Content

Portugal

Portuguese Building Materials

aicep Portugal Global
PORTUGAL IS A BUSINESS OPPORTUNITY

Why choose Portugal?
Strategic location

Portugal is the European nearest country to the U.S. 3-hour distance between Brazil and Russia. Same time as UK and Ireland.

Why choose Portugal?

Attractive Consumer Market

<table>
<thead>
<tr>
<th></th>
<th>Million Inhabitants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portugal</td>
<td>10,6</td>
</tr>
<tr>
<td>Iberian Market</td>
<td>51</td>
</tr>
<tr>
<td>European Market</td>
<td>494</td>
</tr>
<tr>
<td>Portuguese Speaking countries</td>
<td>220</td>
</tr>
</tbody>
</table>

Great and privilege economic relations between Portugal and Brazil, Angola and Mozambique. Daily flights to major European cities.
Qualified Workforce

- Flexible labour law
- High-standard education
- Wide availability
- Partnerships with world-class US institutions

Portugal has a highly skilled and educated workforce. Portugal ranks on Top within the EU countries in number of PhDs per 1,000 inhabitants.

40% of students in tertiary education are enrolled in engineering, sciences and health. The increase rate in the last 3 years is about 30%.

Portuguese are known for commitment to work which places us below the EU average regarding working days lost per year.

Language skills: English, French and Spanish are the most spoken languages. English is universally taught from 1st grade.
Portugal is still cost competitive according to international recognized sources. There was a decrease of -1.2% in hourly labour costs in 2012 Q1 (Euro 27 rose by +2.0%).

In terms of real estate – industrial space - and within 53 countries/cities worldwide, Portugal/Lisbon is the 8th less expensive location.

Portugal also has one of the lowest monthly minimum wage in Europe (485€).
Technological Infrastructures

Why choose Portugal?

Telecommunications have been a major priority in Portugal. The country has now 95% coverage of broadband infrastructures. The net increase in the broadband penetration growth for Portugal is above the OECD average (Dec 2010).

The percentage of fiber connections in total broadband is already 6% for Portugal, ahead of countries such as Netherlands, Finland, France, Spain, Italy, Poland, Austria Germany or Belgium.

The Internet is also well developed. Portugal is a United Nations case study in terms of e-Government and its availability of public services on-line.
Office Space available

Portugal offers a dynamic real estate market. High quality space, well designed and energy efficiency oriented has boomed and rent prices are competitive comparing the other European countries.

Portugal is ahead of countries such as France and Spain in terms of cost. The figures are shown for Lisbon. If we considered Porto area, prices can lower 25%.

Why choose Portugal?
Why choose Portugal?

Portugal is very open to foreign cultures: the availability of international schools, the safety record and quality of life attract expatriates.

As a result, Portugal is ranked #2 in the Migrant Integration Policy Index 2011.

"Portugal is unique in attracting young graduates and executives." Carlos Brazão, Cisco Portugal

EASE OF DOING BUSINESS

- Major public services are on-line;
- Portugal is considered by the United Nations, a case study in e-Government;
- Average time to set up a firm is less than 1-hour

MULTI-CULTURAL

Portugal is open to foreign cultures: the availability of international schools, the safety record and quality of life attract expatriates.

Why choose Portugal?
They chose us

Our decision is a result of the recognition of the hospitality and the commitment of the Portuguese Government, of the multilingual skills of the local population as well as its professionalism and ability, and proven success in innovation areas.”

Chris Dedicoat, Senior Vice-President for Europe, Cisco

One of our main strategic lines was always to shorten distances with the academic world and to bet in strong innovation, investigation and development in Portugal thus taking advantage of the Portuguese engineer’s excellence.

João Picoto, Chairman of Nokia Siemens Networks

Portugal

Why choose Portugal?
Portuguese Building Materials
Did you know that?

Portuguese Companies lead the construction of these important infrastructures

In Portugal…
- Vasco da Gama Bridge
- Marão Tunnel
- Madeira Island Airport
- Motorway Network
- Railway, Oporto metropolitan
- Alqueva Dam

And overseas…
- Catumbela Bridge, Angola
- Bridge of Zambeze river, Mozambique
- Macau Airport
- Northwest parkway, CO, U.S.A
- University Campus, Belgium
- Cultural center, Miami, USA
Did you know that?

Portuguese products were used in the construction of these important buildings.

Conference Palace Hotel, Abu Dhabi

New Supreme Court, Singapore

Hotel Marriot, Mumbai

Rockefeller Center, New York

Fridhemsplan Metro Station, Stockholm

Byelorusskaia Metro Station, Moscow

Martin Place, Sydney
In recent years Portugal has boasted a new approach and great vitality in all sectors of its Building Materials industry.

Portuguese companies offer an unparalleled variety of products with proven quality, creativity and design.

The Portuguese industry is backed up by a large group of top companies, equipped with up-to-date technology; some companies are worldwide leaders in their field.

Portuguese companies offer:

- Flooring and wall coverings:
  - ceramic tiles,
  - Stone,
  - cork,
  - Wood,
- Stones from Portuguese quarries;
- Ceramic sanitary ware;
- Marble and metal sanitary ware;
- Kitchen and bathroom faucets and accessories;
- Hardware and plumbing;
- Paint and varnish;
- Electric material and heating systems.
Portuguese Building Materials

Building Materials Trade Balance Evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>Total exports</th>
<th>Building materials exports</th>
<th>Total imports</th>
<th>Building materials imports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2,744</td>
<td>2,142</td>
<td>0,601</td>
<td>-0.601</td>
</tr>
<tr>
<td>2009</td>
<td>2,184</td>
<td>1,703</td>
<td>0,481</td>
<td>-0.481</td>
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<tr>
<td>2010</td>
<td>2,397</td>
<td>1,723</td>
<td>0,674</td>
<td>-0.674</td>
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<tr>
<td>2011</td>
<td>2,545</td>
<td>1,609</td>
<td>0,936</td>
<td>-0.936</td>
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<tr>
<td>2012</td>
<td>2,834</td>
<td>1,378</td>
<td>1,456</td>
<td>-1.456</td>
</tr>
</tbody>
</table>

Average annual growth rate 2008-2012:
- Total exports: 5.0%
- Building materials exports: 1.7%
- Total imports: -2.6%
- Building materials imports: -10.1%

Growth rate in 2012:
- Total exports: 5.8%
- Building materials exports: 11.4%
- Total imports: -5.4%
- Building materials imports: -14.3%

Source: INE
• Metal Construction materials (1) constitute the main group of products exported and imported and have been strengthening their weight both imports and exports.
• Wood represents 18.5% of imports and about 12.6% of Portuguese exports of materials construction.
• Ceramics (2), ornamental stones and cork are particularly relevant in exports.

(1) cover a wide range of products: stakes, plates, profiles, tubes, wires, buildings and parts, wire, wire mesh, nails, screws, clamps, springs, padlocks, locks, latches, fittings, faucets and other articles of iron or steel, copper, aluminum and zinc
(2) Includes structural ceramics, floor and wall coverings and sanitary ware

Source: INE
## Main Clients – Evolution

<table>
<thead>
<tr>
<th>Country</th>
<th>Ranking</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Weight within Portuguese Building Materials Exports (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td>33.2 28.5 26.1 24.1 18.8</td>
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<tr>
<td>France</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td>12.2 15.0 16.0 17.3 17.2</td>
</tr>
<tr>
<td>Germany</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td></td>
<td>11.9 11.1 13.2 13.9 13.4</td>
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<tr>
<td>Angola</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
<td>8.2 10.9 8.9 8.5 10.6</td>
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<tr>
<td>UK</td>
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<td>5</td>
<td>5</td>
<td>5</td>
<td></td>
<td>5.1 4.4 4.3 4.3 4.2</td>
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<td>Italy</td>
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<td>6</td>
<td>6</td>
<td></td>
<td>2.7 2.6 2.8 2.7 2.5</td>
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<td>USA</td>
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<td>9</td>
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<td>2.5 2.3 2.0 1.9 2.4</td>
</tr>
<tr>
<td>China</td>
<td>11</td>
<td>10</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td></td>
<td>1.1 1.6 2.3 2.4 2.3</td>
</tr>
<tr>
<td>Netherlands</td>
<td>9</td>
<td>8</td>
<td>10</td>
<td>9</td>
<td>9</td>
<td></td>
<td>1.6 2.0 2.0 2.0 2.0</td>
</tr>
<tr>
<td>Belgium</td>
<td>8</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>10</td>
<td></td>
<td>1.7 1.9 2.0 2.1 1.9</td>
</tr>
</tbody>
</table>

Source: INE

Countries that reinforced their position or weight

Countries that lowered their position or weight
Portuguese Building Materials

Ceramics

• Portuguese ceramic tiles are the first choice of artists, urban planners and architects all over the world.

• The Portuguese ceramic industry can satisfy any of the technical and artistic requirements of architects and builders. It also offers remarkable traditional hand painted tiles and panels.

• Portugal is the 5th supplier of ceramic tiles products to fellow EU Member Countries; the industry is well-known worldwide and it is the 6th world supplier, with a market share of 2.15%.

• Portuguese manufactures have a strong environmental concern and use eco-friendly production techniques.
Portuguese Building Materials

Ceramics

► Vnukovo Airport, Moscow; Warsaw Airport; Reus Airport
Catalonia, Spain; Macau Airport
► The Hague Railway Station and Groningen’s Multifunctional Centre, the Netherlands
► Ice Hockey Centre, Finland
► Republic of Coffee, St. Petersburg
► Stations of Paris, Madrid, Brussels, Stockholm, Berlin, Budapest, Mexico City, Santiago de Chile and Sydney Subways
► Kitano Club in Kobe and Football Stadium in Macau
► Setsunan University, Japan
► Rolls-Royce stand in Leicester and Mercedes in Barcelona

Some examples of international Clients

• France, Spain, Angola, Germany, United Kingdom, Italy, Algeria, Sweden, USA, Belgium, Netherlands

Main Markets

Some of the main Portuguese companies

• Aleluia – Cerâmicas SA – www.aleluia.pt
• Ceramicapolo – Indústria Cerâmica, SA – www.aleluia.pt
• Cinca – Companhia Industrial de Cerâmica, SA - www.cinca.pt
• CS – Coelho da Silva, SA – www.coelhodasilva.pt
• CT – Cobert Telhas, SA - www.cobert-telhas.com
• Dominó – Indústrias de cerâmica, SA - www.domino.pt
• Emacor II – Indústrias SA – www.cliper.pt
• Fábrica de Mosaicos Alcupel – www.grupoamop.com
• Gres Panaria Portugal SA - www.lovetiles.com www.novagres.pt
• Gresart – Cerâmica Industrial, SA – www.gresart.pt
• Margon – Materiais e Revestimentos Modernos para Edificações, S.A - www.margon.pt
• Revigrés – www.revigres.com
Cork flooring and wall coverings

- Naturally light, resistant, water proof, elastic and as well as compressible, insulating, slow-burning without releasing toxic fumes, these are some of the characteristics that makes cork a unique and irreplaceable building material.

- Portugal is the world leader in cork production, product innovation and technological development. The most sophisticated industrial units are located in Portugal.

- The natural properties of cork, and its high performance, quality and diversity of applications, make it the perfect choice as a building material.

- Cork is a natural product with excellent thermal and acoustic insulation characteristics.

- It is a very resistant material, easy to maintain and aesthetically pleasing.

- Expanded agglomerated cork is a natural and environmental friendly insulator (thermal, acoustic and vibration). It can be used in roofs, ceilings, walls and floors. It is durable, flexible and resistant to compression, easy to install and available in multiple densities, making it the ideal solution for all types of construction.
Cork flooring and wall coverings – New challenges

• The Cork shelter by the Portuguese architect David Mares won in October 2009 the Audience Award, with 64,875 votes, an international contest, sponsored by the Guggenheim Museum in New York and Google, which involved 600 projects from 68 countries.

• This competition aims to create a shelter that meets criteria for safety and comfort, respect and harmony between architecture and the place where it is installed. The 'CBS - Cork Block Shelter "(Shelter Block Cork) uses steel, wood and cork, and it was designed to be a block and ecological living.

• Designed to be installed in Vale dos Barris, Setubal, it bets on the application of cork as insulation and soundproofing for studying and sleep. The façade offers a dynamic visual interaction during the studying and housing periods and closes for the idle and sleep mode to provide privacy to the occupant.
Portuguese Building Materials

Cork flooring and wall coverings

- Budapest’s Central Library
- Sagrada família Cathedral, Barcelona

Some examples of international Clients

• Germany, USA, Russia, Spain, Canada, France, the United Kingdom, Switzerland, the Netherlands, Japan

Main Markets

Allied Cork - Revestimentos de Cortiça, Lda - www.alliedcork.com
Amorim Cork Composites, SA – www.amorimcorkcomposites.com
Amorim Isolamentos, SA - www.amorim.com/cor_neg_isolamentos.php
Amorim Revestimentos, SA – www.wicanders.com ; www.amorim.com
Annopei 2, Lda - www.annopei.com
Corkart – Indústria de Cortiça, Lda - www.corkart.pt
Corksribas - Indústria Granuladora de Cortiça, SA - www.corksribas.pt
Diviminho, SA – www.diviminho.pt
Granorte – Revestimentos de Cortiça, Lda - www.granorte.pt
Manuel Joaquim Orvalho, SA - www.mjo.pt
Sofalca – Sociedade Central de Produtos de Cortiça, Lda - www.sofalca.pt
Soiga - Sociedade Industrial de Granulados e Aglomerados de Cortiça, SA – www.soiga.pt

Some of the main Portuguese companies
Portuguese Building Materials

Ornamental Stones

• Portugal has a large variety of high quality ornamental stones:
  • limestone - from cream to reddish
  • marble - predominantly white, but also cream, pink, light and dark grey with large crystals and green
  • several varieties of granite
  • Slates with specific characteristics due to the geologic age of its mines

• Portuguese companies produce flooring and cladding as well as fireplaces, sanitary ware and bathroom accessories.
Portuguese Building Materials

Ornamental Stones

- Four Seasons Hotel, Hong Kong
- Marriott Hotel, Berlin
- Rockefeller Center, New York

Some examples of international Clients

- France, China, Saudi Arabia, Spain, Germany, UK, Angola, USA, the Netherlands, Belgium and Italy

Main Markets

- ETMA – Empresa Transformadora de Mármores do Alentejo
- Dimpomar - Rochas portuguesas, Lda
- Ezequiel Francisco Alves, Lda
- Incoveca Granitos, SA
- Joaquim Duarte Urmal & Filhos, Lda
- Magratex – Mármores e granitos para Exportação, Lda
- Mármores Galrão, SA
- MOP – Comércio e Indústria de Mármores, Lda
- MVC Mármores de Alcobaça, Lda – www.mvc.pt
- Plácido José Simões, SA – www.pjsimoes.com
- Real Granito – Granitos, SA
- Ruipedra – www.ruipedra.pt
- Solancis, SA

Some of the main Portuguese companies
Wood industry in Portugal has experience, tradition and design.

- Ageing process makes wood flooring more mature and attractive. It is inexpensive and easy to maintain and adjusts easily to new trends in decoration.
- A wide range of wood floorings allows for a sophisticated, funny or chilled out atmosphere.
Portuguese Building Materials

Main Markets

- Spain, France, the United Kingdom, Angola, Morocco, the Netherlands, Israel, Italy, Chile, Germany, UAE, Tunisia

Wood

- Carmo, SA – www.carmo.com
- Carpicruz - Indústria de Madeira, SA - www.carpicruz.com
- Castro & Filhos, SA - www.castroefilhos.pt
- Imoc - Indústria Transformadora de Madeiras, SA - www.imoc.pt
- Investwood, SA – www.investwood.pt
- J. Pinto Leitão, SA - www.jpleitao.pt
- Jular, Madeiras, SA - www.jular.pt
- Madeiracentro, Lda - www.madeicentro.pt
- Martos & Cª Lda - www.martos.pt
- Ribadão – Indústria de Madeiras, SA - www.ribadao.pt
- Sardinha & Leite, SA - www.sardinha-leite.pt
- Vicaima, SA – www.vicaima.pt

Some of the main Portuguese companies
In 2012, Portugal was the 6th major European exporter. It was the 9th worldwide supplier, with a 3.05% market share.

Portuguese ceramic sanitary ware companies are perfectly capable of supplying an integrated package, with design and product innovation.

Portuguese sanitary ware industry has diversified into non-traditional materials, allowing for alternative decoration solutions.
Portuguese Building Materials

Ceramic Sanitary Ware

- Spain, France, Angola, Germany, the United Kingdom, Italy, Denmark, Mozambique, the Netherlands, Algeria and Poland

Main Markets

- BLB – Indústrias Metalúrgicas, SA - www.blb.pt
- Cifial – Indústria Cerâmica, SA – www.cifial.pt
- Endeka Ceramics, Lda - www.endekaceramics.com
- Eurocer – Indústria de Sanitários, SA – www.sanitec.com/
- Grohe Portugal, SA – www.grohe.com
- José Maria de Sousa Teixeira & Filhos, Lda – Casa Teixeira – www.casateixeira.com
- Macovex – Materiais de Construção, SA – www.macovex.pt
- Metalúrgica Recor, SA - www.recor.pt
- Roca Portugal, SA - www.roca-sa.pt
- Sanindusa – Indústria de Sanitários, SA – www.sanindusa.pt
- Sanitana – Fábrica de Sanitários da Anadia, SA - www.sanitana.pt

Some of the main Portuguese companies
Portuguese Building Materials

Kitchen and bathroom faucets and accessories

• Manufacturing excellence, innovation and design, as well as strong investments in technological development are the key of Portuguese international success in this area.
• Portugal supplies state of the art products with high level of technical sophistication, and offers global solutions that perfectly match today’s consumer preferences.
Portuguese Building Materials

Kitchen and bathroom faucets and accessories

Some examples of international Clients

- Germany, Spain, France, Angola, Chile, the United Kingdom, USA and Saudi Arabia

Main Markets

- Intercontinental Heliopolis Hotel, Cairo
- Hilton Hotel, New Zealand, Portorosa and Malta
- Ritz Carlton Hotel, Istanbul and Dubai
- The Strings Hotel and The New Otani Hotel, Tokyo

Some of the main Portuguese companies

- Automatizadora – Transformação de Metais, SA - www.atz.pt
- Bruma – Torneiras e Acessórios, Lda - www.bruma.pt
- Cifial Torneiras, SA - www.cifial.pt
- Exbanho - Equipamentos de Banho, Lda - www.eban.pt
- GROHE Portugal, SA - www.grohe.com
- J. Neves & Filhos, - Comércio e Indústria de Ferragens, SA – www.jnf.pt/
- José Maria de Sousa Teixeira & Filhos, Lda - Casa Teixeira – www.casateixeira.com
- Macovex - Materiais de Construção, SA – www.macovex.pt
- Metalúrgica Luso Italiana, SA - www.zenite.pt
- Oliveira & Irmão, SA - www.oliveirairmao.com
- Pajá – Fábrica de Ferragens, SA - www.pajaportugal.com
- Pombo – Indústria Metalúrgica, Lda - www.pombo.pt
- Roca Portugal - www.roca-sa.com
- Senda – Equipamentos em Aço Inoxidável, Lda - www.senda.pt
- Sofimitos – Indústria para Acessórios de Banho, Lda - www.crumar.pt
- Torneiras Ofa, Lda - www.ofa.pt
- Torneiras Roriz, SA - www.torneiras-roriz.pt
- Tupai – Fábrica de Acessórios Industriais, SA – www.tupai.pt
- Utilzás, SA - www.utilzas.pt

International Clients

- Intercontinental Heliopolis Hotel, Cairo
- Hilton Hotel, New Zealand, Portorosa and Malta
- Ritz Carlton Hotel, Istanbul and Dubai
- The Strings Hotel and The New Otani Hotel, Tokyo
Portuguese Building Materials

Hardware

- Improving product design and innovation was crucial for Portuguese manufacturers of hardware.
- By investing in know-how and promoting creativity, Portuguese companies have showed that they can compete in the global market.
Portuguese Building Materials

Hardware

- White House, Washington
- Some palaces in Middle East and several public buildings in Japan

Some examples of international Clients

- Germany, Spain, France, Angola, Slovakia, the United Kingdom, Belgium, USA.

Main Markets

- Automatizadora – Transformação de Metais, SA - www.atz.pt
- Cifial Ferragens Centro Industrial de Ferragens, SA – www.cifial.pt
- Fejosal - Fábrica de Ferragens, SA – www.fejosal.pt
- Ferrão & Guerra, Lda - www.ferraoequerria.pt
- Georgina Neto dos Santos, Lda - www.ingns.net
- J. Neves & Filhos, - Comércio e Indústria de Ferragens, SA – www.jnf.pt/
- Jairol, Sociedade de Ferragens, Lda – www.jairol.pt
- Levi Carvalho, Lda - www.levicarvalho.pt
- Manufactura Santos, SA - www.santos-sa.eu
- Marques, SA - www.marc.pt
- Pajá – Fábrica de Ferragens, SA – www.pajaportugal.com
- Pecol - Sistemas de Fixação, SA – www.pecol.pt
- STA – Sociedade Transformadora de Alumínios, SA – www.sofi.pt
- Tupai – Fábrica de Acessórios Industriais, SA – www.tupai.pt

Some of the main Portuguese companies
aicep Portugal Global
We are a Business Development Agency, focused on the development of a competitive business environment that contributes to the international expansion of the Portuguese Economy.

Increasing the country’s competitiveness, promoting large private investment and fostering the internationalization of Portuguese companies.

**Focus on clients.** We serve our clients in accordance to their requirements through various solutions and long-term relationships.

**Selectiveness.** We direct our activity towards projects and markets that make a better contribution to company competitiveness and the sustainability of the Portuguese economy.

**Excellence.** We seek to exceed expectations by means of a rigorous approach, effectiveness, enthusiasm and a willingness to innovate.
aicep Portugal Global: how can we help you?

1. **Pre-Investment**
2. **Incentives Negotiation**
3. **Settling In**
4. **After Care**

**Single point of contact** in all phases: pre-investment, incentives negotiation, settling in and after care

Promoting a **direct negotiation** with companies, through which a tailored approach to incentives may be applied in order to define a global package that fully satisfies the investor's needs

**Government**
- business entity, flexible, **free of charges** and streamlined services

**Dynamic approach** focused on the client or investor
aicep Portugal Global

www.portugalglobal.pt