BTG PACTUAL CONFERENCE

SÃO PAULO

FEBRUARY, 2015

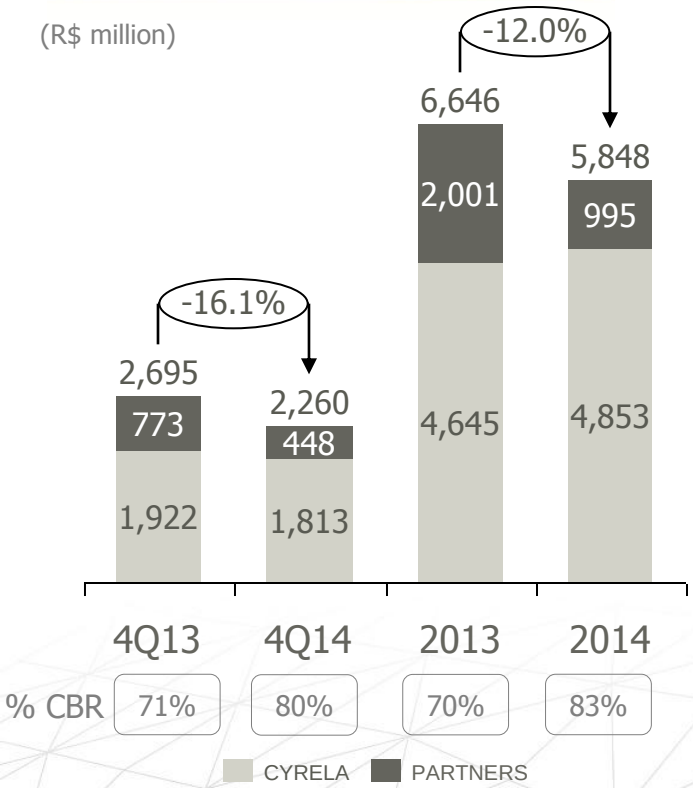
CYRELA

OPERATING RESULTS

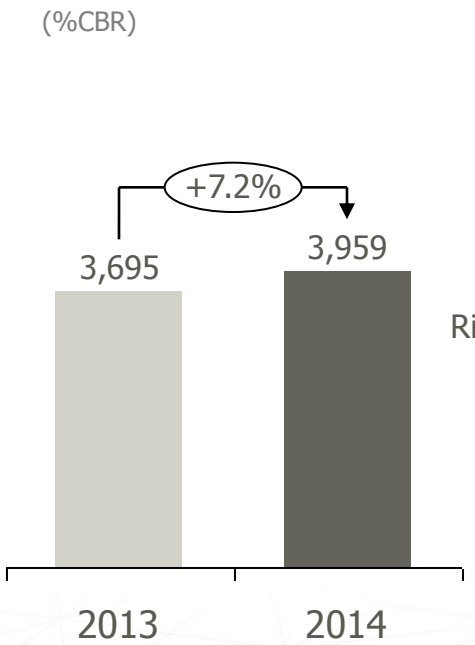
CYRELA'S LAUNCHES

- R$ 2,260 million in 4Q14 vs. R$ 2,695 million in 4Q13.
- R$ 5,848 million in 2014 vs. R$ 6,646 million in 2013.
- In 2014, %CBR of 83% vs. 70% in 2013.

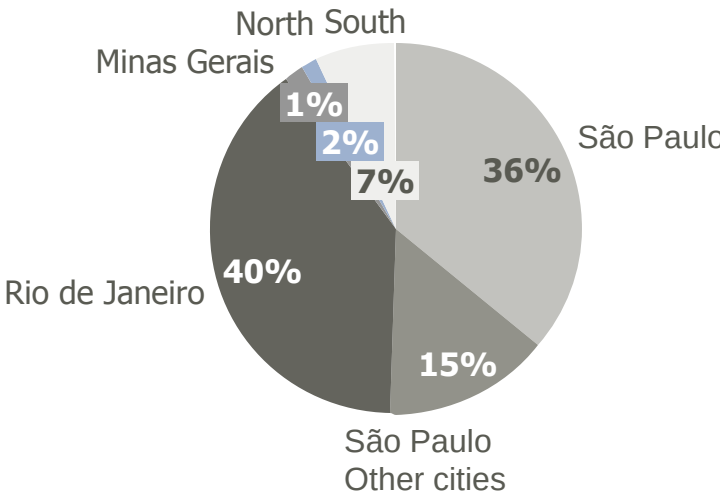
Launches



Ex-Swap and "Faixa 1" (%CBR)



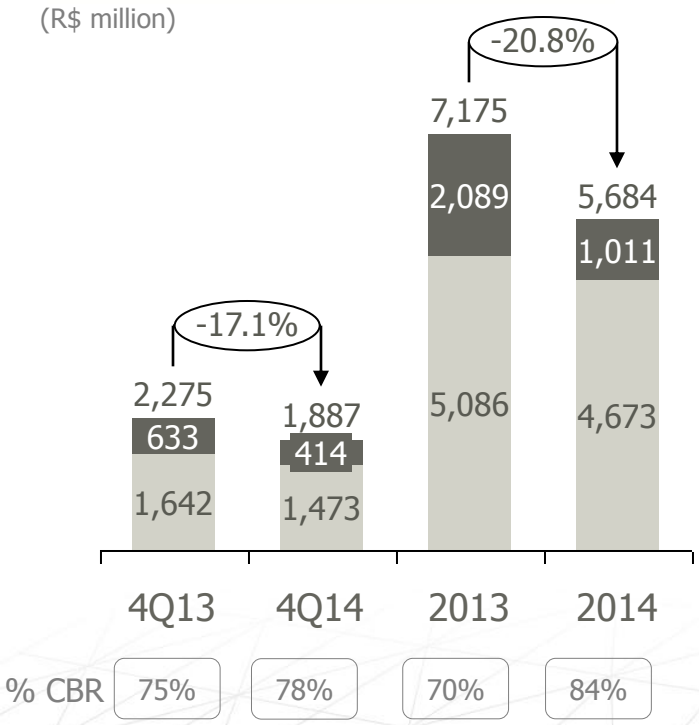
Launches by region 2014



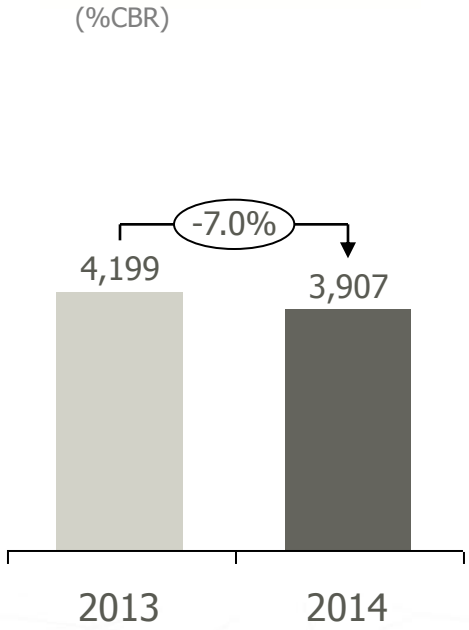
CYRELA'S PRE-SALES

- %CBR of 78% in 4Q14.
- Sales from inventories accounted for 50% from total sales in the quarter.

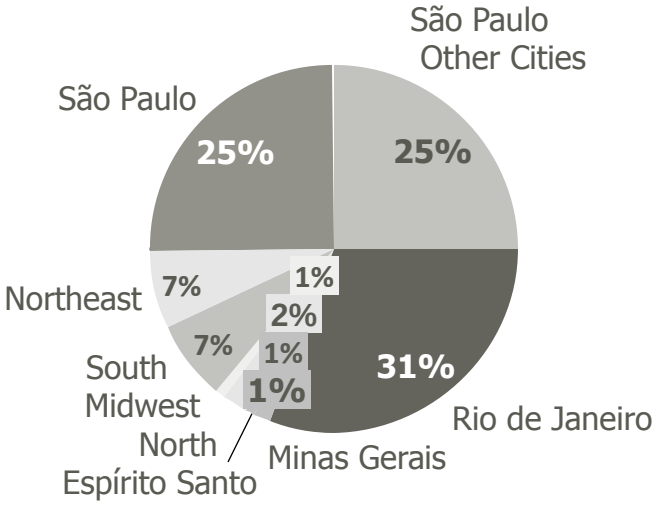
Pre-sales



Ex-swap and "Faixa 1" (%CBR)



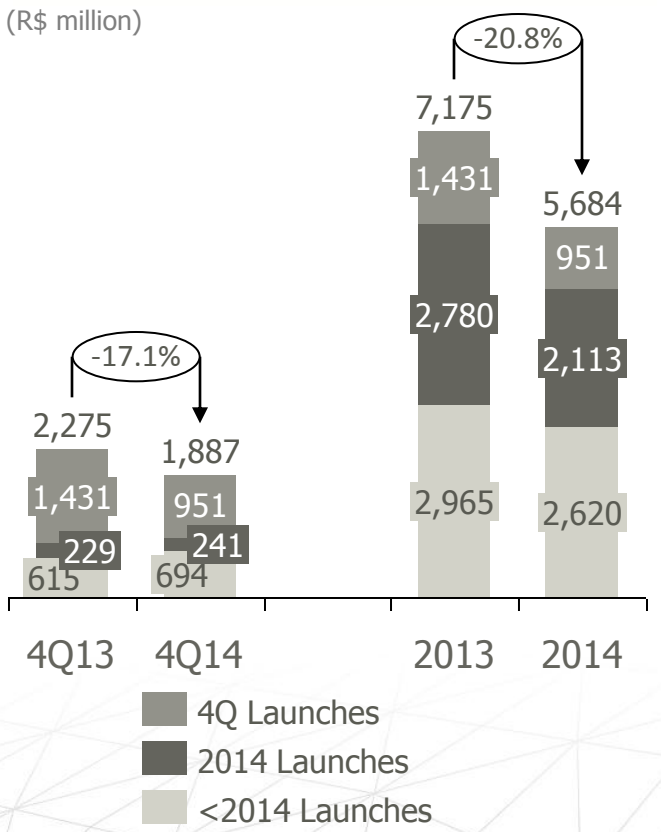
Pre-Sales by region 2014



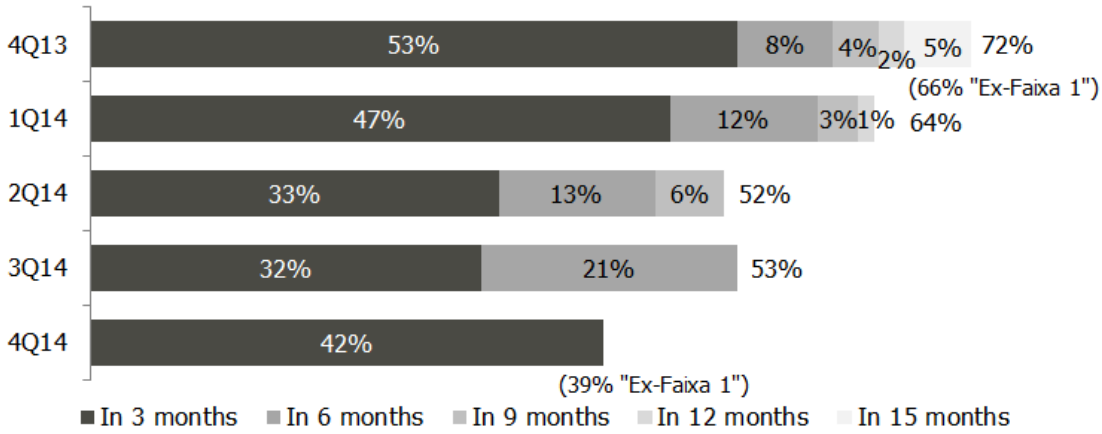
SALES SPEED (VSO)

- Sales speed of 45.3% (LTM).
- Excluding "Faixa 1 MCMV", the sales speed was 44.8% (LTM).

Sales by vintage



Sales over supply LTM

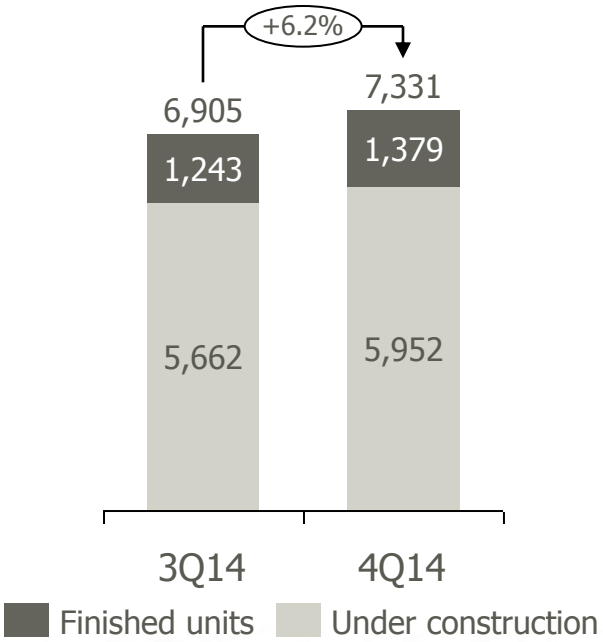


TOTAL INVENTORY

- R$ 7.3 billion of inventory (R$ 5.8 billion %CBR);
- 19% of finished units (vs. 18% in 3Q14)

Inventory

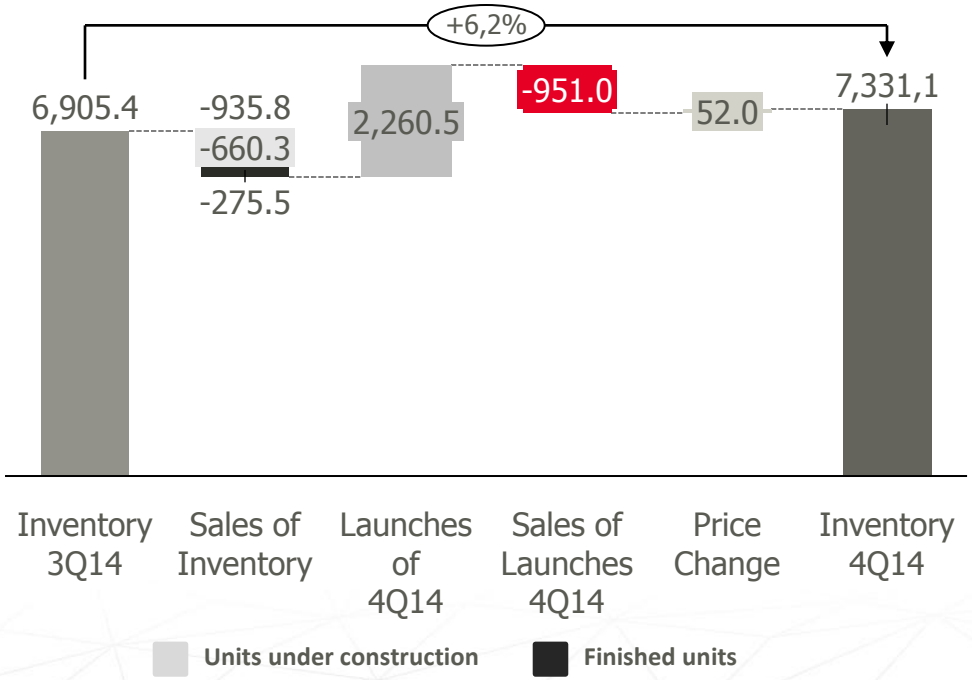
(R$ million)



*FU/TI 18% 19%

Change in inventory

(R$ million)



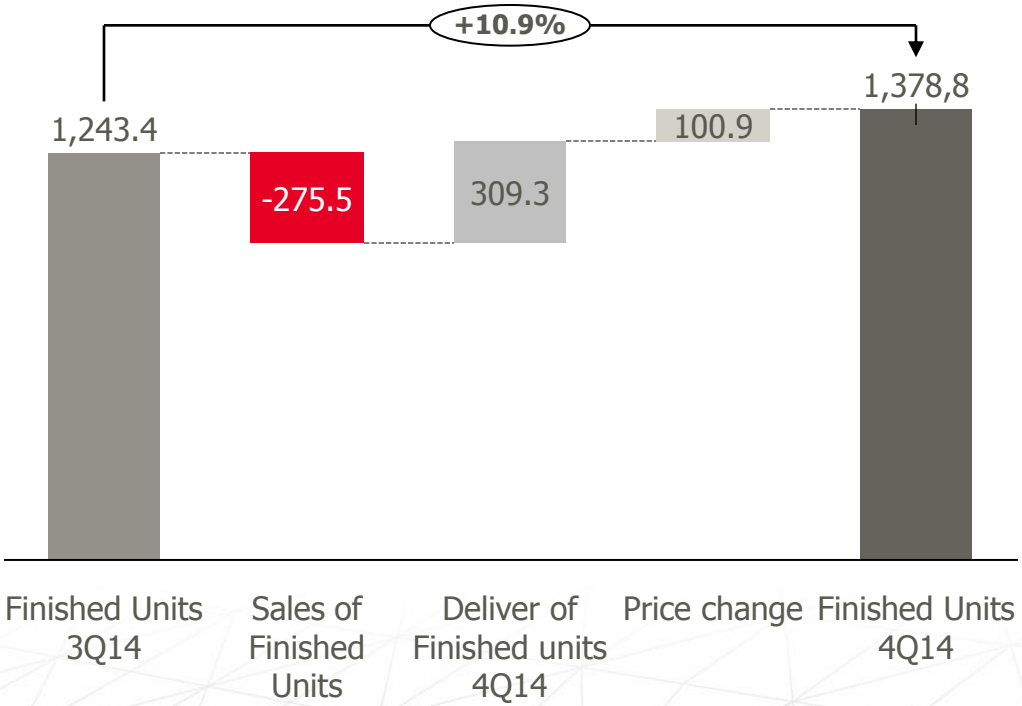
FU= Finished units / TI = Total inventory

FINISHED UNITS

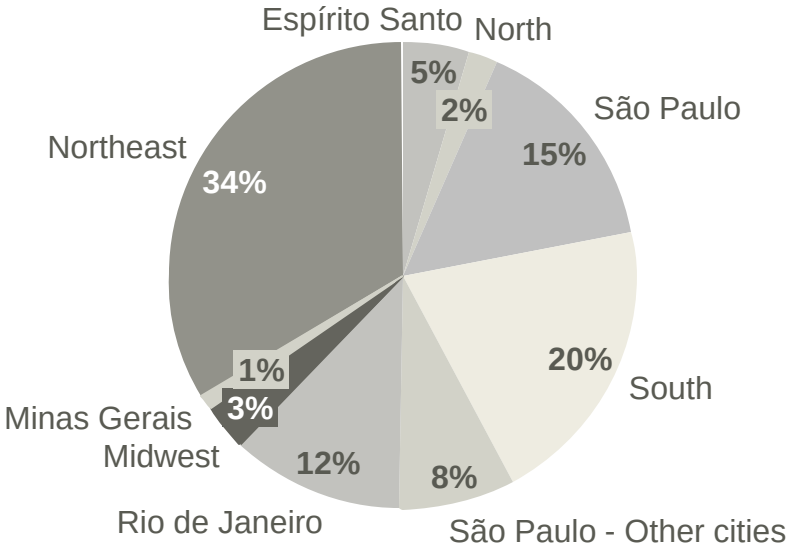
- R$ 1,379 million of finished units (vs. R$ 1,243 million in 3Q14)
- Northeast and Espírito Santo account for 39% of total finished units.

Finished units

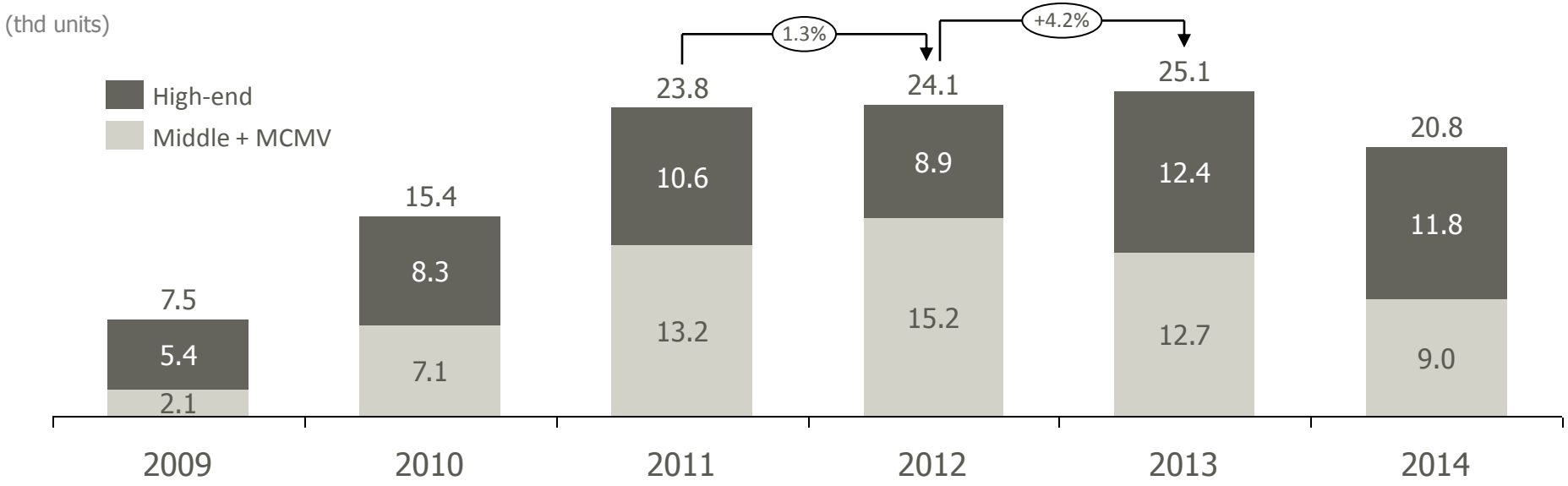
(R$ million)



Breakdown of finished units



CYRELA'S DELIVERED UNITS



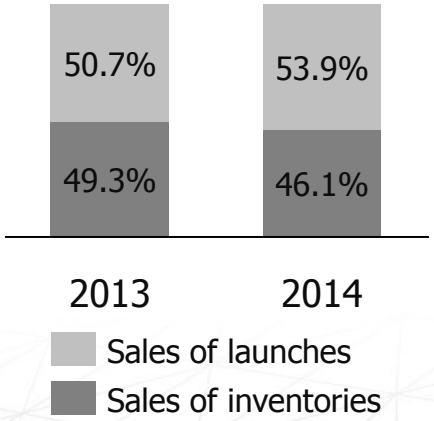
- 4.9 thd units delivered in 4Q14 in 19 projects. In 2014, 20.8 thd units delivered in 81 projects.
- Middle + MCMV: 2.2 thd units delivered in 9 projects in 4Q14. In 2014, 9.0 thd units delivered in 30 projects.
- Delivered units in 4Q14 represent a volume of launches of R$ 1.7 billion. In 2014, this volume amounted to R$ 6.8 billion.

MARKET

CYRELA

SALES

Sales 100% ex-"Faixa 1"



What to expect for 2015

- Good projects continue to present a healthy speed of sales;
- Although demand is slower, final costumer remains in the market:
  - Market research;
  - Right product in the right region;
  - Anti-cyclical products;
  - Launching strategy.
- Focus on sale of inventory:
  - Well-prepared sales force;
  - Product-by-product management;
  - Adequate commercial strategy;
  - "War tactic";
  - Increasing sales expenses.
- Price change in line with inflation in key-markets.

CYRELA BY PININFARINA – SP

LAUNCHED IN OCT/2014 – 55% SOLD

STORIA VILA CLEMENTINO – SP

LAUNCHED IN OCT/2014 – 40% SOLD

LEAD AMÉRICAS – RJ

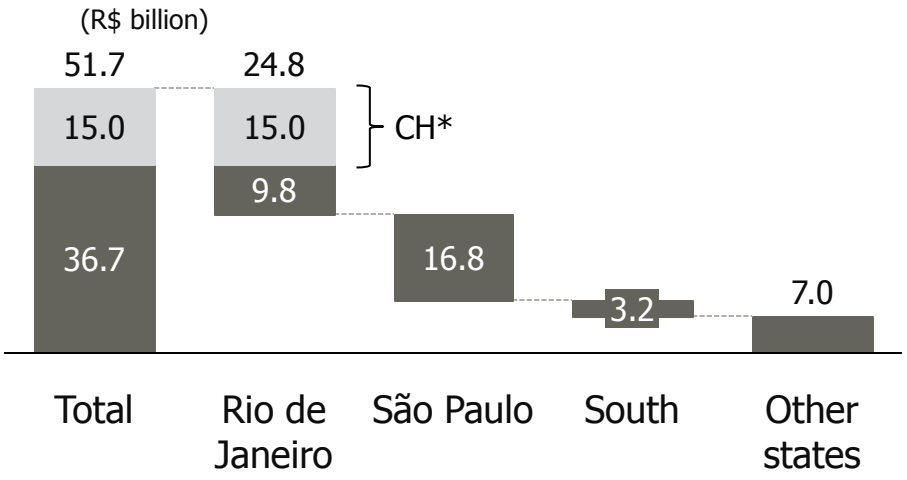
LAUNCHED IN FEB/2014 – 90% SOLD

INVITE TAQUARAL

LAUNCHED IN MAR/2014 – 100% SOLD

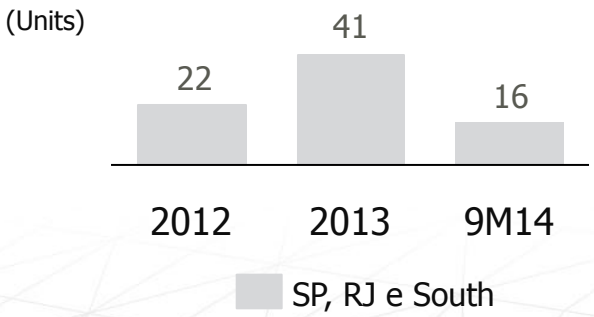
PLOTS OF LAND

Landbank



- In 2013, Cyrela decided to be more aggressive in land purchasing in key-markets.

Land Acquisition



What to expect for 2015

- Competition for purchasing land is lower;
- The market tends to experience a period of prices stabilization;
- Price adjustment takes time (in a slower pace) in this market.

- **CYRELA'S LANDBANK IS WELL POSITIONED**
- **IN 2015 CYRELA WILL PURSUE OPPORTUNITIES THAT WILL EVENTUALLY OCCUR.**

* Swap agreement with Carvalho Hosken

CYRELA IN 2015

Deliveries

- Projects in Natal and Salvador will be delivered up to the end of 2015;
- Legal provisions may have its peak in 2015, when the Company will deliver the remaining problematic projects;

Inventory

- Finished units will peak in 2015, although the good inventory sales speed;
- Company focused on the selling of finished units in 2014 and it will remain in 2015;
- Chalange to sell finished units in regions where sales speed is slower;

Cash generation

- Consistent cash generation since 2012;
- 2015 will be an year of cash generation;
- Focus on buyback and gradual reduction of leverage;

Capital structure

- Leverage should remain at current levels (around 30 to 40% - Net Debt / Equity);
- SFH (project finance) is more attractive, but amortization is high in 2015;
- Buyback;
- Increasing asset turnover, focusing on plots of land which may be launched faster;

Capital Allocation

- Cancelling or selling plots of land considered as "not launchable";
- Focus on sellling finished units.

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