

#### **CTT – Correios de Portugal**

**1018** Results Presentation

> CTT – Correios de Portugal, S.A. 2 May 2018

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# I KEY HIGHLIGHTS

GO>Exp

y Transporta

#### SOLID EBITDA GENERATION IN A QUARTER MARKED BY SEASONAL COMPARISON EFFECTS





Announced 4.1% annual price increase from Apr-18; awaiting the final decision of the Regulator on draft decisions<sup>2</sup>

€1.9m impact of delay of price increase to Apr-18, to be recovered in subsequent guarters with a projected 4.7% average price increase

**Operational Transformation Plan exceeding initial expectations** €11.7m of FY18 recurring cost savings already secured (of €13.8m target), to become more visible in the P&L from 2Q18











€22.7m



Recurring EBITDA generation in a quarter with difficult seasonal comparison effects

<sup>1</sup>Payshop business migrated to Banco CTT Business Unit in Jan-18.

2 Draft decisions ref. changes to the quality of service criteria applicable to the provision of the Universal Postal Service (USO) as of 1 July 2018 until end of 2020, and criteria for the Formulation of the USO Pricing for the 2019-2020 period.

### ADDRESSED MAIL VOLUMES DECLINE HIGHER THAN THE GUIDANCE RANGE DUE TO SEASONAL EFFECTS; STRONG ACTIVITY IN THE GROWTH BUSINESSES CONTINUES



<sup>1</sup>Including credit placed by Banco CTT on its own Balance Sheet and the total gross outstanding balance of credit placed by Banco CTT branches (outside Banco CTT's Balance Sheet), in partnership with BNP Paribas Personal Finance (Cetelem).

## PLACEMENT WEAKENED IN THE MONTHS FOLLOWING THE REDUCTION IN THE REMUNERATION RATE OF PUBLIC DEBT PRODUCTS; CTT IS IMPLEMENTING MEASURES TO COUNTERACT THIS TREND AND ENERGISE DEMAND



#### CTT's response

Two advertising campaigns to reinforce the attractiveness of the new public debt products vs. bank deposits

New incentives scheme in the Retail Network for the placement of public debt products

- Initial indications are positive: daily average public debt products placements in Apr-18 c. 15% above those of 1Q18
- New savings products in the pipeline to be launched during 2Q18

### Monthly average of Savings & Insurance products placements



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STRATEGIC UPDATE & OPERATIONAL TRANSFORMATION PLAN

## SEVERAL INITIATIVES ARE BEING IMPLEMENTED ALONG THE FIVE PILLARS OF THE EXPRESS & PARCELS STRATEGY









#### THE STRATEGY FOR BANCO CTT IS BASED ON FOUR KEY PILLARS







- The Portuguese population shows preference for Banco CTT when asked about which bank they intend to open a new account <sup>1</sup>
- Expand Banco CTT's footprint, by acquiring new clients, accounts and deposits
- Invest in digital channels and maintain the simplicity and transparency of the offer





The credit market is on its way to recovering to pre-crisis levels and continues to grow rapidly

Accelerate the origination of credit to clients – mortgage loans and consumer credit ر FORTFOLIO



Speed up cross-selling by monetising CTT's customer base and launching new product offers

- In 2017, the bank launched the new insurance offer
- New product offers are being prepared





Opportunity to renew the value proposition of payments in the digital context

Integrated Payshop into Banco CTT

 $\bigcirc$  Modernise current payments offer





<sup>1</sup>FY18 estimated recurring operating cost savings (unless otherwise indicated), taking into account initiatives already implemented until 30 April 2018.

#### COST REDUCTIONS IN LINE; HR OPTIMISATION INITIATIVE EXCEEDING TARGET



		FY18 savings secured <sup>1</sup>	FY18 savings objective
Adjust HR policies and deepen the ES&S cost reduction efforts	<ul> <li>No variable compensation for the Executive Committee for 2017 &amp; 2018</li> <li>Reduction in fixed compensation for the Board members in 2018 (vs. Dec-17 level)</li> <li>Renegotiation of contracts for IT, buildings leases and maintenance, fleet and transport of valuables</li> </ul>	€3.4m	€3.7m
Reinforce HR optimisation programme and rationalise non- core assets	<ul> <li>• 224 negotiated exits in this area so far, 161 in 2017 with further 63 in 2018</li> <li>• Negotiations for the sale of non-core assets underway, with capital gains expected to be above the FY18 savings objective</li> </ul>	€6.8m Negotiations underway	€3.9m €5.2m²

#### DISTRIBUTION NETWORK INITIATIVE ADVANCING IN LINE WITH THE ORIGINAL PLAN



	FY18 savings secured <sup>1</sup>	FY18 savings objective
<ul> <li>Optimise the Retail Network maintaining proximity to the citizens</li> <li>First wave of converting into postal agencies or closing post offices with low customer demand completed</li> <li>Although the timeline and savings from this stream may suffer some adjustments, given the current environment, this will not undermine the overall plan's 2020 savings objective, which remains intact</li> </ul>	€0.8m	€3.9m
Reengineer the Distribution Network to improve operational efficiency • Project launched in 1Q18, the large majority of savings to occur in 2019 & 2020 • To date, detected and implemented some quick wins	€0.7m	€2.3m
Total recurring operating cost savings	<b>€11.7</b> m	<b>€13.8</b> m

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# **KEY FINANCIALS**

### QUARTERLY NET PROFIT IMPACTED BY THE RESTRUCTURING COSTS OF THE OPERATIONAL TRANSFORMATION PLAN



**1Q18** financial and operational performance

€ million, except when otherwise indicated

			Reported			Recurring <sup>1</sup>	
<b>Financial indicators</b>		1Q17	1Q18	۵%	1Q17	1Q18	Δ%
Revenues		177.0	176.9	-0.0%	177.0	176.9	-0.0%
Operating costs		152.1	158.5	+4.3%	148.9	154.2	+3.6%
EBITDA		24.9	18.4	-26.0%	28.0	22.7	<b>-18.9</b> %
Net profit		10.3	5.4	<b>-48.2</b> %	15.0	10.9	<b>-27.4</b> %
	Addressed m		a <b>ddressed mail</b> illion items)	Parcels (million item	is) <b>E Savings</b>	<b>&amp; insurance</b> Ebillion)	Banco CTT current accounts (thousand)
1Q18 volumes	185.2		100.3	8.8	C	).8	254.9
vs. 1Q17	<b>-9.1</b> %		-6.6%	+20.8%	-61	L.5%	+124%

### STRONG EXPRESS & PARCELS AND BANCO CTT REVENUES GROWTH OFFSET THE DECLINE OF THE LEGACY BUSINESSES





- Mail & other revenues influenced by seasonal effects (Easter and -2 working days in the quarter), resulting in addressed mail volumes decline of -9.1%, -6.1% when adjusted for the loss of working days. Those effects were partially offset by 2.5% average price increase in the quarter (carry-over from 2017, as the 2018 price increase came into effect on 2 April), strong positive mix impact (growth in international mail +€2.3m) and higher lottery sales (+€1.2m), which were suspended in 1Q17
- The growth levers Express & Parcels and Banco CTT continued to post strong increases in volumes and revenues. E&P volumes grew significantly in Portugal (+32.2%, +12.3% excl. Transporta) and in Spain (9.8%). Banco CTT revenues grew €1.1m (+28.8%), as a result of net interest margin expansion
- 64.2% decline in subscriptions led to €6.0m decline in the commissions from public debt products, impacting Financial Services revenues

<sup>1</sup> Payshop business migrated to Banco CTT Business Unit in Jan-18 (proforma figures presented for 1Q17 for this product line). <sup>2</sup> Including income related to CTT Central Structure and Intragroup Eliminations amounting to -€9.6m in 1Q17 and -€10.4m in 1Q18.

# RECURRING OPERATING COSTS UNDER CONTROL, INCREASING ONLY AS A RESULT OF GROWTH IN ACTIVITY AND THE TRANSPORTA ACQUISITION





- The increase in activity in the growth businesses was responsible for the overall increase in operating costs, in particular: +€3.9m increase in op. costs in Transporta (acquired in 2Q17), increase in transport and distribution costs in E&P, excl. Transporta (+€1.4m) due to growth of volumes and increase in costs at Banco CTT related to the increase in activity (+€1.1m). Additionally, due to the suspension of the sale of lottery products in the Retail Network in 1Q17, the recurring op. costs related with this product increased in 1Q18 (+€1.0m)
- On the other hand, costs stabilised or decreased in Mail and FS and Central Structure as a result of €1.6m decline in Staff costs in those areas, of which €0.8m related to the decline in sales incentives in FS (as a direct result of lower sales of public debt products)
- Non-recurring op. costs were almost fully related to the Operational Transformation Plan, of which €3.7m were indemnities related to headcount reductions

### EBITDA EVOLUTION REFLECTS THE LOSS OF HIGH INCREMENTAL MARGIN PRODUCT REVENUES IN FINANCIAL SERVICES AND LESS WORKING DAYS IN THE MAIL BUSINESS





- Stable EBITDA performance in Mail as the stabilisation of the recurring cost base and a solid pricing / mix effect almost fully offset the challenging seasonal impacts on volumes
- Express & Parcels EBITDA growth reflects the improvement at Tourline subsidiary in Spain and growth in Portugal
- Financial Services EBITDA declined markedly, due to the loss of revenues with very high incremental margin

#### THE ADJUSTED CASH FLOW WAS INFLUENCED BY THE PAYMENT OF INDEMNITIES BOOKED BOTH IN 4Q17 AND IN 1Q18, AS PART OF THE OPERATIONAL TRANSFORMATION PLAN



**Cash flow** 

#### € million; % change vs. prior year

	Reported			 -			
				(Excl. FS float &	Banco CTT deposit	s and fin. assets)	
	1Q17	1Q18	∆%	1Q17	1Q18	۵%	— €14.7m indemnities
From operating activities	27.1	-40.4	~~	12.1	-2.5	-121.1%	payments
Cashflow excl. FS & Banco CTT				15.2	-4.4	-129.0%	
Banco CTT cash flow				-3.1	1.9	160.0%	— Seasonal payments
From investing activities	-53.4	-63.9	-19.7%	-13.6	-12.6	+7.6%	of end of year capex
Capex payments	-14.2	-13.2	+7.3%	-14.2	-13.2	+7.3%	
of which Banco CTT				-1.1	-3.0	-185.0%	
Banco CTT financial assets	-39.8	-51.3	-29.0%				
Other	0.5	0.5	-0.7%	0.5	0.5	-0.7%	
Operating free cash flow	-26.3	-104.3	-296.8%	-1.6	-15.2	<<	
From financing activities	-0.6	-0.2	+71.0%	-0.6	-0.2	+71.0%	
of which Dividends	-	-	-	-	-	-	
Other	-2.5	-27.2	~~	-	-	-	
Net change in cash	-29.5	-131.7		-2.2	-15.4	<<	_

#### Capex and indemnities accounted in 1Q18 were €5.0m and €3.7m respectively, substantially below the payments related to these items

<sup>1</sup>Cash flow from operating and investing activities excluding changes in Net Financial Services payables of -€43.5m (1Q17) and -€49.4m (1Q18), and the following items from the CF statement, all of them relating to Banco CTT financial activity: "Banking customer deposits and other loans", "Credit to bank clients", third parties' "Other operating assets and liabilities" regarding Banco CTT, "Investments in securities", "Deposits at the Bank of Portugal" and "Other banking financial assets".

### THE BALANCE SHEET REFLECTS THE INCREASING WEIGHT OF BANCO CTT IN THE BUSINESS AND THE HIGH NET FINANCIAL CASH POSITION



Balance Sheet – 31 March 2018

€ million; % change vs. 31 December 2017



# IV BUSINESS UNITS

#### MAIL: SEASONAL EFFECTS ON MAIL VOLUMES ALMOST FULLY OFFSET BY PRICING AND STRONG POSITIVE PRODUCT REVENUES MIX





<sup>1</sup> Other revenues include +€1.2m of revenues from lottery sales, which were suspended in 1Q17; similarly operating costs include +€1.0m in CGS related to this product in 1Q18, which were not present in 1Q17. <sup>2</sup> Million items.

### **EXPRESS & PARCELS:** E&P BEGINNING TO SHOW SIGNIFICANT CONTRIBUTION TO REVENUES GROWTH, AS A RESULT OF VERY HEALTHY VOLUMES EVOLUTION BOTH IN PORTUGAL AND IN SPAIN



#### **Operating costs EBITDA 1Q18** Revenues by region €million €million € million; % change vs. prior year 20.1 ·360° - Portugal & other<sup>1</sup> €22.8m (+€5.2m; +29.7%) €16.6m (+€1.7m; +11.4%) – Parcels 36.1 35.8 0.7 - Cargo & Logistics<sup>2</sup> €3.7m (+€3.3m; >>) - Banking network €1.5m (+€0.2m; +16.4%) 30.1 29.9 0.5 €0.9m (+€0.0m; +0.6%) – Other<sup>2</sup> - Spain €13.3m(+€1.3m:+10.8%) 1.9% €0.4m (+€0.0m; +6.1%) - Mozambique 0.2 €36.5m (+€6.5m; +21.8%) 0.5% **Total** -0.1 -1017\_ Total excl. Transporta €33.2m (+€3.2m; +10.8%) **1Q17** 1Q18 1018 Recurring – – – Reported – – Rec. EBITDA Margin Recurring – – – Reported E&P volumes<sup>3</sup> by region Portugal excl. Total Metric **Portugal Spain** Mozambique **Transporta** 8.8 4.8 4.1 4.0 0.02 **1Q18** +12.3% vs. 1Q17 +20.8% +32.2% +9.8% -4.7%

<sup>1</sup> Including revenues from intra-group transactions with companies of other business units and other operating income of Portugal, Spain and Mozambique.

<sup>2</sup> Including Transporta revenues in 1Q18 (€3.2m in Cargo & Logistics and €0.1m in other).

#### FINANCIAL SERVICES: THE LOSS OF HIGH INCREMENTAL MARGIN PUBLIC DEBT PRODUCTS REVENUES IMPACTED THE FINANCIAL SERVICES PROFITABILITY





Metric	Savings & insurance placements (€bn)	<b>Payments</b> (m ops)	<b>Money orders &amp; transfers</b> (m ops)	<b>Credit</b> (€m; excl. Banco CTT)
1Q18	0.5	6.4	4.4	1.1
vs. 1Q17	- <b>61.7</b> %	<b>-6.2</b> %	-3.9%	<b>-47.8</b> %

 $^1$ Payshop business migrated to Banco CTT Business Unit in Jan-18 (proforma figures presented for 1Q17 for this product line).

### **BANCO CTT:** THE REVENUES GROWTH OF BANCO CTT REFLECTS THE EXPANSION OF THE NET INTEREST MARGIN, AS LIQUIDITY IS BEING DEPLOYED IN HIGHER YIELDING ASSETS, INCLUDING CREDIT





 $^{1}$  Payshop business migrated to Banco CTT Business Unitin Jan-18 (proforma figures presented for 1Q17). Payshop stand-alone EBITDA was  $\in$  1.5m in 1Q17 and  $\in$  1.4m in 1Q18.  $^{2}$  Partnership with BNP Paribas Personal Finance (Cetelem).

<sup>3</sup> Amount outside Banco CTT's Balance Sheet, representing the total gross outstanding balance of credit placed by Banco CTT branches in 1Q18, in partnership with BNP Paribas Personal Finance (Cetelem).

# **V** APPENDIX

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#### **CONSOLIDATED RESULTS**



€ million	Repo	orted —	Recu	Recurring <sup>1</sup> Reported with Banco under equity metho		
	1Q17	1Q18	1Q17	1Q18	1Q17	1Q18
Revenues	177.0	176.9	177.0	176.9	174.7	173.7
Operating costs	152.1	158.5	148.9	154.2	144.9	150.9
EBITDA	24.9	18.4	28.0	22.7	29.8	22.8
EBITDA margin	<b>14.1</b> %	10.4%	15.8%	12.8%	17.1%	13.1%
Depreciations, amortisations, impairments & provisions	-7.3	-8.8	-6.6	-6.7	-6.7	-8.1
EBIT	17.6	9.6	21.4	16.0	23.1	14.7
Financial income / (costs)	-1.1	-1.4	-1.1	-1.4	-1.1	-1.4
Associated companies – gains / (losses)	0.0	0.1	0.0	0.1	-4.5	-3.9
Earnings before taxes (EBT)	16.5	8.4	20.3	14.7	17.5	9.4
Income tax for the period	6.2	3.0	5.4	3.9	7.2	4.0
Non-controlling interests	0.0	0.0	0.0	0.0	0.0	0.0
Net profit attributable to equity holders	10.3	5.4	15.0	10.9	10.3	5.4

<sup>1</sup> Recurring net profit excludes non-recurring revenues and costs and considers the theoretical (nominal) tax rate of CTT. <sup>2</sup> Payshopbusiness migrated to Banco CTT Business Unitin Jan-18 (proformafigures presented for 1Q17).

#### **BALANCE SHEET**



€million	c	тт —	1 1	With Banco CTT under equity method <sup>1</sup>		
	31-Dec-17	31-Mar-18		31-Dec-17	31-Mar-18	
Non-current assets	678.5	776.1		413.4	424.7	
Current assets	930.3	818.3		557.3	481.6	
Assets	1,608.8	1,594.5		970.7	906.3	
Equity	184.0	187.9		184.0	187.9	
Liabilities	1,424.8	1,406.5		786.8	718.4	
Non-current liabilities	282.7	270.9		282.7	270.8	
Currentliabilities	1,142.0	1,135.7		504.1	447.6	
Equity and Liabilities	1,608.8	1,594.5		970.7	906.3	

### NON-RECURRING ITEMS AFFECTING EBITDA PREDOMINANTLY RELATED TO THE OPERATIONAL TRANSFORMATION PLAN



€ million	<b></b> Non-recu	rring items —	7
	1Q17	1Q18	
Recurring EBITDA	28.0	22.7	
Non-recurring items affecting EBITDA	3.1	4.3	€3.7m indemnities related to the
Revenues	0.0	0.0	Operational Transformation Plan
Staff costs	1.1	3.7	
ES&S & other op. costs	2.0	0.6	
Reported EBITDA	24.9	18.4	<ul> <li>         — €0.4m of strategic studies     </li> <li>         — — ●      </li> </ul>
Recurring EBIT	21.4	16.0	
Non-recurring costs affecting only EBIT	0.7	2.0	
Provisions (reinforcements / reductions)	0.0	1.7	- €1.4m provision related to Spanish Competition Authority charge
Impairments and D&A (losses / reductions)	0.7	0.3	
Non-recurring items affecting EBITDA & EBIT	3.8	6.4	
Reported EBIT	17.6	9.6	



## CTT Investor Relations

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### **Upcoming Events:**

> 8 May – Milan – Roadshow with Caixa BI

> 16 May – Madrid – Roadshow with BPI

 26 June – London – Goldman Sachs Services, Leisure & Transport Conference 2018