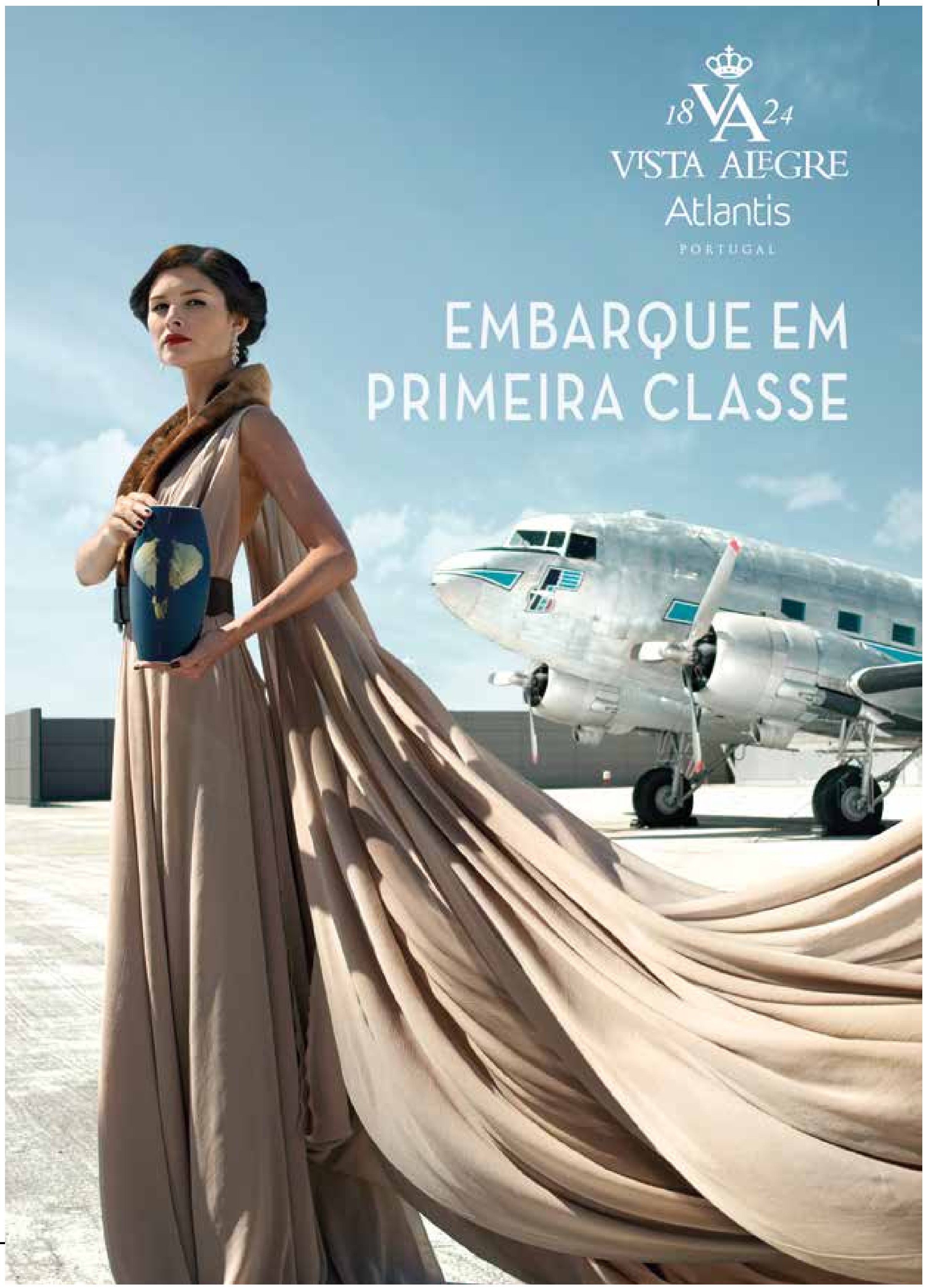
Under the VIV brand, TVCABO Mozambique,
a TV and Internet provider,

INCREASED by 28%

the number of customers, which represented
an increase of 15% in turnover,
enhancing its presence in Maputo,
Beira, Nampula, Tete and Pemba.

IN DUS TRY

Leveraged by vast multi-sector experience,
Visabeira operates in several production areas,
owning production plants in Portugal, Mozambique
and Angola, empowering the human capital
and leveraging the raw materials of the communities
in which it operates.
Experience, creating strategic synergies,
optimization of resources and versatility,
are trademarks of its performance in this area.


18 VA 24
VISTA ALEGRE
Atlantis
PORTUGAL
EMBARQUE EM
PRIMEIRA CLASSE

CERAMICS AND GLASSWARE

Cerutil
Vista Alegre
Atlantis
Bordallo Pinheiro

KITCHENS

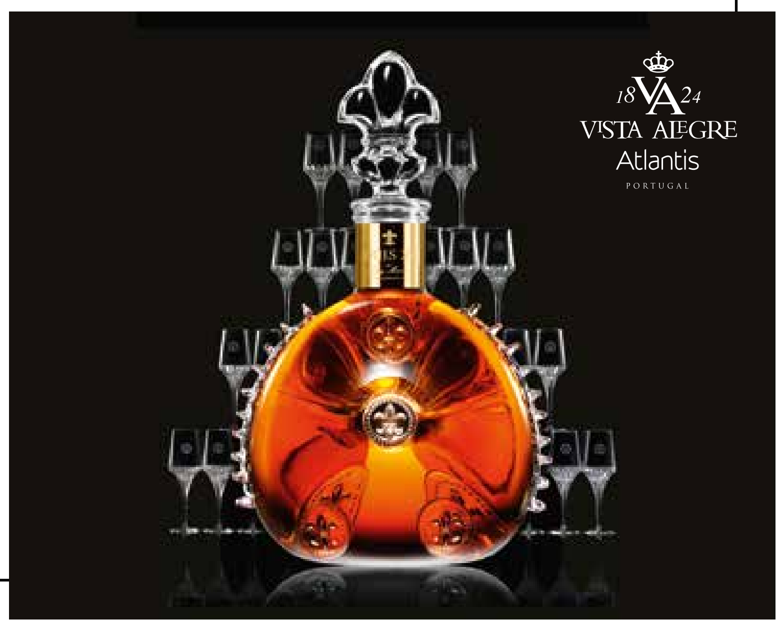
MOB Cozinhas

BIOFUEL AND THERMAL ENERGY

Pinewells
Ambitermo
Celmoque

NATURAL RESOURCES

Granbeira
Agrovisa
Álamo



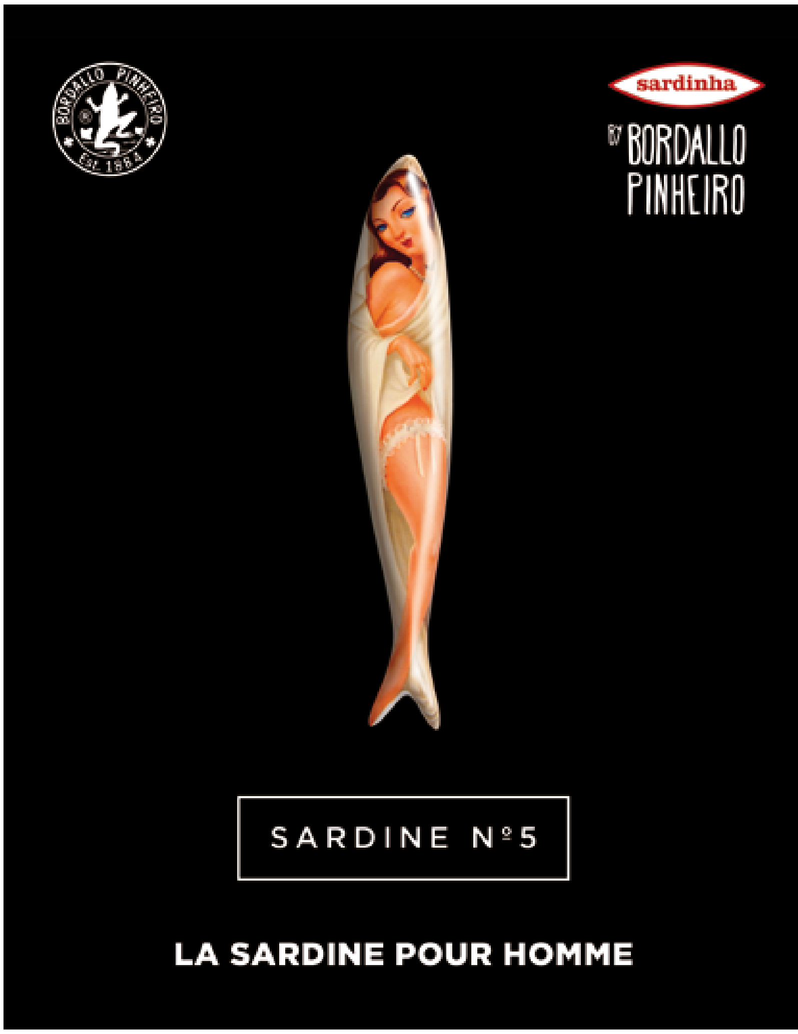
The brand Vista Alegre Atlantis, currently producing

15 MILLION PIECES A YEAR,

and exporting to 60 countries, invested

EUR 1 MILLION

in its first flagship store in Sao Paulo, thus having own stores in Spain, Portugal, Angola, Mozambique and Brazil, besides being present in several other countries, such as China and Mexico, with local partners.



In a year also marked by the launch of its new website and online store in Portugal and Spain, Bordallo Pinheiro produced about

1 MILLION PIECES,

exported to

31 COUNTRIES

and grew by 4.6%.

MOB Cozinhas (Kitchens) signed an investment protocol exceeding

EUR 4.5 MILLION

with the Force 10 group, from the United Arab Emirates, which includes design, manufacture and installation of

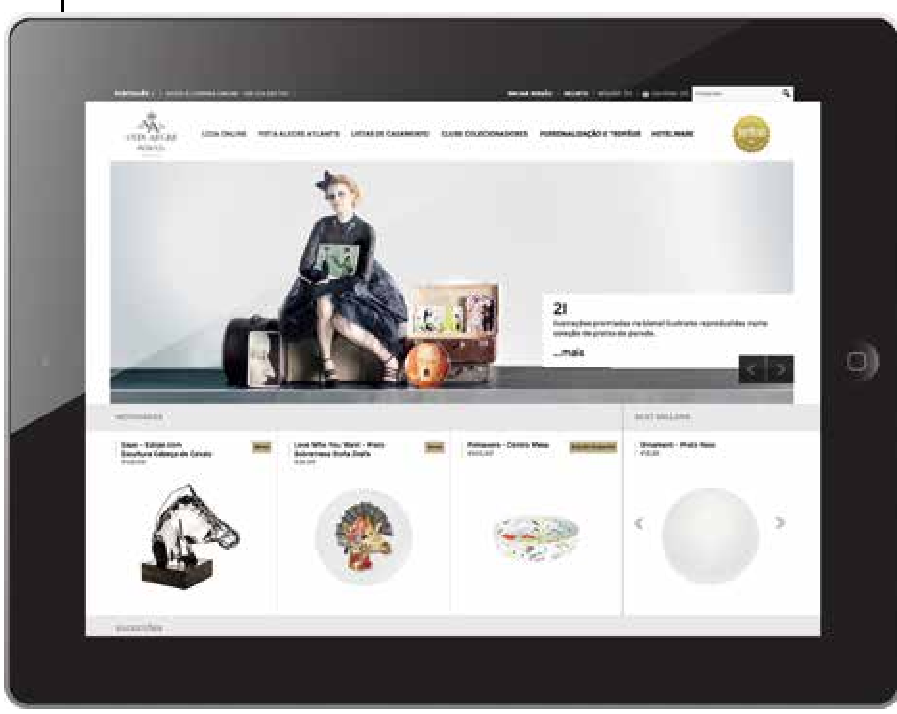
700 KITCHENS

for the Hidd Al Saadiyat Vilas project, a luxury condominium in Abu Dhabi.

Along with the increase in pellet production, thanks to the installation of its 5th press, Pinewells increased its turnover to

EUR 17.1 MILLION.

France and Germany were priority markets, although 85% of the production was exported to Denmark, Spain, England and Italy.



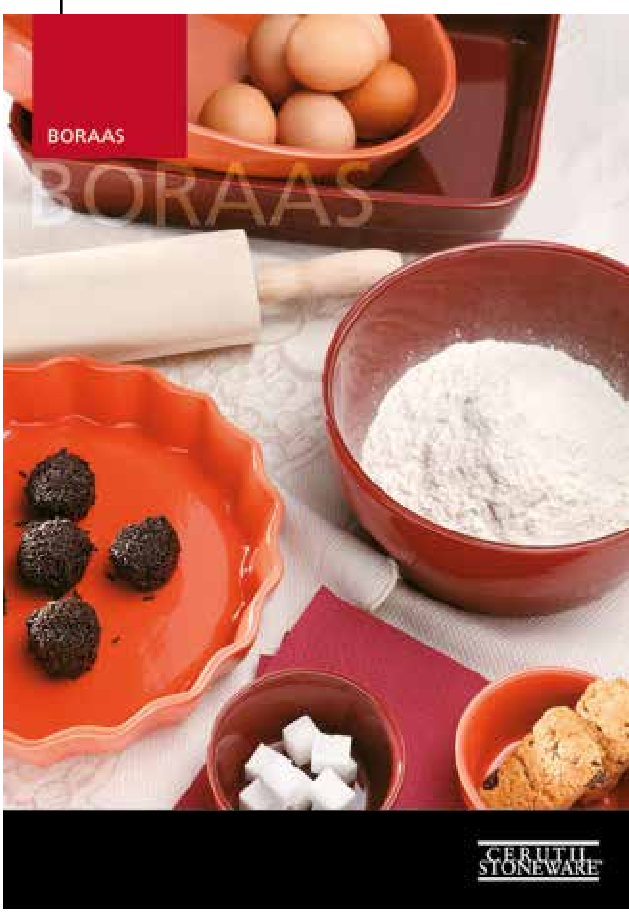
The launch of the new website and online store in the Iberian market resulted in a significant increase in the number of transactions compared to 2013, which recorded a

203% GROWTH IN ONLINE SALES.

Being able to manufacture

30 MILLION PIECES A YEAR,

with great energy efficiency, the sandstone tableware industrial unit belonging to the Vista Alegre Atlantis Group, in partnership with the IKEA Group, represented an investment of Eur 24.5 million. Its production is mainly aimed to the Portuguese, Spanish, French and Italian markets.



Cerutil, manufacturer and exporter of tableware, ovens and microwaves for

27 COUNTRIES,

recorded a turnover of

EUR 6 MILLION

in 2014, signaling a turnover growth in the Spanish, Dutch, South African, Irish and Egyptian markets.

TOU RISM

Montebelo Hotels & Resorts, a Visabeira brand for Tourism, has a wide offer in Portugal, including 5- and 4-star hotel units, restaurants, golf, conference centres and leisure, wellness and entertainment resorts.
In Mozambique, under the Girassol brand, Visabeira operates multi-purpose hotels of reference in Maputo, Lichinga, Nampula, Songo and in the Gorongosa National Park, as well as several restaurants.


V life
Conversa de
AMIGOS
A TALK BETWEEN FRIENDS
ZÉ PEDRO ZAMBEZE • CASA DA ÍNSUA
Memórias do
DAY AFTER
MEMORIES OF DAY AFTER
RUI VELOSO EXPOCENTER
ESPÍRITO
aventureiro
ADVENTUROUS SPIRIT
CATARINA FURTADO
MONTEBELO VISEU • GORONGOSA
GRUPO VISABEIRA MAGAZINE
Nº 5 2014

HOTELS

MONTEBELO HOTELS & RESORTS
Montebelo Aguieira Lake Resort & Spa
Montebelo Viseu Hotel & Spa
Casa da Ínsua
Palácio dos Melos
Hotel Príncipe Perfeito
Pateo Vera Cruz

GIRASSOL HOTÉIS
Girassol Bahia Hotel
Girassol Indy Congress Hotel & Spa
Girassol Gorongosa Lodge & Safari
Girassol Nampula
Girassol Lichinga
Girassol Songo

RESTAURANTS

Zambeze Restaurante
Forno da Mimi & Rodízio Real
Cervejaria Antártida
Rodízio do Gelo
Leitões do Palácio

ENTERTAINMENT AND LEISURE

Palácio do Gelo Shopping
Bar de Gelo Viseu
Mundicor

SPORTS AND WELLNESS

Montebelo Golfe
ForLife

Montebelo Golfe once again hosted the Centre stage of the Expresso BPI Golf Cup - Companies National Championship a competition played in eight regions, which, in 2014, gathered a total of

332 TEAMS AND 1,447 PLAYERS.

In addition to being the target of expansion, justified by the large private and corporate demand, the Zambeze Restaurante

WON A FORK IN THE CONTEST "LISBOA À PROVA",

an initiative that rewards the main culinary references of the capital.

Produced in the vineyards of the charming five-star hotel Casa da Ínsua, its Red wine from the 2010 Harvest was awarded a

GOLD MEDAL

in the XIII International Wine Competition Selezione del Sindaco, in Bolzano, Italy, in a competition with more than 1,000 wines, adding another distinction to its long history.

The training canoeing centre of Montebelo Aguieira once again hosted several

NATIONAL TEAMS,

with athletes from Russia, Czech Republic, Hungary, Sweden, France, Spain, Australia, New Zeland, Lithuania and Portugal, among others, adding up to a total of

9,068 NIGHTS

at the resort.

Two of the largest and most reputable world booking websites, Trip Advisor and Booking.com, have distinguished Casa da Ínsua respectively, with the

CERTIFICATE OF EXCELLENCE AND EXCELLENCE AWARD,

due to the high score and recommendations received from guests of that 5-star charm unit, related to hotels and restaurants.

A prime choice for

LARGE BUSINESS MEETINGS,

in 2014 Montebelo Viseu hosted various events such as the "Gala Live Life," of the Cofina Group, with the presence of

400 PEOPLE,

an event of the Cristian Lay brand, involving 300 people; the annual meeting of Soltrópico, 200 persons, among many others, amounting to several thousand participants.

Continuing to assert itself as a reference hotel in Maputo, Indy received the

DIAMOND ARROW AWARD,

awarded by the prestigious South African company PMR AFRICA, corresponding to

FIRST PLACE

in the category "Best Conference / Conventions Hotel in Mozambique".

REAL ESTATE

In real estate, Visabeira is recognized for its innovative concepts and its ability to follow the trends in the housing industry, designing top-quality projects.

A dynamics that extends to the commercial and tourist segments, as well as to a set of integrated management services and building maintenance, providing a global offer matching market requirements.


PALÁCIO DO GELO
SHOPPING

TRADE

Palácio do Gelo Shopping
Edifício Nampula

HOUSING

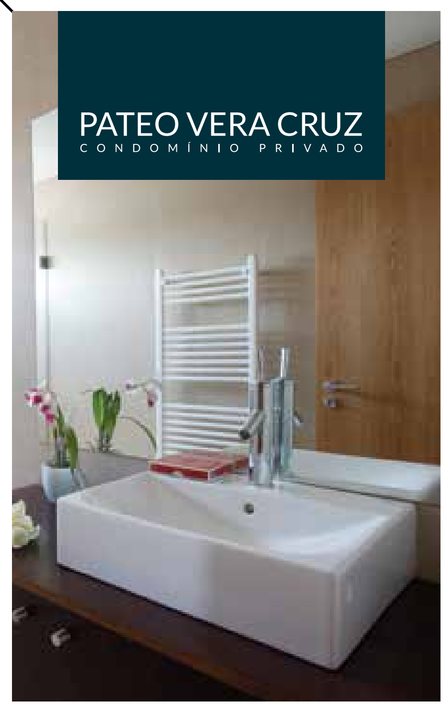
Montebelo Aguieira Lake Resort & Spa
Quinta do Bosque
Quinta da Alagoa
Forum Residence
Villatrium
Moradias Vilabeira
Pateo Vera Cruz
Parque Desportivo de Aveiro

TOURISM

Montebelo Aguieira Lake Resort & Spa

MANAGEMENT AND SERVICES

Visabeira Imobiliária
Ifervisa
Imensis
Imovisa



The apartments Pateo Vera Cruz, type

T0 to T4, WITH AREAS RANGING BETWEEN 36 AND 220 M2,

combine elegance, space and functionality in the city centre, next to the Aveiro Train Station and with easy access to several main roads. A private condominium featuring a private outdoor yard,

WITH LARGE GREEN AREAS.

Next to the Palácio do Gelo Shopping, in Viseu, the Quinta da Alagoa is part of a

PRIVILEGED AREA,

with excellent access and a wide shopping and leisure offer.
A modern undertaking with apartments

TYPE T1 to T4,

ranging from 75 to 320 m2, for those who like to be close to everything, with enough space and tranquility.

FINANCIAL HOLDINGS

Visabeira concentrates its financial investments
in companies with which it has important synergies,
taking advantage of this dynamics for the incubation of new projects.
From managing the Porto Salus health facilities
to the operation of parking lots in Angola,
to research and development of information
and communication systems, among other areas of activity,
the Group asserts itself as a dynamic core of reference
with a vast network of skills.


Porto Salus
Residências Assistidas

INVESTMENTS

Visabeira Pro - Estudos e Investimentos

TRADING

Benetrónica
Mercury
Autovisa
Visasecil

HEALTH

Visabeira Saúde
Porto Salus

MANAGEMENT AND SERVICES

Visabeira Moçambique
Visabeira Angola
Fundação Visabeira
Os Infantinhos

In 2014,

6,611 EMPLOYEES

received training, and 6,483 were certified in various technical areas: telecommunications, electricity, health and safety in the workplace, machinery and equipment.

In its continuous investment
in local human resources,
while focusing on the recruitment of young talents,
Visabeira Angola took part in the

EMPLOYABILITY FAIR ,

held at the Catholic University of Angola,
besides being present at the FILDA,
enhancing its notoriety.

The turnover of Benetrónica,
mostly from the Angolan (53%)
and Mozambican (45%) markets,

WENT UP 39.3%

in 2014, having reached

EUR 35.8 MILLION.

One of the most modern hospitals in the country's Northern-Centre Area, the Hospital CUF Viseu, will provide a wide range of services in an area of about 17,000 m^2. Scheduled to open in the first half of 2016, it represents an investment of

EUR 26 MILLION

and will create 120 jobs.

The implementation of this health and wellness complex, occupying a total area of

31,500 m^2

and integrating the Porto Salus Residences and the Nossa Senhora da Arrábida Hospital, amounted to an investment of

EUR 23 MILLION

and created 150 new jobs.
Having started its activity in the second quarter, Porto Salus ended the year with a 25% occupancy rate.

An import and export company, Mercury recorded its

HIGHEST TURNOVER IN THE COMMERCIAL AREA ,

representing brands such as Casa da Ínsua, Herdade do Esporão, Caves Aliança, Sogrape, Aveleda and João Portugal Ramos in the beverage segment, and Recer, Roca, Margres, Sanitana, Cliper, Stanza and Johnson Tiles, in the building materials industry.

In 2014, Visabeira Mozambique, through Edivisa, continued with the upgrading and rehabilitation of the railway corridor of the Sena, in the Beira railway line, a project awarded by Mozambique Railways. This project, involving a total investment of

EUR 150 MILLION,

will link the cities of Moatize and Beira, in an extension of about

600 KILOMETRES.

2014

0

OUTLOOK

ACR ANALYSIS OF CONSOLIDATED RESULTS

MACROECONOMIC BACKGROUND

According to forecasts by the International Monetary Fund (IMF) the world economy will show gross domestic product (GDP) growth of 3.3% in 2014 and about 3.8% in 2015. In this context, the recovery is evolving at multiple speeds, depending on the different features of each country, with the United States and the United Kingdom leading the group of developed economies and with the emerging economies facing greater difficulties. As far as the Eurozone is concerned, the latest IMF estimates pointed towards economic growth of 0.3 percentage points less in 2014, setting at 0.8%, hampered mainly by the lower growth of its main drivers: Germany, France and Italy.

The economic and financial conditions in Portugal have shown positive behavior since the end of the EU Programme / supported by the IMF in June 2014. The country is gradually returning to normal market funding. However, the economic recovery is limited by the high levels of public and private debt, and by a weak external environment, which emphasizes the need for further competitive gains. In 2014, the domestic demand pointed towards growth of 2.3%, and is expected to slow down to an increase of 1% in 2015, while exports of goods and services increased by 2.6% in 2014 and by 4.2% in 2015, and imports increased by 6.3% in 2014 and by 3.1% in 2015. It is expected that growth will gain some momentum in the next two years. The improvements in export performance will be the main driver for a continued recovery in 2015 and the contribution of domestic demand will be higher in 2016, with increased investment and private consumption.

Within this extraordinarily demanding environment, the Visabeira Group has exceeded the expectations and maintained a growth course with special emphasis on foreign markets.

KEY ECONOMIC INDICATORS

Annual rate of change (%)

WORDWIDE	2014	2013	2012
World economy	**3.3**	**2.7**	**3.3**
Advanced economies	1.8	1.2	1.3
USA	2.2	1.7	2.2
Japan	0.9	1.8	2.2
Eurozone	0.8	-0.4	-0.4
Germany	1.4	0.5	0.9
France	0.4	0.2	0.1
Spain	-0.2	-1.3	-1.5
The Netherlands	1.3	-1.1	-0.5
UK	3.2	1.4	-0.4
Emerging markets and developing economies	**3.9**	**4.8**	**5.3**
China	7.4	7.7	7.8
Brazil	0.3	2.5	1.5

Source: OECD

PORTUGAL	2014	2013	2012
Gross Domestic Product	0.9	-1.5	-3.0
Private Consumption	1.6	-2.0	-5.5
Public Consumption	-0.4	-1.5	-4.5
Domestic Demand	1.2	-2.7	-6.9
Net Exports	-0.3	5.9	4.1
Inflation	-0.3	2.7	2.8
Unemployment rate	14.5	16.3	16.5
Budget Deficit (as a % of GDP)	-4.9	-4.4	-4.9
Public Debt (as a % of GDP)	127.7	129.4	122.5
Current Account Balance (as a % of GDP)	-0.2	2.5	-1.5

Source: Banco de Portugal (Bank of Portugal), INE (Statistics Portugal), OECD and Eurostat

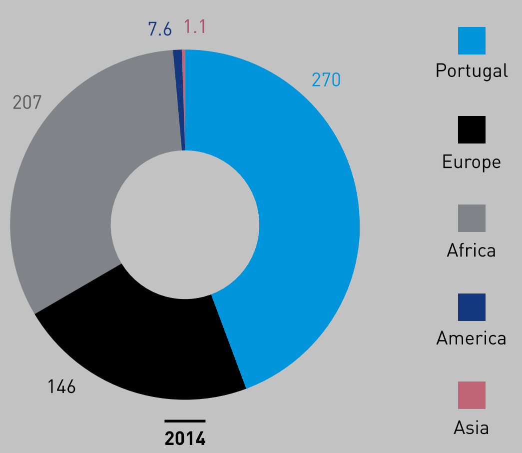
VG VISABEIRA GROUP

Consolidated turnover (amounts expressed in million euros)

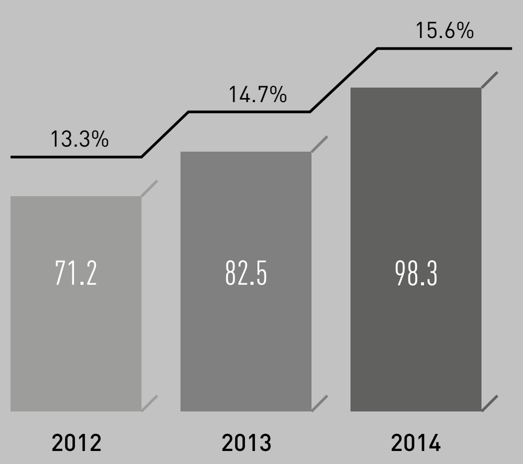
	2014	2013	Changes YoY
Turnover	632	563	12%
EBITDA	98.3	82.5	19%
EBITDA Margin	15.6%	14.7%	0.9 p.p.
Recurring operating income	66.0	59.6	11%
Operating margin	10.5%	10.6%	- 0.1 p.p.
Net income*	13.2	5.3	151%
Capex	85.5	97.0	-12%
Debt	780	715	9%
Inventories	178	186	-4%
Fixed assets (Including goodwill)	570	515	11%

* Net income 2013 Restated

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)



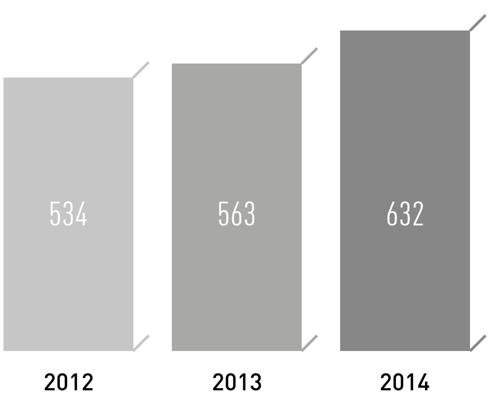
SUMMARY 2004/2014

	2004/2014	2013/2014
Aggregate turnover 813.3 million euros	10%	15%
Consolidated turnover 632 million euros	11%	12%
Foreign markets 57%	6%	5%
EBITDA 98 million euros	12%	19%
Productivity 33 thousand euros	4%	7%
Employees 9,031	9%	12%

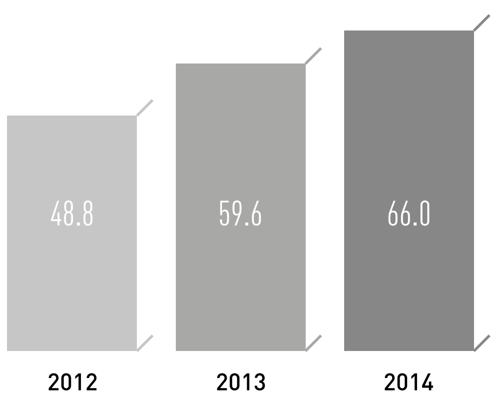
RESULTS

For the Visabeira Group, 2014 was characterized by a strong operating momentum, reflected by a historical turnover, reaching 632 million euros, an increase of 12.2% yoy.
Accompanying this growth, the EBITDA increased by 19.2%, standing at 98.3 million euros, with a margin of 15.6%, a new record high, contributing to the Group's growth history.
Globalization makes economic groups become increasingly interested in becoming international; thus, the Visabeira Group actually took up such strategy as the main pillar for its growth. With a greater increase in foreign markets, more than half of the consolidated turnover has been generated outside Portugal, representing 57% of the total turnover, an increase of 18.3% over the previous year.
The countries that contributed the most towards this growth were the following: Angola, Mozambique, France, Spain, Germany, Belgium, Brazil, United States, Denmark and the Netherlands.
The business area with the greatest weight at consolidated level is Visabeira Global, with a contribution of 72% towards the total turnover and 58% towards the EBITDA, which shows good operating performance, with higher incidence in Angola and Mozambique in the activities of cable TV and telecommunications infrastructures. It is also worth highlighting the railway infrastructures in Mozambique, and greater growth in France in the area of telecommunications infrastructures.

Turnover
(million euros)



EBITDA
(million euros)

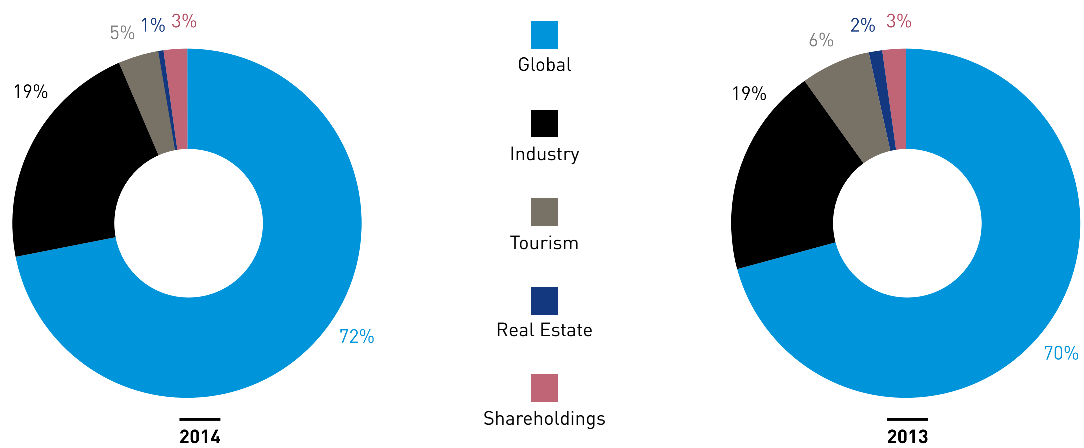


VISABEIRA GROUP

In the Industry area, we highlight the good operating growth due to quality products, associated with iconic brands such as Vista Alegre and Bordallo Pinheiro.
Pinewells and Ambitermo are worth mentioning in this area due to their contribution towards the EBITDA and together they represent 40% of the total sub-holding. Vista Alegre reached a maximum EBITDA of 2.3 million euros, representing 27% of the sub-holding.
Tourism, through the sub-holding Visabeira Tourism, has a varied hotel offer, with eleven hotel units distributed between Portugal and Mozambique, which reached a consolidated turnover

of 17.3 million euros and an EBITDA of 3.8 million euros.
Personnel costs went up by 18.6%, mainly due to the increased activity of telecommunications companies, particularly by Constructel France, Constructel Germany and Denmark, and also by Meci (acquired in the 2nd half of 2014), which have contributed to an increase of 320 employees compared to the previous year, thus increasing staff costs from 15.1 million euros in 2013 to 22.4 million euros in 2014. Recurring operating income (excluding the effects of fair value of investment properties, and reversals from customer provisions), stands at 66 million euros, compared to the 59.6 million euros recorded in 2013.
The foreign exchange result for the Group was positive in 2014 (1.9 million euros) due to the appreciation of the Euro against the metical (2.1%) and the kwanza (1.5%), which contributed to a positive increase of 4 million euros over the previous year.
The Visabeira Group achieved one of the highest net profits in its history, recording 13.2 million euros (without minority interests 8.1 million euros) compared to the 5.2 million euros in the previous year (without minority interests 1.1 million). After purging the fair value variables of investment properties, impairment losses recorded in the shares of listed companies in PSI 20, and respective interest and taxes related to these items, the net result attributable to shareholders was 23.7 million euros in 2014, against the 20.6 million euros in 2013, an increase of about 15.1%.
It is also worth recording the significant impact of the appreciation of the EDP and NOS shares by 7.9 million euros, whose accounting, in accordance with applicable regulations, is directly recorded under equity.

Turnover by business area



BALANCE SHEET

The internationalization of the Group led to a 10% increase of the Group's assets, exceeding 1.665 billion euros.
Fixed assets stood out by the CAPEX of 87 million euros in 2014. This investment was most notably in the telecommunications networks on cable television in Mozambique and Angola; in Next-Generation Networks in the Centre of the Country and in the Azores, and in the completion of infrastructures in the industry, tourism and health areas. There was a loss of 47 million euros in financial assets available for sale, over the previous year and were added by a valuation of investment properties in the amount of 63 million euros, which contributed towards the increase in the Group's assets. The financial autonomy ratio remained at the level of the previous year, standing at 23%.
Given the high investment made during the year and the increased scope of consolidation, the Group had to obtain funding from various financial institutions, which led to an increase of its consolidated debt of 65 million euros, standing at a total of 780 million euros.
The amount of net operating debt, which deducts the amount of financial assets available for sale, ongoing investments not yet generating EBITDA, and real estate investments, amounted to 459 million euros, reaching a figure 4.7 times greater than the operating net debt over the EBITDA.

CONSOLIDATED FIGURES

Total Debt (Leases + Financing)	779.6
Cash and Bank Deposits	-40.8
Confirming	21.0
Debt attributed to ongoing investment, not yet generating EBITDA	95.3
Debt allocated to Real estate properties	95.6
Available-for-sale financial assets	109.4
Total net operating debt	**459.3**
EBITDA	98.3
Net financial debt allocated to areas generating EBITDA / EBITDA	**4.7 x**

INVESTMENTS

PORTUGAL (amounts in euros)

	Amount	Investment
Grupo Visabeira	80,913	SAP Licenses
Visabeira Global		
Edivisa	3,157,190	Equipment (Railway Networks)
Fibroglobal	7,449,061	Next-Generation Networks
PDT	991,093	Equipment
Real Life Technologies	971,932	Software licenses
Viatel	3,539,239	Equipment
Visabeira	862,705	Equipment
Visabeira Industry		
Ambitermo	475,429	Extension of the facilities
Bordalo Pinheiro	371,174	Equipment
Cerutil	81,141	Equipment
Mob	85,194	Shops
Pinewells	2,349,779	Buildings and equipment
Vista Alegre Atlantis	11,930,598	Sandstone Dinnerware Factory, Shops and Equipment
Visabeira Tourism		
Empreendimentos Montebelo	351,537	Golf Resort
Movida	2,521,557	CUF Building and Head Offices
VAA Empreendimentos Turísticos	2,542,162	Vista Alegre Hotel Ílhavo
Zambeze	132,833	Equipment
Visabeira Financial Holdings		
PDA	862,705	Ongoing work
Visabeira Pro - Estudos e Investimentos	1,469,519	Equipment
Other Companies	725,156	
TOTAL	**40,950,919**	

In Portugal, the year 2014 for Visabeira Global was marked by the consolidation of investment in Next-Generation Networks in the Center Region of Portugal and in the Azores through Fibroglobal, worth 7.4 million euros. The business portfolio of the company includes the implementation and operation of next-generation networks in 42 municipalities in the centre of the country and 12 municipalities of the Autonomous Region of the Azores. In the remaining companies of this holding, investment mainly focused on providing their teams with technical equipment suited to the market's needs and demands. As for the investment of the sub-holding of Visabeira Industry, Vista Alegre continues to hold the most weight, with an investment of 11.9 million euros. This amount is mainly associated with the construction of the new Ria Stone plant (sandstone tableware factory), a project that was completed in mid-2014, and to the investment in new technologies of the main industrial facilities, in the crystal and glass segments, in order to increase production and decrease energy waste and expenses. The porcelain segment maintained its R&D projects, aiming at developing a new line of products for the hospitality sector and, in the case of crystal, for developing new decoration techniques. In 2014, Pinewells also made some investments, the most significant being the construction of a biomass storage pavillion and associated facilities, with the reconditioning of the fan dryer and repair works.

In Visabeira Tourism, Movida continued to investment in the building now intended for the Viseu CUF Hospital, a project that was resumed in partnership with José de Mello Saúde.

For its part, VAA Tourism Resorts started the construction of the Vista Alegre Hotel, in Ílhavo. The Hotel is the result of the transformation of the Vista Alegre Palace, to which a new building area is added, and is part of a project to promote the recognition of the universal value of the Vista Alegre heritage, as a testimony to the industrial culture of ceramics.

INTERNATIONAL (amounts in euros)

	Amount	Investment
Mozambique		
Electrotec Engineering	3,977,199	Equipment
Sogitel	830,680	Equipment
Televisa	1,608,552	Transportation equipment
Turvisa	1,261,680	Remodelling of Indy and Gorongosa
TVCABO	12,545,295	Expansion of the network coverage area
Other	62,654	
Angola		
Álamo Angola	367,518	Remodelling of the Mob warehouse
Edivisa Angola	940,142	Equipment
Comatel	752,386	Equipment
TVCABO Angola	18,991,799	Expansion of the network coverage area
Other	78,388	
France		
Constructel	1,882,501	Equipment
Gatel	149,758	Equipment
Mob Cuisines	179,153	Buildings
Belgium		
Constructel	580,344	Equipment
Germany		
Constructel GmbH	302,142	Equipment
TOTAL	**44,510,190**	

With regard to investment in the international arena, the Mozambican market represents 47% (21.3 million euros), followed by Angola with 46% (21.1 million euros).
In Angola, the telecommunications sector still absorbs the largest share of investment, with TVCABO investing 18,9 million euros, mainly in the expansion of its network to the outskirts of Luanda and in the Lubango province. Edivisa Angola invested 940 thousand euros in the renewal of its vehicle fleet, equipment and operation support tools. In Mozambique, the most significant investment was made by TVCABO, with 12.5 million euros for the conversion of its networks to the FTTH system in network maintenance. The second largest investment was made by Televisa, mainly in transport equipment.
Turvisa invested 1.2 million euros in the renovation of the Indy Hotel and in the rehabilitation of the hotel unit in Gorongosa National Park. Some investment was also made in furniture for the various administrative units of Turvisa, as well as for the acquisition of new vehicles.
International telecommunications and construction companies, such as Electrotec, Electrotec Engineering, Televisa, Sogitel and Constructel have invested mainly in transport and basic equipment, in order to ensure greater mobility and efficiency for its teams, and ensure greater operational performance in various activities. Electrotec Engineering, established in late 2014, stands out with an amount of 3.9 million euros of investment in a combined-cycle power plant.

FINANCIAL INVESTMENTS

In 2014 some companies were acquired and incorporated, including the acquisition of an energy company in France, Meci, for gas and electricity, with an investment of 800 thousand euros, with the aim of extending the strategic position in the external market.
In the domestic market, the main focus was on health, with the incorporation of two companies, 2 Logical and Visabeira Knowledge & Research, in a total investment of 243 thousand euros.
The Group also acquired a 39.50% stake in Porto Salus, now being the majority shareholder, with an 80% stake in this company. Porto Salus, consisting of an assisted living unit, is dedicated to providing healthcare activities and residences to support the elderly.
The remaining investments were made at international level, totalling 2.2 million euros; with greater incidence in telecommunications and electricity, particularly in the establishment of several Constructel companies in Russia, England and Denmark, and in Angola the Vista Power (construction and maintenance of high-voltage power lines).
In 2014 three companies were dissolved: Visabeira Bulgaria (50 thousand euros), Figueira Paranova (380 thousand euros) and 1101 Solutions (600 thousand euros)

RF RISK FACTORS

The Visabeira Group is exposed to a diverse set of risks stemming from its various business areas, and therefore is aware of the importance of managing credit risk and of the protection of its cash, recognising the importance of credit insurance as an essential tool either in the domestic market or abroad. Aware of the importance of actively managing the various financial risks in order to minimise their potential negative impacts upon *cash flow*, results and the value of the company, the Visabeira Group seeks to manage these risks effectively by formulating appropriate hedging strategies. The continuity of the operations critically depends on the mitigation and control of risks that can significantly affect its assets (namely people, equipment, service quality, information, facilities) and, thus, jeopardise its strategic objectives. The Visabeira Group and, in particular, the Board of Directors, devote much attention to the risks inherent to its activities.

CREDIT RISK

Credit risk is an important and complex activity that is present in the everyday life of most companies of the Visabeira Group, whatever the nature of their business. Risk assessments imply credit decisions, at times, based on incomplete information, within a scenario of uncertainty and constant change.

Considering the business itself, the area of activity in which it operates, or the risk of the region and country, the classification and assessment of the credit risk of a given customer is usually summarised in a credit record containing the information that will inform the opinion on a given credit operation, such as: the character of the customer, its management capacity, its capital, its history, financial information, its credit guarantees and the payment terms.

The assessment of credit risk reflects the multiplicity, quality and origin of the information available to the credit analyst.

For years, the Visabeira Group has been cooperating with some credit insurers, with which it subscribes insurance policies, thus delegating the first-level credit analysis to professionals specialised in the collection and recovery of debts, thus obtaining, from a privileged source, an assessment of the exposure - credit limit - that is adjusted to the creditworthiness of each customer. Thus, the management can be primarily focused on operational issues. The coverage of this risk enables a compensation for unpaid customer credits, which for the domestic market is 80%, and for the external market is 90%. Recent years have been marked by increased restrictions on lending in general, with credit limits having undergone significant unfavourable revisions. In light of this scenario, and in order to meet credit risk hedging requirements for which the limits granted under basic policies are insufficient, Grupo Visabeira has contracted additional instruments, which allow increasing the partial hedging of its risks up to twice the amount covered by basic policies, for customers of the domestic and foreign markets, and also to hedge risks whose amount is not specified in the said basic policy, or obtain more than twice the amount currently covered for foreign market customers.

The added constraints in the external hedging of loans entail greater precision and stricter requirements in assessing applications for internal credit.

Factoring, without recourse, is used as complementary hedging for transactions in which credit insurance may not be sufficient.

Also relevant is the amount of receivables by advanced payment or payment in cash, which, in the year under review, represented a volume of about 16% of turnover, with a special contribution from the distribution of cable TV and internet, plus tourism, restaurants and recreation. Loans granted to external entities, which also act as suppliers of the Group, had, in this year, a weight of 2,53%.

The companies of the Visabeira Group that act as infrastructures and telecommunications service providers sell to entities of recognised financial probity, which, in 2014, accounted for about 51% of the consolidated turnover. This group includes entities such as local telecommunications operators, generally directly held by the State of each country, replacing credit risk with political risk. Examples of such companies are: TDM - Mozambique Telecommunications, EDM - Electricity of Mozambique, ADM - Mozambique Airports, Mozambique Celular, Angola Telecom, France Telecom, Belgacom, MEO - Communications and Multimedia Services, Nos SGPS, EDP Distribution and the natural gas concession holders.

LIQUIDITY RISK

The Group manages liquidity risk in such a way as to ensure the financing of assets by maturity date and at appropriate rates and the timely settlement of its financial commitments.

At the same time, appropriate cash balances and short-term credit lines are kept, in order to allow for the proper management of the cash available to meet short-term financial commitments.

In 2014, the short-term financial debt decreased by 18%. In this regard, we recall that the amount of the short-term debt includes the amount of 60 million euros related to the syndicated bond loan that matured in July 2014, and so a new bond loan of 70 million euros, bullet, maturing in 2019 was taken. In December, a new Commercial Paper Program worth 30 million euros was also taken, for a five-year period. If we consider the amounts of cash and deposits, the net short-term debt in the amount of 76 million euros, decreased by 31%, compared to the previous year. The leverage associated with the acquisition of the PT, NOS Multimedia, and EDP shares, in the form of commercial paper issued by the Visabeira Group, in the amount of 244 million euros, is materialised by two separate commercial paper programs.

One of the programs, in the amount of 125 million euros, provides for three constant capital repayments, with the first on December 31, 2017 and the last on December 31, 2019, and is based on such financial assets. The second program, worth 119 million euros, has annual repayments scheduled until 2023 and which are associated with the assets of the Palacio do Gelo Shopping, partially funded as real estate leasing. The amount of the short-term debt includes 38 million euros related to commercial paper programs, pledged current accounts and authorized overdrafts that mature in 2015 and whose renewal has been historically achieved, and it is the Group's expectation for the revolving of these lines. It also includes the last two tranches of funding by the European Investment Bank - which has already expressed its interest in refunding the network expansion project - to its subsidiary TVCABO Angola. Besides investing in the expansion project of TVCABO Angola, whose financing worth 20 million euros was approved by the European Investment Bank last February 3, 2015, and in about 6.6 million dollars by an Angolan bank, the Visabeira Group shall seek specific funding for other investments planned for 2015. At the same time, it must negotiate the partial revolving of short-term commitments, whose renewal we consider very likely, insofar as it mostly refers to partner organizations with a long past in terms of relationship, and institutions that recently increased their involvement with the Group. The short-term debt of Grupo Visabeira is ranked by ARC Ratings [a Portuguese Rating Agency] at "B," with a positive trend, which means that the Group currently has the appropriate capacity to meet its financial commitments. ARC Rating also assigned, for the first time in 2014, a medium- and long-term rating, classifying the compliance capacity of short-, medium- and long-term financial commitments with BB +, with a stable trend. The overall liquidity ratio in the consolidated accounts stood at 0.84, having had an increase of 0.1, showing improvement in the adequacy of financing of current assets by current liabilities, compared to the previous year.

CASH FLOW RISK

The cash and investments of all Group companies are managed by a centralised global organisation, which reduces the risk of cash flows, thus avoiding exposure to variations that may affect the results of companies.
On the other hand, the use of factoring allows for a reduction in average collection periods, with the inherent anticipation of revenues, and enables better cash management, due to timely obtaining the necessary working capital to fund the operational cycle, a vital condition for sustained economic and financial growth. On December 31st, 2014, the amounts paid in advance by customers under this format stood at 40.8 million euros. The Group has additionally contracted short-term current accounts to meet occasional cash needs.

INTEREST RATE RISKS

The Group's exposure to interest rate risks arises primarily from loans obtained, since the financial investments are usually contracted for short periods, and consequently the impacts arising from interest rate changes do not significantly affect the accounts.
The balance of the consolidated financial debt of the Visabeira Group by the end of December 2013 was contracted, for the most part, at the indexed interest rate, and the main indexing factor was the Euribor rate at one and three months for national funding, and Libor for loans in dollars, mostly granted to foreign companies.
With the aim of reducing the risks of interest rate fluctuations, greater relevance was given to funding by the various subsidiaries, particularly in Angola and Mozambique, in local currency and at a fixed rate.
With this settlement, on the date of the balance sheet, Grupo Visabeira SGPS, S.A., presents open positions classified as hedging instruments associated with this index for 5 million and 790 million euros, contracted, respectively, in 2011 and 2012, and with a mark-to-market value of -216 thousand euros and -2 thousand euros. Through Cerutil, a company that holds a stake in Vista Alegre Atlantis, hedges were contracted in 2011 in the amount of 16.8 million euros, starting in June 2011 and ending in May 2016, receiving at the Euribor rate at 3 months and paying at a fixed rate of 2.74%, which had a fully recognised mark-to-market of -633 thousand euros. Vista Alegre contracted an amount of 5.7 million euros for the same period, also receiving at a 3-month Euribor and paying at a fixed rate of 2.69%, with a mark-to-market of -213 thousand euros. In 2009, Visabeira Global hired a fixation

of 2.68% to cover the 3-month Euribor, for an initial nominal amount of 5 (currently 1,3 million euros), which, on December 31, had a mark-to-market of -17 thousand euros.

In October 2008, the 3-month Euribor rate started a declining trend, as a result of successive cuts to the reference rate by the European Central Bank, in response to the international financial crisis. Having started the year of 2014 at 0.284%, on December 31 the 3-month Euribor rate stood at 0.076%. With the Euribor at very low thresholds and a stable short-term trend, and with its debt partially hedged, the Group estimates that the impacts of any variations of this indexing factor will not have significant impacts on its accounts.

In line with the trend of reducing the current level of spreads that occurred in 2014, the Group anticipates that there are favourable conditions for this trend to continue, mainly in new funding operations, with positive impact on the Group's financial results. The effect on the overall interest rate was not more significant because it occurred in 2014, the recovery of operations that had a lower spread to that which the market has been charging, such as the bond loan 2007-2014 in the amount of 60 million euros.

EXCHANGE RATE RISK

Whenever possible, the Group chooses to have a natural hedging for its foreign exchange risk, since its subsidiaries have assets and liabilities denominated in U.S. Dollars, in order to make a balance and an automatic adjustment to possible currency mismatches. Thus, exposure to liabilities denominated in Dollars does not represent a high economic or financial risk, given the fact that the impact of exchange rate changes on those liabilities are naturally offset by the operating revenues of the respective businesses, also dependent on the Dollar. In external markets, particularly Angola and Mozambique, local companies import goods and services from the European market in Euro, invoicing customers in Dollars and Meticals, respectively. In these markets, the local currency is strongly correlated with the U.S. dollar, with a historical devaluation trend.

In 2014, the Angolan Kwanza depreciated by 6.21% against the Dollar, and the Mozambican Metical 6.16% against the Dollar. Throughout the year, the Dollar has somewhat fluctuated against the Euro, with an annual appreciation of 11.96%. In Angola, internal transactions still have the U.S. Dollar as their benchmark, and so assets and liabilities in that currency are relatively balanced. In this country the Group gets financing in Dollars, and the gradual repayment of the loans originated to a net long position of 7.3 million. In Mozambique, balances denominated in this currency also have a long position of about 6.7 million dollars. It should, however, be noted that the payment of these liabilities in Dollars has a medium- and long-term maturity, while assets denominated in the same currency are essentially short term, and there is, therefore, no pressure on the availability of foreign currency needed for the occasional fulfilment of responsibilities denominated in this currency. However, there are still some positions expressed in Dollars and mostly some liabilities in Euros, which also translate into currency devaluations recognised in the Group's consolidated results.

FIBROGLOBALNew-generation networks: installation of the underwater cable Graciosa - Corvo - Flores - Faial

BEA BUSINESS EVOLUTION BY AREA

TURNOVER BY COMPANY (Euros)

Business Areas	Total		Group		Consolidated 2014		Consolidated 2013	
GLOBAL								
Portugal	**256,919,004**	**48.7%**	**32,835,410**	**45.1%**	**224,083,594**	**49.3%**	**207,884,711**	**52.8%**
Visabeira Global, SGPS	2,220,169	0.4%	2,152,982	3.0%	67,186	0.0%	159,135	0.0%
Fibroglobal	8,446,067	1.6%	0	0.0%	8,446,067	1.9%	2,272,737	0.6%
Edivisa	31,286,616	5.9%	9,884,383	13.6%	21,402,233	4.7 %	21,670,545	5.5%
Naturenergia	4,151,063	0.8%	1,101,915	1.5%	3,049,148	0.7%	1,641,202	0.4%
PDT	23,298,321	4.4%	1,109,761	1.5%	22,188,560	4.9%	16,969,464	4.3%
Real Life Technologies	17,505,532	3.3%	2,181,506	3.0%	15,324,026	3.4%	15,183,547	3.9%
Viatel	125,324,014	23.8%	10,229,894	14.0%	115,094,120	25.3%	114,627,085	29.1%
Visabeira	39,472,167	7.5%	4,638,269	6.4%	34,833,899	7.7%	32,123,794	8.2%
Visacasa	5,215,056	1.0%	1,536,701	2.1%	3,678,355	0.8%	3,237,204	0.8%
France	**83,740,092**	**15.9%**	**2,733,270**	**3.8%**	**81,006,822**	**17.8%**	**65,663,044**	**16.7%**
Constructel	75,656,636	14.3%	-10,427	0.0%	75,667,063	16.6%	63,355,051	16.1%
Gatel	4,162,726	0.8%	2,511,305	3.4%	1,651,422	0.4%	2,307,994	0.6%
Meci	3,688,338	0.7%	0	0.0%	3,688,338	0.8%	0	0.0%
SCI Constructel	232,392	0.0%	232,392	0.3%	0	0.0%	0	0.0%
Belgium	**7,101,884**	**1.3%**	**100**	**0.0%**	**7,101,784**	**1.6%**	**5,717,900**	**1.5%**
Constructel Belgique	7,101,884	1.3%	100	0.0%	7,101,784	1.6%	5,717,900	1.5%
Mozambique	**72,033,420**	**13.7%**	**12,442,404**	**17.1%**	**59,591,016**	**13.1%**	**56,413,382**	**14.3%**
Electrotec	5,132,161	1.0%	224,796	0.3%	4,907,365	1.1%	8,928,598	2.3%
Hidroafrica	5,495,775	1.0%	1,924,807	2.6%	3,570,968	0.8%	3,389,527	0.9%
Real Life Academy	12,245	0.0%	-14,366	0.0%	26,611	0.0%	33,610	0.0%
Real Life Moçambique	2,132,474	0.4%	191,805	0.3%	1,940,670	0.4%	1,310,207	0.3%
Selfenergy	746,425	0.1%	-974	0.0%	747,399	0.2%	1,312,263	0.3%
Sogitel	10,120,316	1.9%	4,846,292	6.7%	5,274,024	1.2%	1,159,019	0.3%
Televisa	26,937,499	5.1%	4,677,746	6.4%	22,259,753	4.9%	22,905,695	5.8%
TVCABO	19,301,394	3.7%	482,868	0.7%	18,818,525	4.1%	16,014,308	4.1%
Vibeiras Moçambique	765,838	0.1%	57,427	0.1%	708,410	0.2%	478,153	0.1%
Visaqua	1,389,293	0.3%	52,003	0.1%	1,337,290	0.3%	882,001	0.2%
Angola	**101,639,226**	**19.3%**	**24,808,388**	**34.1 %**	**76,830,838**	**16.9%**	**55,635,961**	**14.1%**
Comatel	28,875,118	5.5%	15,759,193	21.6%	13,115,925	2.9%	10,052,367	2.6%
Edivisa Angola	8,638,585	1.6%	8,547,753	11.7%	90,832	0.0%	977,739	0.2%
Electrovisa	405,599	0.1%	409,181	0.6%	-3,582	0.0%	3,637	0.0%
TVCABO Angola	63,719,923	12.1%	92,260	0.1%	63,627,663	14.0%	44,602,218	11.3%
Dominican Republic	**169,682**	**0.0%**	**0**	**0.0%**	**169,682**	**0.0%**	**175,239**	**0.0%**
Constructel Dominican Republic	169,682	0.0%	0	0.0%	169,682	0.0%	175,239	0.0%
Germany	**5,624,336**	**1.1%**	**0**	**0.0%**	**5,624,336**	**1.2%**	**2,067,068**	**0.5%**
Constructel GmbH	5,624,336	1.1%	0	0.0%	5,624,336	1.2%	2,067,068	0.5%
Sweden	**10,169**	**0.0%**	**0**	**0.0%**	**10,169**	**0.0%**	**79,256**	**0.0%**
Constructel Sweden AB	10,169	0.0%	0	0.0%	10,169	0.0%	79,256	0.0%
Denmark	**221,724**	**0.0%**	**0**	**0.0%**	**221,724**	**0.0%**	**0**	**0.0%**
Constructel Denmark	221,724	0.0%	0	0.0%	221,724	0.0%	0	0.0%
TOTAL	527,459,537	100.0%	72,819,572	100.0%	454,639,965	100.0%	393,636,561	100.0%

Business Areas	Total		Group		Consolidated 2014		Consolidated 2013	
INDUSTRY								
Portugal	**115,370,303**	**86.2%**	**11,337,502**	**83.9%**	**104,032,801**	**86.5%**	**92,094,175**	**85.1%**
Visabeira Indústria, SGPS	361,051	0.3%	342,847	2.5%	18,203	0.0%	0	0.0%
Ambitermo	17,380,477	13.0%	13,035	0.1%	17,367,442	14.4%	16,472,752	15.2%
Bordalo Pinheiro	3,547,516	2.7%	1,156,619	8.6%	2,390,898	2.0%	2,961,717	2.7%
Cerutil	6,044,807	4.5%	40,318	0.3%	6,004,489	5.0%	6,241,194	5.8%
Granbeira	3,664,555	2.7%	1,238,665	9.2%	2,425,890	2.0%	1,340,973	1.2%
Mob	5,023,917	3.8%	1,852,382	13.7%	3,171,534	2.6%	3,372,303	3.1%
Pinewells	17,094,922	12.8%	13,420	0.1%	17,081,502	14.2%	16,750,781	15.5%
Ria Stone	5,793,877	4.3%	0	0.0%	5,793,877	4.8%	0	0.0%
Vista Alegre Atlantis	56,459,181	42.2%	6,680,215	49.5%	49,778,966	41.4%	44,954,455	41.6%
Mozambique	**1,168,558**	**0.9%**	**61,874**	**0.5%**	**1,106,684**	**0.9%**	**2,442,580**	**2.3%**
Agrovisa	25,660	0.0%	19,350	0.1%	6,310	0.0%	17,473	0.0%
Celmoque	843,734	0.6%	42,523	0.3%	801,211	0.7%	2,113,476	2.0%
Vista Alegre Atlantis Moçambique	299,163	0.2%	0	0.0%	299,163	0.2%	311,631	0.3%
Angola	**7,149,012**	**5.3%**	**2,097,805**	**15.5%**	**5,051,206**	**4.2%**	**4,529,032**	**4.2%**
Álamo Angola	5,114,334	3.8%	935,152	6.9%	4,179,182	3.5%	3,026,792	2.8%
Visaconstroi	2,034,677	1.5%	1,162,654	8.6%	872,024	0.7%	1,502,240	1.4%
France	**852,503**	**0.6%**	**8,000**	**0.1%**	**844,503**	**0.7%**	**199,308**	**0.2%**
Mob Cuisines	852,503	0.6%	8,000	0.1%	844,503	0.7%	199,308	0.2%
Brazil	**2,781,454**	**2.1%**	**0**	**0.0%**	**2,781,454**	**2.3%**	**2,883,090**	**2.7%**
Vista Alegre Atlantis Brasil	2,781,454	2.1%	0	0.0%	2,781,454	2.3%	2,883,090	2.7%
United States of America	**516,885**	**0.4%**	**0**	**0.0%**	**516,885**	**0.4%**	**283,788**	**0.3%**
Vista Alegre Atlantis USA	516,885	0.4%	0	0.0%	516,885	0.4%	283,788	0.3%
England	**6,182**	**0.0%**	**0**	**0.0%**	**6,182**	**0.0%**	**44,276**	**0.0%**
Vista Alegre Atlantis UK	6,182	0.0%	0	0.0%	6,182	0.0%	44,276	0.0%
Spain	**5,993,501**	**4.5%**	**0**	**0.0%**	**5,993,501**	**5.0%**	**5,695,378**	**5.3%**
Vista Alegre Atlantis Espanha	5,993,501	4.5%	0	0.0%	5,993,501	5.0%	5,695,378	5.3%
TOTAL	133,838,396	100.0%	13,505,181	100.0%	120,333,215	100.0%	108,171,626	100.0%

TOURISM								
Portugal	**30,191,928**	**72.1%**	**8,739,905**	**87.4%**	**21,452,023**	**67.3%**	**20,976,256**	**64.4%**
Visabeira Turismo, SGPS	474,572	1.1%	474,572	4.7 %	0	0.0%	0	0.0%
Empreendimentos Montebelo	9,807,923	23.4%	2,938,194	29.4%	6,869,729	21.6%	6,870,269	21.1%
Movida	13,759,604	32.9%	3,623,027	36.2%	10,136,576	31.8%	10,390,216	31.9%
Mundicor	1,914,245	4.6%	816,527	8.2%	1,097,718	3.4%	817,010	2.5%
Prato Convivas	395,205	0.9%	44,175	0.4%	351,030	1.1%	328,354	1.0%
Ródia	2,766,024	6.6%	798,156	8.0%	1,967,867	6.2%	1,736,124	5.3%
Zambeze	1,074,356	2.6%	45,253	0.5%	1,029,103	3.2%	834,282	2.6%
Mozambique	**11,680,027**	**27.9%**	**1,262,097**	**12.6%**	**10,417,929**	**32.7%**	**11,602,451**	**35.6%**
Turvisa	11,680,027	27.9%	1,262,097	12.6%	10,417,929	32.7%	11,602,451	35.6%
TOTAL	41,871,954	100.0%	10,002,002	100.0%	31,869,952	100.0%	32,578,707	100.0%

REAL ESTATE								
Portugal	**2,595,677**	**37.9%**	**1,558,326**	**59.3%**	**1,037,350**	**24.5%**	**7,116,980**	**66.6%**
Visabeira Imobiliária, SGPS	488,455	7.1%	488,455	18.6%	0	0.0%	0	0.0%
Ifervisa	789,485	11.5%	699,000	26.6%	90,485	2.1%	1,633,935	15.3%
Visabeira Imobiliária, SA	1,317,736	19.2%	370,871	14.1%	946,865	22.4%	5,483,046	51.3%
Mozambique	**4,261,876**	**62.1%**	**1,069,152**	**40.7%**	**3,192,724**	**75.5%**	**3,568,152**	**33.4%**
Imovisa	4,261,876	62.1%	1,069,152	40.7%	3,192,724	75.5%	3,568,152	33.4%
TOTAL	6,857,553	100.0%	2,627,478	100.0%	4,230,074	100.0%	10,685,133	100.0%

Business Areas	Total		Group		Consolidated 2014		Consolidated 2013	
FINANCIAL HOLDINGS								
Portugal	**70,652,257**	**70.3%**	**70,006,271**	**87.8%**	**645,986**	**3.2%**	**338,797**	**1.9%**
Visabeira Participações, SGPS	565,583	0.6%	565,583	0.7%	0	0.0%	0	0.0%
2 Logical	29,000	0.0%	0	0.0%	29,000	0.1%	0	0.0%
Benetrónica	35,787,118	35.6%	35,738,277	44.6%	48,841	0.2%	96,934	0.5%
Digispirit *	0	0.0%	0	0.0%	0	0.0%	403,264	2.3%
Iutel	344,175	0.3%	1,775	0.0%	342,400	1.7%	374,862	2.1%
Porto Salus	225,746	0.2%	0	0.0%	225,746	1.1%	0	0.0%
Ptc	12,000	0.0%	12,000	0.4%	0	0.0%	0	0.0%
Visabeira Pro Estudos e Investim.	33,688,636	33.5%	33,688,636	42.1%	0	0.0%	-536,263	-3.0%
Spain	**1,152**	**0.0%**	**0**	**0.0%**	**1,152**	**0.0%**	**-51,926**	**-0.3%**
Telesp	0	0.0%	0	0.0%	0	0.0%	-57,926	-0.3%
Visabeira Espanha	1,152	0.0%	0	0.0%	1,152	0.0%	6,000	0.0%
Mozambique	**13,904,162**	**13.8%**	**6,145,393**	**7.7%**	**7,758,849**	**37.9%**	**7,182,900**	**40.4%**
Autovisa	944,585	0.9%	721,506	0.9%	223,079	1.1%	601,229	3.4%
Build Down & Build Up Moçambique	8,301	0.0%	0	0.0%	8,301	0.0%	0	0.0%
Combustíveis do Songo	2,354,281	2.3%	4,127	0.0%	2,350,155	11.5%	1,265,327	7.1%
Imensis	2,949,546	2.9%	10,450	0.0%	2,939,096	14.4%	2,641,702	14.9%
Mercury	5,165,802	5.1%	2,927,583	3.7%	2,238,218	10.9%	2,276,868	12.8%
Visabeira Moçambique	2,481,647	2.5%	2,481,647	3.1%	0	0.0%	397,774	2.2%
Angola	**15,762,346**	**15.7%**	**3,919,435**	**4.9%**	**11,842,911**	**57.8%**	**10,027,253**	**56.4%**
Catari Angola	551,309	0.5%	2,281	0.0%	549,029	2.7%	992,812	5.6%
Mercury Angola	1,491,486	1.5%	1,322,438	1.7%	169,048	0.8%	392,794	2.2%
Visabeira Angola	1,699,028	1.7%	1,437,356	1.8%	261,672	1.3%	187,234	1.1%
Visasecil	0	0.0%	0	0.0%	0	0.0%	-23,681	-0.1%
Visauto	12,020,522	12.0%	1,157,360	1.4%	10,863,162	53.0%	8,478,094	47.7%
South Africa	**231,936**	**0.2%**	**0**	**0.0%**	**231,936**	**1.1%**	**286,312**	**1.6%**
Mercury South Africa	231,936	0.2%	0	0.0%	231,936	1.1%	286,312	1.6%
TOTAL	100,551,852	100.0%	80,071,019	100.4%	20,480,833	100.0%	17,783,336	100.0%

HOLDING								
Portugal	**2,763,257**	**100.0%**	**2,763,257**	**100.0%**	**0**	**100.0%**	**0**	**100.0%**
Visabeira Group	2,763,257	100.0%	2,763,257	100.0%	0	100.0%	0	100.0%
TOTAL	2,763,257	100.0%	2,763,257	100.0%	0	100.0%	0	100.0%

OVERALL TOTAL	813,342,550	100.0%	181,788,511	100.0%	631,554,040	100.0%	562,855,363	100.0%

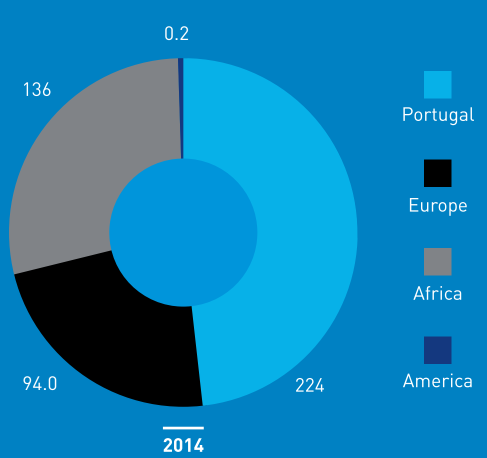
* company merged into Benetrónica - International Commerce, Imp. e Exportação, SA

VISABEIRA GLOBAL

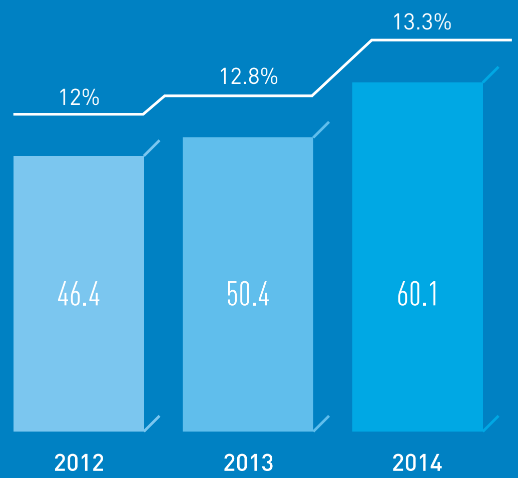
Consolidated turnover (amounts expressed in million euros)

	2014	2013	Changes YoY
Turnover	455	394	15%
EBITDA	60.1	50.4	19%
EBITDA Margin	13.3%	12.8%	0.5 p.p.
Recurring operating income	42.2	38.0	11%
Recurring operating margin	9.3%	9.7%	- 0.5 p.p.
Net income	23.5	16.8	39%
Capex	59.9	68.4	-12%
Debt	127.1	71.7	77%
Inventories	59.6	52.1	14%
Fixed assets (Including goodwill)	236	199	19%

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)



In 2014, the consolidated turnover of Visabeira Global grew 15%, reaching 455 million euros, and the EBITDA exceeded 60 million euros, representing an increase of 19% when compared with the previous year. Consequently, the EBITDA margin increased by 0.5 p.p., having reached 21%. The greatest contributors to this performance were the business areas of telecommunication network engineering, energy and CATV services, which more than offset the decline in construction. External markets accounted for 51% of the total income of Visabeira Global, and 63% of its EBITDA. Indeed, the EBITDA in external markets actually reached 38 million euros, supported by the business areas of telecommunications in Mozambique, TVCABO, and construction in Angola and Mozambique. In Portugal, the turnover was 224 million euros, a 7% increase over the previous year, supported by the areas of telecommunications and energy that complemented the activities in construction and ICT.

TELECOMMUNICATIONS

The development of new technologies and access networks continues to be a trend in the industry, with operators evolving to Next-Generation Networks (NGN), including fibre to the customer's home (FTTH).

Viatel still continues to take up the role of main company within Visabeira Global. After having reinforced its leadership position in all segments and increased the geographical scope of its activity in FFT2013/16 in 2013, in 2014 it again increased its share of the wireline segment and also in the commercial sector, opening up new areas of activity and expanding its geographic area.

In the wireline, Viatel consolidated its leadership in the different rankings and continued to strengthen its dominance in the new technologies segment, especially in the segment of optical fibre. Viatel once again conquered the first position in the ranking of its activity in 2014, and clearly leads the cumulative rating.

Following the project of Next-Generation Networks in 42 municipalities of the central region, in 2014 Viatel installed close to 15,000 new customers in fibre, which, without this project, would never have had access to these technologies. Similarly, in the Next-Generation Networks in the Azores, covering 12 municipalities, it installed about 4,500 new customers.

At the same time, in the commercial area, Viatel, after taking a decisive role in this segment in recent years, significantly strengthened its leadership in the sector.

In the mobile network, and despite all the difficulties that have limited the development of business in the domestic market, the commitment to support internationalization continued to be the main goal and main pillar for growth. Viatel showed a slight increase in its turnover, standing at 125 million euros. The EBITDA stood at 6.6 million euros, representing a growth of 50%, and the net income exceeded 3.1 million euros, growing by 59%.

With regard to PDT, the activity was characterized by an increase in network expansion operations, commercial growth in the business sector, and the renovation and expansion of the telecommunications network, including the installation of new networks with GSM-R technology. In the general context of its activity, in 2014 the company maintained its turnover growth trend, with an increase of 33% compared to 2013, reaching 23.3 million euros.

As for Constructel's activities in the different countries where it operates, and where it takes up an important role as major player and partner, it is worth highlighting the success in attracting and preserving relevant contracts. Its operations in Europe, especially in France, Germany, Belgium, Denmark and the Caribbean, recorded an overall increase of 24% compared to 2013. In this context, we underline the consolidation of the activities in the demanding German market, where, in addition to the activity in the mobile network, the company recently received an important recognition with the award, by Deutsche Telekom, of the provision of services for the landline network.

Constructel France grew by 19%, to more than 75.5 million euros, highlighting several broadband network construction projects for some municipalities, besides the increased activity developed with the operator Orange. It is also noteworthy to highlight the entry into new customers, such as Free, in the construction of the FTTH network, and of GRDF, with the maintenance and construction of gas networks. The year 2014 was also a year of consolidation of Constructel's operating strategy, which envisioned the growth of its production with own means, thus increasing its autonomy and reactivity.

In Belgium, Constructel grew by 21% to 7 million euros, leveraged on the customer network contract with the incumbent operator, Belgacom. In the mobile network area, it also recorded good growth, supported by the construction of Mobistar's LTE network.

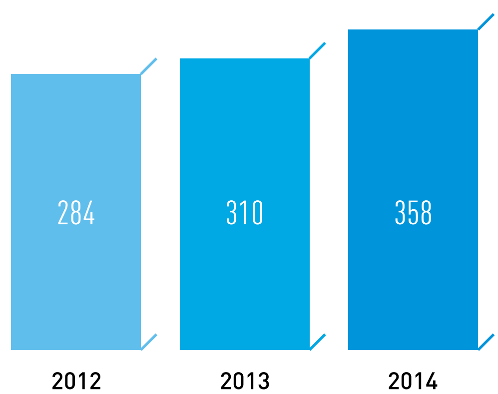

tvcabo
tvcabo
A VIDA A 3 DIMENSÕES

← **TVCABO** Angola and Mozambique FILDA Stand

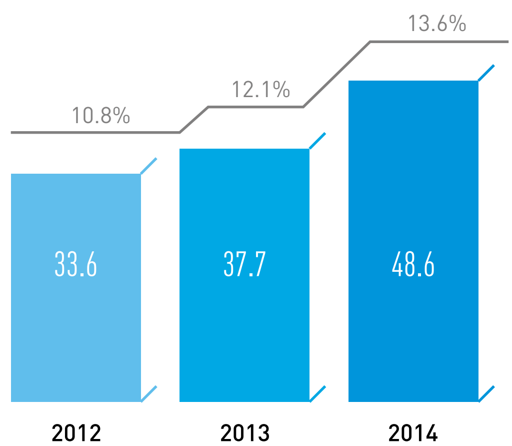
TELECOMMUNICATIONS
VISABEIRA GLOBAL

The Communications Sector in Mozambique, as worldwide, has been increasingly evolving and playing an important role in the development of the local economy, which continues to see the market gradually opening up to private investors. Televisa has taken advantage of this trend to establish partnerships with new companies that begin to consolidate as technology operators or suppliers. In this context, we highlight the work for Vodacom, with the construction of dozens of sites and the construction of several thousand kilometers of fibre optic backbone in order to provide the country with the most modern communication network. The overall performance in 2014 has consolidated and strengthened the leadership of Televisa in all segments, ranging from maintenance, fibre optic network expansion and new FTTH networks with GPON technology, with an increase of about 4% in its turnover.
In the Angolan market, the bet is to continue to provide the country with infrastructures that ensure higher penetration rates of information and communication technology services to the population. In this regard, Comatel has asserted itself as a reference service provider which is evident in its increased turnover by 25%, totalling 28.9 million euros (3.8 thousan million kwanzas). Pursuing the work of previous years, various works were developed for Angola Telecom ranging from the implementation and consolidation of infrastructure projects in optical fibre for Diginet network customers, to the maintenance of backbone network. Regarding TVCABO Angola, Comatel continued to perform construction and maintenance works of the respective network in the cities of Luanda and Benguela, and also started the construction of the new FTTH network in Lubango. We should also highlight the project for the centrality of Kilamba Kiaxi and its implementation for the new ZAP Customer, an operator in the distribution of cable TV / internet.
Despite the adverse environment that characterized the macroeconomic context worldwide, most companies that make up Visabeira Global showed a very positive performance, which was materialised by an increase, often quite significant, of their turnover, with the telecommunications area growing by about 15% over the previous year.

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)



CABLE TV

In 2014, TVCABO Mozambique continued its investment in the consolidation of the Wi-Fi HotSpots product, strengthening and investing in the HORECA channel segment, enabling a differentiated combination TV + NET + HOTSPOT in the market, quite well accepted by the target segment.
In this context, the turnover stood above 19.3 million euros (785 million meticais), thus representing an increase of 18% over the previous year. This growth is directly related to the strong investment made in recent years in building infrastructures that made it possible to expand the activity to several cities in Mozambique, including Beira, Nampula, Pemba and Tete.
Keeping up with the policy of expansion and consolidation of activities in cities outside the Maputo province, TVCABO keeps recruiting new qualified staff and strengthening its focus on the continuous training of its staff. This expansion policy has led to increased operating results, which in 2014 grew by about 315 thousand euros (12.8 million meticais), standing at 1.9 million euros (80,5 million meticais), representing an increase of 16% compared to 2013. In turn, the EBITDA grew by 1 million euros (42.2 million meticais), standing at 4.5 million euros (185 million meticais).

In Angola, the assertion of the VIV brand for the residential segment and the consolidation of + FIBRA Negócios for the corporate segment actually consolidated the positioning of TVCABO as a leading operator in the telecommunications sector, which is now widely recognized in Angola and always associated with quality service. The company was present at several exhibitions, such as the FIB - Benguela International Trade Show, ICT Expo - International Exhibition of Information Technologies and Communication of Angola, FILDA - Luanda International Trade Show, with a view to acquiring new customers and making the current ones remain loyal.
In 2014, the company continued with its infrastructure development process in neighboring areas and condominiums, either in Luanda or in Benguela, with greater emphasis on the centrality of Kilamba Kiaxi in partnership with Angola Telecom, having also been the stage for the implementation of the operations in Lubango, in Huila province.
The total number of contracts by the end of the year represents an increase of about 40% over the previous year, and a 52% increase in terms of active services.
As a result of the diversification of products and services and of the commitment to quality and the investment made in the commercial area, in 2014, the turnover exceeded 63.7 million euros (8.3 thousand million kwanzas), an increase of 45% over the previous year. The company's increased activity induced a sustained increase in most of the cost headings. Staff costs increased by 38% over the previous year, in order to tackle the growth in the number and quality of employees. Operating income increased by 20% over the previous year, having reached 12.7 million euros (1.7 thousand million kwanzas), reflecting the company's great operational performance. To end, it is also worth highlighting the net income, which reached more than 8.4 million euros (1.1 thousand million kwanzas), representing an increase of 37% compared with the previous year. The financial autonomy and solvency ratios stood at 48.8% and 95.4%, respectively, as a result of the continuous improvement of the company's performance.

ENERGY

The energy market, on the whole of Portugal and Mozambique, increased its turnover by 29%, reaching an amount of 60 million euros (an increase of 23%).
In 2014, in the electricity segment, Visabeira continued to provide regular services in continuous contracts, under the EC2010 agreement, for EDP, while retaining the responsibility for the construction, repair and maintenance of HV (high-voltage), LV (low-voltage) and MV (medium-voltage) distribution networks for 41 municipalities in Portugal in all 3 Operational Areas (Loures OA, Portalegre OA, Santarém OA). The investment made in 2013 on the new license, which enabled us to work with REN, has shown to be positive, namely with the implementation of two important projects in 2014. Thus, the works in the Substation of Frades, in the total amount of 119 thousand euros, were started and completed, and the construction of a section of the Carrapatelo-Estarreja 3 Line at 220kV, was initiated, which involves the construction of a 10-km section in Nosa de Castelo de Paiva, and which is part of the High-Voltage Line between the Carrapatelo dam, in Régua and Estarreja. This project amounts to 4 million euros.
In the gas segment, the significantly adverse context that has occurred in recent years pointed towards all current contracts being completed in 2014, however, there have been some amendments of deadlines and in some cases also of the amounts involved, to ensure maintaining the activities in the entire area covered by distributors. In this regard, the existing contracts with Duriensegás have been amended, reflecting an increase in the works of about 398 thousand euros. For Beiragás, there were amendments to the deadlines, amount and extension of the work areas, comprising the municipalities of Castelo Branco, Fundão, Covilhã, Guarda and Seia in a total of 1.4 million euros. Regarding Lisboagás, the service and maintenance contracts underwent some adjustments and extensions, which were reflected by an increase in the works of about 590 thousand euros.
As far as Tagusgás, in addition to deadline extensions and enlargement of the intervention area to the municipalities of Abrantes, Tomar, Vila Nova da Barquinha and Ferreira do Zêzere in a total amount of 1.3 million euros, two direct awards were also made for natural gas distribution networks in the amount of 200 thousand euros.
It is also worth highlighting the natural gasinfrastructure construction and maintenance contract - type B) and C) in the municipalities of Figueira da Foz, Montemor, Soure, Coimbra, Condeixa, Viseu, Tondela, Nelas, Santa Comba Dao, Mangualde, Mortágua, Seia, Guarda, Covilhã, Fundão, Castelo Branco, Lousã, Arganil, Penacova, Sátão, Almeida and Vila

Velha de Ródão, with the distributors Lusitaniagás and Beiragás, for the amount of 9.4 million euros, lasting 36 months. In 2014, the turnover of Visabeira increased by about 8.8%, compared to 2013, which translates into an amount of 39.5 million euros compared to 36.3 million euros in 2013.

In 2014, Electrotec, in Mozambique, continued to develop its activity dedicated to the construction and maintenance of transport infrastructures and power distribution for high-, medium- and low-voltage electricity, working comprehensively across the entire Mozambican territory.

The company was the protagonist of important works, among which we highlight the following, due to their dimension: rural electrification in the provinces of Niassa, Maputo and Manica (total amount of the undertaking 2.5 million euros); EDM, EDAP Lot 6 – Rehabilitation and Reinforcement of Primary Network & Grid Extension and Customer Connections, in Maputo province (total amount of the undertaking 4.1 million euros); EDM - Investments 2014 - Lot V - construction of power grids in Zambézia Province (amount of the contract 276 thousand euros).

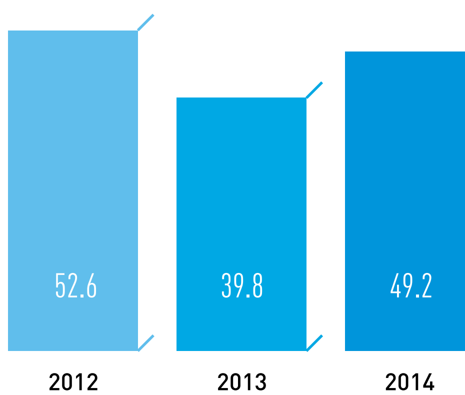
During part of the year 2014, significant constraints were felt in road traffic between the South and the Centre / North of the country, areas where Electrotec has the most contracts running. This had a negative impact on the company's activity, which led to a decrease of 42% in turnover, standing at 3.7 million euros (153 million meticais).

Also in Mozambique, Hidroáfrica kept its customer portfolio, including the National Waters Directorate, the National Directorate for Agrarian Services, Fipag, Ara-Sul, AIAS and Funae, adding one more strategic customer, the Águas de Maputo (Maputo Waters).

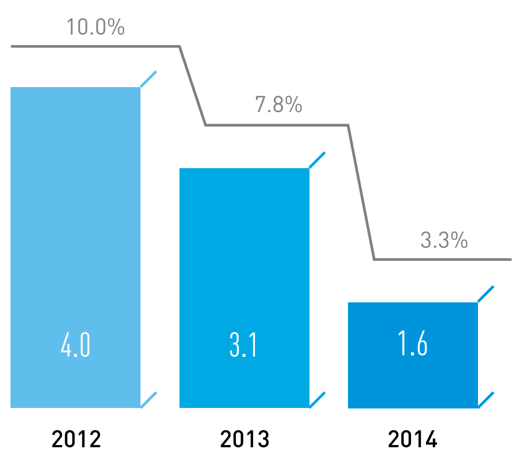
Its activity focused specifically on the hydraulic area, where it was associated with several projects, of which we highlight the following, for their relevance: the construction of the Aquaculture Demonstration and Training Center in Chokwe, for the National Institute for Aquaculture Development (INAQUA), of the Ministry of Fisheries (a work in partnership with Edivisa and Sogitel); the rehabilitation project of the Chokwe irrigation for FUNAE, and the electrification work through the mini-hydro power plant in Chiurairue for FUNAE; the construction of the Irrigation of Limane for PROIRRI in the Mopeia district, Zambézia province; among others.

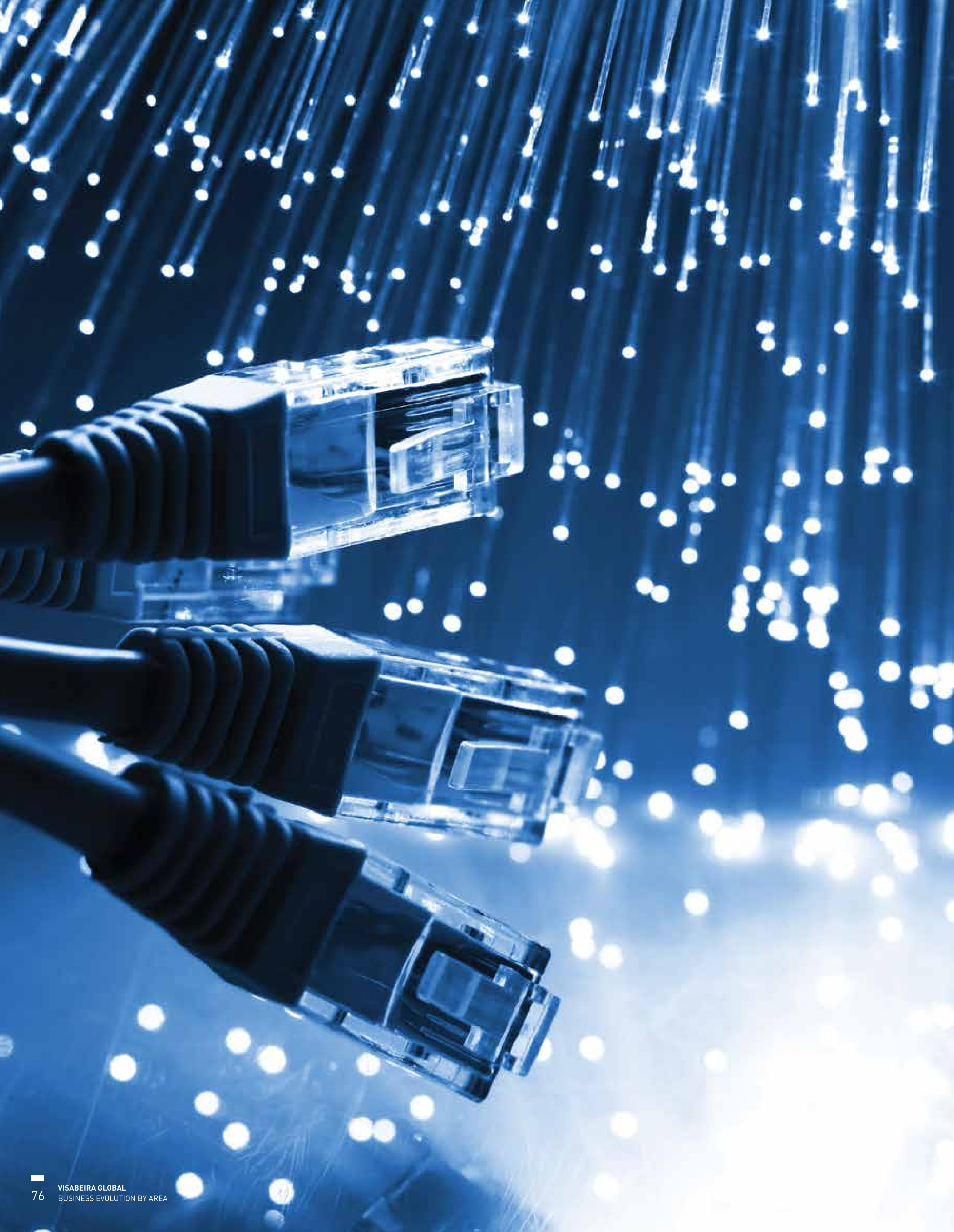
In this context, the turnover of Hidroáfrica reached 5.5 million euros (223 million meticais), representing an increase of 4% over the same period.

Turnover (million euros)



EBITDA (million euros) **and Margin** (%)



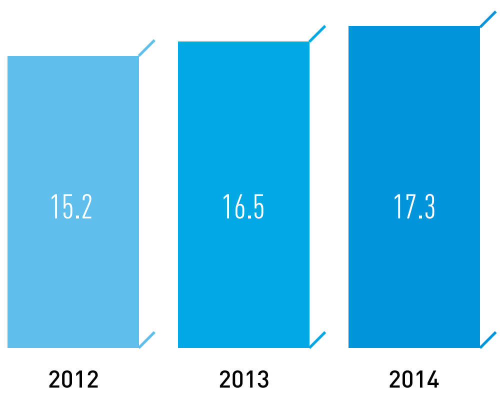


← **REAL LIFE TECHNOLOGIES**
ICT development, certified integration and training

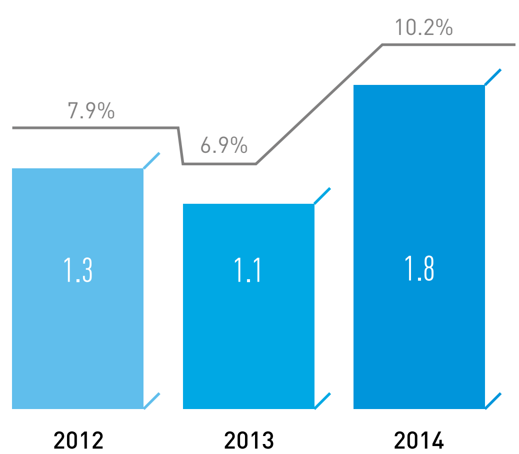
INFORMATION AND COMMUNICATION TECHNOLOGIES

Visabeira Global's consolidated turnover in the ICT area amounted to 17.3 million euros, a 5% increase over the previous year which had amounted to 16.5 million euros.
As a result of the increased weight of service provision in turnover at the expense of equipment sales, which segment concentrated much of the companies' investment savings, the EBITDA margin increased to 10.2%, reaching 1.8 million euros, against the 1.1 million euros in 2013.
Despite the huge challenges and difficulties felt in the ICT sector and in the ability of companies to become international, Real Life Technologies was able to reinforce its status of "Multinational ICT Service Provider," adapting to the reality of the markets in which it operates and taking up a strong position in various geographic locations. Noteworthy is its presence in Mozambique, to where it successfully and synergistically transported its skills in highly complex solutions and services, allowing it to take part in relevant projects to local technological development. In addition, it operates a certified vocational training centre, the Real Life Advanced Technologies Academy, which has become a clear alternative to curriculum development for professionals in that market.
Under the ongoing policies of customer appreciation, enrichment of the value creation model and internationalization strategy, 2014 was marked by strong growth in professional value-added services, both domestically and internationally, thanks to the high level of certification and skills that presently make up the knowledge base of Real Life Technologies.

Turnover (million euros)



EBITDA (million euros) **and Margin** (%)



TECHNOLOGY
VISABEIRA GLOBAL


V804F
VAIACAR

← **EDIVISA MOZAMBIQUE**
Rehabilitation of the Sena Railway Line

CONSTRUCTION

Edivisa, acting in a market that is quite sensitive to significant decreases in public investment, particularly in construction works, and subsequent shortage of contracts in the domestic market, has intensified its activities in the international arena, namely with a strong presence in Mozambique. Thus, the mobilization of resources from Portugal to Mozambique remained, in order to award greater dynamics and operational capacity to companies in the local industry, including the Edivisa Branch and Sogitel.

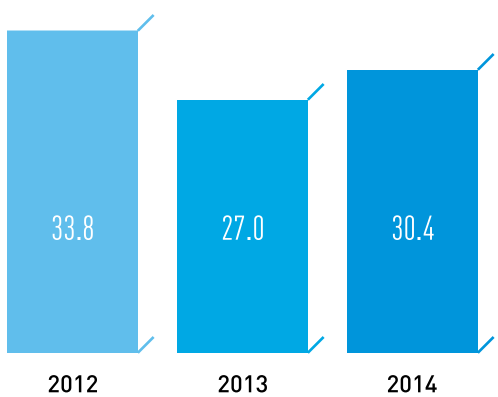
In this context, it is worth highlighting the activity of Edivisa Mozambique, very much centralized in the railway sector, particularly in implementing railway infrastructures, namely pursuing the works for the increased capacity of the Sena Line from Beira to Moatise, for the Mozambique Railways (CFM), a joint undertaking with Mota Engil.

Sogitel, also in the Mozambican market, kept investing in strategic works in 2014, namely in the construction segment, with highlights for its role in some works of national relevance: the rehabilitation work of the Chokwe Irrigation, in the amount of 6.8 million euros (8.3 million dollars) for FUNAE, a joint work with Hidroáfrica; the undertaking for the Aquaculture Demonstration and Training Centre - located in Nosa do Chokwe (Mapapa), for Inaqua, which company is now the consortium leader with a 40% stake in the Consortium Sogitel / Hidroáfrica / Edivisa of the amount of 2.7 million euros (113 million meticais); the work on the 66-Kv line in the amount of 917 thousand euros (37.3 million meticais) for Electrotec; Remodelling of the Girassol Bahia Hotel with a budget in the amount of 2.4 million euros (101 million meticais); Metalworking Unit Construction work in the amount of 2.5 million euros (1,032 million meticais) for Martifer Amal; among others.

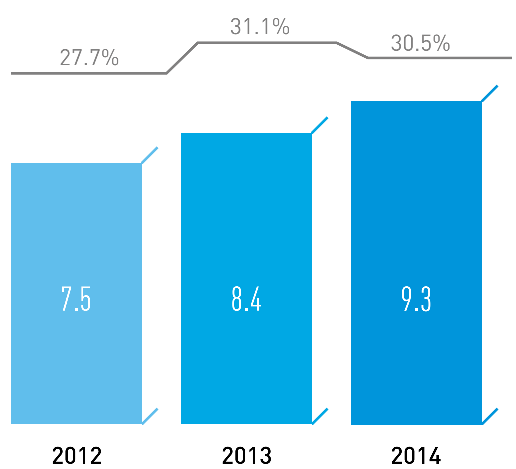
Visacasa kept its activity focused on facilities management services, always guided by the highest standards of efficiency, quality and safety. In order to overcome the constraints of the market regarding the reduction of investment by customers and the pressure upon prices, both in regard to maintenance contracts as well as regarding prices of rehabilitation works and installation of equipment, the company kept investing in flexibility and in tailor-made solutions for each customer. With this strategy, and acting in countercycle in the market it serves, characterized by a significant reduction of activity and by an aggressive pressure upon prices, Visacasa managed to increase its turnover by 36% compared to 2013, settling at 5.2 million euros.

Internationally, the company has alsomaintained its activity in Angola, similarly to what had happened in the previous year.

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)



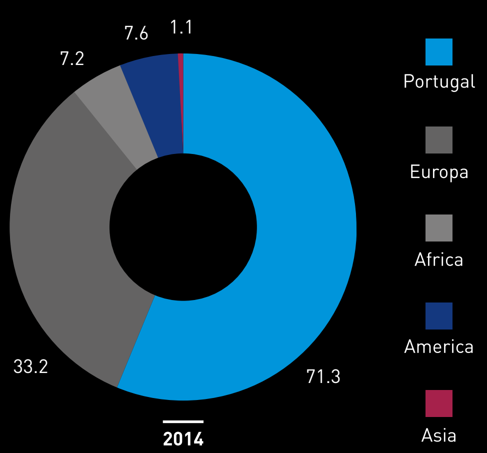
CONSTRUCTION
VISABEIRA GLOBAL

VISABEIRA INDUSTRY

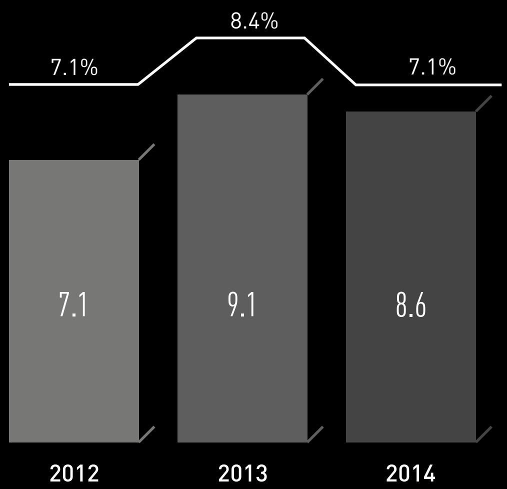
Consolidated turnover (amounts expressed in million euros)

	2014	2013	Changes YoY
Turnover	120	108	11%
EBITDA	8.6	9.1	-6%
EBITDA Margin	7.1%	8.4%	-1.5 p.p.
Recurring operating income	2.5	-1.8	239%
Recurring operating margin	2.1%	-1.7%	4.3 p.p.
Net income	-0.1	-6.8	99%
Capex	14.8	24.9	-40%
Debt	75.1	68.7	9%
Inventories	41.5	38.9	7%
Fixed assets (Including goodwill)	202	197	2%

Turnover (million euros)



EBITDA (million euros) and Margin (%)

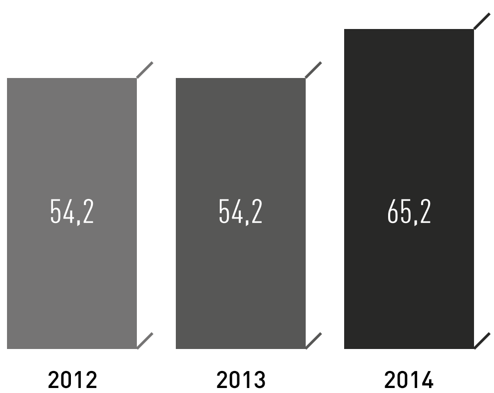


In 2014, the consolidated turnover of Visabeira Industry grew 11%, reaching 120 million euros, and the EBITDA reached 8.6 million euros, representing an increase of 11% when compared with the previous year.

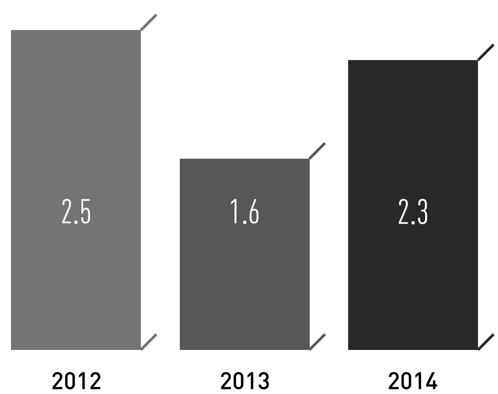
CERAMICS AND CRYSTALS

In 2014, the Vista Alegre Atlantis Group increased its consolidated turnover by 20% over the same period in 2013, reaching 65 million euros. Exports keep growing at a good pace, i.e. more than 33% in 2013. All segments in the ceramic area showed excellent results, as a result of the efforts to enter new markets such as Angola, Algeria, Bolivia, Congo, Ecuador and of the recovery of sales in traditional markets, namely Germany, Spain, Holland and England.
Consolidating its commitment towards internationalization of the brand and towards strengthening its positioning as a prestigious brand, Vista Alegre Atlantis was present in the sector's most important trade shows, either in the retail sector or in the hotel sector. Thus, the company was present at Maison & Objet in Paris, Ambiente in Frankfurt, at the two editions of ABUP in São Paulo, as well as in the two editions of TableTop in New York. Apart from these, it was also present in smaller but important trade shows for the sector (Chicago, Atlanta, Milan, etc.), with local partners.
Along with these presences in international trade shows, the brand also strengthened its presence in the international media through public relations and its press office, working with five agencies in several countries (Portugal, Brazil, Spain, USA and France).
In 2014, there was again strong dynamics in the development of new products and in innovative media releases, with national and international authors of reference. Examples of this included the launching of a new collection of Giftware with the Christian Lacroix house, of a set with Brazilian architect Chicô, of a collection with French illustrator Sempé, and of new pieces for the collections 1 + 1 = 1, PAC, Gallery, and Evoq, among others. In the hotel business, the same dynamics was also present, with releases of pieces developed with some renowned chefs, and with sales increasing by 17% in this channel. The Group was also present at trade shows, including Equipotel (Paris and São Paulo), Hostelco (Barcelona), PIR (Moscow), Hotelimpia (London), FH (Singapore) and at the Dubai Hotel Show with a local distributor.

Turnover
(million euros)



EBITDA
(million euros)



VISTA ALEGRE ATLANTIS
VISABEIRA INDUSTRY

In 2014, Vista Alegre Atlantis also strengthened its presence in e-commerce, having invested in a new online store in Spain and the increased use of social media and newsletters as key communication tools aimed at increasing brand awareness and sales.
In 2014, a new segment emerged, named Grês Mesa [Table Stoneware], to embody the new industrial unit of Ria Stone, a company 100% owned by Vista Alegre Atlantis SGPS SA, which earned 5.7 million euros, aimed especially at the European market.
Besides the above mentioned increased turnover, the Vista Alegre Atlantis Group showed an improvement in its EBITDA of 42% and an increase of net income by 61%.
The profitability of the ceramic area segments keeps improving, as a result of increased sales in retail


Atlantis

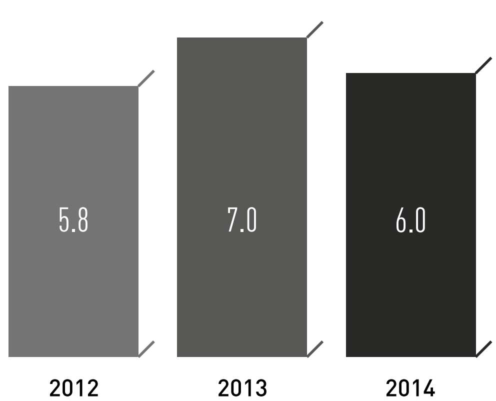
← **VISTA ALEGRE ATLANTIS**
Porcelain, crystal
and glass production

own channels, hospitality and promotion, as well as the continued growth of its subsidiaries in Brazil, USA and Mozambique. On the other hand, there was a significant loss in the Crystal and Glass segment, due to lower sales and lower production levels due to the investment made in the crystal kiln. The investments of the Vista Alegre Atlantis Group achieved a fairly high level, in 2014, primarily because of the fact that Ria Stone finished building the factory. The total amount of investments reached 11.9 million euros in fixed assets, 68% of which was related to the new table stoneware production unit. The Crystal and Glass segment saw investments of 1.3 million euros, i.e. 9% of the total amount, with special emphasis on the refurbishment of the crystal kiln. At commercial level and following the Group's internationalization strategy, it is worth highlighting the opening of a store in São Paulo, the first flagship store in this country, located in the renowned Rua Haddock Lobo.
The Vista Alegre Atlantis Group continues to invest in R & D projects (Research and Development), namely with three ongoing projects: Nobledec, whose main goal is the development of a new line of high value-added crystal products decorated with precious metals (especially gold); M2 Grés (Stoneware), whose goal is to develop a new line of stoneware pieces made with the single firing process, with high performance in terms of metal-marking and at reduced cost; and finally PrecisiousMet, which includes the acquisition of equipment for the development of a decals production technique for porcelain pieces, decorated with precious metal and high-performance surface properties for the hospitality market.
The focus of the Group in 2015 includes being present in international trade shows and the consolidation of collaborations with the best international designers and artists, in order to offer differentiating pieces, of highly relevant artistic and commercial value. An example will be the emphasis on a large Art Deco-inspired collection, which will contribute decisively to asserting the brand as one of the most reputable and desired worldwide. Thus, the emphasis will be based on the export channels, emphasizing overseas operations, with commercial and marketing initiatives that will help achieve better levels of profitability.

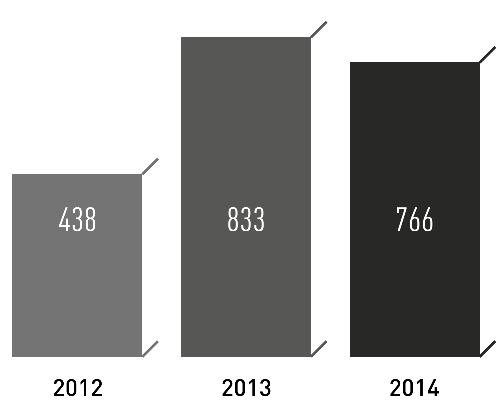
CERUTIL
VISABEIRA INDUSTRY

In 2014, Cerutil followed and was sensitive to short-term cyclical movements of the economy in external markets, experiencing irregular cycles in demand throughout the year.
In fact, in the first half of the year, the company laboured below its capacity and with a short-term order book. Even before the summer, it went back to work at full capacity and by turning to subcontracting, as a result of increased demand and large orders with a very significant impact on the company's production structure.
In the commercial area, the company sought to strengthen its presence in several markets which it visited, such as Germany, Spain, Ireland, France and the UK, and was present at various international trade shows. In a countercycle to previous years, growth stood out in 2014 in the following markets: the Netherlands (551%), Spain (237%), South Africa (143%), Egypt (103%) and Ireland (75%). France (27.5%) and the UK (16.8%) remained as the main markets, while it is also worth noting a significant increase in Other Markets, namely Belgium, South Africa, Egypt, Brazil, Ireland and Norway, which, as a whole, accounted for 15% of sales by market. Thus, the good performance that had already been seen in 2013, remained in 2014, reaching a turnover of 6 million euros. Operating profit recorded an amount of 259 thousand euros, which, together with the less onerous financial results, made it possible to achieve a net profit of 427 thousand euros, 11% more when compared with 2013.

Turnover
(million euros)

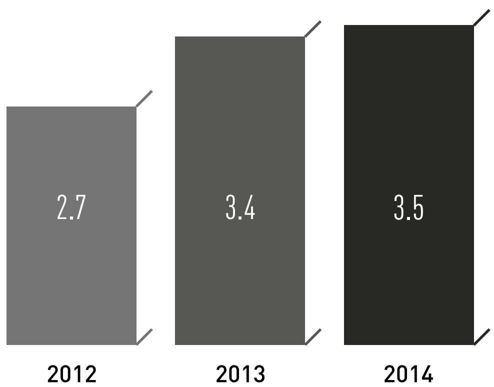


EBITDA
(thousand euros)

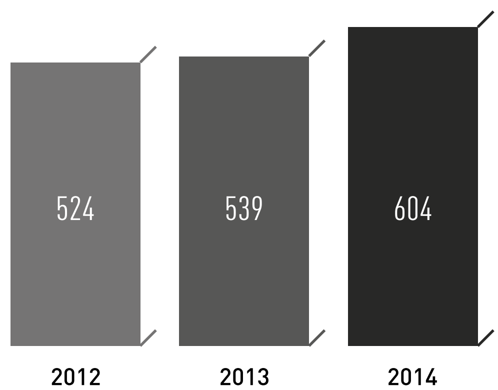


The company Faianças Artísticas Bordallo Pinheiro, founded by Rafael Bordallo Pinheiro, started its activity in 1884, manufacturing ceramics, especially artistic pottery. The factory has established a unique heritage in the history of artistic ceramics, continuing to devote itself to manufacturing elaborate pieces in clay and decorative ceramics, guided by values such as art, originality and *sui generis* features, typical of the legacy left by its founder.
In 2014, Faianças Artísticas Bordallo Pinheiro kept the growth trend of its turnover, which amounted to 3.5 million euros, showing an increase of 4% over the previous year. Contrarily to what was expected and to the historical records of the company, the domestic market accounted for 70% of sales, an increase of 30% compared to 2013. As far as the foreign market is concerned, there was a decrease of 40% over the previous year, highlighting the instability seen in international markets.
To offset the loss that was recorded, Bordallo Pinheiro sought to develop more aggressive commercial initiatives during the year, and thus, by the end of the year, there were some positive signs on the new collections by customers from the US and Asian markets.
The EBITDA amounted to 579 thousand euros, 11% more than the figure of 2013, and the operating income grew by 20% over the previous year, standing at 250 thousand euros, showing a very positive performance. With regard to the main financial indicators, highlight goes to the gross margin, which was higher than in 2013, as well as the good ability to generate resources, with a net cash flow of 412 thousand euros.

Turnover
(million euros)



EBITDA
(thousand euros)



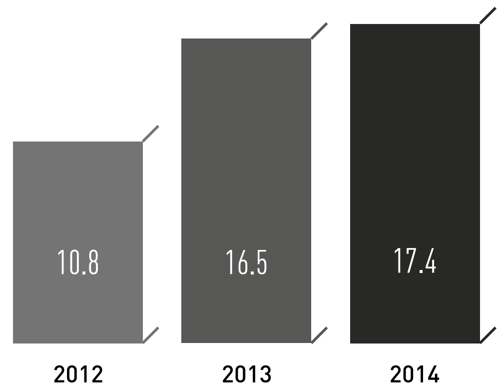
BORDALLO
VISABEIRA INDUSTRY

BIOFUELS AND THERMAL ENERGY

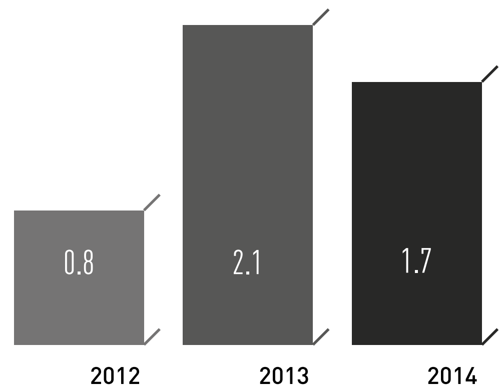
In 2014, Ambitermo, acting in the boilers and energy recovery systems sector, recorded a very positive development, reaching results much higher than those in the previous year, following the favourable trend of national exports and the situation of the international market. In 2014, Ambitermo's turnover reached an amount of 17.4 million euros, representing an increase of about 5% against the amount achieved in 2013. In fact, the foreign market continued to be a good choice, already accounting for 70% of its sales, with emphasis on the company's presence in the United Kingdom and Angola.
In 2014, the company continued with the works in Angola for Sonangol, with the implementation of the equipment for the combined-cycle plant in the Luanda Refinery, a project that will last until 2015, in the total amount of about 20 million euros; and also in Glasgow, Scotland, with the construction of a plant for burning non-recyclable waste, a project planned to last until 2016, in the total amount of about 8 million euros.
Also in 2014, it is worth highlighting two more supply contracts that were signed, one worth 8 million for Derby in England, and another one worth 5 million for Milton Keynes, also in England. Both works already begun in late 2014, and are expected to last until 2016.
Turnover totalled 17.4 million euros, representing an increase of about 5% over the previous year. Operating income in conjunction with operating expenses led the company to show a net profit of 1 million euros, which represents a net return of 6%.
The financial autonomy and solvency ratios grew between 2013 and 2014, respectively, from 33.8% to 35%, and from 51% to 54%. This was due mainly to a decrease in customer advances, which had a subsequent impact in terms of deferred liabilities, thus decreasing the denominator.

AMBITERMO
VISABEIRA INDUSTRY

Turnover
(million euros)



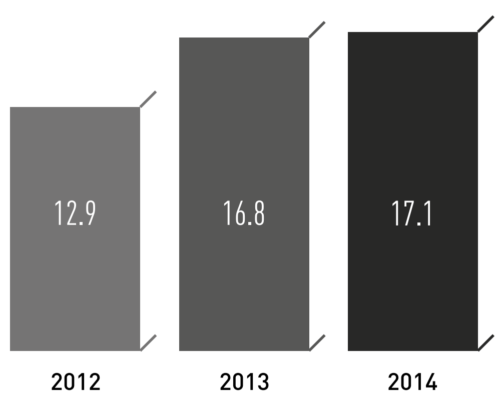
EBITDA
(million euros)



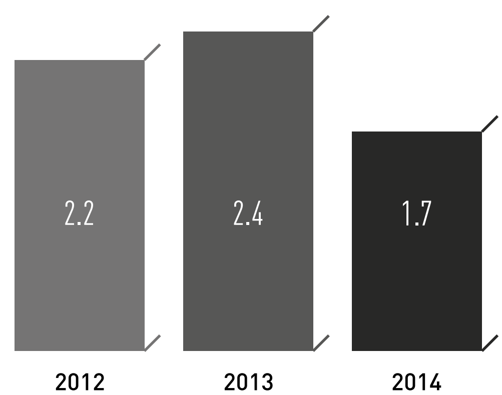
Pinewells, engaged in the production of wood pellets, 100% natural renewable biofuel, exclusively produced from wood as uniform, dry and highly compressed particles, stands out by ensuring a high-quality end product in accordance with the most demanding specifications of international customers and with European Standard ENPlus.
The European market for industrial pellets, like in 2013, was virtually stagnant until the end of August, having actually recovered at a fast pace only by the end of that month, which allowed not only an increase in production by 16.2%, as well as addressing the lack of activity in the domestic sector, also attesting the productive flexibility of Pinewells.
Although 2014 was characterized by a general slowdown in pellet demand in the main international markets, as a result of a short and mild 2013-2014 winter throughout Europe, Pinewells kept its growth path, with a turnover of approximately 17.1 million euros, an increase of 2% compared to the previous year. Net profits stood at 265 thousand euros, which is considered significant, given the current economic climate. The company continues to show robust financial strength, with the main indicators evidencing very significant amounts, with financial autonomy very close to 31.3% and capital adequacy ratio at 45.6%.

PINEWELLS
VISABEIRA INDUSTRY

Turnover
(million euros)



EBITDA
(million euros)

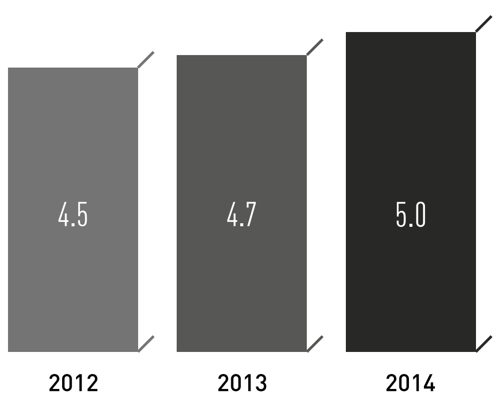


← **MOB**
Modular customizable kitchens

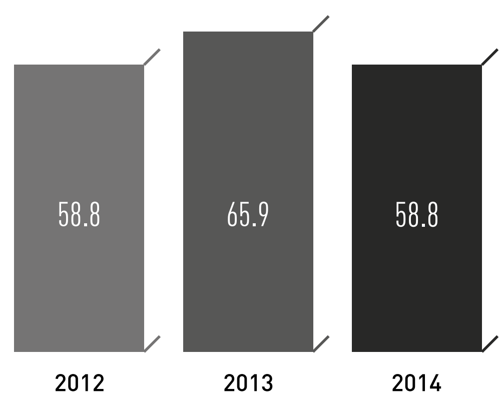
KITCHENS

Mob, by addressing the highest standards demanded by the market, is asserting itself as a kitchen manufacturer where quality, aesthetics and design are key criteria in the design of custom-made kitchens, and where customer satisfaction is the primary goal.
Besides the domestic market, the company invests heavily in internationalization as a way to expand its activity, maintaining its representation in Angola, France, and Azerbaijan, through a representative, and in the United Arab Emirates, participating in the Saadiyat Island project.
Consolidating its presence in the French market, Mob is present at Foire de Paris with innovative products and solutions, able to meet the growing demands of a competitive international market.
It is worth highlighting the signing, in 2014, of a memorandum of understanding between Mob and Force 10, a relevant UAE group in the construction industry, which includes a major supply contract (700 kitchens to equip a luxury real estate project in the Emirate of Abu Dhabi), along with the construction project for a kitchen furniture factory.
Apart from its presence with own stores as a way to reach out to individual customers, it kept focusing on direct sales to building constructors and to real estate agents as a way to gain market share and turnover.
Mob continued to have a strong position as a supplier of kitchens to the financial sector, particularly in buildings for Banks, Insurance Companies and Investment Funds.
Thus, the good performance that had already been shown in 2013, remained in 2014, reaching a turnover of 5 million euros, representing a growth of about 6%. The creditworthiness of short- and long-term commitments remainsconsolidated, with the financial autonomy ratios standing at 58.8% and the solvency ratios at 142.9%.

Turnover
(million euros)



Financial Autonomy
(in percentage)



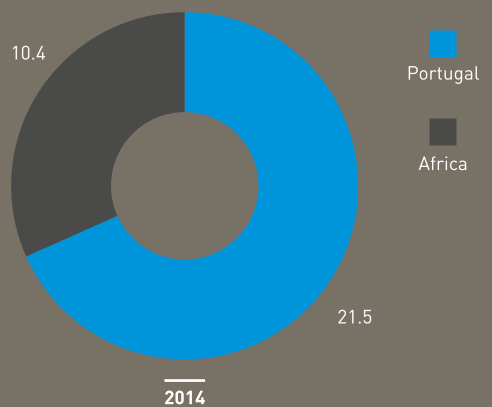
MOB
VISABEIRA INDUSTRY

VISABEIRA TOURISM

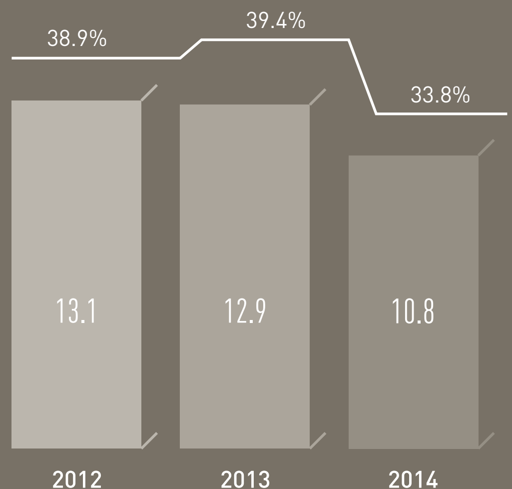
Consolidated turnover (amounts expressed in million euros)

	2014	2013	Changes YoY
Turnover	31.9	32.6	-2%
EBITDA	10.8	12.9	-16%
EBITDA Margin	33.8%	39.4%	-5.6 p.p.
Recurring operating income	5.4	8.0	-32%
Recurring operating margin	17.0%	24.5%	-9.3 p.p.
Net income	19.0	6.5	193%
Capex	6.9	2.5	173%
Debt	33.7	36.2	-7%
Inventories	0.4	0.3	24%
Fixed assets (Including goodwill)	112	126	-11%

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)

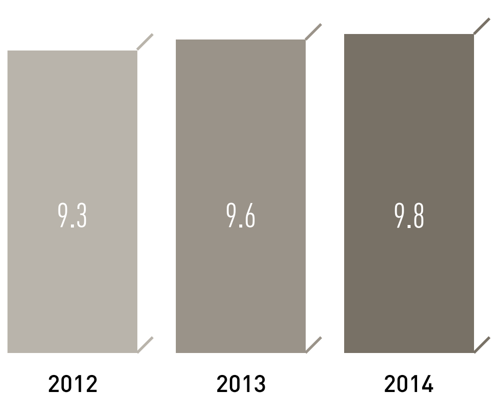


The Tourism segment, due to the climate of global shrinkage, reduced its turnover by 2% yoy, reaching 31.9 million euros. The foreign market (Mozambique) recorded a decline, also impacted by the refurbishment and redevelopment works that took place in Indy, and in Gorongosa, that conditioned the normal activity of these units.
In Portugal, Tourism grew by 2.3% in turnover yoy, driven by the great efforts of the commercial teams and by the excellent quality of service the Group always offers its customers.

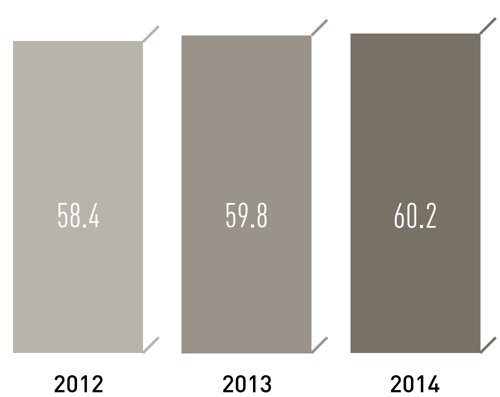
HOSPITALITY

In Portugal, the Tourism Company Empreendimentos Turísticos Montebelo, SA (ETMB) strengthened its position as a main player in integrated offer for the tourism sector, supported by its growth strategy based on three main vectors: development and consolidation of the Montebelo chain, diversification of its product portfolio, and an integrated and diversified offer.
The Montebelo brand is distinguished in its sector by a comprehensive and complementary offer, combining hospitality, golf, entertainment, sports/adventure, wellness and restaurants.
Regarding promotional activities, the company was present in several international trade shows, namely at FITUR - Madrid International Tourism Trade Show, at WTM - World Travel Market in London, at ITB - the Berlin Tourism Trade Show, at ABAV - the Americas Trade Show, held in São Paulo, Brazil, and at the BTL - Lisbon Tourism Trade Show.
The German market has also involved a strong investment, with the chain Montebelo Hotels & Resorts present at the Portugal Experiences workshops in the cities of Essen, Frankfurt, Stuttgart and Munich, a program designed by Tourism of Portugal.
The year was marked by a diverse portfolio of activities in the various units Montebelo Viseu Hotel & Spa, Hotel Casa da Insua and Montebelo Aguieira Lake Resort & Spa, of which we highlight: the choice of Montebelo Viseu Hotel & Spa as the venue for the operations of the Portugal Bicycle Tour 2014 and for the Vê Portugal [See Portugal] debates - 1st Domestic Tourism Forum and Portugal 2020 - Challenges for the domestic market, which were attended by several personalities connected to tourism; the Hotel Casa da Ínsua organised the event Queijo da Serra in the Chef's Style [for the traditional cheese from the Mountain area of Serra da Estrela], and the Truth of Wine program, both dedicated to the promotion of local products; and the Montebelo Aguieira Lake Resort & Spa as a concentration and training center for several international canoeing teams.
In most units there has been an increase in the volume of activity that translated in the amount of 9.8 million euros, representing an increase of 2% compared to 2013. Operating income stood at 986 thousand euros, an increase of 63% compared to the previous year, and net result amounted to 2 million euros, an increase of 23%. The company still maintains very comfortable levels of financial autonomy and solvency, shown by its financial autonomy and solvency ratios of 60.2% and 151.3%, respectively.

Turnover
(million euros)



Financial Autonomy
(in percentage)

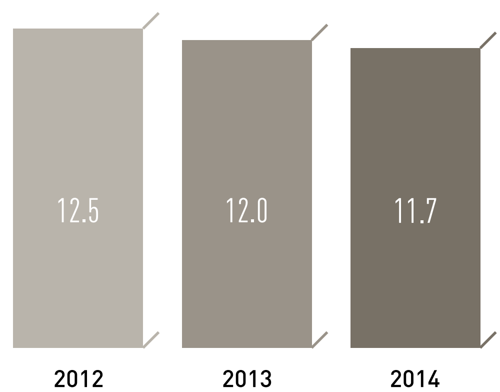


← GIRASSOL HOTELS
Girassol Songo, a new hotel in the province of Tete, Mozambique

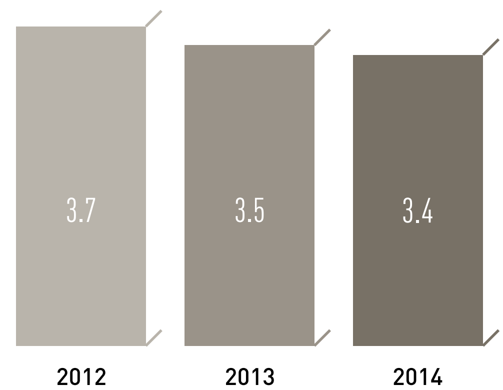
In the Mozambican market, Turvisa has a diverse tourist offer, including hotels, convention centres, leisure facilities and restaurants, plus autonomous enterprises (the Girassol Indy Congress Hotel & Spa, the Girassol Bahia Hotel, the Girassol Lichinga, the Girassol Nampula, the Girassol Gorongosa Lodge & Safari, the Girassol Songo and the Rodízio Real Restaurant).
In order to maintain its leading position in the industry, the company invested in an aggressive and constant trade policy, investing in many advertising media, including periodicals, sponsorship of events, printed press, tourism trade shows, among others.
The company strengthened its focus on values such as quality and innovation capacity as major factors of competitiveness and profitability.
At operational level, Turvisa remained in line with the previous year in countercycle with the lower activity that the sector recorded nationwide. The company achieved a turnover of about 11.7 million euros (475 million meticais).

TURVISA
VISABEIRA TOURISM

Turnover
(million euros)



EBITDA
(million euros)

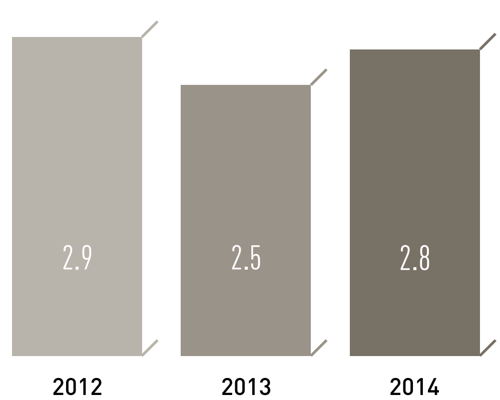


RESTAURANTS

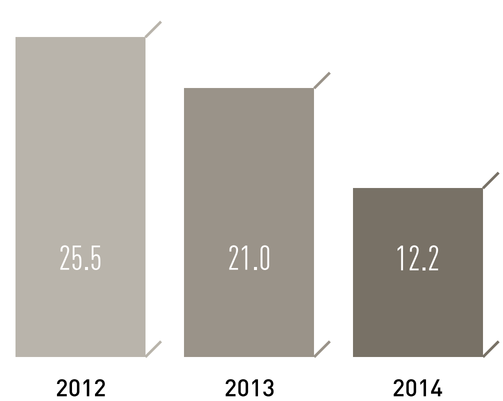
With many years of accumulated experience, Ródia currently has a wide culinary offer that includes, among others, not only regional cuisine, but also the Brazilian "Rodizio," international cuisine, typical beer-pub dishes, chicken à la Guia, theme-based menus, and pastries. Despite the economic environment marked by stagnation of consumption, the performance of Rodia remains guided by trust, innovation and promotion of thematic and regional events, causing the turnover to stand at 2.8 million euros, representing an increase of 11% compared to 2013. The offer in Portugal is completed by the Zambeze restaurant, which has become an *ex libris* in the Portuguese capital city. Given its growing notoriety, the turnover rose to 1.1 million euros, representing an increase of over 21% over 2013.

RODIA
VISABEIRA TOURISM

Turnover
(million euros)



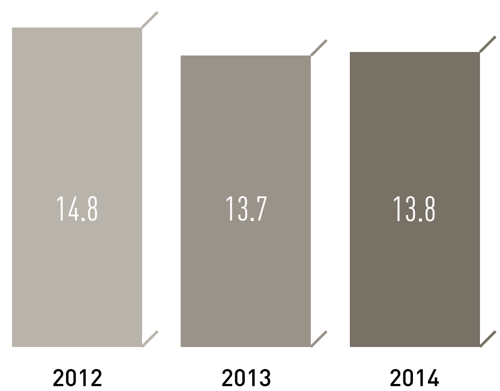
Financial Autonomy
(in percentage)



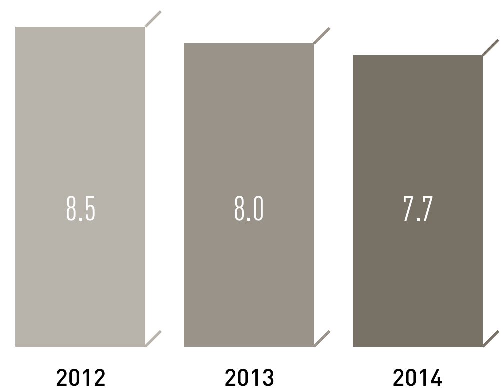
SERVICES

Movida has strengthened its position at the Palácio do Gelo, both as an icon in its region, and as a reference at national level. Pursuing the policy already developed in the previous year, and even surpassing the disappearance of some national and international brands, the project has increased its occupancy rate, which rose to 89% in 2014, and the lease prospects for new stores and increased occupancy rates are now stronger than ever.
With a unifying role in the region, as the main choice as a shopping and leisure destination, the Palácio do Gelo increased the number of visits, which remained at levels above the national behaviour. The most positive impact has been the increased sales of a large number of tenants of the mall. As far as sports go, the focus was on offering a variety of activities, suitable for all ages (from infants to the elderly) and of all physical conditions, namely by establishing a new concept of classes, the small group, which act as more personalized classes and that have enriched the already very wide range of activities in this field.
Keeping the focus on various marketing campaigns and in multiple entertainment initiatives that were organized throughout the year at the Palacio do Gelo Shopping, in 2014 Movida recorded a good performance which was consolidated in a turnover of about 13.8 million euros.
In terms of the financial structure, the maintenance of the main short- and medium-term indicators is worth highlighting, thereby showing the financial consolidation of the company, setting its financial independence at 41.3% and its solvency at 70.3%.

Turnover
(million euros)



EBITDA
(million euros)



MOVIDA
VISABEIRA TOURISM

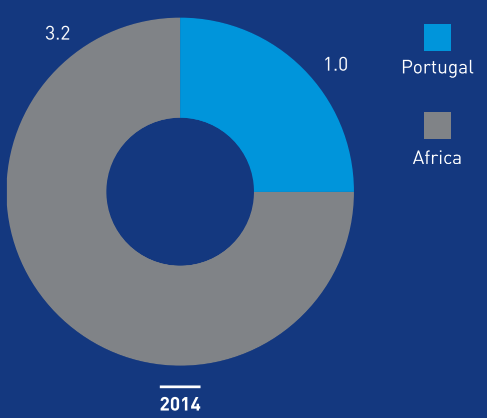
← **ZAMBEZE RESTAURANT**
A culinary reference, in Lisbon's historic quarter

VISABEIRA REAL ESTATE

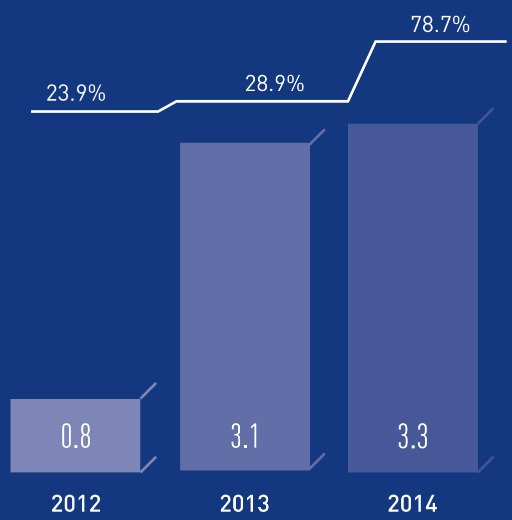
Consolidated turnover **(amounts expressed in million euros)**

	2014	2013	Changes YoY
Turnover	4.2	10.7	-60%
EBITDA	3.3	3.1	8%
EBITDA Margin	78.7%	28.9%	49.8 p.p.
Recurring operating income	2.8	5.3	-47%
Recurring operating margin	66.1%	49.3%	16.8 p.p.
Net income	28.2	0.7	4120%
Capex	0.4	0.2	175%
Debt	17.6	22.3	-21%
Inventories	67.6	88.6	23%
Fixed assets (Including *goodwill*)	2.8	2.4	17%

Turnover
(million euros)



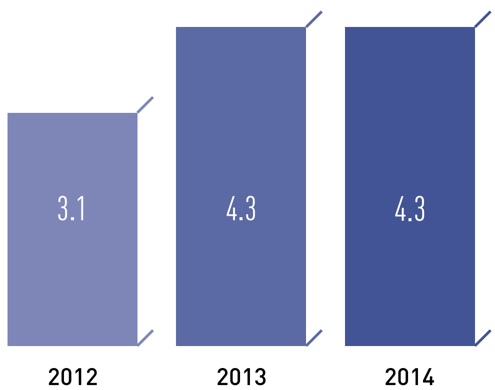
EBITDA (million euros) **and Margin** (%)



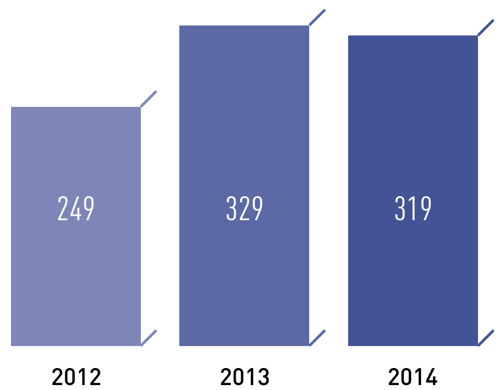
In 2014, there was an unexpected boost in the housing market, which until then was characterized by the absence of transactions, and by the subsequent drop in prices and new projects. In addition to various economic factors that contributed to this situation, it is undeniable that the legal framework created has played a key role in this recovery.
Thus, a whole range of aspects from marketing, to selling, all the way through product segmentation and differentiation, to the enhanced value of certain areas above the market rules, as well as the expectations of economic agents, must be taken into account in defining solutions. It is in this field that Visabeira Real Estate has been looking for solutions increasingly tailored to customer needs, trying to fit the profile and interest of potential customers.

IMOVISA
VISABEIRA REAL ESTATE

Turnover
(million euros)



EBITDA
(thousand euros)



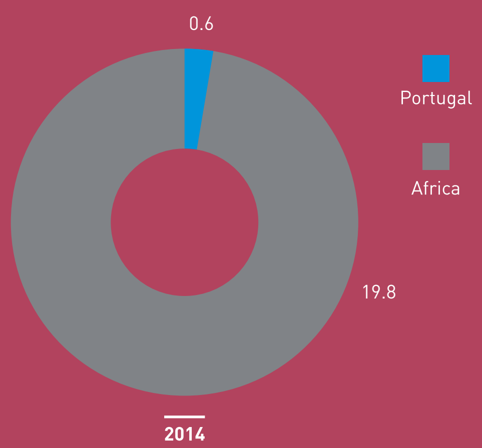
Imovisa is a respected company in the Mozambican market, striving for a quality policy in the provision of services, ranging from real estate management and brokerage, through to property rehabilitation and maintenance, and also the provision of complementary services in real estate management activities.
The performance of the company, the trust it has garnered in the market, and the greater share of traditional customers had the main effect of increasing its reputation in the market. These factors were instrumental for the good results achieved, with its turnover slightly growing in a segment with adverse behavior.
The company achieved a turnover of about 4.3 million euros (173 million meticais) in 2014.

VISABEIRA FINANCIAL HOLDINGS

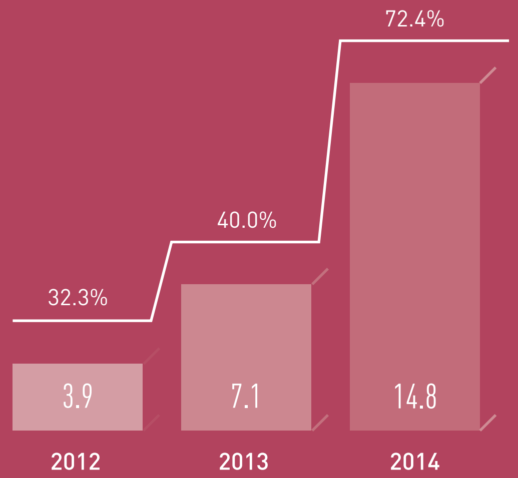
Consolidated turnover **(amounts expressed in million euros)**

	2014	2013	Changes YoY
Turnover	20.5	17.8	15.2%
EBITDA	14.8	7.1	108%
EBITDA Margin	66.5%	40.0%	26.5 p.p.
Recurring operating income	13.2	10.1	29.8%
Recurring operating margin	64.3%	57.0%	7.3 p.p.
Net income	-55.4	-11.0	423%
Capex	3.4	2.4	41%
Debt	471	465	1%
Inventories	9.8	5.6	75%
Fixed assets (Including *goodwill*)	42.5	28.8	48%

Turnover
(million euros)



EBITDA (million euros) **and Margin** (%)



Visabeira Participações Financeiras, SGPS, SA is the sub-holding of the Visabeira Group which brings together all service providers.
The subsidiaries of Visabeira Financial Holdings develop such diverse activities as the provision of management and maintenance services for buildings and equipment, the development and marketing of software, the provision of technical services, car sales and repairs, provision of administrative and financial advisory services, among many others. This sub-holding also concentrates all the financial investments of the Visabeira Group, encompassing minority shareholdings, especially those listed in the stock market, namely, Portugal Telecom, EDP and NOS.

In 2014, a merger was made that led to the incorporation of Digispirit - Gestão e Exploração de Espaços Comerciais, Lda [Management and Operation of Commercial Venues] into Benetrónica - International Commerce, Imports and Exports.
The turnover of Visabeira Participações increased by 15.2% yoy; while its EBITDA increased by 108%, the net profit, as a result of the impairment allowances made during 2014 for the financial investments of the Group, amounts negatively to 55.4 million euros.

CS COMMITTED TOWARDS SOCIETY

QUALITY, ENVIRONMENT AND SAFETY

The environment, quality, health and safety in the workplace continue to pose major challenges to management, and are key areas for the growth and sustainable development of any organization. The evolution in the management of organizations has led to a new culture that encompasses not only the quality of products and/or services offered, but also environmental issues, health and safety in the workplace, and even social and ethical issues.

Thus, the integration of the management systems has been the path chosen by an increasing number of organizations to meet the requirements posed by stakeholders. In this context, organizations are increasingly focused on extending their business management paradigm, not limiting themselves solely to focusing on the products and services provided, but also on the welfare of their employees, and on more efficient contexts, ensuring better working conditions in a safe environment.

For the Visabeira Group, the commitment towards the continuous progress and professional growth of its human capital is a priority that is in line with the Group's strategic orientations. Labour practices at Grupo Visabeira are in compliance with Portuguese legislation and with that of the countries in which it operates and are also based on the fundamental principles of the International Labour Organisation (ILO). As a large-size employer, the Group is aware that it contributes to one of society's most widely accepted goals, which is the improvement of living standards through full employment, job security and dignified work. Environmentally, the universe of companies belonging to the Visabeira Group are all strongly committed to the proactive decrease of the environmental impact that follows from their different activities, namely by promoting a future where ecology acquires the necessary relevance, in order to benefit from better resources, new opportunities and a social environment that is generally more positive.

Thus, the responsible use of natural resources, which is a common practice within the Visabeira Group, increasingly imposes itself as a must for the organization. We thus take up the dual responsibility of staying focused on contributing towards preserving and improving the environment, while also providing products and services that customers can value and recognize as being the result of decisive actions towards environmental enhancement. The minimisation of environmental impacts and the involvement of all employees, both internal and external, has been instrumental in promoting the spreading of a growing environmental responsibility within the Group. In line with the above-mentioned strategic orientations, by the end of 2012 the Visabeira Group became an active member of the UN Global Compact, pledging to support the Ten Global Compact Principles, related to Human Rights, Labour Rights, Environmental Protection and Combating Corruption in all its forms.

In 2014, the second Communication on Progress (COP) report was prepared. With this report, Grupo Visabeira restated its commitment to continuing to integrate the Global Compact and its principles into its strategy and culture, and into the daily operations of the organisation, employing its best efforts to publicly disseminate this commitment among its employees, partners, customers and the general public and in collaborative projects that promote environmental advancement, in particular. Being part of the Global Compact is for Grupo Visabeira, SGPS, SA, an opportunity and simultaneously a challenge to continue making sustainability an ongoing reflection and to keep sharing practices that contribute to its success and towards a more balanced and inclusive global market.

PEOPLE

For the Visabeira Group, people are its key success drivers. The Group reinforces its focus on a culture of professional and personal enrichment, constantly supported by a culture of competence, guiding all employees towards a permanent focus on finding the best solutions for their customers.

Based on its central organization and on centralized command centres, it operates on fully integrated management, geared towards perpetuating the Group's values, and whose main pillars are as follows:

- To train motivated and ambitious people and teams;
- Permanent development of skills for innovation;
- To build opportunities by investing in creativity;
- Keep all its staff focused on competitiveness;
- To streamline a highly dynamic structure.

Resilience and adaptability to change were the key vectors in 2014. The Group kept strengthening the ongoing development of skills, which continue to be the key and lever to the significant growth of activities and business abroad, which once again were the main fact of the financial year under analysis. As the main elements of the strategy that focuses on people, we emphasize:

- A recruitment and selection policy fully geared to business development and organizational reality;
- Performance and career management, aimed at identifying potential leaders, while valuing the best performances;
- The creation and continuous updating of targeted training plans for the development of the types of skills that the Group values;
- A continuous focus on developing young employees, and on integrating them and promoting their evolution as the main factor for building the future.

In this context, and as a major fact in 2014, we highlight the project of the new Visabeira Academy, which shall strengthen the Group's ability in this field, and leverage the key role that the current Academy has performed in the creation and development of technical and personal skills that feed the growth and excellence of the Group's activities, either in the country or in the four corners of the world where there are operations of the Visabeira Group being developed.

Its mission, as in recent decades in which it has trained generations and generations of technicians, will thus be strengthened and increasingly geared to international markets in the various technological areas in which the Group companies operate.

It is also worthy mentioning, in addition to the on-site training and monitoring promoted by the Academy, its conjunction with leading companies that help and support all the growth policy and strengthen the competence and skills, which act as a main factor in supporting the expansion of the Group's activities, being themselves a driving force of growth, at national level and abroad.

As a corollary, on December 31st, 2014 the number of employees working for the Group stood at 9,553 people, representing an increase of 15.2% over the same date in 2013. On average, the number of employees increased from 8,099 in 2013, to 9,031 in 2014.

The evolution by *sub-holding* is shown in the following table:

	2014	2013	2012	2011
Visabeira Global	**4,826**	3,881	3,268	2,502
Visabeira Industry	**2,504**	2,327	2,308	2,240
Visabeira Tourism	**845**	847	831	714
Visabeira Real estate	**616**	632	558	462
Visabeira Holding	**762**	603	580	639
TOTAL	**9,553**	**8,290**	**7,545**	**6,557**

VOCATIONAL TRAINING

The mission of Visabeira Potencial Humano (Human Potential) is to promote innovative training projects, with quality and sustainable value, that contribute to maximising human potential and towards business growth.
In 2014 there was an average increase in the number of training hours of about 20%, which together with the 2% increase in the number of trainees over the previous year, increased the number of hours in training by 21%, despite the 5% drop in the total number of training initiatives performed. It meant that there were more employees for longer in training.
In 2014, 6,611 employees were in training (44% in initial/induction training, 72% of which were prepared to join the national telecommunications segment, and 11% to take part in projects abroad, particularly in France, Germany and Denmark). Of the 56% of trainees in revalidation / specialization training, 18% had training to join various international projects of Viatel. In various technical areas (telecommunications, electricity, health and safety in the workplace, machinery and equipment, among others), 6,483 employees have been certified. The total training initiatives held represented a total volume of 88,408 hours of training.
On average, per day, three certified training initiatives were held, 39 hours of certified training were imparted, and 26 employees were in training.
The year 2014 was a year of consolidation of training dedicated to the various areas of the companies in the Visabeira Group, clearly materializing the strategy of raising the standards of service and product quality. Thus, compared to 2013, when about 35% of Visabeira Pro trainees were from external companies, namely PT COM, and training initiatives were conducted at the customers' facilities, in 2014 to focus on training for Group employees showed that the facilities dedicated to training are clearly insufficient, and a constant obstacle to the conduction of all training projects. Presently, the main asset is the Training Park both for landline network, mobile network and electricity; while the facilities show a lack of capacity for theoretical and practical classes, both in number and quality of classrooms, to meet the various requests.
In this regard, the project for the Visabeira Academy is underway, which will become an unmatched training and innovation venue in the country.
By the end of 2013, Visabeira Human Potential submitted the case for moving from Accreditation to Certification at DGERT, having been Certified with honour on May 15th, 2014, in 15 distinct areas of training.
In 2015, the training department will continue to be the pillar and main source of the Group's growth, and the lever for maximizing skills and competences. At the same time, it will try to enhance strategic partnerships that may allow the enhancement/easier access to specialized training for Group employees, while also helping boost training for external companies and/or enhance the profitability of spaces and equipment.

COMMUNICATION

The Visabeira Group and its companies are responsible for numerous events throughout the year. The notoriety of brands such as Vista Alegre Atlantis, Bordallo Pinheiro, the MOB kitchens, the hotel chains Montebelo Hotels & Resorts in Portugal, and the Girassol Hotels in Mozambique, or TVCABO Angola and TVCABO Mozambique, have been instrumental in the rise of news on the Visabeira Group.
On the first day of 2014, the daily newspaper Jornal de Notícias published a large article entitled "The Best among Us." The Visabeira Group was included in that range, deserving the following reference: "A case worth being studied in business schools."
With this, the tone for an informative year with many hundreds of references had been set.
The signing of an agreement between the Visabeira Group and the Group Force 10, which provides for an investment of 22 million euros in the UAE, motivated a wide coverage. The ceremony, attended by the heads of both business groups and by the Portuguese deputy prime minister, were given the honour of real-time reports and newscast reports on the 3 main TV channels, RTP, SIC and TVI, and news reports in the main newspapers (general and economic).
In terms of broad media coverage, it is also worth highlighting the inauguration of the Porto Salus Assisted Homes, a project worth EUR 23 million in Azeitão. The presence of the President of the Portuguese Republic attracted the main TV channels, radio stations and printed media, both national and local.

The ceremony on the presentation of the CUF Hospital Viseu project, a partnership with the Visabeira Group, held in December, was also covered by the main media outlets, including those from the specialty, which gave it quite a wide dissemination.
The Casa da Ínsua, in Penalva do Castelo, had reports in the program Aqui [Here] Portugal, broadcasted from that municipality. The same hotel unit linked to wine tourism and that produces wine, Serra da Estrela cheese, jams and other local products saw the shepherd of the farm in an exclusive news report into the TVI program "Você na TV," which spent a few hours in Penalva do Castelo.
Also in terms of TV, the program Verão Total [Total Summer] on RTP, broadcasted from Viseu, invited various units of the Visabeira Group to be present at six different times of the live broadcast.
As has happened with other units, the Montebelo Aguieira Lake Resort & Spa staged the recording of some scenes for the soap opera "Mulheres" (Women), for TVI.
Also the gala "Viver a Vida" [Living Life], on CMTV gave some prominence to the Visabeira Group, one of the initiative partners, broadcasted live from Viseu.
The Bordallian Route initiative, of Caldas da Rainha, warranted a report on the program "Portugal em Directo" [Portugal Live] from the Bordallo Pinheiro Earthenware Factory, which showed the giant figures the company is building for that urban project.
Also regarding Bordallo Pinheiro, the launch of the Sardines collection by Bordallo, a joint project with the City of Lisbon, aroused the interest of newspapers, magazines and televisions, which gave it full disclosure, either in news reports (TVI) or in entertainment programs ("Há Tarde", RTP 1 - an afternoon program on Channel 1).
The specialized economics program "Económico TV" also featured Bordallo Pinheiro with the report How to make a Zé Povinho [John Doe], in an extended visit to the factory in Caldas da Rainha. The same with the Expresso weekly newspaper, which featured, in quite a large report, the investment made by the Visabeira Group in that century-old brand name.
In this 2014 balance Vista Alegre Atlantis also stands out, responsible for the dissemination of many news throughout the year. The highlight was the presentation of the piece The Elephant's Journey, by the project 1 + 1 = 1, a tribute to José Saramago, and the piece Spring, by Graça Morais, within the project Contemporary Artists, two dishes that mark the 190 years of Vista Alegre. And the new collection Love Who you Want, in partnership with the French house Christian Lacroix; the exhibition of the Minotaures collection in Paris; the creation of three unique crystal bottles for the most expensive whiskey in the world; and the manufacture of bottles for an 1822 Port wine, were other topics that deserved news coverage throughout the year.
The opening of the new Vista Alegre Atlantis stores and spaces in Beijing and Luanda, the construction of the Vista Alegre Hotel, and the refurbishment of the Vista Alegre Museum and Theatre were also news subjects in various media outlets.Events such as the "Serra da Estrela cheese à la Chef" initiative, at Casa da Ínsua, the celebrations of the sixth anniversary of the Palácio do Gelo Shopping with a big fashion show and musical concert, the Liberty Circuit and the Expresso BPI Golf Cup, with competitions at Montebelo Golf, generated numerous news articles and TV reports on all national channels.
The awards won by the Casa da Ínsua wines were also covered by the media, including the medals and the gold tambuladeira awarded to the Red Vintage 2010 and to the White Encruzado 2013 respectively.
The "The Best Years" dinner-dance, with about 1,000 guests, was another event attracting quite a bit of media attention in 2014.
With regards to Angola and Mozambique, the information flow was mostly based on the TVCABO operator being implemented in both countries. Throughout the year, the printed press, radio and television stations broadcasted the opening of new stores, the expansion of operations to new areas, the new products available for subscription, and all other diverse initiatives to which the brand was linked.
In short, throughout the year 2014, the Visabeira Group as well as dozens of its *sub-holding* companies were featured quite regularly in the media, namely in the Journal de Notícias, Diário de Notícias, Público, Sol, Expresso, i, OJE, Económico, Negócios, ETV, RTP 1, RTP 2, RTP Informação, SIC, SIC Notícias, TVI, TVI 24, CMTV, Porto Canal, Sport TV, Daily Newspapers of Viseu, Aveiro, Coimbra and Leiria, Destak, Via Rápida, Publituris, Ambitur, Turisver, Jornal do Centro, Vida Económica, in the magazines Flash, VIP, Sábado, Lux, Visão, Nova Gente, Caras, and in other national, regional and local media.

INTERNAL COMMUNICATION

Intranet

The Visabeira Group Intranet projects continued to warrant special attention and dynamics in 2014. It is a communication platform *par excellence* among the Group's employees which, in the countries where the holding is present, have access to various sectors, especially to Human Resources. It is also on the Intranet that the news clippings referring to the population of Visabeira Group are posted.

Newsletter

Counting several years of existence, the newsletter *MyVisabeira* reflects the activity of the Visabeira Group and of its companies in different countries. Monthly, this is a news and events dissemination vehicle for the Visabeira Group brand names, being distributed through the e-mail of all employees. There is also a summary hardcopy version of the newsletter.

EXTERNAL COMMUNICATION

The Visabeira Group has been increasingly focusing on social media, and even has employees dedicated solely to this aspect. Essentially through Facebook and Twitter, Group companies and brands are becoming increasingly closer to consumers. There are, for example, online stores for Vista Alegre Atlantis and Bordallo Pinheiro which, besides the commercial aspect, are also a vehicle for disseminating new releases. External Communication is still echoed through the magazines VIVA, published in Angola and Mozambique. These are two monthly TVCABO magazines (each country with its own edition), featuring the month's programs and many aspects of cultural, social, musical, economic, and sports interest, plus more, in both countries. The VLIFE Visabeira Group Magazine, an annual publication, reflects the activities of the Visabeira Group throughout the year, depicting what goes on in its companies and units.

SOCIAL RESPONSIBILITY

For several years, the Visabeira Group has adopted social responsibility policies that it develops at two levels. The internal one, aimed at employees, and external one, designed for that segment of society where its companies are integrated, either in Portugal or abroad.
In 2014, the Visabeira Group maintained its financial support to the Visabeira Foundation, a private charitable institution responsible for the management and operation of nurseries and of the pre-primary school Infantinhos Vilabeira and Infantinhos Quinta do Bosque.
Internally, and in order to keep up the team spirit among its employees, the Visabeira Group promotes summer meetings and the Christmas get-together every year. During Christmas time, a few dozen Christmas dinners are held, providing nice socializing moments of motivation, which for many employees are an annual meeting point. Christmas Suppers are held in Viseu, attended by more than two thousand employees from the Group, from Vista Alegre Atlantis and from Bordallo Pinheiro, but they also take place in about two dozen locations throughout the country, where bases of Visabeira Global are located. The Christmas get-togethers are also provided to employees working abroad, particularly in Angola, Mozambique, and in other countries where the company develops activities.
Externally, in 2014, the Visabeira Group maintained a proactive approach, namely by supporting and cooperating with several entities, namely those dedicated to social welfare.
In this context, the support to the Association of Parents and Friends of Citizens with Mental Disability of Viseu was renewed, on the day of its gala held for the fifth time. Other funds granted by the Visabeira Group concern the gala "Viver a Vida" [Living Life], an initiative of the TV channel CMTV held in Viseu for the second year. It is an initiative aimed at promoting births in the inner countryside regions.
The Visabeira Group also supported, in various ways, associations in the Viseu municipality, of which we highlight the Alzheimer's Support Center, the Cultural, Social and Recreational Solidarity Association of the Friends of Santos Evos, the Lageosense Charitable Association, and the Pinheiro Sports and Recreational Group.

In the cultural field, the Visabeira Group maintains occasional collaborations with activities such as the Ephemeral Gardens (Viseu) and the cooperation agreement with the Grão Vasco National Museum (Viseu).

In the health field, through Visabeira Mozambique, the Visabeira Group sponsored once again the humanitarian surgical mission that a group of health professionals holds at the Heart Institute in Maputo. The team, consisting of surgeons, nurses and technical staff from the Cardiothoracic Surgery Center of the University Hospitals of Coimbra, settled for a week at the Girassol Indy Hotel Congress & Spa (a Visabeira Group unit in Maputo), headquarters of the philanthropic mission aimed at operating children suffering from various heart diseases.

In the same context, support was also granted to the presentation of the Friends of the Heart Foundation, a ceremony held at that same hotel in the Mozambican capital. The foundation is the main support of the Heart Institute.

Also in the health sector, the Visabeira Group is partner of the NGO Health4MOZ, along with the CUF Porto Hospital, the Ferpinta Group and the António Manuel da Mota Foundation. The main motivation of Health4MOZ is the conveyance of knowledge - theoretical and practical - in different medical areas and in areas related to medicine, aimed at improving the delivery of health care, whether within the context of preventive or differential treatment. The ultimate goal of Health4MOZ is to improve the quality and life expectancy of the population of Mozambique, in a transgenerational perspective.

In May 2014, the 1st mission was initiated, involving four professionals (1 pediatrician, 1 gynecologist/obstetrician, 1 pediatric surgeon, and 1 pediatric cardiologist) and worked the topics of maternal and child health, pediatric surgery (pre-graduate training to sixty 4th- and 5th-year students in medicine, 30 from nursing, and 20 from nutrition of the UniLúrio - Lúrio University, Nampula), and also pediatric cardiology (postgraduate training to 11 doctors from various fields of knowledge). The 2nd mission was held from September 4 to 19. Two dentists, under the scientific supervision of the University of Porto Faculty of Dentistry, conducted a community intervention: oral health screening at the Nampula schools (urban and suburban), in collaboration with teachers and students of dentistry from UniLúrio; assessment of the nutritional condition of these children, and of their eating habits. The 3rd mission was held from November 3rd to 14th, and had two distinct components: organization of the 1st National Postgraduate Course in Radiology and Pediatric Ultrasound for Pediatricians, which was held in Maputo, at the Central Hospital, from November 3 to 7, 2014. The course had the scientific sponsorship of the Portuguese Society of Radiology and Nuclear Medicine, and targeted 25 Mozambican pediatric doctors. Health4MOZ was the scientific sponsor of the 1st National Nutrition Congress and of the 1st National Nutritionists Meeting held at UniLÚrio, in Nampula.

Also in Mozambique, TVCABO continued with its initiatives for young children, as has been happening in recent years. In 2014 it offered textbooks to institutions like the Primary School September 7, from Maputo, thus providing disadvantaged children access to school books.

TVCABO Angola sponsored the Christmas Party of the Casa Magónia D. Bosco, of the Parish of S. Paulo, in Luanda, an institution that shelters young children.

To promote healthy physical exercise among the population of the Viseu Region, the ForLife gym at the Palacio do Gelo Shopping, opened its doors a few times throughout the year to carry out the designated *Open Days.*.

The ForLife gym also supported several organizations, collaborating, for instance, with the *Secret Run*, and with the *Glow Run*, namely by providing its facilities and technical staff. Forlife sponsors Paralympian Mario Trindade, a wheelchair athlete. As far as initiatives aimed at informing the population on certain healthy practices are concerned, the Palácio do Gelo Shopping promoted a few free workshops. The talk Informed Mom, Happy Baby, an initiative in partnership with ForLife, was one of the highlights, intended to provide all the information about pregnancy. It is also worth mentioning the yoga workshop for children and babies from 12 months to 10 years. As far as nutrition goes, it is worth mentioning an open workshop to the whole society, in which a nutritionist and a *chef* gave tips to a healthy and balanced diet.

As part of the great events, the Palácio do Gelo Shopping provided giant screens for viewing the World Cup games held in Brazil. The projection area was open to everyone and attracted thousands of people.

In 2014, the Visabeira Group, through the Palácio do Gelo Shopping brand name, has renewed its sponsorship to the football team Academic of Viseu, a team from the Second Football

League, also providing the professional football players in the club free access to the ForLife gym.
The Palácio do Gelo Shopping hosted several exhibitions in 2014, from the exhibition Listening to the Voices of Children in Poverty, by Caritas Europe, to the presence of Classic & Historic Vehicles, through, for example, the disclosure of Images of Lithuania.
As far as the solidarity aspect, and taking advantage of the Christmas schedule, the Palácio do Gelo Shopping raised funds for the Diocesan Caritas of Viseu.
The collaboration with sponsorships to several events is also worth mentioning, including the Historic Portugal Rally, an ACP competition, to which the Visabeira Group provides support at different levels.
The Visabeira Group is also responsible for the support granted to the Golf Academy of the Príncipe Perfeito Sports Complex, through a protocol with the Viseu Golf Club, which allows teaching these sports to children free of charge.
The Equestrian Montebelo keeps a close relationship with institutions supporting people with disabilities, by providing hippotherapy classes to their clients under special conditions.
In 2014, Vista Alegre Atlantis, a brand name of the Visabeira Group, kept supporting and sponsoring various sporting, social and cultural initiatives, namely by offering, for example, pieces from its portfolio and trophies. These include the "Weddings of Saint Anthony;" the Expresso BPI Golf Cup and the Portugal Solidarity Cup, with the High Patronage of His Excellency the President of the Portuguese Republic; the Douro Film Harvest; the Route of the Stars - International culinary festival; the Portugal Tennis Open and the BIC Beloura Bank Junior Open; the Trophy Car of the Year - Crystal Steering Wheel; the Maxima Business Women trophies, among many others.
Vista Alegre, as a company, is also the mainstay of the Sporting Club of Vista Alegre, a sports association whose main goal is the training of young people in football. The club is intended, primarily, for the employees of Vista Alegre and their families, although it is open to society in general. The sports association is also dedicated to karate, for young children, and to playful and recreational activities, such as traditional games. Apart from financial support, Vista Alegre also provides the facilities where the club is based.

FO FUTURE OUTLOOK

In 2014 the Portuguese economy showed continued signs of gradual adjustment of the macroeconomic imbalances, within a scenario of moderate growth of its economic activity and price level. The evolution of domestic demand remained conditioned by the ability to decrease the high external debt and by the fiscal consolidation process. Exports, in turn, revealed some momentum.

As far as the international markets go, the previous year was globally characterised by maintaining the gradual recovery trend of trade flows, keeping up with the performance that had already been observed in 2013.

Despite some signs of improvement, the economic environment still requires some caution. In this regard, the strategic orientation of the Visabeira Group tends to favour, as occurred in recent years, a careful investment policy, based on ensured profitability and optimization of expected returns, maintaining a strict and objective evaluation and selection of investments to be made.

VISABEIRA GLOBAL

For 2015, we highlight the continued primacy of the sub-holding Visabeira Global regarding investments to be made (55% of the Group total).
The investments allocated to cable TV operations in Angola (17M€) and Mozambique (7M€), continue to be highlighted, which are intended essentially for extending the respective network infrastructure.
For these subsidiaries, due to the continued investment that they have been a target of, we estimate growth of the respective activity, either by way of enhanced penetration, or by the increased profitability of the operation itself (simultaneously via the productive investment in an improved network, and through commercial investment to strengthen the focus on the business /corporate segment).
On the European continent, the forecast is for the continued growth of Constructel's activities in the various countries where they are implemented (France, Belgium, Germany, and Sweden) and where it is a relevant player and partner for major international telecommunications operators. To this end, it benefits from the corporate know-how and installed capacity (technical, operational and human), thus being able to conquer a solid image of credibility and competence in the market. As such, its activity dedicated to garnering and maintaining important contracts with major operators and global reference technology vendors stands out, and it is currently being considered by them as a strategic partner.
In this context, it is also worth mentioning, in particular, the consolidation of activities in the demanding German market, where the company recently received an important recognition with the award, by Deutsche Telekom, of the provision of services for the landline network. Indeed, the diversification of customers and business areas has enabled its geographical expansion.
Also in the field of telecommunications, the prospect of substantial increased business in the Danish market should be highlighted, either through our current subsidiary, or through the predictable signing of a new agreement with one of the local operators aimed at carrying out the maintenance and development of the coaxial and copper network.
The Group also anticipates the expansion of its activity in the field of telecommunications for countries like India, Equatorial Guinea and Russia.
In the energy sector, special emphasis goes to the activity developed by Meci (acquired in 2014) in the French market, whose expertise in the construction and renovation of gas and electricity grids are a complement to the business of Constructel, highlighting the potential synergies between both. It is also worth highlighting the growth potential of new geographical areas, supported by a portfolio of works rooted in its main clients, public companies of a national scope that generate significant volumes of annual investment.
In the field of energy, in Mozambique, it is worth highlighting the ongoing projects in the field

of renewable energies. Thus, as regards the Inhambane Wind Farm project, in 2015 all the studies and environmental permits are expected to become completed, and the construction process is expected to start immediately, and such is estimated to happen before the end of the 1st semester. Regarding the design, construction, maintenance and operation project for a natural gas thermoelectric power plant, to be implemented in Ressano Garcia, the technical and financial analysis of the various technological solutions that were considered for the Plant have already been finalized. The supply contracts are still being negotiated, together with the confirmation of the gas available for starting the operation of the plant. As soon as these processes are defined, which is estimated to occur by the end of the 3rd quarter of the year, the development of the project will finally come into cruising speed, with the construction of the power plant beginning even before the end of the year.

Any of these projects falls under the National Energy Strategy, which encourages the participation of the private sector in energy production projects in order to meet growing national needs, while also fostering the diversification of energy sources and the use of domestic energy resources, and while also enabling the decentralization of energy-generating units. Mozambique's Energy Ministry has issued strategic guidelines to promote the urgent implementation of ongoing projects.

In the construction activity, it is worth highlighting the prospective performance of Edivisa in the domestic market, where it benefits from the whole portfolio of works within the Group, noteworthy among which are the VAA hotels, in Aveiro and Lisbon (Chiado), the hospital in Viseu (CUF Hospital), among others. For 2015, Edivisa Sucursal, a Mozambican company whose business is encompassed within Edivisa Portugal, plans to continue the work of increasing the capacity of the Sena Line, in consortium with Mota Engil and with the Inaqua Consortium. In addition to these references, the company in Mozambique plays an important role in supporting other Group companies in the country, including Hidroáfrica and Sogitel.

VISABEIRA INDUSTRY

In the Industry sector, as in previous years, the main investments will be made within the Vista Alegre Atlantis Group.

In 2015, the focus will remain on the investment policy that has guided the past few years, keeping the commercial focus on markets with the greatest growth potential (Brazil, Spain, USA, Eastern Europe, and Latin America). The E-commerce project is planned to be implemented in foreign markets, along with the strengthening of the physical presence. It is estimated that foreign markets may have an additional contribution of 7 percentage points over the previous year.

The coming year will also be the first in which the Ria Stone unit will fully develop its activities, with an expected improvement of the Group's operating profitability, together with the consolidation of the investments made, particularly with regards to crystal and glass.

VISABEIRA TOURISM

Within the tourism sector, the most significant investment that has been planned is related to Movida and concerns the new CUF Hospital Viseu unit, whose works are estimated to start early in the 1st quarter of 2015, and such works are expected to end sometime this year or early next year.

The rehabilitation project of the working-class neighbourhood of Vista Alegre shall also absorb a significant part of the investment planned for the year, where the recovery project already underway shall be continued.

The remaining investment planned for this sub-holding is allocated to the Mozambique unit, with the aim of building a new hotel in Tete, along with the remodelling of the Girassol Indy Hotel.

VISABEIRA FINANCIAL HOLDINGS

Within the field of activity of the sub-holding Financial Holdings, it is worth highlighting the beginning of the activity of two subsidiaries dedicated to the provision of health care services. Thus, it is estimated that the company 2Logical will initiate its activities, as such company focuses its operations on providing medical and pharmaceutical information services in the Angola and Mozambique markets. Also in this regard, it is worth highlighting the beginning of activities of Visabeira Knowledge and Research, a company dedicated to clinical research, including, among others, the performance of clinical trials and epidemiological studies.

The Visabeira Group anticipates an important increase in its activity for the year 2015, estimating a strong contribution from foreign markets towards this performance.

Indeed, some of the developments that occurred in 2014 allow us to anticipate that the expected impact thereof will be reflected very positively throughout 2015.

The Group believes that the investments that have been planned, duly accompanied by the strict management that has guided its evolution, shall make it likely that in 2015 the Group will exceed the barrier of 777 million de euros of consolidated turnover, meaning estimated growth of 27%, with the external markets offering a contribution of 54% to achieve such a figure. It is also forecasted that the business areas showing the greatest growth are Visabeira Global, which, together with the Industry, support the expected improvement in the EBITDA and respective margin, which is estimated to reach 128 million euros.

It is thus expected that 2015 will continue on the path that has been set, marked by sustained growth in competence, by strong focus on external markets and on maximizing value created.

RFFY RELEVANT FACTS AFTER THE END OF THE FISCAL YEAR

Through its subsidiary Visabeira Health, the Visabeira Group has established a partnership company - Visabeira Knowledge and Research - whose scope of activity focuses on clinical research. Earlier this year, the company started its activity with the opening of its facilities to the public, located in the Palácio do Gelo Shopping. The Group thus focuses on creating an innovative health offer, with particular focus on the identification and correction of cardiovascular risk factors.

Visabeira Knowledge & Research thus intends to be a health space focused on individuals at risk, while also stressing the identification and training of a group of highly qualified professionals, able to identify, assess and correct risk factors and unhealthy lifestyle habits, promoting, among other aspects, therapy optimization.

This new company is also engaged in clinical research, involving the study and development of new medications, new devices, clinical trials and new health technologies, epidemiological studies, clinical research consultancy, and related activities.

ARBD ANNEX TO THE REPORT OF THE BOARD OF DIRECTORS

Pursuant to and for the purposes of Articles 447 and 448 of the Commercial Companies Code, we disclose the shareholdings of the members of management and supervisory bodies, and the operations carried out during the year 2014.

SHAREHOLDER/MEMBER OF CORPORATE BODIES

	Number of shares on December 31st, 2014	%	Number of shares on December 31st, 2013	%	Transactions in 2014
Fernando Campos Nunes *	18,081,182	78.53%	18,020,434	78.26%	60,748
Caixa Capital	1,568,258	6.81%	1,568,258	6.81%	0
Grupo Visabeira (own shares)	2,302,512	10.00%	2,302,512	10.00%	0
Portugal Capital Ventures	947,649	4.11%	1,008,397	4.38%	-60,748
TOTAL	**22,899,601**	**99.45%**	**22,899,601**	**99.45%**	**0**

* Percentage held via personal Holding

The Chartered Accountant

Chartered Accountant member No. 77089

The Board of Directors

CA

CONSOLIDATED ACCOUNTS

RD

REPORTING DOCUMENTS

03

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED INCOME STATEMENT

Financial years ended 31st December 2014 and 2013

	Notes	2014	2013 Restated
Ongoing operations			
Sales		147,022,929	140,646,503
Services rendered		484,531,111	422,208,860
Turnover	**10**	**631,554,040**	**562,855,363**
Cost of sales and services rendered		-173,772,794	-160,761,075
Gross margin		**457,781,246**	**402,094,288**
Own work capitalised	11	3,089,215	3,877,275
Other income	12	7,885,168	8,415,284
External supplies and services	13	-225,642,939	-212,294,557
Staff costs	14	-134,660,675	-113,549,551
Other expenses	12	-10,196,551	-6,021,971
Recurring operating income (net of depreciations and provisions)		**98,255,464**	**82,520,768**
Changes in the fair value of investment properties	23	63,140,782	5,862,932
Gains from business combinations		332,910	0
Depreciations	15	-32,214,908	-22,934,436
Provisions and impairment losses	16	-2,826,414	-1,672,936
Operating income		**126,687,834**	**63,776,328**
Interest borne, net	17	-32,592,868	-28,114,255
Gains/(losses) on listed shares	18	-56,777,497	-9,431,786
Other financial expenses (net)	19	-2,251,899	-5,462,792
Gains (losses) with associated companies	6	-675,915	351,536
Financial result		**-92,298,178**	**-42,657,297**
Pre-tax result		**34,389,656**	**21,119,031**
Current income tax	20	-10,252,306	-10,727,818
Deferred Income tax	20	-10,905,280	-5,117,242
Income tax for the financial year		**-21,157,586**	**-15,845,060**
Net income		**13,232,070**	**5,273,971**
Attributable:			
Shareholders		8,083,092	1,063,886
Non-controlling interests	36	5,148,978	4,210,085
Earnings per share:			
Basic	34	0.35	0.01
Diluted	34	0.35	0.01

The notes are an integral part of this consolidated financial statement.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the years ended 31st December 2014 and 2013

	2014	2013 Restated
Consolidated net income for the period (a)	**13,232,070**	**5,273,971**
Other comprehensive income:		
Amounts that will be subsequently reclassified as profit and loss		
Currency translation adjustments		
Translation of transactions denominated in foreign currency	6,784,114	-4,530,695
Derivatives and hedge accounting		
Changes in the market value	476,364	460,401
Tax effect	-20,823	-21,055
Impairments of assets		
Change in the fair-value reserve of available-for-sale financial assets	7,771,259	23,190,144
Tax effect	160,677	-4,761,531
Other adjustments recognised directly in equity, net		
Other adjustments	-77,031	4,694
Amounts that will not be subsequently reclassified as profit and loss		
Retirement benefits		
Actuarial gains / (losses)	35,667	139,600
Tax effect	-8,025	-34,202
Other comprehensive income for period (b):	**15,122,202**	**14,447,355**
Total comprehensive income for period (a) + (b)	**28,354,272**	**19,721,326**
Total comprehensive income attributable to:		
Non-controlling interests	7,037,592	3,581,418
Shareholders of Grupo Visabeira	**21,316,680**	**16,139,908**

The notes are an integral part of this consolidated financial statement

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
Financial years ended 31st December 2014 and 2013

	Notes	2014	2013 Restated	1st Jan 2013
ASSETS				
Non-current assets				
Tangible assets	21	489,327,607	433,982,399	362,487,184
Goodwill	22	32,958,886	32,908,305	32,566,809
Investment properties	23	335,629,703	248,681,529	245,123,803
Intangible assets	24	80,933,099	81,166,313	80,647,375
Investments in associated companies	6	32,539,176	28,770,705	20,356,374
Financial assets available for sale	25	109,444,124	155,956,929	144,281,011
Other financial investments	7	19,983,392	28,743,100	10,670,025
Deferred tax assets	20	12,630,366	15,779,515	24,448,867
Total non-current assets		**1,113,446,352**	**1,025,988,795**	**920,581,448**
Current assets				
Inventories	26	177,910,352	185,522,511	169,629,235
Customers and other receivables	27	162,948,999	138,496,666	140,786,059
State and other public entities	28	6,375,619	2,764,802	10,389,917
Other current assets	29	163,172,488	134,565,918	103,979,615
Other financial investments	7	0	0	18,000,000
Financial assets available for sale	25	0	0	48,911,792
Financial assets held for trading	30	754,347	708,104	336,735
Cash and cash equivalents	31	40,803,252	32,334,027	36,797,791
Total current assets		**551,965,056**	**494,392,027**	**528,831,143**
TOTAL ASSETS		1,665,411,409	1,520,380,822	1,449,412,591
EQUITY				
Capital	32	115,125,630	115,125,630	115,125,630
Own shares	33	-33,468,381	-32,724,483	-16,290,767
Share premiums		44,493,578	44,493,578	44,493,578
Other reserves	35	63,081,729	50,245,808	17,981,561
Retained earnings	35	99,804,001	91,323,242	109,555,944
Equity attributable to shareholders		**289,036,557**	**268,463,775**	**270,865,946**
Non-controlling interests	36	48,863,465	40,320,085	39,509,508
Total equity		**337,900,022**	**308,783,859**	**310,375,454**
LIABILITIES				
Non-current liabilities				
Long-term bank loans	37	613,973,968	526,518,893	536,856,269
Other non-current liabilities	39	80,237,995	46,537,783	46,349,108
Shareholders	39	15,186,430	15,000,000	0
Deferred income tax liabilities	20	81,446,281	73,661,301	77,556,916
Provisions for other risks and expenses	42	6,359,299	4,253,543	5,351,403
Total non-current liabilities		**797,203,973**	**665,971,519**	**666,113,697**
Current liabilities				
Short-term bank loans	37	110,929,648	137,709,191	143,372,324
Suppliers and other payables	38	138,561,979	140,230,172	141,585,281
State and other public entities	28	13,437,599	8,460,072	5,312,301
Other current liabilities	39	267,378,187	259,226,008	182,653,534
Total current liabilities		**530,307,414**	**545,625,443**	**472,923,439**
Total liabilities		**1,327,511,387**	**1,211,596,962**	**1,139,037,137**
TOTAL EQUITY AND LIABILITIES		1,665,411,409	1,520,380,822	1,449,412,591

The notes are an integral part of this consolidated financial statement

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
Financial years ended 31st December 2014 and 2013

	Capital	Own shares	Share premiums	Financial asset fair-value reserve (note 25)	Retained earnings and other reserves (Note 35)	Sub-total	Non--controlling interests	Total equity capital
On 31st December 2012	**115,125,630**	**-16,290,767**	**44,493,578**	**3,265,050**	**143,986,045**	**290,579,535**	**39,509,508**	**330,089,044**
On 1st January 2013 Restated (see note 4)	**115,125,630**	**-16,290,767**	**44,493,578**	**3,265,050**	**124,272,455**	**270,865,946**	**39,509,508**	**310,375,454**
Acquisitions, disposals and share capital increases	0	0	0	0	-2,108,363	-2,108,363	-2,237,604	-4,345,967
Comprehensive income for the period	0	0	0	18,428,613	-2,288,705	16,139,908	3,581,418	19,721,326
Operations with share capital holders								
Dividends distributed	0	0	0	0	0	0	-533,237	-533,237
Acquisition of own shares	0	-16,433,716	0	0	0	-16,433,716	0	-16,433,716
On 31st December 2013 Restated	**115,125,630**	**-32,724,483**	**44,493,578**	**21,693,662**	**119,875,388**	**268,463,775**	**40,320,085**	**308,783,859**
On 1st January 2014	**115,125,630**	**-32,724,483**	**44,493,578**	**21,693,662**	**119,875,388**	**268,463,775**	**40,320,085**	**308,783,859**
Acquisitions, disposals and share capital increases	0	0	0	0	0	0	2,134,427	2,134,427
Comprehensive income for the period	0	0	0	7,931,936	13,384,744	21,316,680	7,037,592	28,354,272
Operations with share capital holders								
Dividends distributed	0	0	0	0	0	0	-628,639	-628,639
Acquisition of own shares	0	-743,898	0	0	0	-743,898	0	-743,898
On 31st December 2014	**115,125,630**	**-33,468,381**	**44,493,578**	**29,625,599**	**133,260,132**	**289,036,557**	**48,863,465**	**337,900,022**

The notes are an integral part of this consolidated statement of changes in equity.

CONSOLIDATED CASH FLOW STATEMENT
Financial years ended 31st December 2014 and 2013

	2014	2013
OPERATING ACTIVITIES		
Receipts from customers	714,511,803	656,028,382
Payments to suppliers	-472,335,153	-452,843,768
Payments to staff	-134,180,801	-111,534,044
Operating cash flow	**107,995,849**	**91,650,571**
Income tax paid/received	-6,150,323	-4,593,959
Other operating payments/receipts	987,267	470,251
Cash flow generated before extraordinary items	**102,832,793**	**87,526,862**
CASH FLOW FROM OPERATING ACTIVITIES (1)	**102,832,793**	**87,526,862**
INVESTMENT ACTIVITIES		
Receipts from:		
Financial investments	2,175	48,671,570
Investment grants	5,785,284	19,089,781
Interest and similar income	3,158,124	2,079,460
Loans granted	24,000	26,070
Dividends	4,645,980	8,442,134
	13,615,563	**78,309,015**
Payments concerning:		
Financial investments	-3,572,203	-1,321,668
Tangible fixed assets	-86,817,701	-87,413,120
Loans granted	-21,549,635	-19,407,428
	-111,939,539	**-108,142,216**
CASH FLOW FROM INVESTING ACTIVITIES (2)	**-98,323,976**	**-29,833,202**
FINANCING ACTIVITIES		
Receipts from:		
Loans obtained	952,706,036	1,182,556,221
Supplementary payments from non-controlling interests	1,795,000	0
Share capital increases by non-controlling interests	0	15,000,000
	954,501,036	**1,197,556,221**
Payments concerning:		
Loans obtained	-891,794,252	-1,193,467,300
Depreciations of financial leasing contracts	-8,896,995	-5,731,383
Interest and similar costs	-48,701,875	-43,051,315
Acquisition of own shares	-743,898	-16,433,716
	-950,137,020	**-1,258,683,714**
CASH FLOW FROM FINANCING ACTIVITIES (3)	**4,364,016**	**-61,127,493**
Changes in cash and cash equivalents (1) + (2) + (3)	8,872,834	-3,433,832
Cash and cash equivalents at the beginning of the period	30,965,353	34,399,185
Effects of changes in the consolidation perimeter	419,586	0
Cash and cash equivalents at the end of the period	**39,418,600**	**30,965,353**

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
Financial years ended 31st December 2014 and 2013

1. Acquisition or disposal of companies	Price	Receip. / Paym.
a1) Acquisitions/increases in holdings in the current financial year		
Gevisar	1,539,406	-1,539,406
Martifer Amal	657,838	-657,838
Hospital Nossa Senhora da Arrábida	499,800	-499,800
Caetano Formula	332,436	-332,436
Vibeiras	314,553	-314,553
Vista Power	191,000	-191,000
Spinarq	26,639	-26,639
AQTSE	5,000	-5,000
Lusitaniagás	3,371	-3,371
Lisgarante	2,120	-2,120
Garval	40	-40
	3,572,203	**-3,572,203**
a2) Disposals in the current financial year		
Norgarante	2,080	2,080
Garval	40	40
Lisgarante	40	40
Fractalnema	15	15
	2,175	**2,175**

2. Breakdown of cash and cash equivalents:	2014	2013
For the companies included in the consolidation perimeter in 2014		
a) Cash		
Cash	189,955	172,930
Bank deposits	40,141,097	30,149,842
Bank overdrafts	-1,719,413	-2,076,778
b) Other Cash and Cash Equivalents		
Tradable securities	806,961	2,719,358
Cash and cash equivalents at the end of the period	**39,418,600**	**30,965,353**
Bank overdrafts	1,719,413	2,076,778
From changes to the perimeter during the year 2014		
a) Cash		
Bank deposits	419,586	0
Cash and cash equivalents in the balance sheet *	**41,557,599**	**33,042,131**

* Includes tradable financial assets

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

On 31st December 2014 (amounts in Euro)

1. INTRODUCTORY NOTE

Grupo Visabeira started its activity in 1980, in the telecommunications and electricity sector. With head office in Viseu and the fruit of a combined commitment to human resources, an integrated information and logistics system, its own transport network and strategically located operating facilities, the Group rapidly extended its activity throughout Portugal and became the largest employer in the centre region, as well as a leader in its sector.
The contribution it brought to modernising and developing telecommunications, by offering integrated and global solutions, earned it market leadership in the field of telecommunication network engineering, a position it has held for over 30 years.
Investing in the diversification of its activities -Telecommunications, Construction, Industry, Real Estate, Tourism and Services -, as well as a strong presence in several markets, the company adopted a strategy that involves the structuring of its operations into sectoral sub-holdings, so as to maximise each of its businesses and boost the Group's performance.
The engine of its development strategy is essentially a management model based on global information systems, which interconnect all the business units and integrate all of the Group's areas of operation.
Based on the trust it has earned in the market, it has defined and consolidated a bold internationalisation strategy, which consolidated the Group's capabilities and dynamics into two parallel fronts.
On the one hand, it expanded and consolidated its operating model in new countries, as a natural extension of its current markets and in emerging economies, through a policy of investment in partnerships or creation of local companies. Initially focusing on Portuguese-speaking countries, the Group has been exporting its model since the 1980s and, as a result of this strategy, it now holds solid companies in Mozambique, Angola, France, Belgium, Germany, Brazil, Denmark, and is present in many other countries.
Through the internationalisation of its markets, the Group promoted the placement of its products in more than sixty countries, on all five continents, of which the most important are the EU markets, Scandinavian countries, North America, Africa, Australia and Japan.
Currently, through its investment policy, Grupo Visabeira continues to consider external growth to be the key pathway for development, fuelled by its multi-sectoral matrix and by an attitude of constant technological updating.
Grupo Visabeira will continue to enhance its distinctive skills and its trademark entrepreneurial dynamism, continuing to operate in an integrated manner within increasingly global scenarios, expanding its markets in a sustainable way and always aiming for leadership in its strategic businesses.
On 31st December 2014, its turnover amounted to 631,554,040 euros. Its equity amounted to 337,900,022 euros, of which 48,863,465 euros are non-controlling interests.
In 2014, Grupo Visabeira employed an average of 9,031 persons (8,099 in 2013).
The financial statements were approved for issue at the Board Meeting held on 16th March 2015 and are pending approval from the General Meeting of Shareholders, pursuant to the provisions

of current Portuguese corporate law. The Board of Directors believes that the financial statements will be approved without any changes.

2. ACCOUNTING POLICIES

The most relevant accounting policies used in the calculation of the annual net income and the presentation of the financial position are as follows:

2.1 BASIS FOR PRESENTATION

Pursuant to Decree-Law No. 35/2005, dated 17th February, as subsequently amended by Decree-Law No. 158/2009, dated 3 July, which transposed into Portuguese legislation the provisions of Regulation (EC) No. 1606/2002 of the European Parliament and of the Council, dated 19th July 2002, these consolidated financial statements were prepared in accordance with the International Financial Reporting Standards (IAS/IFRS) issued by the "International Accounting Standards Board" ("IASB") and the Interpretations issued by the "International Financial Reporting Interpretations Committee" ("IFRIC") or the former "Standing Interpretations Committee" ("SIC"), adopted by the EU, effective as of 1st January 2014.

In preparing the consolidated financial statements in accordance with IFRS, the Board of Directors of Grupo Visabeira SGPS employs estimates and assumptions that affect the application of policies and the amounts of assets and liabilities. Actual results may differ from these estimates. The estimates and judgements used in preparing the financial statements are presented in Note 3. The consolidated financial statements were prepared based on the accounting books and records of the companies included in the scope of consolidation (Notes 5 and 6), maintained in accordance with accounting principles generally accepted in the respective jurisdictions and in Portugal and adjusted, in the consolidation process and when applicable, so that the consolidated financial statements are presented in accordance with IAS/IFRS. The consolidated financial statements have been prepared on the assumption of continuity of operations, based on historical cost, except in the case of investment property, derivatives, investments held for trading and available-for-sale investments, which have been measured at fair value.

The consolidated financial statements include comparative information, in relation to previous financial years. Additionally, the Group presents the financial position at the beginning of the previous financial year (third column of the Statement of Financial Position) whenever there is a retrospective application of a new accounting policy, a correction of an error or the reclassification of any items of the financial statements.

This occurs in these financial statements due to the situation described in Note 4.

Unless stated otherwise, the amounts are expressed in euro (EUR).

2.2 BASES OF CONSOLIDATION

The consolidated financial statements include, with reference to 31st December 2014, the assets, liabilities and results of the Group's companies, i.e., the companies of Grupo Visabeira and its subsidiaries, which are presented in Notes 5 and 6.

An entity is classified as a subsidiary when it is controlled by the Group.

Control exists only where the Group has, cumulatively:

(a) power over the investee;

(b) exposure to or rights over variable results derived from its relationship with the investee;

(c) ability to use its power over the investee to affect the amounts of the results for investors.

Generally, it is assumed that there is control when the Group holds the majority of voting rights. In order to support this assumption, and in cases where the Group does not hold the majority of voting rights in the investee, all relevant facts and circumstances are taken into account when determining the existence of power and control, such as:

(a) Any contractual agreements with other holders of voting rights

(b) Any rights arising from other contractual agreements

(c) Existing and potential voting rights

The existence of control by the Group is re-evaluated whenever there is a change in any facts and circumstances that lead to changes in one of the three factors of control mentioned above.
Subsidiaries are included in the consolidation through the full consolidation method, from the date on which control was acquired to the date on which it effectively ends.
Intergroup balances and transactions, as well as any unrealised gains on transactions between Group companies, are eliminated. Unrealised losses are also eliminated, unless the transaction shows impairment of a transferred asset.
The accounting policies of subsidiaries are changed whenever such is necessary to ensure consistency with the policies adopted by the Group.
A change in the participating interest in a subsidiary that does not entail loss of control is accounted as a transaction between shareholders. If the Group loses control over the subsidiary, the corresponding assets (including goodwill), liabilities, non-controlling interests and equity components are derecognised and any gains or losses are recognised in the income statement. Ongoing investments are recognised at fair value at the time of the loss of control.
In situations where the Group has substantial control of entities created for a specific purpose, even if it has no direct shareholdings in such entities, they shall be consolidated through the full consolidation method.
The net assets of subsidiaries consolidated through the full consolidation method attributable to the equity stake or shares held by any third parties are recognised in the statement of consolidated financial position, under the item Non-Controlling Interests.
Interests held by any third parties over the net income of subsidiaries are identified and adjusted by deduction from the equity attributable to Group shareholders and recognised in the statement of consolidated income, under the item Non-Controlling Interests.
During the year 2014, there were several changes in the scope of consolidation (Note 8), although none significantly affecting the Group's financial position or performance.

2.3 BUSINESS COMBINATIONS AND GOODWILL

The acquisition method is the method used to recognise the entry of the Group's subsidiaries at the time of their acquisition.

Acquisitions made after 2010:
In the acquisition method, the difference between: (i) the consideration transferred along with the non-controlling interests (previously called "minority interests") and the fair value of the equity interests previously held, and (ii) the net amount of identifiable assets acquired and liabilities assumed, is recognised, on the date of acquisition, as goodwill, if positive, or as a gain, if negative.
The consideration transferred is measured at fair value, calculated as the aggregate amount of fair values, on the date of acquisition, of assets transferred, liabilities incurred and equity instruments issued by the Group. For the purpose of determining goodwill/gains obtained in the concentration, the transferred consideration is deducted from any part of it that results from other transaction (eg. remuneration for the rendering of future services or payment of pre- and existing relationships) whose margin is recognised separately in the income statement. The transferred consideration includes the fair value, on the date of acquisition, of any contingent consideration. Subsequent changes in this value are recognised: (i) as equity if the contingent consideration is classified as equity, (ii) as an expense or income in the statement of profit or loss or as other comprehensive income if the contingent consideration is classified as a financial asset or liability under IAS 39 and (iii) as expenses, pursuant to IAS 37 or other applicable standards, in remaining cases.
Expenses related to the acquisition are not part of the transferred consideration and thus do not affect the determination of goodwill/gains resulting from the acquisition, and are recognised as expenses in the year in which they occur.
On the date of acquisition, the classification and designation of all assets acquired

and liabilities transferred are reassessed in accordance with IFRS, with the exception of leasing and insurance contracts, which are classified and designated based on the contractual terms and conditions, on the contract's commencement date.
Assets arising from contractual indemnities paid by the seller concerning the outcome of contingencies related, in whole or in part, to a specific liability of the combined entity, shall be recognised and measured using the same principles and assumptions of the related liabilities.
The calculation of the fair value of acquired assets and contingent liabilities takes into account the fair value of contingent liabilities arising from a present obligation caused by a past event (if the fair value can be reliably measured), whether an outflow is expected or not.
For each acquisition, the Group can choose to measure "non-controlling interests" at their fair value or by their respective share in the assets and liabilities transferred from the acquiree. The choice of method influences the calculation of the goodwill amount to be recognised.
When the business combination is effected in stages, the fair value on the date of acquisition of the interests held is remeasured to the fair value on the date when control is obtained, by the income of the period in which control is achieved, affecting the calculation of goodwill.
Whenever a combination is not completed on the reporting date, the provisional amounts recognised on the date of acquisition shall be adjusted retrospectively, for a maximum period of one year counting from the date of acquisition, and any additional assets and liabilities shall be recognised if new information is obtained on facts and circumstances existing on the date of acquisition which would result in the recognition of such assets and liabilities, should it have been known on that date.
Goodwill is considered to have an indefinite useful life and thus is not amortisable, being subject to annual impairment tests, irrespective of whether or not it shows signs of impairment.
For the purpose of impairment testing, goodwill is allocated, on the date of acquisition, to each of the cash-generating units expected to benefit from the business combination, irrespective of remaining assets and liabilities also associated with the cash-generating unit.
When the operation, or part of it, associated with a cash-generating unit is disposed of, the allocated goodwill is also de-recognised and included in the balance of gains/losses of the disposal, calculated as the base for its relative value.
Goodwill related to investments in companies based abroad, acquired after 1 January 2005, is recorded in those companies' reporting currency and translated into Euro at the exchange rate in effect on the balance sheet date.

Acquisitions made before 2010:
Compared to the treatment described above, applicable as of 1 January 2010, the main differences are the following:

- The cost of an acquisition would include costs directly attributable to such acquisition, thus affecting the calculation of goodwill;;
  The acquiree's "non-controlling interests" (formerly designated "minority interests") were measured only by the acquiree's share in the identifiable net assets, but did not influence the calculation of goodwill/gains resulting from the combination;
- When the business combination was effected in stages, the fair value on the previous acquisition date of the interests held was not remeasured on the date of obtaining control and the goodwill amount previously recognised remained unchanged;
- Any contingent acquisition value was only recognised if the Group had a present obligation, the outflow was likely and the estimate was reliably determinable; subsequent changes in this value were recognised against goodwill;

2.4 FINANCIAL HOLDINGS IN ASSOCIATED COMPANIES AND JOINT VENTURES

Associated companies are entities over which Grupo Visabeira exercises significant influence, understood as the power to participate in the establishment of operating and financial policies, without, however, exercising control or joint control.
It is generally assumed that there is significant influence whenever the holding percentage exceeds 20%.
The classification of financial investments in joint ventures is determined based on the existence of shareholder agreements that demonstrate and regulate

joint control, which is understood to exist when decisions on activities relevant to the venture require a unanimous agreement between the parties.
The Group owns no interests in joint ventures, as defined in IFRS 11.20.
The existence of significant influence or joint control is determined based on the same type of facts and circumstances applicable in the assessment of control over subsidiaries.
These holdings are consolidated by the equity method, i.e., the consolidated financial statements include the Group's interest in the total recognised gains and losses of the associate/joint-venture, from the date on which significant influence commences until the date on which it effectively ends. Dividends received from these companies are recorded as a reduction in the value of financial investments.
The Group's participation in the gains and losses of its associates/joint ventures is recognised in the income statement, and its share of movements in Post-acquisition Reserves are recognised in Reserves. Cumulative post-acquisition movements are adjusted according to the cumulative movements in the financial investment. When the Group's share of losses in an associate/joint venture equals or exceeds its investment in that entity, including any unsecured receipt transaction, the Group does not recognise any further losses, unless it has incurred in obligations or made payments on behalf of the associate/joint-venture.
Any excess of the cost of acquisition of a financial investment over the Group's share in the fair value of the assets, liabilities and contingent liabilities identified on the date of acquisition of the associated company/joint venture is recognised as goodwill, which is included in the value of the financial holding and whose recovery is assessed annually as part of the financial investment. If the cost of acquisition is lower than the fair value of the net amount of the assets of the associate/joint venture acquired, the difference is recorded directly in the income statement.
Unrealised gains from transactions between the Group and its associates/joint ventures are eliminated to the extent of the Group's share in the respective associates/joint ventures. Unrealised losses are also eliminated, unless the transaction shows the impairment of a transferred asset.
The accounting policies of associates/joint ventures are changed whenever necessary to ensure consistency with the policies adopted by the Group.
Following the application of the equity method, the Group assesses the existence of impairment indicators; if these are present, the Group calculates the amount recoverable from the investment and recognises an impairment loss if the recoverable amount is lower than the book value of the investment, under item "Gains/losses in associates and joint ventures" of the income statement.
After the loss of significant influence or joint control, the Group initially recognises the investment held at fair value, and the difference between the book value and fair value held added from the revenue from the sale, is recognised in the income statement.

2.5 RECOGNITION OF REVENUE

a) Sales and services rendered

Income derived from sales is recognised in the income statement when risks and advantages inherent to the possession of the assets sold are transferred to the purchasing party.
Income from services rendered are recognised in the income statement at the time they are rendered, taking into account the ratio between services rendered in the financial year and the total services contracted. The costs of construction contracts are recognised when incurred. When revenue arising from the contract cannot be reliably measured, income is recognised to the extent of costs recovered. When revenue arising from the contract can be reliably measured and the contract is likely to be profitable, revenues are recognised throughout the period of construction. If the contract is not profitable, the expected loss is recognised immediately as an expense in the financial year.
The percentage of completion method is used to recognise revenue in each period.
The percentage of completion is measured taking into account the weight of costs incurred in the total estimated costs. Costs incurred in the financial year, which are associated with the future activities of the contract, are excluded from the calculation of the percentage of completion and are classified as inventories, deferred costs or other.
Key income is recognised at the time of conclusion of the contract of reservation of ownership and subsequent receipt.

The Group presents as assets any amounts to be recovered from customers for contracts in progress whose costs incurred, plus recognised income (and subtracted from recognised losses), exceed the amounts invoiced. Unpaid invoices are presented under the heading "trade receivables". Income from sales and services rendered are not recognised if there are doubts as to the collectability of the proceeds from the sale or services rendered. Income earned through rents are recorded, in accordance with the straight-line method during the rental period and are presented as "Services rendered," due to their operational nature.
Key income is recognised at the time of conclusion of the contract of reservation of ownership and subsequent receipt.

b) Grants

State grants are only recognised when received or upon sufficient certainty that the Group can comply with the conditions required for their granting.
Investment grants are included in the heading "Other non-current liabilities" and the associated income is recognised on a straight-line basis over the estimated useful lives of the respective assets.

c) Net financial results

Net financial results essentially comprise interest from loans obtained, net of interest from financial investments and exchange rate gains and losses.
Financial costs and income are recognised in the results on an accrual basis during the period to which they relate.
Gains/(losses) from listed shares are broken down in the income statement, comprising dividends received and financial costs directly associated with the financing incurred for the acquisition of the listed shares.

d) Dividends

This income is recognised upon the establishment of the shareholder's right to receive it.

e) Own work capitalised

Internal expenses (e.g., labour, materials, transportation) incurred in the production of tangible assets and inventories are capitalised only when the following conditions are met:
(i) the assets are identifiable and reliably measurable;
(ii) it is highly likely that they will generate future economic benefits.
No internally generated margins are recognised.

f) Accrual basis

In general, income and expenses are recorded on an accrual basis, whereby they are recognised as they are generated, regardless of the moment in which they are received or paid. The differences between the amounts received and paid, and the corresponding income and expenses, are recorded in the consolidated balance sheet under "Other current assets" and "Other current liabilities," respectively.

2.6 FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. All purchases and sales of these instruments are recognised on the date of their negotiation or when the respective contracts to buy or sell are signed, regardless of the date of the settlement.

2.6.1 Financial assets

Assets are initially recorded at their acquisition cost, which is the fair value of the price paid, including transaction costs, except for assets measured at fair value through profit and loss, in which transaction costs are immediately recognised in profit and loss.
These assets are not recognised when: (i) the contractual rights of the Group regarding the receipt of cash flows have expired, or (ii) the Group has substantially transferred the control over the assets or all the risks and benefits associated with its ownership.
Financial assets are classified as follows, depending on the intention of the Board of Directors at the time of their acquisition:

a) Loans and accounts receivable;
b) Investments held to maturity;
c) Investments measured at fair value through profit and loss (held for trading);
d) Financial assets available for sale.

a) Loans and accounts receivable
These consist of non-derivative financial assets with fixed or determinable payments for which there is no active market. Loans and accounts receivable are initially recorded at fair value and subsequently at amortised cost, based on the effective interest rate (where the effect of time is significant, in which case the financial effect is recognised as a financial gain), net of any impairment losses. Impairment losses are recorded based on the estimation and evaluation of losses associated with doubtful debt loans, on the date of the balance sheet, so that they reflect their net realisable value, and are presented under the heading "Provisions and Impairment losses" in the case of accounts receivable and under "Other financial costs, net" in the case of loans.
When receivables from customers or other debtors are overdue and its terms are renegotiated, they will no longer be considered overdue and will be considered new loans.

b) Investments held to maturity
Investments held to maturity are classified as non-current investments, unless they mature within 12 months from the date of the balance sheet, and this heading includes investments with a defined maturity date for which the Group has the intention and ability to hold them until such date. Investments held to maturity are non-derivative financial assets and are recorded at their amortised cost, net of any impairment losses.

c) Investments measured at fair value through profit and loss
This category includes financial assets held for trading and assets recorded at fair value through profit and loss at the moment of their initial recognition; they are presented as current assets.
A financial asset is classified as held for trading if it is:
- Acquired or incurred chiefly for the purpose of selling or repurchasing it in the near term;
- Part of a portfolio of identified financial instruments that are managed together and for which there is evidence of an effective recent pattern of short-term profit-taking;
- A derivative (except for a derivative that is a designated and effective hedging instrument).

Gains and losses resulting from a change in the fair value of investments measured at fair value through profit and loss are recorded in the income statement for the period (financial results).

d) Financial assets available for sale
Available-for-sale investments are non-derivative financial assets that the Group intends to hold indefinitely, which are classified as such at the time of acquisition or that do not fit the remaining categories of financial assets. They are presented as non-current assets, except if there is an intention of transferring them in the 12 months following the date of the balance sheet.
After their initial recognition, available-for-sale investments are measured at their fair value by reference to their market value on the balance sheet date, without any deduction of transaction costs that may be incurred upon their sale. Investments for which the Group cannot ensure significant influence over their activity, which are not listed and whose fair value cannot be reliably estimated, are stated at their acquisition cost, net of any impairment losses and are recognised in the "Statement of financial position" as "Other financial investments."
Gains or losses from changes in the fair value of available-for-sale investments are recognised as equity, under the reserves heading, until the investment is sold, collected or otherwise disposed of or until the fair value of the investment falls below the acquisition cost, thus corresponding to an impairment loss, at which time the accumulated gain or loss is recorded in the income statement. This decision requires judgement. In order to make this judgment, Grupo Visabeira assesses, among other factors, the changes in stock prices and the time/duration for which the market value of the shares is lower than the acquisition cost.

2.6.2 Financial Liabilities
Financial liabilities are classified according to the substance of their contractual arrangement, regardless of the legal form, and are classified as follows:

a) Financial liabilities measured at fair value through profit and loss;
b) Bank loans;
c) Accounts payable.

Financial liabilities are initially recognised at fair value and, in the case of bank loans and accounts payable, net from any costs directly incurred in the transaction.
Financial liabilities are derecognised when the obligation specified in the contract is satisfied, or when it is cancelled or expires. When a financial liability is replaced with another of the same borrower with substantially different terms, or the terms of an existing liability are substantially modified, the exchange or modification must be accounted for as an extinction of the original financial liability and recognition of a new financial liability. The difference generated in the exchange or modification is recognised in the financial results of the financial year in which it occurs.

a) Financial liabilities measured at fair value through profit and loss
This category includes financial liabilities held for trading and derivatives that do not qualify as hedge accounting instruments and are initially classified as such.
Gains and losses resulting from a change in the fair value of financial liabilities at fair value through profit and loss are recorded in the income statement for the period.

b) Bank loans
Loans are initially recognised at their fair value, minus transaction costs incurred and are subsequently measured at their depreciated cost. Any differences between the issuing value (net of transaction costs incurred) and the nominal value is recognised under profit and loss during the term of the loans, according to the effective interest method.
Loans obtained are classified as current and non-current liabilities (in the latter case when their maturity exceeds 12 months after the balance sheet date).

c) Accounts payable
Outstanding balances to suppliers and other accounts payable are initially recorded at their nominal value, which is understood to be their fair value and, subsequently, at their amortised cost, in accordance with the effective interest method (whenever the effect of time is significant).

2.6.3 Equity instruments
Equity instruments are classified according to the substance of their contractual arrangement, regardless of its legal form. Equity instruments issued by companies of the Group are recorded at the value of proceeds received, net of any costs related to their issuance.
Own shares are recorded at their acquisition value as a deduction from equity. Gains or losses incurred in the disposal of own shares are recorded under "Other reserves" and are not considered in the results for the period in which they occur.

2.6.4 Derivatives and hedge accounting
On 31st December 2014, a series of derivative financial instruments was contracted, primarily aiming at minimising the risk of exposure to changes in interest rates.
The contracting of such financial instruments was made after a careful analysis of the risks and benefits inherent to this type of operation and a survey of various institutions involved in the market. These operations are subject to prior approval by the Executive Committee and require the continuous monitoring of the evolution of financial markets and positions held by the Group. The market value (fair value) of these instruments is determined at regular intervals throughout the year, in order to enable a continuous assessment of these instruments and their financial implications.
Derivative financial instruments are initially measured at fair value on the contract date and are subsequently remeasured at fair value on the balance sheet date.
The classification of a derivative as a hedging instrument complies with the provisions of IAS 39. A hedging relationship exists when:
- there is formal documentation of such relationship on the date of the contract;
- there is an expectation that the hedging will be highly effective;
- the effectiveness of the hedging can be reliably measured;

- the hedging is continually assessed and proves highly effective throughout the financial reporting period;
- concerning a planned transaction, it must be highly probable.

Changes in the fair value of derivative instruments classified as fair value hedges are recognised as financial income for the period.

Changes in the fair value of derivative instruments designated as cash flow hedges are recognised as equity, in its effective component, and as financial results in its non-effective component. Amounts recognised in equity are transferred to income when the hedged item also has effects on income.

When derivative financial instruments, although contracted for the purpose of hedging, according to the Group's risk management policies, do not comply with all requirements stipulated in IAS 39 to qualify for hedge accounting, they are classified as derivatives held for trading and the respective changes in fair value are recorded as results for the period.

When there are derivatives embedded in other financial instruments or other contracts, these are treated as separate derivatives in situations where the risks and characteristics are not closely related to contracts, and in situations where the contracts are not presented at fair value, with unrealised gains or losses being recorded in the income statement.

2.6.5 Cash and cash equivalents

The heading cash and cash equivalents includes cash, demand deposits and treasury investments with short maturities and quickly mobilisable, without significant risk of changes in value.

For the purposes of the cash flow statement, the heading "Cash and cash equivalents" also includes bank overdrafts included in the caption "Bank loans," and financial assets held for trading.

2.6.6 Borrowing costs

The Group capitalises borrowing costs (interest and other costs incurred due to requests for loan funds) that are directly attributable to the acquisition, construction or production of an asset that qualifies as part of the cost of such asset, i.e. an asset that necessarily takes a substantial period of time to be ready for its intended use or its sale. All other borrowing costs shall be accounted for as an expense in the period in which they are incurred.

2.7 TANGIBLE ASSETS

Tangible fixed assets are recorded at their acquisition cost, net of any accumulated depreciations and impairment losses.

Subsequent costs are included in the carrying amount of the asset or recognised as separate assets, when future economic benefits are likely to flow to the company, which surpass the existing asset's originally assessed performance and the cost of the asset for the company can be reliably measured. All other subsequent expenditure is recognised as expenses in the period they are incurred. Financial charges related to the financing of the production/acquisition of assets that require a substantial period of time to be ready for use are added to the cost of those assets.

Depreciations

Lands are not depreciated, except those used for mining activities. The depreciation of the remaining assets is calculated by applying the straight-line method, on a duodecimal basis, to the acquisition amount. The annual rates applied satisfactorily reflect the economic useful life of assets.The assets' residual values and useful lives are reviewed and adjusted, if appropriate, on each balance sheet date. The depreciation rates applied correspond, on average, to the following estimated useful lives.

	2014	2013
Land and natural resources	2.50%	2.50%
Buildings and other edifications	2.00% - 50.00%	2.00% - 50.00%
Basic equipment	6.67% - 33.33%	6.67% - 33.33%
Transportation equipment	16.66% - 25.00%	16.66% - 25.00%
Tools and utensils	4.00% - 25.00%	4.00% - 25.00%
Administrative equipment	4.00% - 10.00%	4.00% - 10.00%

2.8 INVESTMENT PROPERTIES

Investment Properties include lands and buildings held to earn rental income or for capital appreciation, or both, and that are not used in the course of normal business.
Investment properties are initially measured at their acquisition cost, including transaction costs. After their initial recognition, investment properties are measured at their fair value, calculated in reference to the balance sheet date and reflecting current market conditions. Fair value is determined by duly authorised and independent entities, according to internationally recommended methodologies.
Investment properties also include the collection of porcelain pieces associated with the production of the Vista Alegre porcelain factory, which have been collected and classified since the foundation of this subsidiary. This collection, unparalleled in the country, reflects not only the nearly two centuries of life of the company, but also, and especially, the history of porcelain in Portugal and in the world. In addition to the pieces on display at the Vista Alegre Museum (around 2000), the Group owns a reserve comprising a considerable number of objects, including porcelain and glass, but also other collections associated with the history of the company, which cover several areas, such as decorative arts, technology and techniques, social and local history and religious history.
The collection has been formed through direct transfers from the factory, purchases and donations, spanning a wide chronological period, which runs from the seventeenth to the twentieth century.
Taking into account IAS 8, paragraph 10, which states that "in the absence of an IFRS that specifically applies to a transaction, other event or condition, the Board of Directors shall use its judgement in developing and applying an accounting policy that results in information that is: relevant to the making of economic decisions on the part of users; and reliable, so that the financial statements:
i) faithfully represent the entity's financial position, financial performance and cash flows, ii) reflect the economic substance, and not merely the legal form, of transactions and other events and conditions, iii) are neutral, i.e., free from any bias, iv) are prudent, and v) are complete in all material respects, the Board of Directors believes that an accounting treatment equivalent to that of investment properties is the most appropriate for the collection of pieces, which is also measured at fair value (see note 23).
Gains or losses arising from changes in the fair value of investment properties are recorded in the income statement, in the year in which they are generated.
Investment properties are derecognised when they are disposed of or when they are decommissioned with no expectations of future economic benefits resulting from their decommissioning. Any gains or losses arising from the derecognition of investment properties are recognised in the income statement of that year.
Costs incurred with investment properties in use, such as maintenance, repairs, insurance and property taxes, are recognised in the consolidated income statement, in the period to which they relate.
The transfer to, or from, investment property shall be made when, and only when, there is a change in its use. In the transfer of an investment property carried at fair value to an owner-occupied property, the cost considered for subsequent accounting shall be its fair value on the date of the change in use. If an owner-occupied property becomes an investment property carried at fair value, the Group must use the same accounting principles that apply to tangible fixed assets, up to the date of the change in use.
If an asset initially recognised in inventories is subsequently considered as an investment property after its change in use has been determined, any difference between the fair value of the property on that date and its previous carrying amount is recognised as profit or loss for that financial year. If the Group begins the development or construction of a building with the intention of selling it, it must be transferred to inventory. If this property is measured at fair value, this transfer must be measured at fair value on the date of the transfer and that shall be the cost considered for the recognition of the property in inventory.

2.9 LEASES

The classification of whether an agreement is (or contains) a lease is based on the substance and not the form of the agreement on the date of its commencement, which is the earliest

between the date of the agreement and the date of the commitment by the parties with respect to its main terms. The agreement is (or contains) a lease if its fulfilment is contingent on the use of a specific asset or assets and the arrangement conveys a right to use such asset, even if this is not explicitly stated in the agreement.
The lease by reference to the date of commencement of the agreement is classified as financial or operational.
Leasing contracts for which the Group substantially assumes all the risks and rewards inherent to their ownership are classified as finance leases.
Finance lease contracts are recorded on the contract commencement date as assets and liabilities at either the fair value of the leased property or the present value of future lease payments, whichever is lower.
Rents are calculated as their financial cost plus the financial repayment of the capital, in order to determine a constant interest rate on the remaining liability. Financial costs are recognised as financial expenses in the income statement. In the case of operating leases, rents owed are recognised as an expense in the income statement on a straight-line basis over the lease period.

2.10 INTANGIBLE ASSETS

All intangible assets are recorded at their acquisition cost minus accumulated depreciations and impairment losses.
Depreciation is calculated on the acquisition value, by the straight-line method on a duodecimal basis for its useful life (usually 3 years).
Costs related to internally generated intangible assets and own brands are recorded in the income statement for the period as they are incurred.
Costs of research carried out in the quest for new technical or scientific knowledge or in the quest for alternative solutions, are recognised under results when incurred.
Development costs are capitalised when the technical feasibility of the product or process under development can be proven, and when the Group intends and is able to complete its development and begin its marketing or use.

2.11 IMPAIRMENT OF TANGIBLE AND INTANGIBLE FIXED ASSETS

Assets that have an indefinite useful life are not subject to depreciation but are subject to annual impairment tests. Impairment tests are also performed for assets that, having a finite useful life, are subject to depreciation, whenever circumstances change and their carrying value may not be recoverable.
An impairment loss is the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, net of costs to sell, and its value in use, which results from future cash flows updated based on pre-tax discount rates that reflect the present value of the capital and the risk specific to the asset(s) concerned.
To determine the recoverable amount, the assets are analysed individually or grouped at the lowest level for which they are identified separately as cash-flow generating units.
A cash-generating unit (CGU) is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.
Whenever the carrying amount of the asset is higher than its recoverable amount, an impairment loss is recognised in the income statement, in the period to which it relates.
If this loss is subsequently reversed, the carrying amount of the asset is increased accordingly, but it can never be higher than the amount that would be recognised if the impairment loss had not been recorded. The impairment reversal is also recognised in the income statement in the period to which it relates.

2.12 ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS

This category includes assets or groups of assets whose value is realisable through a sale transaction or, jointly as a group in a single transaction, and any liabilities directly associated with these assets that are transferred in the same transaction. Assets and liabilities in this situation are measured at the lower ofthe respective book value and respective fair value, net of costs to sell.

For this situation to take place, the sale needs to be highly probable (expected to be realised within less than 12 months) and the asset has to be available for immediate sale in its present condition, in addition to the Group's commitment in effecting the sale. The amortisation of assets in these conditions ceases from the moment in which they are classified as held for sale and are recognised as current under asset, liability or equity headings.
A discontinued operation is a component (operations and cash flows that can be clearly distinguished, in terms of operation and for the purposes of financial reporting, from the rest of the entity) of an entity that has been sold or is classified as held for sale, and:
a) represents a major line of business or separate geographical area of operations;
b) it is an integral part of a single coordinated plan to dispose of a major line of business or separate geographical area of operations; or
c) is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented as a single amount in the income statement, including profit or loss after tax from discontinued operations, plus the gains or losses after taxes recognised in the measurement at fair value minus costs to sell or in the disposal of the assets or group(s) for sale that make up the discontinued operation.

On 31st December 2013 and 2014, there are no assets in these conditions.

2.13 INVENTORIES

Inventories are valued at either their cost or their net realisable value, whichever is lower. The net realisable value is the selling price minus the costs estimated for the completion of production of the asset and corresponding cost to sell.
Raw materials and consumables - includes lands for future real estate projects which are valued at purchase price plus the cost of purchase, which is lower than its market price. The remaining raw materials and consumables are valued at purchase price plus the cost of purchase, including storage.
Finished goods and work in progress - when corresponding to fractions of buildings for sale in completed developments and products in progress, these are valued at production cost, which is lower than their market value. Production cost includes the cost of raw materials used, direct and indirect labour, subcontracts, other fixed and variable costs and financial charges. The financial charges considered correspond to the actual borrowing costs incurred on financing agreements that explicitly refer to the development, to the maximum extent, within reason, concerning its application.
Other finished goods and work in progress are valued at production cost, which includes all direct costs and manufacturing overheads.
Goods are valued at their average purchase price, including shipping and storage costs.

2.14 PROVISIONS

Provisions are recognised in the balance whenever the Group has a present obligation (legal or implicit) resulting from a past event and whenever a decrease in resources, which can be reasonably estimated, incorporating economic benefits is likely to be demanded in order to clear the obligation.

- Restructuring: a provision for restructuring is recognised after the formal approval of a restructuring operation, once it has been started or made public. Operating expenses shall not be included in the value of such provision.
- Onerous contracts: a provision for onerous contracts is recognised when the benefits expected from the fulfilment of the contract are lower than the costs arising from the obligations arising from it.
- Provisions for the costs involved in the dismantling, removing of goods and restoration of sites are recognised when the goods begin to be used and if the respective obligation can be reliably estimated. The amount of the provision recognised is the present value of the obligation, and the financial update is recorded in results as a financial cost, in the heading "net interest."

A contingent liability recognised in connection with a business combination is initially recognised at fair value. After the initial recognition and until the liability is settled, canceled or expires, a contingent liability is recognised in a business combination at the higher of the amount that would be recognised in accordance with IAS 37 and the amount initially recognised, minus, where appropriate, the cumulative amortisation recognised in accordance with IAS 18 - Revenue.
Provisions are reviewed and updated on the balance sheet date, so as to reflect the best estimate of the obligation in question at that time.

2.15 CONTINGENT ASSETS AND LIABILITIES

Contingent liabilities (when not in connection with a business combination) are not recognised in the consolidated financial statements; they are presented in the Notes, unless the possibility of a cash outflow is remote, in which case they are not subject to disclosure.
Contingent assets are not recognised, and are only disclosed when there is a likelihood of a future economic benefit.

2.16 INCOME TAX

Income tax is calculated based on the taxable results of the companies included in the scope of consolidation and it includes deferred taxation.
Grupo Visabeira is covered by the special scheme for the taxation of groups of companies, which includes all companies in which the Group directly or indirectly holds at least 75% of the share capital and which are based in Portugal and subject to Corporate Income Tax (IRC).
With regard to 2014, it should be noted that the subsidiaries of the so-called Grupo VAA were also included in the tax perimeter of Grupo Visabeira.
The remaining subsidiary companies, not covered by the special scheme for the taxation of groups of companies, are taxed individually, based on their respective taxable income and applicable tax rates.
Deferred tax is calculated based on the balance sheet liability method, from temporary differences between the accounting value of the assets and liabilities in question and the respective tax base.
Deferred tax assets are recognised whenever it is reasonably certain that future profits will be generated against which the reversion of existing deductible temporary differences, tax losses and tax credits can be used. Active deferred taxes are reviewed on a yearly basis and are reduced whenever they are not likely to be used.
No deferred tax is calculated on consolidation differences or on temporary differences in the initial recognition of an asset or liability when it does not affect the accounting or tax results. Likewise, no deferred taxes relating to temporary differences associated with investments in associates and interests in joint ventures are recognised, as it is considered that the following conditions are cumulatively satisfied:

- The Group is able to control the timing of the reversal of the time difference; and
- It is likely that the temporary difference will not be reversed in the foreseeable future.

The tax base of assets and liabilities shall reflect the tax consequences arising from the way the Group expects, on the reporting date, to recover or settle the carrying amount of its assets and liabilities, based on decisions that, from a fiscal point of view, are substantially implemented on the date of the consolidated income statement.
The amount of tax to be included either in the current or deferred taxes resulting from the transactions or events recognised in equity is recorded directly in these same headings and does not affect the income statement for the financial year.
Deferred taxes are determined by the tax (and legal) rates in force, or substantially in force, on the balance sheet date, and that are expected to apply in the period in which the deferred tax asset is realised or the deferred tax liabilities are settled. According to legislation in force, the income tax rate considered is 21% and, in situations not related to tax losses, a 1.5% surcharge is added to the value of temporary differences that originated deferred tax assets or liabilities.

2.17 EMPLOYEE BENEFITS

2.17.1 Provisions for retirement pensions - defined benefit plan

Some of the Group's companies have assigned pension schemes to former employees, in the form of a defined benefit plan, which is a pension plan that defines the amount of pension benefit that an employee will receive upon retirement, usually dependent on one or more factors such as age, years of service and remuneration.

The Group has in place various retirement benefit plans, some managed by the Group and others by FUTURO, of Grupo Montepio.

The liability amount recognised in the balance sheet which concerns defined benefit plans is the present value of the defined benefit obligation on the balance sheet date. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows, using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

All actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised directly as equity and presented as other comprehensive income in the period in which they occur, and are not subsequently reclassified as profit or loss.

Net financial costs and income derived from the plan's assets are recognised as profit or loss. Financial costs are calculated by applying the discount rate to the liability of a defined or active benefit. The Group recognises the costs of current or past services, the gains and losses in curtailments and/or settlements, as well as the net financial costs in the heading "Staff costs."

Past-service costs are recognised immediately in results, unless the changes to the pension plan are contingent on the employees remaining in service for a specified period of time (the vesting period). In this case, past-service costs are amortised on a straight-line basis over the vesting period.

Gains or losses resulting from the curtailment or settlement of a defined benefit plan are recognised in the results of the financial year in which the curtailment or settlement takes place. A curtailment occurs when there is a material reduction in the number of employees or the establishment plan is changed so that the defined benefits are reduced, with material effects, thus causing a reduction in the plan's liability.

2.17.2 Cessation of employment

Employment termination benefits are due when there is termination of employment before the normal retirement date or when an employee accepts voluntary redundancy in exchange for those benefits. The Group recognises these benefits in the profit-and-loss statement, provided it can prove to be forced to eliminate current positions, according to a detailed formal plan for terminations and there being no realistic alternative, or if these benefits are granted to encourage voluntary termination. Where termination benefits fall due more than 12 months after the balance sheet date, they shall be discounted to their current value.

Employment termination benefits must be recognised at the moment immediately before: (i) a commitment to their assignment cannot be revoked, and (ii) the provision for restructuring is constituted in accordance with IAS 37.

2.17.3 Holiday, holiday pay and bonuses

According to Portuguese labour law, employees are entitled to 22 annual leave days, as well as one month of holiday allowance, vested in the year prior to their payment. These liabilities are recorded when incurred, regardless of when they are paid, and are reflected in the heading "Accounts payable and other."

2.17.4 Labour Compensation Fund (LCF) and Labour Compensation Guarantee Fund (LCGF) - Portugal

With the publication of Law no. 70/2013 and subsequent legislation through Order no. 294-A/2013, on 1st October, the Labour Compensation Fund (LCF [Fundo de Compensação do Trabalho]) and the Labour Compensation Guarantee Fund (LCGF) entered into force.

In this context, companies that hire a new employee are required to deduct a percentage of their salary for these two new funds (0.925% for LCF and 0.075% for LCGF), in order to ensure the future partial payment of the corresponding compensation in case of dismissal.

Taking into account the characteristics of each Fund, the following was considered:
- Monthly payments made by the employer to LCGF are recognised as expenses in the period when they occur.
- The monthly payments made by the employer to LCF are recognised as a financial asset of that entity, measured at fair value and with the respective changes recognised in profit or loss.

2.18 MEASUREMENT AT FAIR VALUE

The Group measures part of its financial assets as financial assets available for sale and held for trading, and some of its non-financial assets, such as investment properties, are measured at fair value on the reference date of the financial statements.
The fair value measurement assumes that the asset or liability is exchanged in a transaction between market participants to sell the asset or transfer the liability, on the measurement date, under the current market conditions.
The fair value measurement is based on the assumption that the transaction to sell the asset or transfer the liability can take place:
- In the main market of the assets and liabilities, or
- In the absence of a main market, it is assumed that the transaction occurs in the most advantageous market. The most advantageous market is that which maximises the amount that would be received upon the sale of the asset or that minimises the amount that would be paid to transfer the liability, after considering transaction and transportation costs.
Because different entities and different businesses within a single entity can have access to different markets, the main or most advantageous market for the asset or liability can vary from one entity to another, or even between businesses within the same entity, but it is assumed that they are accessible to the Group.
Fair value measurement relies on assumptions that market participants would use in pricing the asset or liability, assuming that market participants would use the asset to maximise its value and use.
The Group uses valuation techniques that are appropriate to the circumstances and for which there is sufficient data to measure the fair value, maximising the use of relevant observable data, and minimising the use of non-verifiable inputs.
All assets and liabilities measured at fair value or for which disclosure is mandatory are classified according to a fair value hierarchy, which classifies the data to be used in the fair value measurement into three levels, as detailed below:
Level 1 - Quoted market prices, unadjusted, in active markets for identical assets or liabilities, accessible to the entity on the measurement date;
Level 2 - Valuation techniques using inputs that, although not quoted, are directly or indirectly observable for assets and liabilities.
Level 3 – Valuation techniques using inputs not based on unobservable market data, i.e. based on unobservable data regarding assets and liabilities.

Unobservable data must be used to measure at fair value whenever there is no relevant observable data, thus allowing to provide for situations in which there is little or no market activity with regard to the asset or reliability at the time of the measurement. However, the purpose of fair value measurement remains the same, i.e., an exit price at the measurement date from the perspective of the market participant that holds the asset or owes the liability. Thus, unobservable data must reflect the assumptions that market participants would consider when pricing the asset or liability, including any assumptions on risk.

The fair value measurement is classified entirely at the lowest level (unobservable data) of the fair value hierarchy, corresponding to the input that is the most significant for the measurement as a whole.

2.19 INFORMATION BY SEGMENT

Business segment
A business segment is a distinguishable component of the Group, engaged in providing an individual product or service, and subject to different risks and rewards in relation to other

business segments. Their internal organisational and management structure, as well as their reporting system, are geared toward the analysis of business performance by activity.

Geographical segment

A geographical segment is an individual area of the Group committed to providing products or services within a particular economic environment, which is subject to risks and rewards that are different from those of other areas operating in other economic environments. The Group owns subsidiaries in Angola, Mozambique, France , Spain and Belgium, so these countries are identified as geographical segments.

2.20 TRANSACTIONS DENOMINATED IN A CURRENCY OTHER THAN EURO

The Group's functional and presentation currency is the Euro. Companies based in Angola and Mozambique have different functional currencies and, thus, their financial statements are translated using the cross rates Kwanza and Metical versus the U.S. Dollar and then from this to the Euro. Monetary assets and liabilities denominated in foreign currencies for which there are no rate-fixing agreements are translated into Euro using the exchange rates in effect on the date of the balance sheet. Favourable and unfavourable exchange differences resulting from the comparison between exchange rates in force on the date of the transactions and those in force on the date of collections, payments or on the date of the balance sheet, are recognised as income or expenses in the income statement, except for exchange differences arising from the translation of loan balances which, in practice, are an extension of financial investments abroad and whose repayment is not expected in a near future, which are recognised in equity until the disposal of the investment, at which time they are transferred to the income statement. Non-monetary assets and liabilities denominated in foreign currency and recorded at cost are converted into the functional currency of each subsidiary, using the exchange rate in force on the date on which they were acquired. Non-monetary assets and liabilities denominated in foreign currency and recorded at fair value are converted into the functional currency of each subsidiary, using the exchange rate in effect on the date when the fair value was determined. The financial statements of subsidiaries and associated companies expressed in foreign currency are translated using the following exchange rates:

- The exchange rate in force on the date of the balance sheet for the translation of assets and liabilities;
- The average exchange rate for the period used to translate the income statement headings;
- The average exchange rate for the period used to translate cash flows (where such exchange rate is close to the actual rate. The remaining cash flows are translated using the exchange rate in force on the date of the operations);

Goodwill related to investments in companies based abroad, acquired after 1 January 2005, is recorded in those companies' reporting currency and translated into Euro at the exchange rate in effect on the balance sheet date.

Exchange differences arising from the translation into Euro of the financial statements of subsidiaries and associated companies expressed in foreign currencies are included in equity, under "Foreign currency translation reserves."

On 31 December 2014 and 2013, assets and liabilities denominated in foreign currencies were translated into Euro using the following exchange rates:

EXCHANGE RATE

2014	2013	Code	Name
7.45	7.46	DKK	Danish Krone
9.50	8.93	SEK	Swedish Krona
107.34	108.08	DZD	Algerian Dinar
11.01	11.38	MAD	Moroccan Dirham
1.21	1.38	USD	American Dollar
125.26	134.03	AON	Angolan Kwanza
0.78	0.84	GBP	British pound
38.63	41.31	MZN	Mozambican Metical
4.48	4.47	RON	New Romanian Leu
54.43	59.41	DOP	Dominican Peso
17.95	18.00	MXP	Mexican Peso
3.27	3.25	BRL	Brazilian Real
69.07	45.11	RUB	Russian Ruble

In the 2014 and 2013 financial years, the income statements of subsidiary companies denominated in foreign currency were translated into Euro according to the following exchange rates:

AVERAGE EXCHANGE RATE

2014	2013	Code	Name
130.81	128.84	AON	Angolan Kwanza
40.65	39.80	MZN	Mozambican Metical

2.21 SUBSEQUENT EVENTS

Any events occurring after the date of the balance, which may provide additional information on the conditions that existed on the date of the balance, shall be reflected upon the consolidated financial statements. Any events after the date of the balance which may provide information on the conditions that occurred after the date of the balance, if material, are presented in the notes to the consolidated financial statements.

3. JUDGMENTS AND ESTIMATES

In the preparation of the consolidated financial statements in accordance with IAS/IFRS, the Board of Directors of Grupo Visabeira, SGPS, uses estimates and assumptions that affect the application of policies and the amounts reported. Estimates and judgements are continually assessed and are based on experience of past events and other factors, including expectations concerning future events considered likely to take place under the circumstances on which the estimates are based or the result of acquired information or experience. The most significant accounting estimates reflected in the consolidated financial statements are the following:

a) Analysis of goodwill impairment

The Group conducts annual tests on goodwill to check for impairment. The recoverable amounts of cash-generating units were determined based on the value-in-use method. The use of this method requires the estimation of future cash flows from the operations of each cash-generating unit and the choice of a suitable discount rate.

b) Valuation and useful life of intangible assets
The Group has made assumptions in the estimation of future cash flows from the intangible assets acquired as part of company acquisition processes, including the estimated future revenues, discount rates and useful lives of said assets.

c) Recognition of provisions and adjustments
The Group is a party in various legal proceedings for which, based on the opinion of its legal advisers, it makes a judgement to determine whether a provision should be recorded for such contingencies (note 42). Adjustments for accounts receivable are calculated mainly based on the ageing of the accounts receivable, on the customers' risk profile and on their financial situation. Estimates related to adjustments for accounts receivable differ from business to business.
The Group's policy regarding the imposing of ceilings on loans granted, be it nationally or internationally, relies on companies specialising in credit risk coverage.
Excluding state agencies and customers with higher national and international credit ratings, it is noted that the average internal risk exposure is 20%. However, a detailed analysis of the changes in annual provisions clearly demonstrates that there is almost no risk of non-collection. Furthermore, the Group has access to major market databases, which, together with its technical analysis team, allows for a clear assessment and minimised credit risk.

d) Fair value of investment properties
The Group relies on external entities to calculate the fair value of investment properties.
Note 23 describes the assumptions used, as well as the respective sensitivity analysis.
An appraisal is an estimate of the market value but it is not a guarantee of the value that would be obtained in a transaction. In addition, other evaluators can legitimately calculate a different market value.
Although showing signs of recovery, market transactions have been rare and market prices have proven unstable, so the method used to determine the fair value of investment properties was discounted cash flows. This valuation is too dependent on the value of future rents and on the long-term occupancy rate.

e) Calculation of the fair value of financial instruments
The Group chooses the method of assessment it deems appropriate for financial instruments not quoted in an active market based on its best knowledge of the market and of the assets, applying the valuation techniques commonly used in the market and using assumptions based on market rates.

f) Analysis of impairment of available-for-sale financial assets
The Group considers that there is an impairment of available-for-sale financial assets when there is a prolonged or significant devaluation of their fair value. This determination requires judgement. When making the decision, the Group's Executive Committee evaluates, among other variables, the normal volatility of share prices. In the specific case of shares held at NOS, EDP and Portugal Telecom, impairment losses have been already recognised.

g) Taxes
Deferred tax assets are recognised for all damages recoverable to the extent to which it is probable that taxable profits will exist, against which the losses can be used.
Taking into account the context of the crisis and the impact it may have on future results, a judgement is required from the Board of Directors to determine the amount of deferred tax assets that can be recognised, considering:
- The date and amount of probable future taxable income, and
- Future attacks optimisation strategies .

h) Post-employment benefits
The assessment of liabilities associated with retirement and health benefits attributed to the Group's employees under defined benefit plans is performed annually, resorting to actuarial studies prepared by independent experts, based on actuarial assumptions related to economic and demographic indicators.
All the indicators used are specific to the countries where the employee benefits are attributed and include, among others:

- Discount rates based on the rates of corporate bonds of the respective country with an AAA or AA rating;
- Mortality tables available for the population of the respective country;
- Future increases in salaries and pensions based on future inflation rates expected for the respective country.

Estimates were based on the best information available on the date of the preparation of the consolidated financial statements. However, situations may occur in subsequent periods, which, not being foreseeable at the time, were not considered in these estimates. Changes to these estimates, which occur after the date of the consolidated financial statements, are corrected in results on a prospective basis, in accordance with IAS 8.

4. CHANGES TO ACCOUNTING POLICIES

During the year 2014, there were no voluntary changes in accounting policies in relation to those considered in the preparation of the financial information of the previous year presented in the comparative statements, with the exception of the following situation:
- In July 2014, IFRIC received a request for clarification on the accounting treatment of deferred taxes in the consolidated financial statement of an entity with a subsidiary that holds only one asset, which the consolidating entity expects to recover through the sale of the subsidiary's shares and not of the asset itself (single asset in a corporate wrapper). IFRIC clarifies that temporary differences are determined by comparing the book value of assets and liabilities in the consolidated accounts with the respective tax base – for assets and liabilities held by a subsidiary that prepares its own tax returns, this tax base is the amount that will be taxable or deductible in the tax returns of the subsidiary. Additionally, IAS 12 requires that deferred taxes be recognised in relation to any existing temporary differences between the net assets of subsidiaries included in the consolidated accounts and the tax base of investments in the financial statements of the holding entity. According to this requirement, the Group recognised deferred tax liabilities as of 1st January 2013 amounting to 19,713,590 euros (18,212,561 euros as of 31st December 2014) and has therefore restated the comparative figures, as provided for in IAS 8.

	Presented	31st Jan 2013 Restated	Presented	1st Jan 2013 Restated
Net income	4,441,956	5,273,971	0	0
Deferred income tax liabilities	54,779,726	73,661,301	57,843,327	77,556,916
Equity	327,665,434	308,783,859	330,089,044	310,375,454

With regard to new standards and interpretations, the following issues, revisions, amendments and improvements were introduced to the standards and interpretations used:

(1) Revisions, amendments and improvements to the standards and interpretations endorsed by the EU with effects on the accounting policies and disclosures adopted by the Group as of 1st January 2014

- **IFRS 10 - Consolidated financial statements.** IASB issued IFRS 10 - Consolidated Financial Statements, which replaces the consolidation requirements provided for by SIC 12 - Consolidation - Special-Purpose Entities and IAS 27 - Consolidated and Separate Financial Statements.
  IFRS 10 does not change the consolidation procedures but it establishes a new concept of control, which shall apply to all special-purpose entities and vehicles. Thus, an investor has control over an investee only if it has, cumulatively:
  (a) power over the investee;
  (b) exposure to or rights over variable results derived from its relationship with the investee; and
  (c) the ability to use its power over the investee to affect results for investors.
  IFRS establishes a new concept of control that shall apply to all special-purpose entities and vehicles. The changes introduced by IFRS 10 will require management

to use a significant amount of judgement to determine which entities are controlled and, therefore, included in the consolidated financial statements of the parent company.

- **IFRS 11 - Joint arrangements.** IFRS 11 supersedes IAS 31 - Interests in Joint Ventures and SIC 13 - Jointly Controlled Entities - non-monetary contributions by venturers. It changes the concept of joint control and removes the option to account for a jointly controlled entity through the proportional consolidation method, prescribing that an entity recognise its interests in these entities through the equity method. It also defines the concept of joint operations (combining the existing concepts of controlled assets and jointly controlled operations) and redefines the concept of proportionate consolidation for these operations; thus, each entity shall record in its financial statement the absolute or relative interests it has in assets, liabilities, income and expenses.

- **IFRS 12 - Disclosure of interests in other entities.** IFRS 12 – Disclosure of interests in other entities establishes the minimum disclosures in respect to subsidiaries, joint ventures, associated companies and other non-consolidated entities.

- **IFRS 10, IFRS 12 and IAS 27 (Amendments) – Investment Entities.** Investment entities are exempted from consolidating their subsidiaries, associates and joint-ventures, which must be valued at fair value through profit or loss under IFRS 9 (or IAS 39, as applicable), except for those providing exclusive services to the investment entity in relation to investment activities, which are to be consolidated (investments in subsidiaries) or accounted for using the equity method (investments in associates and joint ventures).

- **IAS 27 - Consolidated and Separate Financial Statements (Revised in 2011).** With the introduction of IFRS 10 and IFRS 12, IAS 27 merely prescribes the accounting treatment of subsidiaries, joint-ventures and associates in separate accounts.

- **IAS 28 - Investments in associates and joint ventures.** With the amendments to IFRS 11 and IFRS 12, IAS 28 has been renamed and it now describes the application of the equity method also for joint ventures, similarly to what already happened with associates.

- **IAS 32 – Financial instruments (Offsetting financial assets and financial liabilities)** The amendment clarifies the meaning of "currently enforceable legal right to set off" and the application of the IAS 32 criteria for the offsetting of settlement systems (such as central clearing house systems) which apply gross settlement mechanisms that are not simultaneous.

- **IAS 36 - Impairment of assets (Amendment): Disclosure of the recoverable amount for non-financial assets.** The amendment removes the requirement for disclosure of the recoverable amount of cash-generating units including intangible assets with indefinite useful lives and/or goodwill, provided no impairment losses have been recognised, in order to eliminate the unintended consequence of the standard, which forced the disclosure of sensitive commercial information. The following disclosures are now mandatory: (i) further information on the fair value of the assets impaired when a recoverable amount is based on fair value less cost to sell and (ii) information about discount rates used when the recoverable amount is based on fair value less cost sell that uses a valuation technique to current value.

- **IAS 39 - Financial Instruments (Amendment): Novation of derivatives and continuation of hedge accounting.** The amendments are intended to allow an exception to the need to discontinue hedge accounting in certain circumstances where there is a change in the counterparty in a hedging instrument, in order to ensure participation in a clearing house for this instrument.

(2) The standards and interpretations recently issued by IASB and already endorsed by the European Union, whose application is mandatory only for periods beginning on or after 1st January 2014, and which the Group did not adopt early are as follows:

- **IAS 19 R - Employee Benefits (Amendment): Employee Contributions**
  This amendment applies to contributions from employees or third parties for defined benefit plans. It simplifies the accounting treatment of contributions that are independent of the number of years that the employee has been in service, such as contributions made by the employee that are calculated based on a fixed percentage of their salary, that are a fixed amount throughout the entire period of service or an amount that depends on the employee's age. Such contributions can now be recognised as a reduction in service costs for the period in which the service is provided.

- **IFRIC 21 – Levies** This interpretation applies to levies charged by government entities, which are not covered by other standards (e.g. IAS 12), including fines and other penalties for failure to comply with legislation. The interpretation clarifies that:
  (i) a liability must be recognised upon the occurrence of the activity that triggers the payment as identified in the relevant legislation (ii) the liability must be recognised progressively if the obligating event also occurs over a period of time in accordance with relevant legislation and (iii) if an obligation is triggered on reaching a minimum threshold, the liability is only recognised when that minimum threshold is reached.
  This interpretation does not establish what the consideration of the liability should be, and the provisions of the remaining standards shall be taken into account to determine whether it should be recognised as an asset or a cost.

- **Annual improvements in relation to the 2010-2012 cycle.** In terms of annual improvements in relation to the 2010-2012 cycle, IASB introduced seven improvements in seven standards, whose summaries are presented below:

  - **IFRS 2 - Share-based Payments -**Updates definitions, clarifies what is meant by acquisition conditions and further clarifies situations related to concerns that had been raised about service conditions, market conditions and performance conditions.
  - **IFRS 3 - Business Combinations -** Amends the recognition of changes in fair value of contingent payments that are not equity instruments. Those changes are now recognised exclusively in profit or loss for the financial year.
  - **IFRS 8 - Operating Segments -** Requires additional disclosures (description and economic indicators) on factors that determined the aggregation of segments. Disclosure of the reconciliation of the total assets of reportable segments with the total assets of the entity is only required if this is also reported to the manager in charge, under the same terms applicable to the disclosure of liabilities in the segment.
  - **IFRS 13 - Measurement at fair value -** It clarifies that accounts receivable and accounts payable not subject to interest may be measured at the nominal value when the effect of the discount is immaterial. Thus, the reason for the elimination of paragraphs from IAS 9 and IAS 39 had nothing to do with measurement changes, but rather with the fact that the specific situation is immaterial and, because of this, its treatment according to what was already set out in IAS 8 is not mandatory.
  - **IAS 16 Tangible fixed assets and IAS 38 Intangible Assets -** In the event of revaluation, the standard provides that the entity may choose to adjust the gross amount based on observable market data or allocate the variation, proportionally, to the change in the book value and, in either case, it requires the elimination of accumulated depreciations against the gross value of the asset. These changes only apply to revaluations carried out in the year in which the change is first applied and in the immediately preceding period. The restatement of all previous periods is allowed but not mandatory. However, failing to do so obligates the company to disclose the criteria used for those periods.
  - **IAS 24 - Related Party Disclosures -** Clarifies that a managing entity - an entity providing management services - is a related party subject to the associated disclosure requirements. In addition, an entity that uses the services of a managing entity is required to disclose the expenses incurred for such services.

- **Annual improvements in relation to the 2011-2013 cycle. -** In terms of annual improvements in relation to the 2011-2013 cycle, IASB introduced four improvements as many standards, whose abstracts are presented below:

- **IFRS 1 - First-time adoption of the International Financial Reporting Standards** Clarifies what is understood by standards in force.
- **IFRS 3 - Business Combinations -** Updates the exception to the application of the standard to "Joint Arrangements," clarifying that the only exclusion refers to the accounting of the creation of a joint agreement in the financial statements of the very joint agreement.
- **IFRS 13 - Measurement at fair value -** Updates paragraph 52 so that the portfolio exception also includes other agreements that are covered or are accounted for in accordance with IAS 39 or IFRS 9, regardless of whether they satisfy the definitions of financial assets or financial liabilities under IAS 32.
- **IAS 40 Investment Properties -** Clarifies that it is in light of IFRS 3 that the entity must determine whether a given transaction is a business combination or an asset purchase, abandoning the description set out in IAS 40, which allows classifying a property as of investment or as owner-occupied.

No significant impacts are expected for the Group's financial statements from the application of these standards and interpretations.

(3) Standards and interpretations issued by IASB but not yet endorsed by the European Union

- **IFRS 9 – Financial Instruments -** introduces new requirements for classifying and measuring financial assets and liabilities.

- **IFRS 10 and IAS 28-** Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments issued on 11th September 2014)

- **IFRS 10, IFRS 12 and IAS 28 -** Investment Entities: Application of the Consolidation Exception (Amendments issued on 18th December 2014)

- **IFRS 11 -** Accounting Standards for Joint Arrangements (Amendments issued on 6th May 2014)

- **IAS 27 -** Equity Method in Separate Financial Statements (Amendment issued on 12th August 2014)

- **IFRS 14 -** Regulatory Deferral Accounts (Amendment issued on 30th January 2014)

- **IFRS 15 -** Revenue from Contracts with Customers (Amendment issued on 28th May 2014)

- **IAS 1 -** Clarification of Disclosures in Financial Reporting (Amendments issued on 18th December 2014)

- **IAS 16 and IAS 41 -** Bearer Plants (amendments issued on 30th June 2014)

- **IAS 16 and IAS 38 -** Clarification of Acceptable Methods of Depreciation and Amortisation (Amendments issued on 12th May 2014)

- **Annual improvements in relation to the 2012-2014 cycle (issued on 25th September 2014) -** With regard to improvements in relation to the 2012-2014 cycle, IASB introduced five improvements to four standards, whose summaries are presented below:

  IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations

  IFRS 7 - Financial Instruments: Disclosures

  IAS 19 - Employee Benefits

  IAS 34 — Interim Financial Reporting

5. GROUP COMPANIES INCLUDED IN THE CONSOLIDATION

	Conditions for inclusion	Registered office	% of capital owned 2014	2013
GRUPO VISABEIRA, SGPS, SA		Viseu	Parent	Parent
Visabeira Global				
Comatel - Const. Manut. Sistemas Telecomunicações, Lda		Luanda	100.00%	100.00%
Constructel - Constructions et Telecomunications Belgique		Mons	99.98%	99.98%
Constructel - Constructions et Telecomunications, SARL		Valence	99.96%	99.96%
Constructel África, SA		Maputo	100.00%	100.00%
Constructel Denmark, ApS		Copenhagen	99.82%	-
Constructel Infra-Structures, SAS.		Santo Domingo	51.00%	51.00%
Constructel GmbH		Berlin	99.98%	99.98%
Constructel LLC		Moscow	100.00%	-
Constructel Sweden AB		Stockholm	99.99%	99.99%
Constructel UK, Ltd		London	99.82%	-
Edivisa - Empresa de Construção Lda		Luanda	100.00%	100.00%
Edivisa - Empresa de Construções, SA		Viseu	100.00%	100.00%
Electrotec - Projecto, Execução e Gestão de Redes de Energia, Lda	a)	Maputo	49.00%	49.00%
Electrotec Engenharia, SA	c)	Maputo	39.20%	-
Electrovisa, Lda.		Luanda	100.00%	100.00%
Fibroglobal - Comunicações Electrónicas SA		Viseu	94.98%	94.98%
Gatel, SAS		Domessin	100.00%	100.00%
Hidroáfrica - Comércio e Indústria, SARL		Maputo	85.52%	85.52%
Intelvisa, Gestão de Participações, SA	a)	Maputo	50.00%	50.00%
Meci - Gestion de Projects D'Ingenierie, SASU		Clermont-Ferrant	100.00%	-
Naturenergia - Agro-Energias, SA		Viseu	100.00%	100.00%
PDT - Projectos e Telecomunicações, SA		Lisbon	99.29%	99.29%
PTC - Serviços de Telecomunicações, SA		Lisbon	100.00%	100.00%
Real Life - Tecnologias de Informação, SA		Algés	65.00%	65.00%
Real Life Advanced Technologies Academy MZ, S.A.		Maputo	65.70%	65.70%
Real Life Technologies MZ, S.A.		Maputo	65.70%	65.70%
SCI Constructel		Valence	100.00%	100.00%
Selfenergy Moçambique, SA	c)	Maputo	34.60%	34.60%
Sogitel - Sociedade de Gestão Imobiliária, Lda		Maputo	90.00%	90.00%
Televisa - Sociedade Técnica de Obras e Projectos, Lda	a)	Maputo	50.00%	50.00%
Televisa Marrocos, SA		Casablanca	100.00%	100.00%
TVCABO - Comunicações Multimédia, Lda	a)	Maputo	50.00%	50.00%
TV CABO Angola, Lda	a)	Luanda	50.00%	50.00%
Viatel – Tecnologia de Comunicações, SA		Viseu	99.29%	99.29%
Vibeiras, Sociedade Comercial de Plantas, SA	c)	Maputo	34.35%	34.35%
Visabeira - Sociedade Técnica de Obras e Projectos, Lda		Viseu	60.00%	60.00%
Visabeira Global, SGPS, SA		Viseu	100.00%	100.00%
Visacasa - Serviços de Assistência e Manutenção Global, SA		Cacém	100.00%	100.00%
Visagreen, SA		Viseu	100.00%	100.00%
Visaqua - Gestão de Infra- estruturas e Serviços, Ambientais, SA	c)	Maputo	25.50%	25.50%
Yetech, SA	c)	Cancun	30.00%	30.00%
Visabeira Industry				
Agrovisa - Agricultura e Pecuária, Lda		Maputo	100.00%	100.00%
Álamo - Indústria e Desenvolvimento Florestal, Lda		Luanda	100.00%	100.00%
Ambitermo - Engenharia e Equipamentos Térmicos, SA		Cantanhede	51.00%	51.00%
Ambitermo Maroc Chaudieres Industrielles, SARL		Casablanca	51.00%	51.00%
Bordalgest, SA		Lisbon	56.00%	56.00%
Celmoque - Cabos de Energia e Telec. de Moçambique, SARL		Maputo	70.38%	70.38%
Cerexport - Ceramica de Exportação, SA *		Aveiro	81.60%	81.37%
Cerutil - Cerâmicas Utilitárias, SA		Sátão	100.00%	100.00%
Faianças Artisticas Bordallo Pinheiro, Lda	a)	Caldas da Rainha	47.04%	47.04%
Faianças da Capôa - Industria de Cerâmica, SA *		Aveiro	81.60%	81.37%
Granbeira - Soc. de Exploração e Com. de Granitos, SA		Viseu	98.75%	98.75%
Granbeira II - Rochas Ornamentais, SA		Vouzela	100.00%	100.00%
Marmonte - Mármores de Moçambique, SARL		Maputo	80.00%	80.00%
Mob - Indústria de Mobiliário, SA		Viseu	97.77%	97.77%
Mob Cuisines, SASU		Paris	97.77%	97.77%
Pinewells, SA		Arganil	63.53%	63.53%
Ria Stone – Fábrica de Louça de Mesa em Grés, SA*		Ílhavo	81.60%	81.37%
Tubangol - Tubos de Angola, Lda		Luanda	100.00%	100.00%
Visabeira Indústria, SGPS, SA		Viseu	100.00%	100.00%
Visaconstroi - Construção e Gestão Imobiliária, Lda		Luanda	100.00%	100.00%

Vista Alegre Atlantis, SA*		Ílhavo	81.60%	81.37%
Vista Alegre Atlantis Brasil - Comércio, Importação e Exportação, SA*		Vitória	62.37%	62.14%
Vista Alegre Atlantis Imobiliária e Investimento, SA.*		Ílhavo	81.60%	81.37%
Vista Alegre Atlantis Moçambique, Lda.*		Maputo	81.60%	81.37%
Vista Alegre Atlantis, SGPS SA		Ílhavo	81.60%	81.37%
Vista Alegre Atlantis UK LTD.*		London	81.60%	81.37%
Vista Alegre Atlantis USA *		New York	81.60%	81.37%
Vista Alegre España, SA*		Madrid	81.60%	81.37%
Vista Alegre Grupo - Vista Alegre Participações, SA*		Ílhavo	81.06%	80.83%
Vista Alegre Renting, Lda*		Ílhavo	81.60%	81.37%
Visabeira Tourism				
Empreendimentos Tur. Montebelo - Soc. Tur. e Recreio, SA		Viseu	99.83%	99.83%
Imobiliária Panorama, Lda.		Maputo	70.00%	70.00%
Inhambane Empreendimentos, Lda		Maputo	80.00%	80.00%
Milibangalala, SA		Maputo	70.00%	-
Movida - Empreendimentos Turísticos, SA		Viseu	99.96%	99.83%
Mundicor - Viagens e Turismo, SA		Viseu	100.00%	100.00%
Prato Convivas - Sociedade Hoteleira, Lda		Viseu	100.00%	100.00%
Ródia - Sociedade Beiraltina de Turismo e Diversões, SA		Viseu	100.00%	100.00%
Soginveste Empreendimentos, Lda		Maputo	70.00%	-
Turvisa - Empreendimentos Turísticos, Lda		Maputo	100.00%	100.00%
VAA - Empreedimentos Turísticos, SA		Ílhavo	98.12%	98.12%
Visabeira Turismo, SGPS, SA		Viseu	100.00%	100.00%
Zambeze - Restauração, S.A	a)	Lisbon	50.00%	50.00%
Zambeze Village, Lda		Maputo	63.00%	-
Visabeira Real Estate				
Ifervisa - Sociedade de Promoção e Desenvolvimento Imobiliário, SA		Lisbon	100.00%	100.00%
Imovisa - Imobiliária de Moçambique, Lda	a)	Maputo	49.00%	49.00%
Visabeira Imobiliária, SA		Viseu	100.00%	100.00%
Visabeira Imobiliária, SGPS, SA		Viseu	100.00%	100.00%
Visabeira Financial Holdings				
1101 Solutions, Unipessoal Lda.		Viseu	-	100.00%
2 Logical - Serviços de Consultoria Farmacêutica , SA		Lisbon	51.00%	-
Agrovisa - Agricultura e Pecuária, Lda		Luanda	100.00%	100.00%
Autovisa - Serviços Auto, SARL		Maputo	80.00%	80.00%
Benetrónica - International Commerce, Imp. e Exportação, SA		Lisbon	100.00%	100.00%
Build Down & Build Up Moçambique, Lda		Maputo	50.00%	-
Catari Angola, Lda	a)	Luanda	50.00%	50.00%
Combustíveis do Songo, SA		Songo	100.00%	100.00%
Convisa Engenharia, Lda	a)	Luanda	50.00%	50.00%
Convisa Turismo, Lda	a)	Luanda	50.00%	50.00%
Digispirit - Gestão e Exploração de Espaços Comerciais, Lda	b)	Viseu	-	100.00%
Imensis - Soc. Gestão Empreendimentos Imobiliários, Lda	a)	Maputo	49.00%	49.00%
Iutel - Infocomunicações, SA	a)	Viseu	50.00%	50.00%
Mercury Comercial, Lda		Maputo	100.00%	100.00%
Mercury Comercial, Lda		Luanda	100.00%	100.00%
Mercury South Africa, Lda		Johannesburg	100.00%	100.00%
PDA - Parque Desportivo de Aveiro, SA		Aveiro	54.57%	54.57%
Predibeira - Compra e Venda de Propriedades, Lda	a)	Viseu	50.00%	50.00%
Porto Salus Azeitão, SA		Azeitão	79.50%	-
Rentingvisa, Unipessoal Lda		Viseu	100.00%	100.00%
Telesp Telecomunicaciones, Electricidad y Gás de España, SA		Madrid	100.00%	100.00%
Turvisa, Lda	c)	Lubango	30.00%	30.00%
Visabeira Angola - Investimento e Participações, Lda		Luanda	100.00%	100.00%
Visabeira Espanha, SA		Madrid	100.00%	100.00%
Visabeira Estudos e Investimentos, SA		Viseu	100.00%	100.00%
Visabeira Knowledge and Research, SA		Viseu	90.00%	-
Visabeira Moçambique, Lda		Maputo	100.00%	100.00%
Visabeira Participações Financeiras, SGPS, SA		Viseu	100.00%	100.00%
Visabeira Saúde, SA		Viseu	100.00%	100.00%
Visarocha - Rochas de Angola, Lda		Luanda	100.00%	100.00%
Visasecil - Prestação From Services, Lda.		Luanda	100.00%	100.00%
Visatur - Empreendimentos Turísticos, Lda		Luanda	100.00%	100.00%
Visauto - Reparações Auto, Lda		Luanda	100.00%	100.00%
Visabeira Turismo e Imobiliária, SGPS, SA		Viseu	100.00%	100.00%

a) The above companies are considered subsidiaries and are consolidated in accordance with the full consolidation method, seen as Visabeira Group has the power to control subsidiaries and, as such, is exposed to variable results. In the assessment of the existence of actual control, particular aspects were taken into account, such as the holding of majority voting rights, management agreements, and representation in corporate bodies. In the specific case of TVCABO Angola, of which 50% is held by Visabeira and 50% by Angola Telecom, and which benefits from the know-how and technical expertise that the Visabeira brand name guarantees with its 35 years of activity in the field of Telecommunications, the Group controls all relevant activities: construction, financing (dependent on the maintenance of the Management and Technical Assistance Agreement (MTAA) concluded between TVCABO and Visabeira); contents; technological support and selection of human resources, including the General Manager. In the specific case of TVCABO Mozambique, of which 50% is held by Visabeira and 50% by TDM, the situation is the same as that of TVCABO Angola.
b) companies merged into Benetrónica - International Commerce, Imp. e Exportação, SA
c) companies controlled by a subsidiary of the Group – the percentage of interest indicated is the direct percentage.
* Consolidated by Vista Alegre Atlantis, SGPS, SA, a listed company.

6. INVESTMENTS IN ASSOCIATED COMPANIES

	Registered office	Holding 2014	Holding 2013	Equity 2014	Net income 2014	Carrying value 2014	Carrying value 2013	Effect of the E.M. 2014	Effect of the E.M. 2013
Visabeira Global									
Aceec, ACE	Viseu	50.00%	-	52,111	-338	20,000	-	0	-
Beiragás, SA	Viseu	23.52%	23.52%	38,667,525	4,337,074	9,896,443	9,131,312	981,672	977,475
Beiragás, SA - Empréstimos		-	-	-	-	2,238,111	2,238,111	-	-
Domingos da Silva Teixeira/Visabeira, ACE	Lisbon	50.00%	-	-9,271	0	0	-	0	-
Vista Power, Lda	Luanda	50.00%	-	382,000	0	191,000	-	0	-
Visabeira Tourism									
Doutibelo, Lda	Viseu	19.97%	19.97%	1,523,262	-200,755	2,955,065	2,995,217	-40,153	-113,061
Doutibelo, Lda - empréstimos		-	-	-	-	2,071,497	1,606,497	-	-
Lipilichi Holdings, Lda	Port-Louis	15.00%	15.00%	1,857,450	0	36	36	0	0
Mtdendele Holdings, Lda.	Port-Louis	25.00%	25.00%	1,876	0	60	60	0	0
Sem Amarras, SA	Viseu	19.97%	19.97%	1,276,496	-93,840	1,736,490	1,755,258	-18,768	-40,872
Sem Amarras, SA - empréstimos		-	-	-	-	5,736,625	5,153,325	-	-
Visabeira Financial Holdings									
Gevisar, SA	Santa Maria da Feira	30.00%	30.00%	22,139,886	-1,253,709	5,872,600	4,212,884	-1,399,115	-249,513
HPP Viseu	Viseu	35.00%	-	551,360	-	192,976	-	0	-
Hospital Nª Senhora da Arrábida, Lda	Azeitão	20.00%	-	2,550,000	-	510,000	-	0	-
Martifer Amal, S.A.	Maputo	35.00%	35.00%	2,134,607	-570,145	76,639	286,625	-199,551	-222,493
Martifer Amal, SA - empréstimos		-	-	-	-	657,838	0	-	-
Payshop, Lda	Maputo	35.00%	35.00%	-909,697	0	0	0	0	0
Porto Salus Azeitão, SA	Setúbal	-	40.00%	-	-	-	1,391,379	0	0
Twin City Maputo, Lda	Maputo	40.00%	-	959,485	-	383,794	-	0	0
TOTAL						32,539,176	28,770,705	-675,915	351,536

The table below shows the proportional share belonging to the Group in the balance sheets and income statements of the companies listed above:

	Year	Assets	Liabilities	Income	Expenses
Visabeira Global					
Aceec, ACE	2013	-	-	-	-
	2014	42,140	16,075	0	0
Beiragás, SA	2013	21,860,070	13,785,769	5,421,109	4,405,226
	2014	22,315,523	13,220,921	5,034,593	3,528,783
Vista Power, Lda	2013	-	-	-	-
	2014	191,000	0	0	0
Visabeira Tourism					
Doutibelo, Lda	2013	1,855,683	1,510,920	29,093	141,985
	2014	1,579,646	1,275,451	97,213	137,303
Lipilichi Holdings, Lda	2013	308,837	513,094	0	0
	2014	320,668	599,285	0	0
Mtdendele Holdings, Lda.	2013	3,866	3,253	0	0
	2014	4,062	3,592	0	0
Sem Amarras, SA	2013	1,970,114	1,669,644	27,459	68,331
	2014	1,932,609	1,677,756	6,723	63,278
Visabeira Financial Holdings					
Gevisar, SA	2013	13,157,001	5,581,752	82,707	332,220
	2014	8,083,182	1,441,217	624,692	1,000,805

	Year	Assets	Liabilities	Income	Expenses
HPP Viseu	2013	-	-	-	-
	2014	192,976	0	0	0
Hospital Nossa Senhora da Arrábida, Lda	2013	-	-	-	-
	2014	510,000	0	0	0
Martifer Amal, S.A.	2013	1,742,446	1,455,822	265,985	409,389
	2014	5,093,542	4,346,429	1,846,319	2,045,870
Payshop, Lda	2013	60,195	344,641	0	0
	2014	43,174	361,568	0	0
Porto Salus Azeitão, SA	2013	9,058,458	7,856,955	0	0
	2014	-	-	-	-
Twin City Maputo, Lda	2013	-	-	-	-
	2014	383,794	0	0	0
TOTAL 2013		**50,016,671**	**32,721,851**	**5,826,353**	**5,357,150**
TOTAL 2014		**40,692,316**	**22,942,293**	**7,609,540**	**6,776,039**

7. OTHER FINANCIAL INVESTMENTS

Capital holdings	Registered office	%	Book Value 2014	%	Book Value 2013
Parque de Ciência e Inovação (PCI)	Ílhavo	5.00%	375,000	5.00%	375,000
Fundação Visabeira, ISS	Viseu	85.09%	360,000	85.09%	360,000
Caetano Fórmula	Maputo	21.00%	332,436	-	-
Transcom - S. F. C. Auditoria T. Comunicações, SARL	Maputo	22.00%	193,174	22.00%	193,174
TF Turismo Fundos - SGFII, S.A.	Lisbon	2.50%	137,574	2.50%	137,574
Moçambique Companhia de Seguros, SARL	Maputo	5.00%	97,382	5.00%	97,382
Duofil, Lda	Pedrógrão Grande	3.17%	75,000	3.17%	75,000
PIM - Parque Industrial da Matola, SARL	Maputo	5.66%	74,315	5.66%	74,315
Açor Pensões	Ponta Delgada	5.00%	49,880	5.00%	49,880
Imersys Ceramic	Maputo	n.d.	44,000	n.d.	42,000
Lusitânia Gás - Companhia de Gás do Centro, SA	Aveiro	0.04%	30,155	0.04%	26,784
Spinarq Moçambique	Maputo	21.00%	26,639	-	-
Centro Venture - Soc. Capital de Risco, SA	Coimbra	3.33%	25,000	3.33%	25,000
Associação Inov Paredes	Paredes	10.00%	25,000	10.00%	25,000
Gestinviseu - Parques Empresariais de Viseu, SA	Viseu	4.00%	19,952	4.00%	19,952
Lisgarante		n.d.	11,263	n.d.	9,183
Garval		n.d.	11,263	n.d.	11,263
Itexample, ACE	Santarém	1.54%	10,000	1.54%	10,000
Oeirasexpo, SA	Oeiras	12.75%	8,500	12.75%	8,500
Norgarante		n.d.	7,350	n.d.	9,430
Sinergestão, Lda	Maputo	n.d.	5,425	n.d.	5,425
Sinergisa, Lda	Maputo	n.d.	1,492	n.d.	1,492
Base Force, Lda	Viseu	20.00%	1,000	20.00%	1,000
Hospital Nossa Senhora da Arrábida, Lda	Azeitão	-	0	20.00%	10,200
Twin City Maputo, Lda	Maputo	-	0	40.00%	383,794
HPP Viseu	Viseu	-	0	35.00%	210,000
Fractalnema, SA	Viseu	-	0	19.00%	5,527,270
Other capital holdings			61,592		25,391
SUB-TOTAL			**1,983,392**		**7,714,010**

Financing loans					
Fractalnema, SA	Viseu	-	-	19.00%	2,500,005
Base Force, Lda	Viseu	20.00%	0	20.00%	397,870
			0		**2,897,875**
Loans to shareholders			18,000,000		18,000,000
Advances for financial investments			0		131,215
TOTAL			**19,983,392**		**28,743,100**

In late 2014, the Group maintains a balance of 18 million euros related to a loan granted to the majority shareholder in June 2013. This financing is remunerated at a rate of 5% with possibility of revision in case of subsequent market changes or changes in the cost of the Group's financing, with a maturity period of 6 years (maturing on 21st June 2019).

8. CHANGES IN THE SCOPE OF CONSOLIDATION

		% Held	Date	Amount
Acquisitions / Constitutions				
2 Logical - Serviços de Consultoria Farmacêutica, SA	Establishment	51.00%	20.05.2014	153,000
Build Down & Build Up Moçambique, Lda	Establishment	50.00%	04.09.2014	19,157
Caetano Formula Moçambique, SA	Establishment	21.00%	31.04.2014	54,494
Constructel Denmark, Aps	Establishment	100.00%	21.07.2014	30,000
Meci - Gestion de Projecte D'Ingenieure, SASU	Acquisition	100.00%	15.09.2014	800,000
Constructel LLC	Establishment	100.00%	26.02.2014	50,000
Constructel UK, Ltd	Establishment	100.00%	01.04.2014	971,935
Milibangalala, SA	Establishment	70.00%	27.02.2014	1,663
Porto Salus Azeitão, SA	Acquisition	40.00%	02.01.2014	513,500
QVZ Associados, SA	Establishment	30.00%	16.01.2014	7,269
Soginveste Empreendimentos, Lda	Establishment	70.00%	15.05.2014	1,681
Spinarq Moçambique, Lda	Establishment	30.00%	26.06.2014	85,523
Visabeira Knowledge and Research, SA	Establishment	90.00%	05.09.2014	90,000
Vista Power, Lda	Establishment	50.00%	13.08.2014	191,000
Zambeze Village, Lda	Establishment	90.00%	05.01.2014	2,181
TOTAL				**2,971,403**

		% Sold	Date	Amount
Disposals / Dissolutions				
Digispirit, Lda	Merger	100.00%	30.06.2014	20,000
1101 Solutions, Unipessoal Lda.	Dissolution	100.00%	12.12.2014	600,000
Figueira Paranova	Dissolution	38.00%	07.07.2014	380,000
Visabeira Bulgaria	Dissolution	100.00%	16.09.2014	50,247
TOTAL				**1,050,247**

In September 2014, the Group acquired Meci, a French company operating in the area of energy (gas and electricity), an 800 thousand euros investment, with the purpose of strengthening its strategic position in the European market.
The acquisition of 6.6 million euros in assets and liabilities and contingent liabilities in the amount of 5.4 million euros generated a gain (badwill) of 332 thousand euros euros. Meci's turnover in 2014 was 14.8 million euros, which translated into a 3.7 million euros contribution to the consolidated turnover, in reference to the last quarter of the year.
The main impact of the changes in the perimeter of consolidated assets and liabilities mainly concerns the addition of Porto Salus Azeitão (see note 21).

9. DISCONTINUED OPERATIONS

In the financial years of 2014 and 2013, there were no discontinued operations.
Similarly, from 31st December 2014 to the present date, there are no decisions to discontinue any operations.

10. MAIN INDICATORS BY SEGMENT

a) By area of activity	Years	Global	Industry	Tourism	Real Estate	Financial Holdings	Total
Turnover	2013	393,636,561	108,171,626	32,578,707	10,685,133	17,783,336	**562,855,363**
	2014	454,639,965	120,333,215	31,869,952	4,230,074	20,480,833	**631,554,040**
EBITDA	2013	50,115,180	9,351,850	12,851,445	3,083,566	7,118,727	**82,520,768**
	2014	60,730,238	8,596,016	10,775,247	3,328,524	14,825,440	**98,255,464**
Operating results *	2013	37,993,161	-1,786,165	7,975,059	5,262,713	10,141,565	**59,586,332**
	2014	42,166,802	2,499,229	5,413,060	2,796,991	13,164,475	**66,040,557**
Net income	2013 Restated	15,901,428	-6,800,850	6,475,742	668,903	-10,971,252	**5,273,971**
	2014	22,944,261	-38,314	18,999,034	28,230,846	-57,410,266	**13,232,070**
Tangible/intangible assets	2013	181,092,650	185,515,130	122,298,238	2,438,611	23,804,084	**515,148,712**
	2014	221,667,599	191,628,108	116,462,714	2,799,009	37,703,276	**570,260,706**
Inventories	2013	52,134,890	38,865,098	344,998	88,549,122	5,628,402	**185,522,511**
	2014	59,599,148	41,479,145	428,569	67,566,288	8,837,202	**177,910,352**

b) By geographical area	Years	Portugal	Mozambique	Angola	France	Belgium	Spain	Other	Total
Turnover	2013	328,410,920	81,209,465	70,192,246	65,862,352	5,717,900	5,643,451	5,819,028	**562,855,363**
	2014	351,251,754	82,067,203	93,724,954	81,851,325	7,101,784	5,994,652	9,562,367	**631,554,040**
EBITDA	2013	42,686,578	15,020,718	25,121,364	1,509,534	236,819	-982,122	-1,072,123	**82,520,768**
	2014	54,404,906	12,885,851	27,665,517	2,773,493	354,139	-503,492	675,051	**98,255,464**
Operating results *	2013	27,553,763	14,955,267	18,949,625	1,110,842	123,542	-1,057,222	-2,049,484	**59,586,332**
	2014	34,918,641	8,862,540	20,187,638	1,912,174	242,412	-600,628	517,778	**66,040,557**
Net income	2013 Restated	-7,090,428	2,762,714	11,336,178	573,324	40,327	-1,211,068	-1,137,076	**5,273,971**
	2014	-2,672,782	1,639,491	12,800,018	1,499,761	83,481	-591,038	473,138	**13,232,070**
Tangible/intangible assets	2013	377,159,581	62,913,137	71,040,389	2,695,904	249,302	381,183	709,217	**515,148,712**
	2014	383,751,031	81,655,756	90,192,725	4,480,152	172,418	4,089,127	5,919,498	**570,260,706**
Inventories	2013	158,709,907	14,635,214	9,644,722	224,587	100,279	542,981	1,664,822	**185,522,511**
	2014	138,820,495	15,767,920	18,456,845	1,785,110	130,445	661,263	2,287,775	**177,910,352**

* Excluding the effect of non-recurring phenomena (fair value of investment property and reversal of customer impairments)

11. OWN WORK CAPITALISED

	2014	2013
Construction of new TVCABO cells in Mozambique	1,535,426	2,905,020
Construction of new TVCABO cells in Angola	777,941	11,380
Recovery, restoration and creation of new moulds and dies	283,584	160,037
Refurbishment of the Pinewells plant	248,708	0
Refurbishment of the Indy and Gorongosa hotel units	102,751	0
Stores and buildings (Vista Alegre and Ria Stone)	90,590	497,836
Exhibition furniture	50,215	59,561
Works at Parque Desportivo de Aveiro	0	122,407
Software development and application	0	93,000
Benguela Quarry	0	28,033
TOTAL	3,089,215	3,877,275

12. OTHER INCOME AND EXPENSES

	2014	2013
Other Income		
Supplementary income	6,033,434	8,023,122
Investment grants	1,712,366	239,055
Corrections regarding previous financial years	139,368	153,106
TOTAL	7,885,168	8,415,284
Other Expenses		
Taxes	4,439,996	3,440,911
Losses on tangible fixed assets	929,730	6,665
Bad debts	190,768	118,980
Corrections regarding previous financial years	0	26,113
Other	4,636,057	2,429,301
TOTAL	10,196,551	6,021,971

The heading Supplementary Income includes insurance compensations and other non-financial income, such as rents and earnings from tangible fixed assets.

13. EXTERNAL SUPPLIES AND SERVICES

	2014	Weight %	2013	Weight %
Subcontracts	126,137,125	56%	116,796,784	55%
Leases and rentals	17,366,149	8%	16,578,111	8%
Specialised work	12,410,074	5%	15,482,448	7%
Fuel	11,272,585	5%	8,088,284	4%
Maintenance and repairs	9,182,505	4%	8,727,032	4%
Electricity	7,999,878	4%	7,358,490	3%
Transport of goods	5,179,377	2%	6,037,591	3%
Marketing	5,018,940	2%	5,036,102	2%
Insurance	4,429,445	2%	3,839,612	2%
Travel and accommodation	4,005,208	2%	2,977,847	1%
Communication	3,513,165	2%	3,214,314	2%
Fast-wearing tools and utensils	3,055,554	1%	2,290,401	1%
Surveillance and security	3,012,450	1%	2,659,715	1%
Commissions	2,980,272	1%	2,529,740	1%
Cleaning, hygiene and comfort	1,993,162	1%	1,773,737	1%
Fees	856,192	0%	22,947	0%
Office supplies	752,370	0%	683,277	0%
Representation expenses	304,823	0%	358,379	0%
Other	6,173,666	3%	7,839,746	4%
TOTAL	225,642,939	100%	212,294,557	100%

With regards to subcontracting, there was an increase of 10 million euros from 2013 to 2014. This increase is attributable mainly to the French (3 million euros), Mozambican (3 million euros) and German (1.3 million euros) operations, in response to the growing trend in turnover.

The heading "Travel and accommodation" also recorded a significant increase from 2013 to 2014, as a result of strong investment in internationalisation and the weight of turnover of external markets. The Group as a growing number of expatriate employees.

14. STAFF COSTS

	2014	2013
Staff remuneration	107,378,068	88,333,438
Social Security contributions	19,327,673	17,335,731
Remuneration premiums	1,754,318	1,356,039
Governing bodies	1,402,616	1,274,646
Insurance	1,305,728	895,893
Occasional staff and staff on retainer	951,850	2,092,742
Social action expenses	715,102	756,023
Other	1,825,321	1,505,039
TOTAL	**134,660,675**	**113,549,551**

Throughout the 2014 financial year, the average number of persons employed by the Group was 9,031 (2013: 8,099), distributed by sector and country as follows:

Average number of employees by business	2014	2013
Global	4,415	3,718
Industry	2,432	2,325
Tourism	845	854
Real Estate	633	606
Financial Holdings	706	597
TOTAL	**9,031**	**8,099**

Average number of employees by country	2014	2013
Portugal	4,093	3,796
Mozambique	2,843	2,516
Angola	1,076	1,137
France	877	552
Belgium	89	88
Denmark	28	-
Germany	25	9
TOTAL	**9,031**	**8,099**

15. DEPRECIATIONS

	2014	2013
Depreciation of intangible assets		
Development projects	116,657	37,769
Computer software	462,460	342,343
Industrial property and/or rights	293	0
Other	229,448	120,665
Total depreciation of intangible assets	**808,858**	**500,777**
Depreciation of tangible assets		
Land and natural resources	156,901	649,681
Buildings and other edifications	12,923,402	8,684,068
Basic equipment	9,545,819	6,403,362
Transportation equipment	3,589,193	2,653,398
Administrative equipment	1,121,781	845,926
Other	4,068,954	3,197,225
Total depreciation of tangible assets	**31,406,049**	**22,433,660**
TOTAL DEPRECIATION	32,214,908	22,934,436

The increase in depreciation for 2014 is mainly attributable to the entry of the Ria Stone factory into production and the expansion of cable TV networks in Mozambique and Angola; also noteworthy is the increase in depreciations associated to Fibroglobal's next generation network project.

16. PROVISIONS AND IMPAIRMENT LOSSES

	2014	2013
Increases in provisions and adjustments	4,958,535	5,311,164
Decreases in provisions and adjustments	-2,132,120	-3,638,228
	2,826,414	**1,672,936**

In 2014, in item "Increases and adjustments in provisions" highlight goes to the provisions setup at Vista Alegre Atlantis (1.2 million euros), to strengthen retirement pensions and at Ambitermo (900 thousand euros), Movida (500 thousand euros) and TVCABO Angola (500 thousand euros), in most cases due to adjustments made to accounts receivable.

17. INTEREST BORNE, NET

	2014	2013
Interests borne		
Loans obtained	-35,742,051	-30,151,995
	-35,742,051	**-30,151,995**
Interest earned		
Loans obtained	3,149,183	2,037,740
	3,149,183	**2,037,740**
TOTAL	-32,592,868	-28,114,255

The increase in interest for 2014 is due to the increase in debt and changes in its remuneration conditions.

18. GAINS/(LOSSES) ON LISTED SHARES

	2014	2013
Financial assets held for trading (see note 30)	-405,372	366,282
Available-for-sale financial assets - impairment (see note 25)	-54,284,064	-13,925,659
Gains/(losses) on disposal	0	2,195,901
Dividends	6,215,025	11,534,674
Interest from loans related to financial assets	-8,303,085	-9,602,984
TOTAL	-56,777,497	-9,431,786

Impairments in financial assets available for sale increased in 2014 as a result of the sharp drop in the value of PT's shares.
The renegotiation of the maturities of commercial paper (see note 37.1) and early debt repayments caused a downward effect on interest expenses related to financial assets, of around 1.3 million euros.
On 30th December 2014, 20 million euros were amortised early, which did not affect the amount of interest for the financial year.

	2014	2013
Portugal Telecom	2,364,289	7,683,938
NOS, SA	839,776	839,776
EDP	3,010,960	3,010,960
TOTAL	6,215,025	11,534,674

Dividends received are broken down as follows:

19. OTHER FINANCIAL EXPENSES, NET

	2014	2013
Unfavourable exchange rate differences	-7,564,150	-5,817,072
Other expenses	-4,133,784	-3,347,968
Cash payment discounts granted	-115,854	-76,117
Favourable exchange rate differences	9,501,018	3,667,960
Cash payment discounts obtained	51,931	60,860
Other income	8,941	49,544
TOTAL	-2,251,899	-5,462,792

Operations in Mozambique resulted in a positive contribution of 1.7 million euros (1.3 million euros in 2013) to the net balance of foreign exchange rate differences, whereas operations in Angola contributed negatively, with 100 thousand euros (2013: positively with 200 thousand euros).

20. INCOME TAX

	2014	2013 Restated
Current tax	-10,252,306	-10,727,818
Deferred income tax	-10,905,280	-5,117,242
Income tax for the financial year	**-21,157,586**	**-15,845,060**

	2014	2013 Restated
Deferred tax asset		
Tax losses	6,716,663	8,836,169
Adjustment and provisions not accepted for tax purposes	3,142,012	2,908,210
Tax credit	1,378,717	1,350,804
Fiscal adjustment in transition	610,383	1,950,396
Results not realised in intragroup operations	524,410	480,860
Changes in exchange rates	258,182	253,077
Total deferred income tax assets	**12,630,366**	**15,779,515**
Deferred income tax liabilities		
Difference from the fair value of investment properties	48,628,766	39,534,795
Difference to the fair value of intangible assets	16,292,640	17,844,320
Revaluation reserves (formerly National Accounting Plan - POC [Plano Nacional de Contabilidade])	14,703,310	15,321,620
Fiscal adjustment in transition	1,155,393	322,765
Changes in exchange rates	399,992	82,777
Results not realised in intragroup operations	266,180	555,023
Total deferred income tax liabilities	**81,446,281**	**73,661,301**

	2014	2013 Restated
Income statement		
Pre-tax consolidated income	34,389,656	21,119,031
Income tax for the current financial year	**-10,252,306**	**-10,727,818**
Deferred income tax		
Difference to the fair value of intangible assets	1,551,680	1,551,680
Revaluation reserves (formerly National Accounting Plan - POC [Plano Nacional de Contabilidade])	632,412	953,472
Results not realised in intragroup operations	332,392	98,899
Adjustment and provisions not accepted for tax purposes	233,802	-1,029,337
Tax credit	27,913	-210,970
Changes in exchange rates	-297,362	-588,359
Tax losses	-2,119,506	-6,003,790
Fiscal adjustment in transition	-2,172,640	-1,195,496
Difference from the fair value of investment properties	-9,093,971	1,306,658
Deferred income tax	**-10,905,280**	**-5,117,242**
Income tax for the financial year	**-21,157,586**	**-15,845,060**

21. TANGIBLE ASSETS

	Land	Buildings	Basic equipment	Transportation equipment	Transportation equipment
Opening Balance on 1st January 2013	**25,784,644**	**180,450,066**	**70,772,227**	**8,519,881**	**4,147,612**
Increases	261,309	39,716,774	13,775,325	10,622,236	1,123,059
Disposals/Transfers	551,126	-1,055,130	-824,317	1,495,761	479,491
Changes in the Scope of Consolidation	0	0	0	0	12,434
Exchange Rate Effect	-49,355	-2,944,889	-2,154,559	-373,797	-69,629
Impairment	4,000	19,828	-40	58,328	1,397
Depreciations in the fiscal year	-644,681	-8,684,068	-6.403.362	-2,653,398	-845,926
Closing balance on 31st December 2013	**25,902,044**	**207,502,581**	**75,165,274**	**17,669,010**	**4,848,438**
On 31st December 2013					
Acquisition cost	27,426,263	296,655,245	187,817,129	35,625,275	23,723,737
Accumulated depreciation	1,474,700	89,097,917	112,644,368	17,956,265	18,875,299
Impairment losses	49,519	54,747	7,487	0	0
Tangible assets	**25,902,044**	**207,502,581**	**75,165,274**	**17,669,010**	**4,848,438**
Opening Balance on 1st January 2014	**25,902,044**	**207,502,581**	**75,165,274**	**17,669,010**	**4,848,438**
Increases	333,823	30,396,425	23,263,819	10,457,309	338,508
Disposals/Transfers	-3,962	26,622,993	21,157,730	-1,605,200	2,126,355
Changes in the Scope of Consolidation	1,382,227	10,432,249	229,741	174,198	20,324
Exchange Rate Effect	47,617	3,933,994	2,967,896	903,476	189,951
Impairment	0	16,642	0	0	0
Depreciations in the financial year	-156,901	-12,923,402	-9,545,819	-3,589,193	-1,121,781
Closing balance on 31st December 2014	**27,504,848**	**265,981,482**	**113,238,641**	**24,009,601**	**6,401,795**
On 31st December 2014					
Acquisition cost	29,142,314	369,034,073	231,178,826	46,256,782	24,082,268
Accumulated depreciation	1,587,946	103,014,485	117,932,697	22,247,181	17,680,472
Impairment losses	49,519	38,105	7,487	0	0
Tangible assets	**27,504,848**	**265,981,482**	**113,238,641**	**24,009,601**	**6,401,795**

	Other tangible fixed assets	Tangible in-progress assets	Advance payments on account of tangible assets	Total
Opening Balance on 1st January 2013	**6,963,433**	**57,661,501**	**8,187,821**	**362,487,184**
Increases	1,543,894	29,036,683	980,924	97,060,203
Disposals/Transfers	4,008,567	-1,995,118	34,146	2,694,527
Changes in the scope of consolidation	0	0	0	12,434
Exchange rate effect	54,324	-408,570	0	-5,946,475
Impairment	24,672	0	0	108,186
Depreciations in the fiscal year	-3,197,225	0	0	-22,433,660
Closing balance on 31st December 2013	**9,397,665**	**84,294,496**	**9,202,891**	**433,982,399**
On 31st December 2013				
Acquisition cost	36,994,923	84,294,496	9,202,891	701,739,960
Accumulated depreciation	27,596,810	0	0	267,645,359
Impairment losses	448	0	0	112,202
Tangible assets	**9,397,665**	**84,294,496**	**9,202,891**	**433,982,399**
Opening Balance on 1st January 2014	**9,397,665**	**84,294,496**	**9,202,891**	**433,982,399**
Increases	1,984,565	18,014,285	0	84,788,735
Disposals/Transfers	-1,352,053	-57,593,394	-9,004,679	-19,652,209
Changes in the scope of consolidation	68,683	0	0	12,307,422
Exchange rate effect	385,753	861,979	0	9,290,667
Impairment	0	0	0	16,642
Depreciations in the financial year	-4,068,954	0	0	-31,406,049
Closing balance on 31st December 2014	**6,415,660**	**45,577,367**	**198,213**	**489,327,607**
On 31st December 2014				
Acquisition cost	43,126,185	45,577,367	198,213	788,596,026
Accumulated depreciation	36,710,077	0	0	299,172,860
Impairment losses	448	0	0	95,560
Tangible assets	**6,415,660**	**45,577,367**	**198,213**	**489,327,607**

The high effective tax rate is explained mainly by the non-deductibility of impairment losses on PT's shares.
Ongoing tangible assets refer to construction works, of which we highlight the following: Construction of Aveiro's sports park (18 million euros); expansion of Cable Tv networks in Mozambique and Angola (15 million euros); construction of a new hotel in Ílhavo (2.5 million euros); and development of the project for a thermal power plant in Mozambique (4 million euros).

INVESTMENT IN TANGIBLE AND ONGOING ASSETS

The most significant investments in 2014 were as follows:

GLOBAL

In Angola, TVCABO invested the largest amounts, in the expansion of the existing network, (18.7 million euros). In Mozambique, TVCABO invested 12.5 million euros in the conversion of the networks to FTTH in Maputo and network maintenance. Fibroglobal continued its investment in the construction and implementation of Next-Generation Networks (7.4 million euros).
In this business, some costs were also capitalised, namely external supplies and services, financial charges and staff costs, with higher incidence in TVCABO Angola and TVCABO Moçambique.

INDUSTRY

In 2014, among the investments made in Industry, highlight goes to Grupo Vista Alegre Atlantis, with an investment of 11.8 million euros in the new Ria Stone plant (which entered into operation in 2014) and the reconstruction of the furnace, in the Crystal and Glass segments.

TOURISM

Highlight those to the construction of a hotel in Ílhavo, due to open in 2015, corresponding to an investment of 2.5 million euros, and also the investment in Turvisa (1.3 million euros), distributed by all its hotel units, most notably, the Indy and Gorongosa units. Also noteworthy is the disposal of an asset in the Oporto city centre, which entailed a loss of 700 thousand euros.

FINANCIAL HOLDINGS

In this sub-holding, highlight goes to the addition of Porto Salus Azeitão (Assisted Living Facilities) to the perimeter, corresponding to an investment of 11.8 million euros.
In 2014, 861 thousand euros were invested in the ongoing project for the construction of the Aveiro Sports Park.

22. GOODWILL

	Year of acquisition	Goodwill amount 2014	2013
Visabeira Global			
Viatel – Tecnologia de Comunicações, SA	1997, 2002	14,997,178	14,997,178
Edivisa - Empresa de Construções, SA	1993, 2002	888,354	888,354
Gatel, SAS	2008	869,778	869,778
Electrotec - Projecto, Exec. e Gestão de Redes de Energia, Lda	2008	768,337	768,337
Visabeira Industry			
Granbeira - Soc. Expl. Com. Granitos, SA	1992, 1998, 2002	3,116,383	3,116,383
Granbeira II - Rochas Ornamentais, SA (formerly Granvisa)	1992, 1998, 2001, 2002	2,105,101	2,105,101
Mob - Indústria de Mobiliário, SA	1998, 2002	1,320,221	1,320,221
Cerutil - Cerâmicas Utilitárias, SA	1993, 2002	401,130	401,130
Visabeira Tourism			
Empreendimentos Turísticos Montebelo, SA	1998, 2002	2,518,558	2,518,558
Visabeira Financial Holdings			
Visabeira Moçambique, SARL	2001, 2002	3,390,676	3,390,676
PDA - Parque Desportivo de Aveiro, SA	2008	894,659	894,659
Other		1,688,509	1,637,928
TOTAL		32,958,886	32,908,305

For the purpose of impairment tests, the goodwill amount was distributed among the cash-generating units that correspond to the reportable business segments. The Board of Directors, based on the estimated cash flows from those segments, discounted at the rates applicable to each business line, concluded that, on 31st December 2014, the carrying value of financial investments, including goodwill, does not exceed its recoverable amount, pointing out the following, concerning the highest goodwill amount, allocated to the business developed by Viatel: the EBITDA of this company (2014: 7.1 million euros; 2013: 5.3 million euros).

23. INVESTMENT PROPERTIES

	2014	2013
Opening balance	**248,681,529**	**245,123,803**
Depreciations	-28,274	-37,135
Reclassification of inventories	23,835,666	-2,268,070
Change in fair value	63,140,782	5,862,932
TOTAL	335,629,703	248,681,529
Palácio do Gelo Shopping	159,957,000	158,421,000
Golfe Montebelo Resort Project	63,119,614	60,484,613
Urbeira Project	32,000,000	0
Vista Alegre Atlantis Buildings	23,717,926	22,035,225
Hospital building	12,185,693	0
Santa Luzia Project	11,200,000	0
Quinta do Bosque Retail Space	8,555,232	0
Belo Horizonte Resort Development	7,544,507	5,244,507
Land held for capital appreciation	6,337,244	0
Vista Alegre Collection	4,426,886	0
Alagoa II Project	4,200,000	0
MOB 2 Building	2,300,000	2,300,000
Land for farming and livestock	85,602	0
TOTAL	335,629,703	248,485,345

Investment properties in use are measured at fair value, determined based on the discounted cash flow (DCF) and properties under development were held for capital appreciation are measured at fair value, calculated based on DCF, the comparative method or the cost method. In cases where fair value cannot be determined reliably, investment properties are kept at cost.
According to the DFC method, the fair value of the property is estimated based on the current amount of cash flows that the property is expected to generate in the future, based on financial projections concerning the business under development or to be developed (rental). Cash flows are discounted at a discount rate that reflects the time value of money, as well as the risks associated with cash flows.
The comparative method is in reference to the values of similar properties and intends to estimate the presumed sale value.
The cost method considers that the value of the asset is the sum of the cost of acquisition of the land, construction, projects, licensing, financial charges, marketing fees and estimated profit of the project.
In the case of investment properties under development, costs were discounted, namely the costs estimated for the construction and development of the project.
The appraisals were conducted by accredited, independent appraisers (PricewaterhouseCoopers Assessoria de Gestão, Lda, Figueira Center Imobiliari, J. Curvelo e J.F, Lda) with the required qualifications and expertise in property appraising.
The appraisal models used are consistent with the principles set out in IFRS 13.
In the 2014 financial year, no changes were made to the investment property valuation methods. However, it should be pointed out that during the 2014 financial year, the Board of Directors identified a set of assets acquired for capital appreciation several years ago, which were reclassified from inventories to investment properties, although under development or construction, given that, in the current financial context, they will not be developed for sale as part of the Group's real estate business.
It is considered that, for all investment properties measured at fair value, the current use of the property is considered the best possible use (highest and best use).

PALÁCIO DO GELO SHOPPING

The appraisal of Palácio do Gelo Shopping was based on the following assumptions:

	2014	2013
Discount rate	7.3%	6.2% to 7.4%
Perpetuity discount rate	7.3%	7.4%
Occupancy rate	98%	98%
Sales growth rate	0% to 8%	-0.5% to 9%
Rent perpetuity growth rate	2%	2%

A decrease (increase) of 1 p.p. in the occupancy rate of stores would reduce (increase) the appraisal value to 158.9 million euros (161.0 million euros). These changes in occupancy rates, combined with the changes shown in the sensitivity analysis conducted on the discount rate, translates into a minimum value of 145.4 million euros (minus 1 p.p. in occupancy and plus 0.5 p.p. in the discount rate) and a maximum value of 177.6 million euros (plus 1 p.p. in occupancy and minus 0.5 p.p. in the discount rate).
The growth of variable rents associated only with 50% of the tenants' sales, provided in the baseline scenario, would translate into an amount of 153.4 million euros and an increase in the growth rate of variable rents by 1 percentage point would translate into an amount of 161.2 million euros; if coupled with a 0.5 p.p. increase in the discount rate, it would be 140.5 million euros. The growth in variable sales by 1 p.p., coupled with a decrease in the discount rate of 0.5 p.p. would increase the appraisal value up to 177.8 million euros.
During the 2014 financial year, the amount of the rents paid for the commercial spaces of Palácio do Gelo reached nearly 11 million euros. Once again, the number of visitors increased in 2014, having reached, since April 2008 to the present date, a figure very close to 60 million. The occupancy rate on 31st December is 85.6% (2013: 84%).

GOLFE MONTEBELO RESORT

The Montebelo Golfe Resort project aims at addressing deficiencies and enhancing the features of the 27-hole Golf Course, in operation for many years. Besides enhancing and revitalising the area of Golf, it will enable its promotion and the recognition of the area as an urban location, connected to the city, creating a prestigious sport-tourism nucleus in one single unit.
There are about 168,421 m^2 of construction, comprising houses (68,913 m^2), apartments (70,506 m^2) and a five-star hotel (29,003 m^2). The intervention will target 3 different areas: the first addresses the real estate network, which is small and does not clash with the second area, Resort. The project also includes a common area for services, equipment and commerce.
The balance sheet values were determined based on the average value attributed by two assessments by independent external entities (Figueira Center Real Estate - Appraisers Mandim Sergio and Luís Manuel Ribeiro and J. Curvelo) which presented the following conclusions:

	Area	2014	2013
Land for houses	68,913 m^2	45,755,000	45,900,000
Land for apartment buildings	70,506 m^2	14,330,000	11,300,000
Land for hotel	29,003 m^2	2,150,000	2,400,000
Additions by construction of infrastructures		884,613	884,613
TOTAL	**168,421 m^2**	**63,119,613**	**60,484,613**

URBEIRA PROJECT

A real estate project was approved, with feasibility for a built-up area of 137,421 m^2, comprising housing, commerce and services for the plot of land called "Urbeira", a property with a size of approximately 279.860 m^2, located southwest of the city of Viseu, which is only 3 km from the city centre.
Its fair value was determined using the comparative method, with an average price of 116 euros per m^2.

EDIFÍCIOS VISTA ALEGRE

These are properties (land and buildings) that are not used in the normal course of business of the Group, but are intended for sale, in its current state or after a process of recovery.
The fair value of investment properties was determined based on market evidence.

With regard to leased investment properties, lease contracts of limited duration are in force, typically with a duration of five years and automatically renewable for periods of one year unless they are terminated. The fair value was determined by J. Curvelo as follows:

	Fair value	Appraisal method	Location	Average price per m²
Edifícios Vista Alegre Atlantis				
Angolan "Factory"	488,000	Comparative method	Marinha Grande	23.83
Pine forests	980,000	Cost method	Alcobaça	26.98
Quinta Nova "Factory"	6,055,500	DCF	Ílhavo	77.93
Nova Ivima "Factory"	1,620,000	DCF	Marinha Grande	31.72
L. Barão Quintela	3,965,000	Comparative method	Lisbon	1,050.99
Miscellaneous Properties	1,841,000	Cost method	Ílhavo	129.77
Rustic plots of land	20,000	Comparative method	Ílhavo	1.97
Vale do Ílhavo Plots of Land	127,000	Cost method	Ílhavo	63.50
R. Neves Ferreira	372,000	Comparative method	Lisbon	516.67
RAN Plots of Land	129,000	Comparative method	Ílhavo	2.44
Urbanização I	1,460,400	Cost method	Ílhavo	230.53
Urbanização II:				
Bairro Allotment and annex plots	4,270,000	Cost method	Ílhavo	66.00
Murteira Allotment	1,066,000	Cost method	Ílhavo	33.29
Rua Fábrica Vista Alegre Allotment	1,318,000	Cost method	Ílhavo	76.62
Other	6,026			

HOSPITAL CUF

On 13th September 2012, Grupo Visabeira concluded a Memorandum of Understanding with a national group in the health sector, for the construction and subsequent leasing of a hospital in Viseu. On that date, the fair value of the property was not calculated due to the fact that the Memorandum of Understanding did not contain the amounts that would be paid for the lease, which were to be defined by a subsequent contract. However, during the 2014 financial year, this contract was terminated by decision of the counterparty.

Thus, after the termination, Grupo Visabeira concluded a new contract, in December 2014, with Grupo José de Mello Saúde, for the continuation of the construction and subsequent leasing of the aforementioned hospital. In accordance with the Memorandum of Understanding currently in force, the property will be leased to José de Mello Saúde for an initial period of 25 years, with a possible extension for another 10 years, which already included the amounts to be paid for the lease during that period. This property, with a built-up area of 20,234 m^2 is scheduled to be inaugurated during the first half of 2016. Its fair value was determined using the DFC method, based on the negotiated lease amounts.

SANTA LUZIA PROJECT

The property called "Terreno Santa Luzia," with an implementation area of 27,978 m^2 and a construction area of 38,519 m^2, is unquestionably, considering its excellent location, one of the best real estate offers in the city, mainly due to its proximity to the city's urban structuring roads and to the large commercial and service hub that includes the Palácio do Gelo shopping centre, the future CUF Hospital and the newly built Viseu Estrela School Centre.

Its fair value was determined using the comparative method, with an average price of 400 euros per m^2.

ESPAÇO COMERCIAL QUINTA DO BOSQUE

The property called "Espaço Comercial Quinta do Bosque", with a construction area of 12,051 m^2 is located within the city, near the Montebelo Hotel, within a predominantly residential area. It is intended for the construction of a commercial space, with the purpose of widening the commercial offer in the centre region. Its fair value was determined using the comparative method, with an average price of 600 euros per m^2.

CONDOMÍNIO DE BELO HORIZONTE DEVELOPMENT (MOZAMBIQUE)

The land for the Condomínio de Belo Horizonte Development, in Matola, lies within a residential area, which mostly comprises mid-/high-end villas. The land where the Condomínio Belo Horizonte is to be built is integrated into a consolidated residential area, comprising mid-/high-end villas and it is broken down into 69 lots with a total area of 67,667 m^2. Its fair value, as calculated by an independent expert entity, after the issuing of the building permit on 16th December 2013, is 7.6 million euros.

TERRENO ALAGOA II

This plot of land, owned by Movida has a total area of about 6,769 m^2 and a construction area of 13,929 m^2. Its location is between Palácio do Gelo and the future CUF Hospital.
Its fair value was determined using the comparative method, with an average price of 400 euros per m^2.

VISTA ALEGRE COLLECTION

The pieces that make up the Vista Alegre collection were scattered throughout several locations of the Factory, namely in the administrative spaces of the museum, the old furnace area and in the basement of the company's art and development centre. The collection has been formed through direct transfers from the factory, purchases and donations, spanning a wide chronological period, which runs from the seventeenth to the twentieth century.
In 2014, after a lengthy process, which began in 2009, and included the painstaking work of cataloguing, studying, recovering and organising this rich heritage, the conditions were in place for its inventory and subsequent appreciation.
The most reliable reference to the value of the pieces, to date, concerned the value attributed to the pieces that were in the museum for insurance purposes.
Thus, Veritas Art Auctioneers was hired to appraise the 5,506 pieces of the collection.

LAND HELD FOR CAPITAL APPRECIATION

On 31st December 2014, some properties held for capital appreciation were maintained at acquisition cost, due to the fact that their fair value could not be reliably measured as a result, for example, of the absence of any projects approved by official entities. Among the assets in these conditions, highlight goes to Quinta dos Areais.

INVESTMENT PROPERTIES PROVIDED AS COLLATERAL AND CONTRACTUAL RESPONSIBILITIES

On 31st December 2014 and 31st December 2013, only Palácio do Gelo was pledged as collateral for bank loans.
On 31st December 2014 and 31st December 2013, there are no contractual obligations to purchase, build or develop investment properties, with the exception of the construction of the hospital unit. In this case, the Group undertakes to build a hospital unit by 2016, whose estimated cost of construction will be around 13 million euros.

24. INTANGIBLE ASSETS

	Development projects	Other intangible assets	Intangible assets in-progress assets	Total
Opening Balance on 1st January 2013	**946,039**	**79,388,368**	**312,970**	**80,647,377**
Increases	968,873	324,095	0	1,292,968
Disposals/Transfers	-45,810	-158,245	-53,450	-257,506
Exchange Rate Effect	-23,037	7,289	0	-15,748
Depreciations in the financial year	380,112	120,665	0	500,777
Closing balance on 31st December 2013	**1,465,952**	**79,440,841**	**259,520**	**81,166,313**
On 31st December 2013				
Acquisition cost	3,634,581	81,172,921	259,520	85,067,022
Accumulated depreciation	2,168,629	1,732,080	0	3,900,709
Intangible assets	**1,465,952**	**79,440,841**	**259,520**	**81,166,313**
Opening Balance on 1st January 2014	**1,465,952**	**79,440,841**	**259,520**	**81,166,313**
Increases	580,489	91,884	0	672,373
Disposals/Transfers	-331,035	373,845	-168,344	-125,535
Exchange Rate Effect	4,742	17,217	6,847	28,806
Depreciations in the financial year	-579,117	-229,741	0	-808,858
Closing balance on 31st December 2014	**1,141,031**	**79,694,045**	**98,023**	**80,933,099**
On 31st December 2014				
Acquisition cost	3,783,858	82,036,499	98,023	85,918,379
Accumulated depreciation	2,642,828	2,342,453	0	4,985,281
Intangible assets	**1,141,031**	**79,694,045**	**98,023**	**80,933,099**

In the heading "Other intangible assets," highlight goes to the value of the Vista Alegre brand name (80 million euros), as attributed by an independent expert entity at the time of the acquisition of Grupo Vista Alegre Atlantis.
For the purpose of impairment testing, the brand name's value was attributed to the relevant cash-generating units (Vista Alegre porcelain and crystal segments), with a discount rate of 6%. The value of the brand is also regularly validated through an evaluation conducted by My Brands, whose latest assessment, with reference to 31st December 2014, confirms the brand's book value.

25. FINANCIAL ASSETS AVAILABLE FOR SALE

	2013		2014	
	Fair-value reserve	Book Balance Sheet	Reserve fair value	Book value
Capital holdings				
Portugal Telecom, SA	0	74,711,517	0	20,427,453
EDP - Electricidade de Portugal, SA	6,184,676	43,455,484	15,103,629	52,374,437
NOS, SA	15,508,986	37,789,929	14,521,970	36,642,235
TOTAL	**21,693,662**	**155,956,929**	**29,625,599**	**109,444,124**

Highlight also goes to a drop in the price of PT's shares, which led to the recognising of an impairment loss in the amount of 54.3 million euros in the financial year. Since the acquisition date, the accumulated depreciation of these shares has amounted to 224 million euros.
With regard to EDP shares, in 2014, an increase of 8.9 million euros was recognised in equity (2013: increase of 6.2 million euros). The cumulative depreciation, since the date of acquisition, of EDP shares held on the date of the balance sheet is 16.3 million euros. In 2013, the Group sold 48.6 million euros of EDP's shares, thereby reducing its financial liabilities in the same amount. NOS shares recorded a decrease of 1.1 million euros (2013: increase of 17 million euros), recognised in equity. The accumulated depreciation of these shares since the date of the initial recognition is 37.4 million euros.

26. INVENTORIES

	Raw material	Goods	Finished products	Ongoing products and work	Total
31st December 2013					
Cost	38,810,999	28,085,904	115,915,935	25,601,539	208,414,377
Adjustments	-2,288,817	-3,468,307	-16,315,517	-819,225	-22,891,866
Inventories valued at either the acquisition cost or realisation value, whichever is lower	**36,522,181**	**24,617,597**	**99,600,418**	**24,782,314**	**185,522,511**
31st December 2014					
Cost	46,552,824	32,578,870	118,738,972	18,105,071	215,975,736
Change in the perimeter	1,285	1,569,888	0	0	1,571,173
Adjustments	-4,871,287	-3,974,883	-29,940,722	-849,665	-39,636,557
Inventories valued at either acquisition cost or realisation value, whichever is lower	**41,682,821**	**30,173,875**	**88,798,250**	**17,255,406**	**177,910,352**

27. CUSTOMERS AND OTHER DEBTORS

	2014	2013
Trade receivables - current account	153,842,412	130,101,860
Trade receivables - securities receivable	240,042	485,025
Trade receivables - doubtful debts	18,122,077	17,911,489
Outstanding balances from suppliers	6,530,705	4,552,590
	178,735,237	**153,050,964**
Debtor allowances	-15,786,238	-14,554,299
TOTAL	**162,948,999**	**138,496,666**

The amounts presented in the balance sheet are net of accumulated impairment losses for doubtful debts, which were estimated by the Group in accordance with its experience and based on its assessment of the economic environment. The Board of Directors believes that the carrying value of accounts receivable is close to its fair value. The customers of the companies of Grupo Visabeira that act as providers of infrastructures and telecommunications services are entities of recognised financial probity. This group includes entities such as local telecommunications operators, generally directly held by the State of each country, replacing credit risk with political risk. Some examples of this are TDM – Telecomunicações de Moçambique, EDM – Eletricidade de Moçambique, Angola Telecom, France Telecom, Belgacom, Portugal Telecom, NOS, EDP and natural gas concession holders.

28. STATE AND OTHER PUBLIC ENTITIES

		Assets		Liabilities
	2014	2013	2014	2013
Income tax	4,297,801	903,547	9,353,438	4,469,132
Third-party income tax withholding	7,411	121,738	13,000	378,967
Value-added tax	2,070,408	1,739,517	3,128,251	2,211,075
Social Security contributions	0	0	942,910	1,400,899
TOTAL	**6,375,619**	**2,764,802**	**13,437,599**	**8,460,072**

29. OTHER CURRENT ASSETS

	2014	2013
Margin accrual	72,140,415	67,468,282
Advance payments to suppliers	6,053,473	6,055,421
Other debtors	12,514,406	12,902,371
Shareholders - loans	59,950,558	8,701,084
Other accruals	9,543,609	10,748,995
Subsidiary companies - loans	2,970,026	28,689,764
TOTAL	**163,172,488**	**134,565,918**

The amount in "margin accrual" refers to income incurred in 2014 but to be billed only in 2015, and is mainly related to the telecommunications business. In 2013, the balance of Subsidiaries includes a loan to Fractalnema, in the amount of 22 million euros.

30. FINANCIAL ASSETS HELD FOR TRADING

	No. of shares		Book value	
	2014	2013	2014	2013
Capital holdings				
BCP	11,037,369	3,945,767	717,429	666,256
Other capital holdings in listed companies		-	36,918	41,848
TOTAL			754,347	708,104

In June 2014, the Group acquired 7,091,602 shares of BCP, as part of said bank's share capital increase.

31. CASH AND CASH EQUIVALENTS

	2014	2013
Demand deposits	35,702,245	18,854,842
Term deposits	4,858,438	11,295,000
Cash	189,955	172,930
Treasury investments	52,614	2,011,254
TOTAL	40,803,252	32,334,027

32. SHARE CAPITAL

The authorised share capital is represented by 23,025,126 bearer shares, with a nominal value of five euros and the amount paid up is 115,125,630 euros.
On 31st December 2014, the majority shareholder Fernando Campos Nunes held, directly and indirectly, 78,528% of Grupo Visabeira (2013: 78,2642%), with 18,081,182 shares.

33. OWN SHARES

Following a deliberation by the General Meeting of 25th November 2010, Grupo Visabeira purchased 1,200,804 of its own shares, representing 5.22% of the share capital, in the amount of 16,290,767 euros.
On 23rd July 2013, Grupo Visabeira approved the acquisition of own shares representing 4.78% of its share capital, corresponding to an amount of 16,433,716 euros (1,101,708 shares), fully paid up. During the year 2014, the amount of 743,898 euros was paid up. As of 31st December 2014, own shares corresponded to 10% of the share capital.

34. EARNINGS PER SHARE

	2014	2013 Restated
Basic		
Net income of the year for the purpose of calculation	8,083,092	1,063,886
Weighted average number of shares for the purpose of calculation	23,025,126	21,269,468
Basic earnings per share	**0.351**	**0.050**
Diluted		
Net income of the year for the purpose of calculation	8,083,092	1,063,886
Weighted average number of shares for the purpose of calculation	23,025,126	21,269,468
Diluted earnings per share	**0.351**	**0.050**

35. RETAINED EARNINGS AND OTHER RESERVES

	2014	2013 Restated
Retained earnings	99,804,001	91,323,242
Financial investments - Swaps	-476,364	-1,353,805
Reserves	50,455,898	51,472,085
Fair-value reserve	29,786,275	21,693,662
Foreign currency translation reserves	-16,684,080	-21,566,133
TOTAL	162,885,731	141,569,050

Portuguese commercial law establishes that 5% of net profits must be transferred to a legal reserve until it represents at least 20% of the share capital. This reserve is not distributable and can only be integrated into equity or used to absorb losses after all other reserves are exhausted. A reserve was established in an amount equivalent to the balance of own shares.
The balance of retained earnings is not fully available for distribution, as it included gains resulting from increases in the fair value of investment properties.

36. NON-CONTROLLING INTERESTS

	% of non-controlling interests		Book value		Attributed results	
	2014	2013	2014	2013	2014	2013
Visabeira Global						
TVCABO Angola, Lda	50.00	50.00	22,653,185	17,034,956	4,232,364	3,125,724
Visabeira, Lda	40.00	40.00	3,190,628	3,013,853	176,775	202,562
TVCABO Moçambique, Lda	50.00	50.00	3,581,963	1,277,077	311,097	102,056
Televisa, Lda	50.00	50.00	1,208,443	937,432	312,408	238,320
Electrotec, Lda	51.00	51.00	840,166	516,967	273,055	-162,468
Visabeira Industry						
Vista Alegre, SA	18.40	18.63	8,204,155	8,291,266	-289,645	-746,269
Pinewells, SA	44.00	44.00	2,489,859	2,291,333	198,526	498,917
Ambitermo, SA	49.00	49.00	2,360,437	2,196,281	531,939	459,729
Bordallo Pinheiro, Lda.	16.01	16.01	547,950	543,053	14,192	21,733
Bordalgest, SA	44.00	44.00	552,380	522,562	29,818	26,831
Visabeira Financial Holdings						
PDA, SA	45.00	45.00	1,791,904	1,794,595	-2,690	-5,583
Other			1,442,396	1,900,710	-638,862	448,532
TOTAL			48,863,465	40,320,085	5,148,978	4,210,085

37. DEBT

	2014		2013	
	Current	Non-current	Current	Non-current
Commercial paper	35,050,000	330,650,000	15,300,000	299,200,000
Bank loans	66,932,244	146,226,926	55,376,399	155,193,027
Bond loans	6,100,000	117,400,000	64,000,000	56,000,000
Reimbursable grants	2,847,404	19,697,042	3,032,793	16,125,866
Financial leasing	5,012,154	49,664,697	4,573,389	46,537,783
TOTAL	115,941,802	663,638,665	142,282,580	573,056,676

37.1. COMMERCIAL PAPER

For the purpose of acquiring shares in EDP, PT and NOS, Grupo Visabeira contracted commercial papers, indexed to the 6-month Euribor, with firm underwriting commitment:

2014

	Amount	Current	Non-current	Settlement Date
Grupo Visabeira, SA	125,000,000	0	125,000,000	20-12-2019
Grupo Visabeira, SA	119,200,000	14,400,000	104,800,000	22-02-2023
TOTAL	244,200,000	14,400,000	229,800,000	

The following programmes to issue commercial papers were also contracted with firm underwriting commitment:

	Amount	Current	Non-current	Settlement Date
Grupo Visabeira, SA	27,500,000	0	27,500,000	20-12-2016
Visabeira Global SGPS, SA	20,000,000	4,000,000	16,000,000	30-12-2019
Grupo Visabeira, SA	12,500,000	0	12,500,000	29-09-2019
Visabeira Global SGPS, SA	10,000,000	2,000,000	8,000,000	30-12-2019
Grupo Visabeira, SA	10,000,000	800,000	9,200,000	30-04-2021
Visabeira Turismo, SGPS, SA	7,500,000	0	7,500,000	29-04-2018
Visabeira Global SGPS, SA	7,200,000	1,600,000	5,600,000	19-06-2019
Grupo Visabeira, SA	4,750,000	4,750,000	0	27-04-2015
Viatel, SA	4,500,000	1,000,000	3,500,000	19-06-2019
PDA, SA	4,500,000	0	4,500,000	16-06-2019
Grupo Visabeira, SA	4,250,000	1,000,000	3,250,000	09-01-2019
Grupo Visabeira, SA	3,500,000	3,500,000	0	29-09-2019
Grupo Visabeira, SA	2,300,000	500,000	1,800,000	26-06-2019
Grupo Visabeira, SA	1,500,000	1,500,000	0	29-09-2019
Grupo Visabeira, SA	1,500,000	0	1,500,000	21-10-2016
TOTAL	121,500,000	20,650,000	100,850,000	

2013

	Amount	Current	Non-current	Settlement Date
Grupo Visabeira, SGPS, SA	145,000,000	0	145,000,000	20-12-2019
Grupo Visabeira, SGPS, SA	130,000,000	10,800,000	119,200,000	22-02-2023
TOTAL	275,000,000	10,800,000	264,200,000	

The following programmes to issue commercial papers were also contracted with firm underwriting commitment:

	Amount	Current	Non-current	Settlement Date
Grupo Visabeira, SGPS, SA	27,500,000	0	27,500,000	20-12-2016
Visabeira Turismo, SGPS, SA	7,500,000	0	7,500,000	29-05-2015
Grupo Visabeira, SGPS, SA	2,500,000	2,500,000	0	12-07-2014
Grupo Visabeira, SGPS, SA	2,000,000	2,000,000	0	21-09-2014
TOTAL	39,500,000	4,500,000	35,000,000	

37.2. BANK LOANS

	2014		2013	
	Current	Non-current	Current	Non-current
Authorised bank overdrafts	**1,719,413**	**0**	**2,076,778**	**0**
Portugal	1,719,413	0	1,698,660	0
France	0	0	378,118	0
Loans obtained	**65,212,832**	**146,226,926**	**53,299,621**	**155,193,027**
Portugal	33,738,355	115,614,543	40,521,266	126,402,444
Mozambique	23,438,137	22,821,788	11,389,416	17,818,747
Angola	6,607,565	6,026,924	923,122	9,161,634
Other	1,428,775	1,763,622	465,816	1,310,201
TOTAL	66,932,244	146,226,926	55,376,399	155,193,027

37.3. BOND LOANS

	Amount	Settlement Date
Current		
Visabeira Global, SGPS, SA	2,500,000	29-10-2017
Grupo Visabeira, SGPS, SA	2,000,000	29-11-2020
Grupo Visabeira, SGPS, SA	1,600,000	05-07-2020
	6,100,000	
Non-current		
Grupo Visabeira, SGPS, SA	70,000,000	14-07-2019
Grupo Visabeira, SGPS, SA	20,000,000	30-09-2018
Grupo Visabeira, SGPS, SA	10,000,000	31-10-2018
Grupo Visabeira, SGPS, SA	7,600,000	29-11-2020
Visabeira Global, SGPS, SA	5,000,000	29-10-2017
Grupo Visabeira, SGPS, SA	4,800,000	05-07-2020
	117,400,000	
TOTAL	123,500,000	

The amount of bond loans corresponds to a syndicated issuing of 70 million euros, starting on 14/7/2014 and maturing on 14/7/2019, and also other bond loans, of which 6.1 million euros have short-term maturity.

37.4. FINANCIAL LEASING

		2014		2013
	Current	Non-current	Current	Non-current
Portugal	4,370,904	49,082,878	3,964,175	45,678,505
Mozambique	374,052	401,064	402,833	676,391
Angola	144,081	48,727	168,184	99,281
Belgium	39,314	44,292	38,197	83,605
Germany	83,804	87,737	0	0
TOTAL	5,012,154	49,664,697	4,573,389	46,537,783

The balances are presented in the Statement of Financial Position under the heading "Other liabilities" (note 39).

37.5. MEDIUM- AND LONG-TERM DEBT

	Portugal	Mozambique	Angola	Belgium	France	Germany	Total
2016	106,484,666	8,505,032	1,771,980	56,909	560,038	49,994	117,428,620
2017	116,908,113	6,402,686	1,464,934	8,429	371,712	37,742	125,193,616
2018	145,889,092	3,406,731	1,372,964	0	156,573	0	150,825,360
2019	157,562,512	2,158,121	1,372,964	0	163,509	0	161,257,106
2020 and subsequent years	105,600,130	2,750,282	92,808	0	490,744	0	108,933,964
TOTAL	632,444,513	23,222,852	6,075,651	65,338	1,742,576	87,737	663,638,665

The loans contracted, namely commercial paper programmes, bond loans and mutual funds generally include, in addition to the usual terms and conditions, cross default, *pari passu* and negative pledge clauses on ownership by the Group or the majority shareholder.

38. SUPPLIERS AND OTHER CREDITORS

	2014	2013
Trade payables - current account	137,231,934	137,532,433
Suppliers - Bills payable	67,700	102,017
Outstanding balances from customers	0	106,829
Other	1,262,345	2,488,892
TOTAL	138,561,979	140,230,172

39. OTHER CURRENT AND NON-CURRENT LIABILITIES

	2014	2013
Non-current		
Leasings (see note 37)	49,664,697	46,537,783
Investment grants	30,573,298	0
Shareholders	15,186,430	15,000,000
	95,424,426	**61,537,783**
Current		
Margin accrual	58,325,076	59,021,952
Factoring	47,511,790	51,565,920
Advances from customers	28,276,615	34,992,765
Incurred costs billable in subsequent years	26,829,958	24,045,831
Remunerations payable	10,489,860	9,720,702
Investment grants	9,980,123	36,566,918
Investment suppliers	8,112,585	3,292,006
Leasings (See note 37)	5,012,154	4,573,389
Derivative financial investments	1,082,993	1,589,547
Advances on account of sales	154,410	95,806
Other associated and subsidiary companies	125,125	162,829
Other	71,477,499	33,598,343
	267,378,187	**259,226,008**
TOTAL	362,802,613	320,763,791

The amount in the heading "margin accrual" in 2014 is mainly related to the telecommunication business.

40. FINANCIAL RISK

Grupo Visabeira is exposed to a diverse set of risks associated with its various business areas, and, therefore, is aware of the importance of managing credit risk and protecting its cash, recognising the importance of credit insurance as an essential tool both in the domestic and foreign markets.

Aware of the importance of actively managing the various financial risks in order to minimise their potential negative impacts on its cash flows, results and on the value of the company, Grupo Visabeira seeks to manage these risks effectively, by devising appropriate hedging strategies.

The continuity of operations critically depends on the mitigation and control of the risks that can significantly affect its assets (namely people, equipment, service quality, information and facilities) and, thus, jeopardise its strategic goals. Grupo Visabeira and, in particular, its Board of Directors, devote great attention to the risks inherent to its activities.

INTEREST RATE RISK

The Group's exposure to interest rate risk arises primarily from loans obtained, as financial investments are usually contracted for short periods and, consequently, impacts arising from interest rate changes do not significantly affect the accounts.

The balance of the consolidated financial debt of Grupo Visabeira at the end of December 2013 was contracted, for the most part, at an indexed interest rate, and the index was 1-month and 3-month Euribor for domestic financing, and Libor for loans in dollars, mostly granted to foreign companies.

With the aim of reducing the risks of interest rate fluctuation, greater relevance has been given to the contracting of financing by the various subsidiaries, particularly in Angola and Mozambique, in local currency and at a fixed rate.

On the date of the balance sheet, Grupo Visabeira SGPS, S.A., has open positions classified as hedging instruments associated with this index for 5 million euros and 790 thousand euros, contracted, respectively, in 2011 and 2012, with a mark-to-market value of -216 thousand euros and -2 thousand euros.

Through Cerutil, a company that holds a stake in Vista Alegre Atlantis, hedges were contracted in 2011 in the amount of 16.8 million euros, starting in June 2011 and ending in May 2016, receiving at a 3-month Euribor and paying at a fixed rate of 2.74%, which had a fully recognised mark-to-market value of -633 million euros. Vista Alegre contracted an amount of 5.7 million euros for the same period, also receiving at a 3-month Euribor and paying at a fixed rate of 2.69%, with a mark-to-market value of -213 thousand euros. In 2009, Visabeira Global hired a fixation of 2.68% to cover the 3-month Euribor, for an initial nominal amount

of 5 million euros (currently 1.3 million euros), which, on 31st December, had a mark-to-market of -17 thousand euros.
In October 2008, the 3-month Euribor rate started a declining trend, as a result of successive cuts to the reference rate by the European Central Bank, in response to the international financial crisis. Having started the year 2014 at 0.284%, on 31st December, the 3-month Euribor stood at 0.076%. With the Euribor at very low thresholds and a stable short-term trend, and with the debt partially hedged, the Group estimates that the impacts of variations in this index will not have significant impacts on its accounts.
In line with the downward trend in the current level of spreads that occurred in 2014, the Group anticipates that there are favourable conditions for this trend to continue, mainly in new funding operations, with a positive impact on the Group's financial results. The effect on the overall interest rate was not more significant only because, in 2014, operations with a lower spread than the one charged in the market were repaid, as was the case, for example, of the 2007-2014 bond loan, in the amount of 60 million euros.

Company	Description	Nominal value	Type of operation	Average Maturity	Economic goal
Cerutil, SA	Euribor Swap 3M€	10,000,000	Interest rate swap	5 years	Eliminate interest rate risks in financing
Vista Alegre Atlantis, SGPS, SA	Euribor Swap 3M€	5,743,000	Interest rate swap	5 years	Eliminate interest rate risks in financing
Grupo Visabeira, SGPS, SA	Euribor Swap 3M€	5,000,000	Interest rate swap	5 years	Eliminate interest rate risks in financing
Cerutil, SA	Euribor Swap 3M€	5,000,000	Interest rate swap	5 years	Eliminate interest rate risks in financing
Cerutil, SA	Euribor Swap 3M€	1,757,000	Interest rate swap	5 years	Eliminate interest rate risks in financing
Visabeira Global, SGPS, SA	Euribor Swap 3M€	1,331,674	Interest rate swap	6 years	Eliminate interest rate risks in financing
Grupo Visabeira, SGPS, SA	Euribor Swap 3M€	790,509	Interest rate swap	2 years	Eliminate interest rate risks in financing

The fair value of all these financial instruments is reflected in the statement of financial position, as follows:

Company		2014	2013
Cerutil, SA	Euribor Swap 10M€	-372,624	-535,018
Grupo Visabeira, SGPS, SA	Euribor Swap 5M€	-216,712	-313,712
Vista Alegre Atlantis, SGPS, SA	Euribor Swap 5.743M€	-213,172	-305,806
Cerutil, SA	Euribor Swap 5M€	-196,093	-283,860
Cerutil, SA	Euribor Swap 1.757M€	-65,059	-93,561
Visabeira Global, SGPS, SA	Euribor Swap 1.331M€	-17,055	-53,478
Grupo Visabeira, SGPS, SA	Euribor Swap 0.79M€	-2,279	-4,114
TOTAL		**-1,082,993**	**-1,589,547**

EXCHANGE RATE RISK

Whenever possible, the Group chooses to have a natural hedging for its foreign exchange risk, as its subsidiaries have assets and liabilities denominated in U.S. Dollars, in order to ensure balance and automatic adjustment to possible currency mismatches. Thus, exposure to liabilities denominated in Dollars does not represent a high economic or financial risk, given the fact that the impact of exchange rate changes on those liabilities are naturally offset by the operating revenues of the respective businesses, also dependent on the Dollar. In external markets, particularly Angola and Mozambique, local companies import goods and services from the European market in Euro, invoicing customers in Dollars and Meticals, respectively. In these markets, the local currency is strongly correlated with the U.S. dollar, with a historical devaluation trend. In 2014, the Angolan Kwanza depreciated by 6.21% against the Dollar, and the Mozambican Metical 6.16% against the Dollar. Throughout the year, the Dollar has somewhat fluctuated against the Euro, with an annual appreciation of 11.96%. In Angola, internal transactions still have the U.S. Dollar as their benchmark, and so assets and liabilities in that currency are relatively balanced. In this country, the Group obtains financing in Dollars, and the gradual repayment of the loans originated a net long position of 7.3 million. In Mozambique, balances denominated in this currency also have a long position of about 6.7 million dollars. It should, however, be noted that the payment of these liabilities in Dollars has a medium- and long-term maturity, while assets denominated in the same currency are essentially short term, and there is, therefore, no pressure on the availability of the foreign currency needed for the occasional fulfilment of responsibilities denominated in this currency. However, there are still some positions expressed in Dollars and mostly some liabilities in Euros, which also translate into currency devaluations recognised in the Group's consolidated results.

CASH FLOW RISK

The cash and investments of all Group companies are managed by a centralised global organisation, which reduces the risk of cash flows, avoiding exposure to variations that may affect the results of companies.
On the other hand, the use of factoring allows for a reduction in the average collection periods, with the inherent anticipation of receipts, and it enables better cash management, due to timely obtaining the necessary working capital to finance the operational cycle, a vital condition for sustained economic and financial growth. On 31st December 2014, amounts paid in advance by customers in this format stood at 40.8 million euros. The Group has additionally contracted short-term current accounts to meet occasional cash needs.

CREDIT RISK

Credit risk is an important and complex activity that is present in the everyday life of most companies of the Visabeira Group, whatever the nature of their business.
Risk assessment entails making decisions on credit, at times based on incomplete information, within a scenario of uncertainty and constant change. Considering the business itself, the area of activity in which it operates, or the risk of the region and country, the classification and assessment of the credit risk of a given customer are usually summarised in a credit record containing the information that will inform the opinion on a given credit operation, such as: the nature of the customer, its management capacity, its capital, its history, financial information, credit guarantees and payment terms.
The assessment of credit risk reflects the multiplicity, quality and origin of the information available to the credit analyst.
For many years, Grupo Visabeira has been relying on some credit insurers, with which it subscribes insurance policies, thus delegating the first-level credit analysis to professionals specialised in the collection and recovery of debts, thus obtaining, from a privileged source, an assessment of the exposure - credit limit - that is adjusted to the creditworthiness of each customer. Thus, management can be primarily focused on operational issues. The coverage of this risk enables a compensation for unpaid customer credits, which for the domestic market is 80%, and for the external market is 90%. Recent years have been marked by increased restrictions on lending in general, with credit limits having undergone significant unfavourable revisions.
In light of this scenario, and in order to meet credit risk hedging requirements for which the limits granted under basic policies are insufficient, Grupo Visabeira has contracted additional instruments, which allow increasing the partial hedging of its risks up to twice the amount covered by basic policies, for customers of the domestic and foreign markets, and also to hedge risks whose amount is not specified in the said basic policy, or obtain more than twice the amount currently covered for foreign market customers.
The added constraints in the external hedging of loans entail greater precision and stricter requirements in assessing applications for internal credit.
Factoring, without recourse, is used as complementary hedging for transactions in which credit insurance may not be sufficient.
Also relevant is the amount of receipts by advance payment or payments in cash, which, in the year under review, represented a volume of about 16% of turnover, with a special contribution from the cable TV and Internet distribution, tourism, restaurants and leisure businesses. Loans granted to external entities, which also act as suppliers of the Group, had, in this year, a weight of 2.53%.
Companies of Grupo Visabeira that act as infrastructures and telecommunications service providers sell to entities of recognised financial probity, and, in 2014, accounted for about 51% of consolidated turnover. This group includes entities such as local telecommunications operators, generally directly held by the State of each country, replacing credit risk with political risk. Examples of such companies are: TDM - Mozambique Telecommunications, EDM - Electricity of Mozambique, ADM - Mozambique Airports, Mozambique Celular, Angola Telecom, France Telecom, Belgacom, MEO - Communications and Multimedia Services, Nos, EDP Distribution and the natural gas concession holders.

LIQUIDITY RISK

The Group manages liquidity risk in such a way as to ensure the financing of assets by maturity date and at appropriate rates and the timely settlement of its financial commitments. Simultaneously, appropriate cash balances and short-term credit lines are kept, which allow for a proper management of cash to meet short-term financial commitments.
In 2014, short-term financial debt decreased by 18%. In this regard, we recall that the amount of the short-term debt includes the amount of 60 million euros related to the syndicated bond loan that matured in July 2014, with the subsequent contracting of a new bond loan of 70 million euros, bullet, maturing in 2019. In December, a new Commercial Paper Program worth 30 million euros was also contracted, for a period of five years. If we consider cash and deposits, net short-term debt, in the amount of 76 million euros, decreased by 31%, compared to the previous year.
The leveraging associated with the acquisition of PT, NOS, and EDP shares, in the form of commercial paper issued by Grupo Visabeira, in the amount of 244.2 million euros, is materialised by two separate commercial paper programmes.
One of the programmes, in the amount of 125 million euros, provides for three constant capital repayments, the first

on 31st December 2017 and the last on 31st December 2019, and is based on the aforementioned financial assets. The second programme, in the amount of 119.2 million euros, has annual repayments scheduled until 2023 and has associated the assets of Palácio do Gelo Shopping, partly funded as a real estate leasing. The amount of short-term debt includes 38 million euros related to commercial paper programmes, pledged current accounts and overdrafts facilities maturing in 2015, and whose renewal has been historically achieved, which leads the Group to expect the revolving of these credit lines. It also includes the last two tranches of funding from the European Investment Bank - which has already expressed its interest in refinancing the network expansion project of its subsidiary TVCABO Angola.

The amount of short-term debt includes 38 million euros related to commercial paper programmes, pledged current accounts and overdrafts facilities maturing in 2015, and whose renewal has been historically achieved, which leads the Group to expect the revolving of these credit lines. It also includes the last two tranches of funding from the European Investment Bank - which has already expressed its interest in refinancing the network expansion project of its subsidiary TVCABO Angola.

Besides investing in the expansion project of TVCABO Angola, whose financing, in the amount of 20 million euros, was approved by the European Investment Bank on 3rd February 2015 and in about 6.6 million dollars by an Angolan bank, Grupo Visabeira shall seek specific financing for other investments planned for 2015. At the same time, it must negotiate the partial revolving of short-term commitments, which is considered to be very likely, insofar as it mostly refers to partner organisations with a long relationship history, and institutions that have recently increased their involvement with the Group. The short-term debt of Grupo Visabeira is rated by ARC Ratings [a Portuguese Rating Agency] as "B," with a positive trend, which means that the Group currently has the appropriate capacity to meet its financial commitments. ARC Rating also assigned, for the first time in 2014, a medium- and long-term rating, classifying the Group's capacity of meeting short-, medium- and long-term financial commitments as BB+, with a stable trend.

The overall liquidity ratio in the consolidated accounts stood at 0.84, having increased by 0.1, showing an improvement in the adequacy of financing of current assets by current liabilities, compared to the previous year.

OTHER DISCLOSURES ON FINANCIAL INSTRUMENTS

As defined by IAS 39, the carrying value of each of the categories provided is broken down as follows:

	2014	2013
Financial assets recorded at amortised cost		
Customers and other receivables	163,448,999	138,496,666
State and other public entities	6,375,619	2,764,802
Other current assets (advances to suppliers and other debtors)	162,672,488	134,565,918
Cash and cash equivalents	40,803,252	32,334,027
Financial assets recorded at fair value		
Listed shares	109,444,124	155,956,929
Cash flow hedging derivatives recorded at fair value	**-1,082,993**	**-1,589,547**
Financial liabilities at the amortised cost		
Debt	110,929,648	137,709,191
Accounts payable	138,561,979	140,230,172
Accrued expenses	69,897,929	70,332,201
Financial liabilities recorded under IAS 17 - Leasing	**54,676,852**	**51,111,171**

MEASUREMENT AT FAIR VALUE

The following table presents the fair value hierarchy of the assets and liabilities held by the Group as of 31st December 2014 and 2013:

	Assets measured at fair value - 2014				Assets measured at fair value - 2013			
	Total	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3
Assets measured at fair value								
Investment properties	335,629,703	0	0	335,629,703	248,681,529	0	0	248,681,529
Financial assets held for sale	109,444,124	109,444,124	0	0	155,956,929	155,956,929	0	0
Financial assets held for trading	754,347	0	754,347	0	708,104	0	708,104	0
Liabilities measured at fair value								
Financial instruments - *Swaps*	1,082,993	0	1,082,993	0	1,589,547	0	1,589,547	0

No transfers between levels 1 and 2 were made for the financial years 2013 and 2014. The fair value of loans paid to banks is considered close to their book value, given the recent renegotiation of the most significant loans and the market rates applied.

EQUITY RISK

The group's goal in terms of capital management, which is a broader concept than the capital disclosed in the balance sheet, is to maintain an optimal capital structure through the prudent use of debt, allowing it to lower the cost of capital. The purpose of capital risk management is to ensure the continuity of the Group's operations, providing the appropriate compensation of its shareholders while generating benefits for all third-parties involved. This policy aims at optimising the capital structure, with a view to achieving greater tax efficiency and reducing the average cost of capital.

	2014	2013
Non-current loans	663,638,665	573,056,676
Current loans	115,941,802	142,282,580
Confirming debt	20,975,376	13,337,204
Financial assets available for sale	-109,444,124	-156,624,790
Debt allocated to real estate, ongoing investments and not yet generating EBITDA	-190,968,853	-147,293,323
Cash and Bank Deposits	-40,803,252	-32,334,027
Operating debt	**459,339,615**	**392,424,320**
Investment grants	40,553,421	36,566,918
Total equity	337,900,022	327,665,434
Equity and subsidies	**378,453,442**	**364,232,352**
Operating debt/total capital	**1.2**	**1.1**

41. CONTINGENCIES

a) Proceedings with probable losses

On 31st December 2014 and 2013, there were several legal claims and other tax contingencies filed against various companies of the Group, which are classified as proceedings with probable losses, in accordance with IAS 37 - Provisions, Contingent Liabilities and Contingent Assets. Based on the opinion of internal and external legal advisers, the Group recorded provisions (note 42) for these legal claims and tax contingencies in order to face the likely outflow of resources.

b) Proceedings with possible losses

On 31st December 2014 and 2013, there were several lawsuits and other tax contingencies filed against certain companies of the Group, for which the possibility of future cash disbursement was considered possible, according to information from lawyers and consultants following these proceedings, and for this reason, no provisions were recorded.
The detail and nature of those proceedings are as follows:

	2014	2013
Civil liability	1,083,000	1,351,000
Other contingencies	17,353,000	9,716,000
TOTAL	18,436,000	11,067,000

No significant losses are expected to result from these proceedings.

42. PROVISIONS

	2013	Increases	2014
Retirement pensions	1,614,083	1,302,694	2,916,777
Other	2,639,460	803,062	3,442,522
TOTAL	4,253,543	2,105,756	6,359,299

42.1 RETIREMENT PENSIONS

Grupo VAA has in place various defined retirement benefit plans, some managed by the Pension Fund (Futuro - Sociedade Gestora de Fundos de Pensões, S.A.) and others by the Group itself.
One of the funds is called Adesão Coletiva Atlantis and has an indefinite duration. Participants in this fund include all permanent members of Vista Alegre Atlantis, S.A.'s establishment plan, former employees of Atlantis - Cristais de Alcobaça, S.A, who were admitted to the employ of the associated company before the end of 31st December 2003, and who meet the eligibility requirements set out in the Pension Plan, i.e. all participants reaching the age of 65, and who have, at least, ten years of service at the associated company, are entitled to a supplementary pension for old age, calculated under the terms of the Pension Plan. There is also the "Grupo Vista Alegre Pension Fund," also open-ended, which covers the members of Vista Alegre Atlantis S.A.'s establishment plan, former employees of Vista Alegre Atlantis S.A. who were admitted before 20th December 1976 and that are covered by the CBAs for the Ceramic Industry.
The report of the actuary in charge in 2014, with regard to Grupo Vista Alegre Pension Fund and Adesão Coletiva Atlantis, consists of the actuarial determination of liabilities associated with defined benefit pensions inherent to the contract.
The Grupo Vista Alegre pension fund is financed by the Grupo Vista Alegre Pension Fund and Adesão Coletiva Atlantis is financed by Fundo de Pensões Viva.

Liabilities are as follows:

	2014	2013
Liabilities – Provisions for retirement pensions:		
Retirement benefits - Benefit plan provided by Grupo VAA	-2,916,777	-1,614,083
Asset - Accrued income:		
Retirement benefits - Defined benefit plan with constituted fund	55,689	2,821
(excess/deficit of the amount of the pension fund)		

On 31st December 2014, the amount of liabilities related to a former director of the Group is 2.3 million euros (December 2013: 980 thousand euros). The increase in provisions recognised in the financial year is a result of the judgement of the Supreme Court of Justice, notified on 5th December 2014, considering that the granting of retirement pensions to directors that meet the conditions set out in the Group's statutes, which were in the meantime revised, is not dependent on the minimum age requirement of 65 years. The director in question has not yet reached this age and the increase in the provision concerns the pension supplement in the period of time elapsed between his termination from the position of director and the age of 65.
On 10th December 2014, VAA informed the Securities Commission of the merit given to the lawsuit brought forth by the former director and, on 10th February 2015, it informed of its final Judgement.

This liability was determined taking into account the current maximum remuneration earned by the directors of Grupo VAA
The table below summarises the composition of net pension costs for the years ended 31st December 2014 and 2013 recognised in the consolidated income statement:

	2014	2013
Operating costs:		
Retirement benefits - Benefit plan provided by Grupo VAA and active staff	-20,653	-7,917
Operating income:		
Defined benefit plan with constituted fund	143,000	154,208

Defined benefit plan provided by Grupo VAA

Obligations arising from these plans are directly met by the Group and it they are currently estimated, on the date of closure of accounts, by a specialised entity (Futuro Grupo Montepio).

Movements of Grupo VAA in the financial year:

	2014	2013
Balance on 1st January	**1,614,312**	**1,622,229**
Costs with interest + actuarial gains/losses + increase in provisions	1,368,904	59,043
Retirement benefits paid	-66,479	-66,960
Balance on 31st December	**2,916,737**	**1,614,312**

Defined benefit plan with constituted fund

Liabilities resulting from these plans are covered by an autonomous pension fund managed by a specialised entity (Futuro Grupo Montepio).

Amounts recognised in Grupo VAA's balance sheet:

	2014	Change	2013
Present value of the benefit obligations	-3,318,873	254,444	-3,573,317
Book value of the fund	3,374,562	-201,576	3,576,138
Asset recognised in the balance sheet	**55,689**	**52,868**	**2,821**

42.2. OTHER

The provision appearing in the heading "Other" is intended primarily to cover liabilities estimated based on information from lawyers and arising from proceedings related to contracts, labour and taxes filed against the Group's companies.

43. GUARANTEES PROVIDED

In "Tangible guarantees," highlight goes to 244 million euros (from PPPs of listed shares held by Grupo Visabeira), pertaining to the active issuing of commercial paper and 42 million euros relating to the property leasing of Palácio do Gelo.
Also noteworthy are the loans obtained from Caixa Geral de Depósitos (see note 37).

	2014	2013
Financial guarantees	30,940,582	33,323,564
Technical/work execution guarantees	30,732,670	43,121,736
Tangible guarantees	422,195,250	442,466,008
TOTAL	483,868,503	518,911,307

44. RELATED PARTIES

	Year	Sales to related parties	Purchases from related parties	Interest borne	Interest received	Advances on account of purchases from related parties	Amounts receivable from related parties	Amounts payable to related parties
Shareholders	2014	0	0	0	347,601	0	80,484,448	16,112,283
	2013	0	0	0	0	7,975,137	30,709,693	15,180,606
Associated companies and other holdings	2014	486,204	276,881	168,005	0	0	16,600,527	220,325
	2013	1,437,207	825,773	0	0	0	17,177,510	100,924

45. EVENTS AFTER THE BALANCE SHEET DATE

There are no events subsequent to the balance sheet date that may have a material impact on the financial statements.

Viseu, 16th March 2015

The Chartered Accountant

Chartered Accountant member
No. 77089

The Board of Directors

ACD

ASSESSMENT AND CERTIFICATION DOCUMENTS

EY
Building a better working world

Ernst & Young
Audit & Associados - SROC, S.A.
Avenida da Boavista, 36, 3º
4050-112 Porto
Portugal

Tel: +351 226 002 015
Fax: +351 226 000 004
www.ey.com

(Translation of a report originally issued in Portuguese)

Statutory Auditor's Report

Introduction

1. We have examined the accompanying consolidated financial statements of Grupo Visabeira, S.G.P.S., S.A., comprising the Consolidated Statement of Financial Position as at 31 December 2014 (which shows a total assets of 1.665.411.409 Euros and a total equity holders of 337.900.022 Euros, including a net income for the year of 8.083.092 Euros attributable to the equity holders of the company, as mother of the group), the Consolidated Income Statement by Natures, the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Changes in Equity and the Consolidated Cash Flow Statement for the year then ended, and Notes.

Responsibilities

2. The Company's Board of Directors is responsible for the preparation of consolidated financial statements which present a true and fair view of the consolidated financial position, consolidated results and comprehensive income of operations, consolidated changes in equity and consolidated cash flows, as well as for the application of appropriate accounting policies and for the maintenance of an adequate internal control system.

3. Our responsibility is to express a professional and independent opinion based on our examination of those financial statements.

Basis of Opinion

4. We conducted our examination in accordance with the technical standards and directives of the Institute of Statutory Auditors ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination in order to obtain an acceptable level of assurance as to whether the consolidated financial statements are free of material misstatements. Accordingly, our examination included:

- the verification of whether the financial statements included in the consolidation were examined appropriately, and for significant instances where these were not, the verification, on a test basis, of the supporting evidence of the amounts and disclosures contained therein and an assessment of the estimates, based on judgements and criteria determined by the Board of Directors, used in their preparation;
- the verification of the consolidated adjustments;
- the assessment of whether the accounting policies adopted and their disclosure are appropriate, considering the circumstances;
- the verification of the appropriateness of the going concern principle; and
- the assessment of whether the overall presentation of the financial statements is adequate.

5. Our examination also included the verification of the consistency of the financial information included in the consolidated Management Report with the consolidated financial statements.

6. We believe that the examination carried out provides an acceptable basis for the expression of our opinion on the financial statements.

Opinion

7. In our opinion, the consolidated financial statements referred to above present a true and fair view, in all material respects, of the consolidated financial position of Grupo Visabeira, S.G.P.S., S.A. as at 31 December 2014, the consolidated results and comprehensive income of its operations, the consolidated changes in equity and the consolidated cash flows for the year then ended, in conformity with International Financial Reporting Statements as endorsed by the European Union.

Report on Other Legal Requirements

8. It is also our opinion that the financial information included in the consolidated Management Report is in agreement with the consolidated financial statements for the period.

Porto, 16 March 2015

Ernst & Young Audit & Associados - SROC, S.A.
Sociedade de Revisores Oficiais de Contas (nº 178)
Represented by:

(Signed)

Rui Manuel da Cunha Vieira (ROC nº 1154)

GRUPO VISABEIRA, SGPS, SA

Repeses, 3504-511 Viseu
Corporate Taxpayer No. (NIPC) and Registration No.
at the Companies Register of Viseu: 502 263 628

MINUTE Nº 116

------ On the sixteenth of March two thousand and fifteen, at twelve p.m., at its registered office, in Repeses, parish of Repeses, municipality of Viseu, the public limited commercial corporation operating under the name Visabeira, SGPS, SA, legal entity no. 502 263 628, registered at the Companies Register of Viseu under the same number, with a fully paid-up share capital of one hundred fifteen million, one hundred twenty-five thousand, six hundred thirty euros, held its Annual General Meeting of shareholders. --
------ The General Meeting was chaired by Leopoldo de Sousa Camarinha, Ph.D., and Marta Santos Albuquerque, Ph.D., attended as secretary – these two members make up the General Meeting Board. ----------------------------
------ The Chairman greeted all those present, and as preparation, asked that the attendance list be circulated and signed, subsequently confirming the attendance and representation of the entire share capital and considering, after inspecting the proxy letters presented, that the conditions were met for the beginning of the General Meeting, in accordance with Article three hundred seventy-seven of the Commercial Companies Code. The points of order on the agenda were then presented, as follows: ---

1. To deliberate on the management report and consolidated accounts for the financial year 2014. ----------------
2. To conduct a general assessment of the company's management and supervision; -----------------------------

------ The Chairman of the General Meeting Board enquired the shareholders and shareholder representatives on the need to consider any issue prior to discussing the agenda, namely any information or exchange of impressions with no deliberative content. The present shareholders and shareholder representatives, not wishing to raise any previous issues, agreed to address the points on the agenda, in order to decide on them. Thus, the General Meeting began and the Chairman asked that the Board of Directors present the first point of order on the agenda. -----------------------
------ The Director, Alexandra Lopes, Ph.D., then presented the management report and other documents containing the consolidated accounts of the company, referring to the financial year ended 31 December 2014, as prepared by the management. --
------ Then, the representative of the Statutory Auditor, Rui Vieira, Ph.D., took the floor and stated that the accounts were prepared in accordance with accounting rules and criteria in force in Portugal and thanked the management's collaboration, which allowed for the successful completion of the auditing work. -------------------------------------
------ At the end of the presentation of the consolidated accounts of the company for the financial 2014, the Chairman asked the attendants if anyone wished to raise any issues. Once it was verified that no one else wished to speak, the first point of order on the agenda was put to a vote and was unanimously approved. ----------------------------------
------ The second point of order on the agenda was then introduced and, given the previous approval of the company's results, the Chairman proposed that the shareholders vote on this second point, in order to decide on the overall assessment of the duties carried out by the Board of Directors and by the Statutory Auditor, with reference to the financial year 2014. --
------ The attending shareholders and shareholder representatives joined in the approval of a vote of confidence and praise to the Board of Directors, as a corporate body, and to each of its members in particular, as well as to the supervisory body, in recognition for the competence and loyalty shown in the reporting of accounts throughout the year under review. The Board of Directors and the Statutory Auditor thus received a vote of praise and of confidence, which received unanimous approval. ---
------ Lastly, the Chairman made sure that no one else wished to take the floor and closed the sitting, at twelve fifty p.m. The meeting was recorded in these minutes which, after being read and approved, shall be signed by all the members of the General Meeting Board. ---

grupo visabeira

ANUAL REPORT

2014

grupovisabeira.com

VIATEL•FIBROGLOBAL•PDT•CONSTRUC
TELFRANÇA•SCICONSTRUCTEL•VISABE
IRA•ACEEC•DST/VISABEIRA•YETECHM
ÉXICO•BEIRAGÁS•NATURENERGIA•VIS
AGREEN•REALLIFE•REALLIFETECH.MO
ÇAMBIQUE•REALLIFEACADEMY•EDIVIS
A•VISACASA•VIBEIRAS•TVCABOMOÇAM
BIQUE•TELEVISAMOÇAMBIQUE•TVCABO
ANGOLA•COMATELANGOLA•CONSTRUCTE
LALEMANHA•CONSTRUCTELSWEDEN•GAT
ELFRANÇA•CONSTRUCTELBÉLGICA•TEL
EVISAMARROCOS•CONSTRUCTELÁFRICA
•ELECTROTECMOÇAMBIQUE•VIBEIRASM
OÇAMBIQUE•SE FENERGY•EDIVISAANG
OLA•ELECTROVI NGOLA•SOGITELMO
ÇAMBIQUE•INTELVISAMOÇAMBIQUE•VI
SAQUAMOÇAMBIQUE•HIDROÁFRICAMOÇA
MBIQUE•CONSTRUCTELREP.DOMINICAN
A•CERUTIL•BORDALGEST•BORDALLOPI
NHEIRO•VISTAALEGREATLANTIS•AMBI
TERMO•AMBITERMOMARROCOS•MOB•MOB
CUISINES•PINEWELLS•GRANBEIRA•MA
RMONTEMOÇAMBIQUE•AGROVISAMOZAMB
IQUE•CELMOQUEMOÇAMBIQUE•TUBANGO
LANGOLA•ÁLAMOANGOLA•VISACONSTRO
IANGOLA•EMPREENDIMENTOSMONTEBEL
O•VAAEMPREENDIMENTOSTURÍSTICOS•
DOUTIBELO•SE AM RRAS•MOVIDA•MUN
DICOR•RÓDIA•ZAMBEZE•PRATOCONVIV
AS•TURVISAMOÇAMBIQUE•INHAMBANEM
OÇAMBIQUE•IMOBILIÁRIAPANORAMA•V
ISABEIRAIMOBILIÁRIA•IFERVISA•IM
OVISAMOÇAMBIQUE•BENETRÓNICA•DIG
ISPIRIT•IUTEL•1101SOLUTIONS•REN
TINGVISA•PARQUEDESPORTIVODEAVEI
RO•VISABEIRASAÚDE•PORTOSALUS•HP
PVISEU•VISABEIRAPRO-ESTUDOSEINV
ESTIMENTOS•G VIS R•MERCURYMOÇAM
BIQUE•COMBUST V ISSONGO•MERCURY
SOUTHAFRICA•VISABEIRAMOÇAMBIQUE
•AUTOVISAMOÇAMBIQUE•IMENSISMOÇA
MBIQUE•MARTIFERAMALMOÇAMBIQUE•V
ISASECILANGOLA•VISAUTOANGOLA•VI
SABEIRAESPANHA•MERCURYANGOLA•CA
TARIANGOLA•VISABEIRAANGOLA•CONV
ISAENGENHARIA•VISAROCHAANGOLA•V
ISATURANGOLA•AGROVISAANGOLA•VIS
ABEIRAIMOBILIÁRIA•FUNDAÇÃOVISAB
EIRA•MOÇAMBIQUESEGUROS•••••••••

grupo visabeira