

A photograph of a modern, multi-story office building with a glass facade and a prominent red vertical architectural element on the right side. The building is set against a clear blue sky. A large, semi-transparent red graphic overlay covers the left and center portions of the image, containing white text. The CTT logo is visible on the red vertical element of the building.

# FULL YEAR 2016

Results Roadshows

CTT – Correios de Portugal, S.A.

March 2017

# Disclaimer

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**01.**

**Company overview**

**02.**

**Key highlights**

**03.**

**Business units**

**04.**

**2017 outlook**

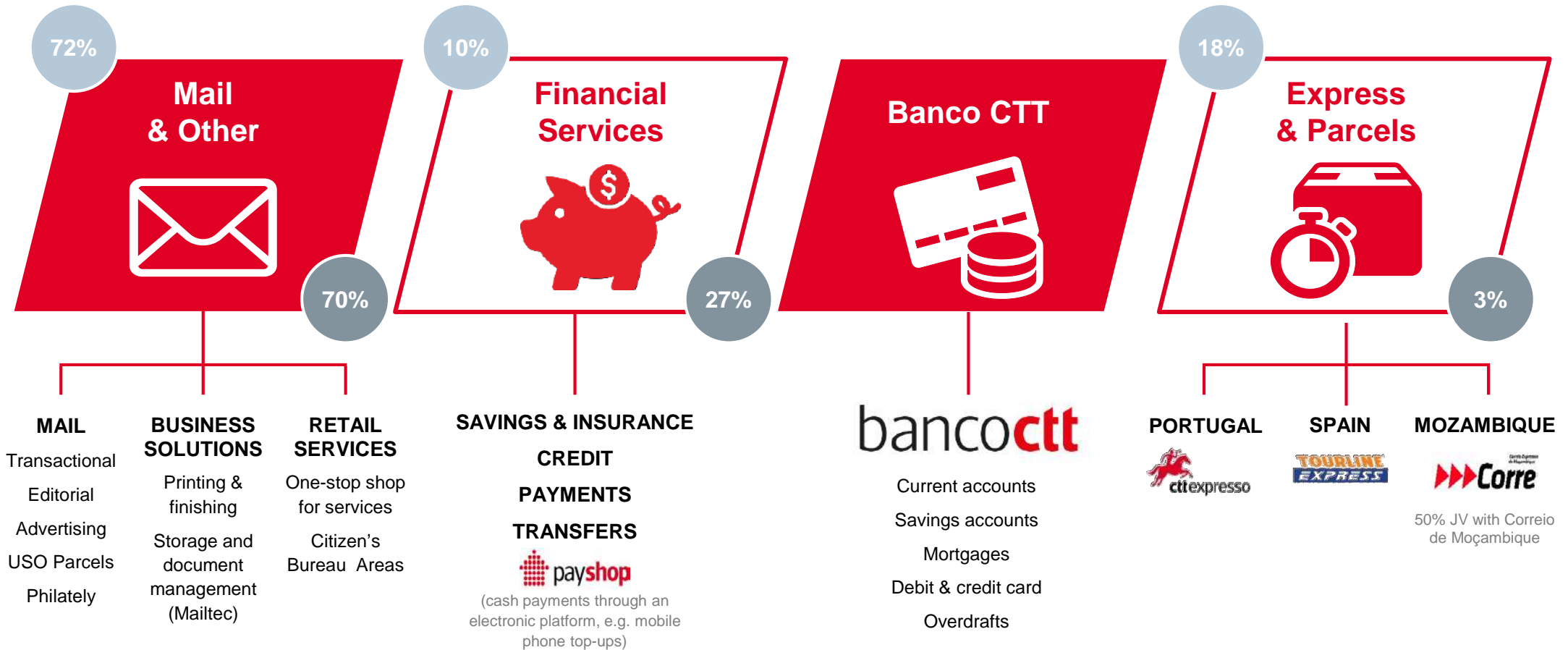
**05.**

**Appendix**

# 01. Company overview



# COMPANY OVERVIEW: A MODERN AND DYNAMIC POSTAL SERVICES OPERATOR WITH A DIVERSIFIED PORTFOLIO OF BUSINESSES



Indisputable market leader with industry-leading margins

Leveraging on a strong brand name, a historical track record and a Retail Network comparable in size to those of the major Portuguese banks

Economies of scale and market-leading position in Portugal; relevant operation in Spain based on a franchisee model

**COMPANY OVERVIEW: THE GLOBAL POSTAL SECTOR IS NOW WELL DIVERSIFIED AND DRIVES THE FULFILMENT OF THE “INTERNET OF THINGS”**



**€424.4bn** postal industry revenues

**+2.8%** postal industry revenues growth

**37.7%** mail share of industry revenues

**-4.8%** decrease in mail volumes

**+0.0%** mail revenues growth

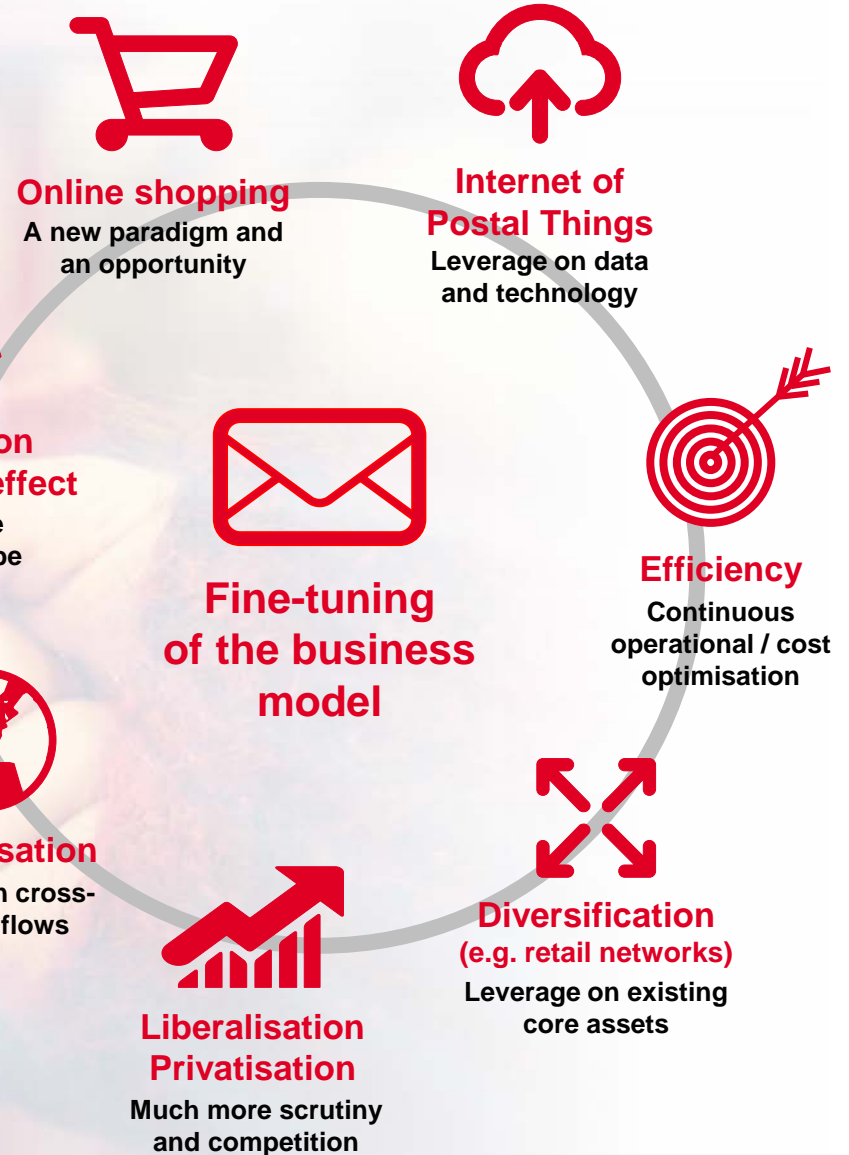
**+7.2%** growth in parcels volumes

**+6.1%** parcels revenues growth

**COMPANY OVERVIEW: GOING THROUGH A SIGNIFICANT TRANSFORMATION PHASE IN ORDER TO ADAPT TO NEW MARKET TRENDS**



**PEOPLE  
AND THINGS  
STILL NEED  
TO BE  
PHYSICALLY  
CONNECTED**



# COMPANY OVERVIEW: FINE-TUNING OF THE KEY STRATEGIC LEVERS TO ENSURE THE SUSTAINABILITY OF REVENUES & EBITDA GROWTH



## COMMERCIAL EXCELLENCE

Redefine an integrated commercial approach to identify and fully meet our clients' needs and preferences



## OPERATIONAL EFFICIENCY

Focus on continuous improvement of processes and operations to enhance profitability



### MAIL

Preserve the value of the mail business



### EXPRESS & PARCELS

Capture the growth trend in parcels



### FINANCIAL SERVICES

Develop the non-banking products



### BANCO CTT

From a successful launch to a profitable operation



FINANCIAL STRENGTH

PROXIMITY  
(NETWORK & BRAND)

CULTURAL  
TRANSFORMATION

IT & DIGITAL

INNOVATION



## 02. Key highlights



# KEY HIGHLIGHTS: THE LAUNCH OF BANCO CTT TO THE PUBLIC WAS THE LANDMARK EVENT OF 2016



## BANCO CTT & FINANCIAL SERVICES

Banco CTT opened to the public in 51 CTT post offices, closing the year with 202 branches countrywide, 105 thousand clients, more than 74 thousand current accounts & more than €250m in customer deposits

Another strong year for savings placements (€3.8 billion of savings were captured), with revenues from the placement of public debt posting 6.3% growth vis-à-vis 2015

## MAIL

The decline of addressed mail volumes stood at -4.2%, within the [-3% to -5%] guidance range; the average change of the prices of the Universal Service versus the previous year was +1.1%

Relevant decrease in registered mail usage by the Government and the Public Administration (the Tax Authority in particular) with c.€10m impact on revenues

## EXPRESS & PARCELS

Revenues in Spain decreased due to a 12.3% drop in volumes as a result of the strategy implemented in 1Q16, namely the contract terminations of 2 unprofitable for Tourline large clients

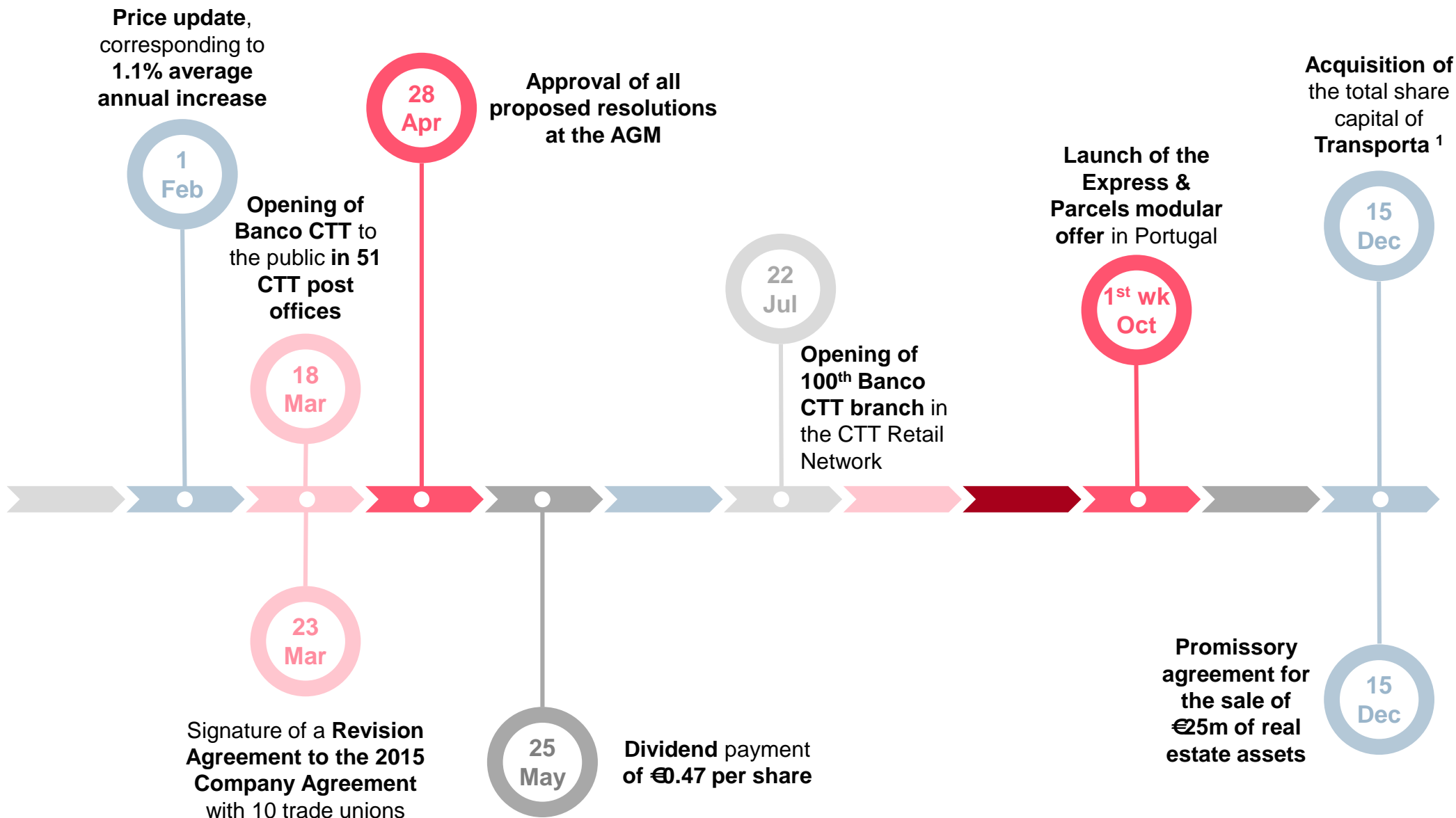
Various commercial and marketing initiatives carried out in Portugal with small impact on revenues in 2016, although with signs of recovery in the last 3 months of the year (volumes growth of 8.6%)

## COSTS & EARNINGS

Focus on efficiency improvements was maintained, allowing for 4.1% reduction in the recurring operating costs excluding Banco CTT, compensating more than two-thirds of the revenues decline

As expected, the recurring EBITDA was impacted by the recurring costs with the Banco CTT project still at its launch stage and with no relevant revenues; excluding these costs it declined 6.3%

# KEY HIGHLIGHTS: IMPORTANT 2016 MILESTONES



<sup>1</sup> It was subject to Competition Authority approval in 2017, therefore, not consolidated in the 2016 accounts.






# KEY HIGHLIGHTS: WEAKER THAN EXPECTED REVENUES PERFORMANCE AND THE LAUNCH OF BANCO CTT IMPACTED THE 2016 RESULTS



## FY16 financial and operational performance

€ million, except when otherwise indicated

Financial indicators:	Including Banco CTT			Excluding Banco CTT <sup>1</sup>		
	2015	2016	Δ%	2015	2016	Δ%
<b>Recurring revenues</b>	727.2	695.1	-4.4%	727.2	693.8	-4.6%
Recurring operating costs	583.2	575.6	-1.3%	578.2	554.2	-4.1%
<b>Recurring EBITDA</b>	144.0	119.5	-17.0%	149.0	139.6	-6.3%
<b>Reported net profit</b>	72.1	62.2	-13.7%	80.9	85.5	+5.6%

	 <b>Addressed mail</b> (million items)	 <b>Unaddressed mail</b> (million items)	 <b>Parcels</b> (million items)	 <b>FS savings flows</b> (€billion)	 <b>Banco CTT current accounts</b> (thousand)
<b>2016 volumes</b>	780.2	497.8	26.9	4.7	74.1
<b>2016 vs. 2015</b>	-4.2%	+5.1%	-5.5%	-11.0%	N/A

<sup>1</sup> Excluding Banco CTT revenues and costs booked in Banco CTT, FS and Mail and other business units.

# KEY HIGHLIGHTS: UNEXPECTED REVENUES DECLINE IN WHAT IS TRADITIONALLY A STRONG 4<sup>th</sup> QUARTER WITH RELEVANT IMPACT ON EBITDA



## 4Q16 financial and operational performance

€ million, except when otherwise indicated

Financial indicators:	Including Banco CTT			Excluding Banco CTT <sup>1</sup>		
	4Q15	4Q16	Δ%	4Q15	4Q16	Δ%
<b>Recurring revenues</b>	<b>189.1</b>	<b>178.0</b>	<b>-5.9%</b>	<b>189.1</b>	<b>177.2</b>	<b>-6.3%</b>
Recurring operating costs	149.9	149.4	-0.3%	147.7	142.7	-3.4%
<b>Recurring EBITDA</b>	<b>39.2</b>	<b>28.5</b>	<b>-27.2%</b>	<b>41.4</b>	<b>34.5</b>	<b>-16.8%</b>
<b>Reported net profit</b>	<b>21.4</b>	<b>16.1</b>	<b>-24.8%</b>	<b>24.6</b>	<b>23.0</b>	<b>-6.8%</b>

- **The decline of addressed mail volumes stood at -7.2% in 4Q16, causing Mail revenues to decrease 5.6%** as a result of higher than anticipated impact of the 3 less working days in the same period (reinstatement of national holidays) and reduced consumption of large and medium business customers, due to both the normal effect of e-substitution and changes in the consumption profile
- **E&P revenues decline of -7.1% (mainly influenced by the delayed launches of both the new modular offer in Portugal and the Amazon contract in Spain) offset the solid FS revenues performance.** Notable was the **56.1% Savings & Insurance revenues increase in 4Q16**, resulting in close to flat revenues in this product line for the full year, as expected
- **Revenues generation initiatives** in Mail (e.g. new advertising mail offer), Financial Services (e.g. payments), Banco CTT (e.g. consumer credit & mortgage offers), and Express & Parcels (e.g. modular offer) **now all underway, but with no real impact in 4Q16**

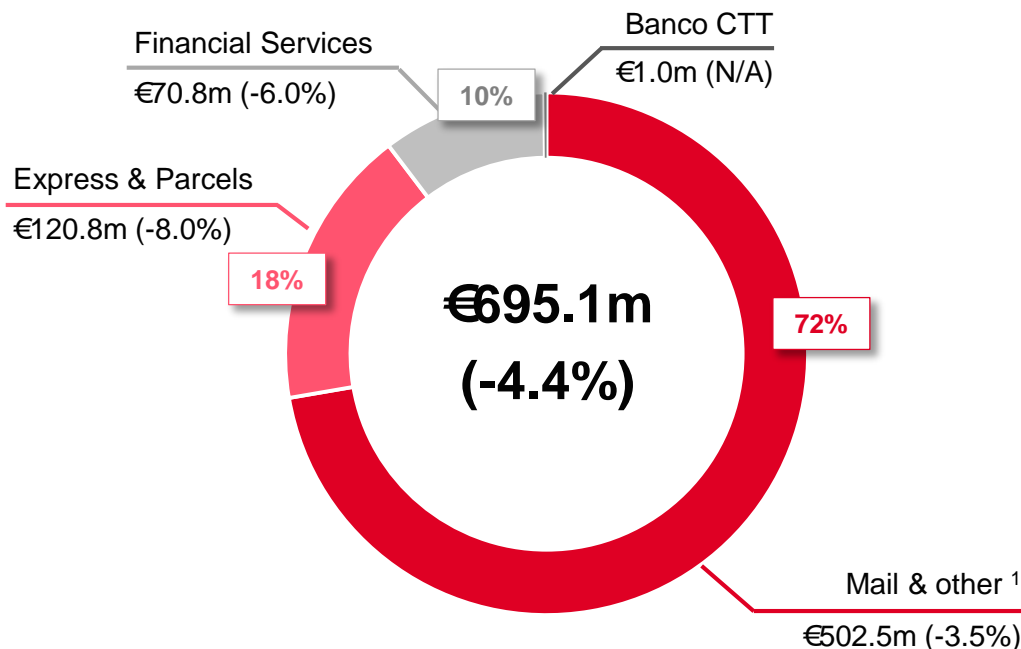
<sup>1</sup> Excluding Banco CTT revenues and costs booked in Banco CTT, FS and Mail and other business units.

# KEY HIGHLIGHTS: THE PLANNED REVENUES GENERATION INITIATIVES (NOW ALL UNDERWAY) HAD NO REAL IMPACT IN 2016 DUE TO LAUNCH DELAYS



## 2016 recurring revenues

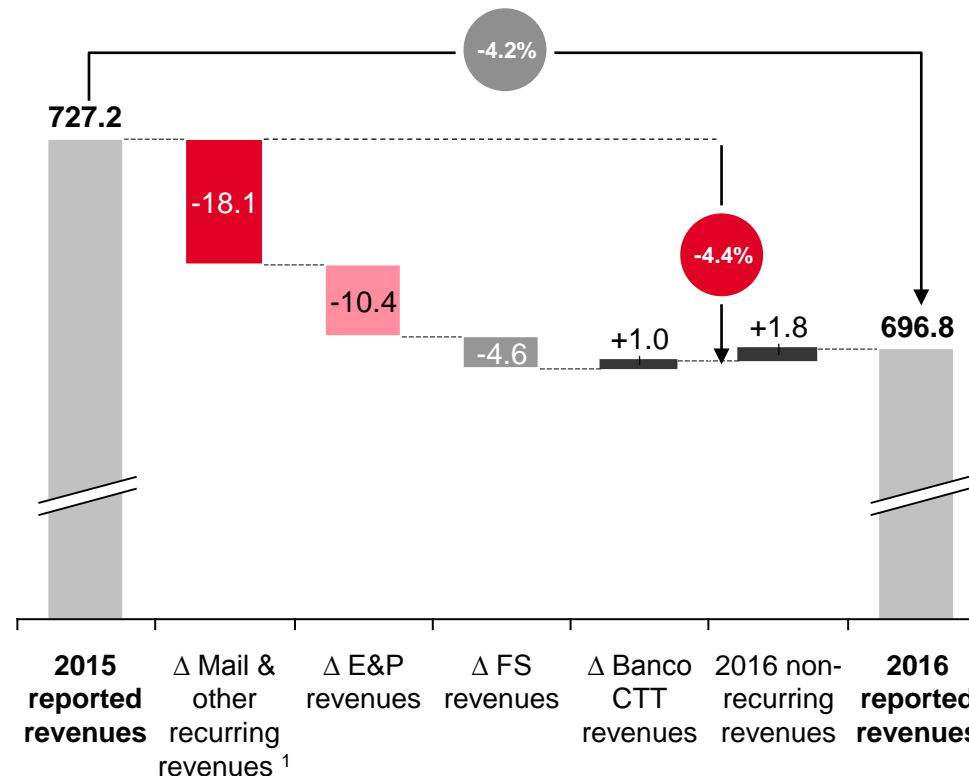
€ million; % change vs. prior year; % of total



X% % of total

## Revenues breakdown

€ million



- **Mail revenues declined due to strong mix effect** (registered mail decline impact of circa €10m, primarily centred in 9M16) and **4.2% decline in addressed mail volumes**, partially offset by 1.1% average price increase in the year
- **E&P revenues were affected primarily by the restructuring process in Spain**, resulting in volumes (-12.3%) and revenues (-12.6%) decline in the region
- FS revenues were impacted by structural trends in payments & transfers, while **savings & insurance revenues recovered along the year to close almost flat, as expected**

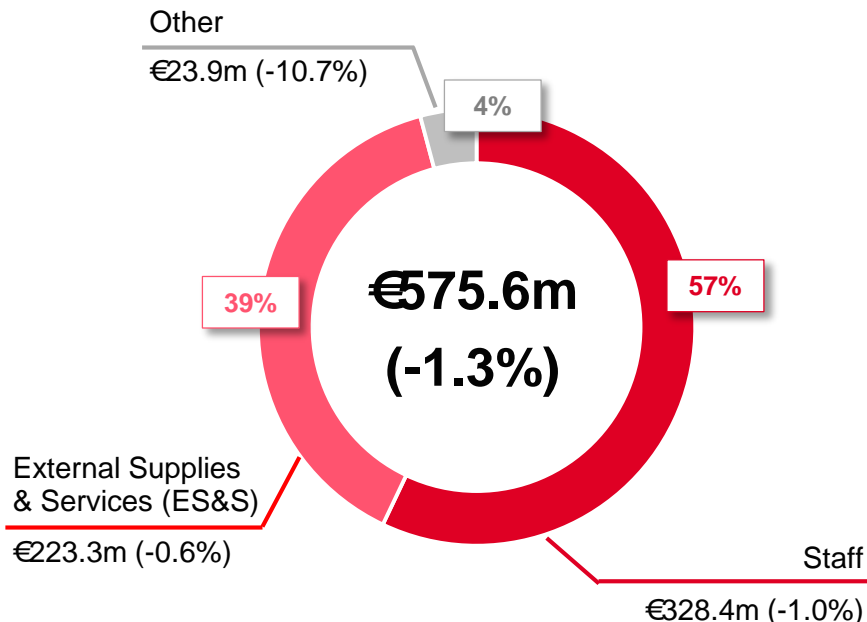
<sup>1</sup> Including income related to CTT Central Structure and Intragroup Eliminations amounting to -€34.0m in 2015 and -€31.0m in 2016.

# KEY HIGHLIGHTS: CONTINUOUS FOCUS ON EFFICIENCY MANAGEMENT DROVE A DECLINE IN FY16 RECURRING OPERATING COSTS, ABSORBING BANCO CTT COSTS



## 2016 recurring operating costs

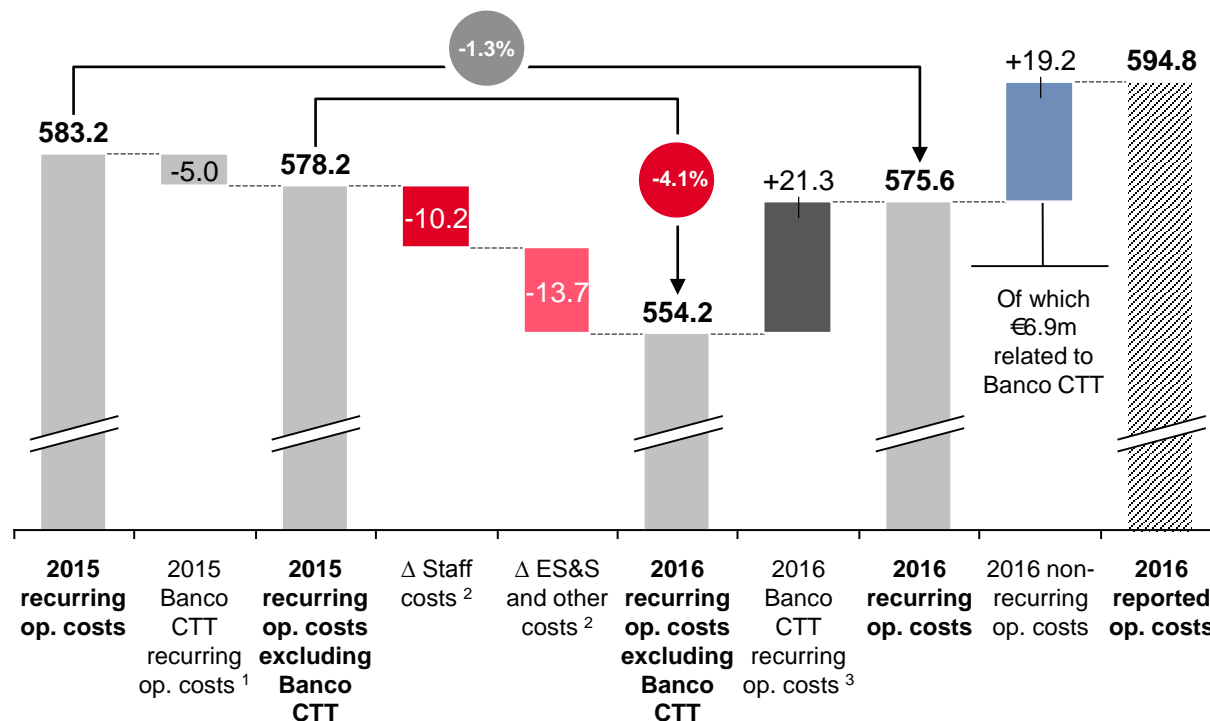
€ million; % change vs. prior year; % of total



X% % of total

## Operating costs breakdown

€ million



- **Staff costs declined primarily due to the remuneration policy with an emphasis on variable component (-€8.6m impact), decline in Tourline staff costs (-€2.9m), and reduction in the telephone subscription fee benefit (-€2.4m), partially offset by the increase in Banco CTT recurring staff costs (+€7.4m) and by the extension of the coverage of work accidents insurance to the “Caixa Geral de Aposentações” workers (+€1.3m)**
- **ES&S costs reduced by €1.4m, as efficiency measures fully absorbed the impact on those costs from the Banco CTT launch (+€9.5m vs. 2015); COGS decreased by €2.4m due to lower activity, namely in lottery and merchandising**

<sup>1</sup> Booked in Banco CTT business unit (€2.3m Staff costs and €2.4m ES&S and other costs) and in Mail business unit (€0.4m ES&S and other costs).

<sup>2</sup> Excluding Banco CTT recurring op. costs: €5.0m in 2015 (€4.7m booked in Banco CTT, €0.4m in Mail business unit) and €21.3m in 2016 (€21.8m booked in Banco CTT business unit, -€0.5m in Mail business unit).

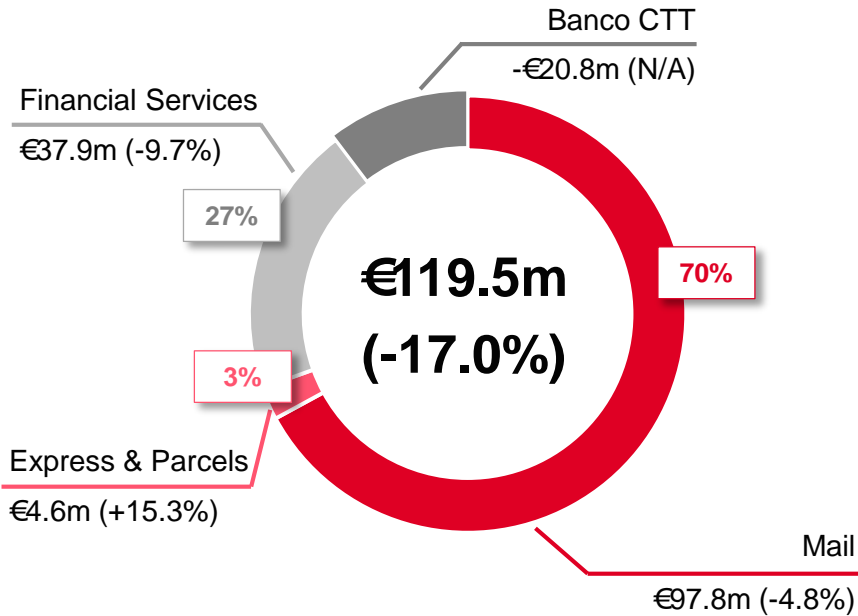
<sup>3</sup> Booked in Banco CTT business unit (€9.6m Staff costs and €12.2m ES&S and other costs) and in Mail business unit (-€0.5m Staff costs and €0.1m ES&S costs).

# KEY HIGHLIGHTS: RECURRING EBITDA DROPPED 6.3% AS A RESULT OF LOWER THAN EXPECTED REVENUES, ONLY PARTIALLY OFFSET BY DECLINE IN OPERATING COSTS



## 2016 recurring EBITDA

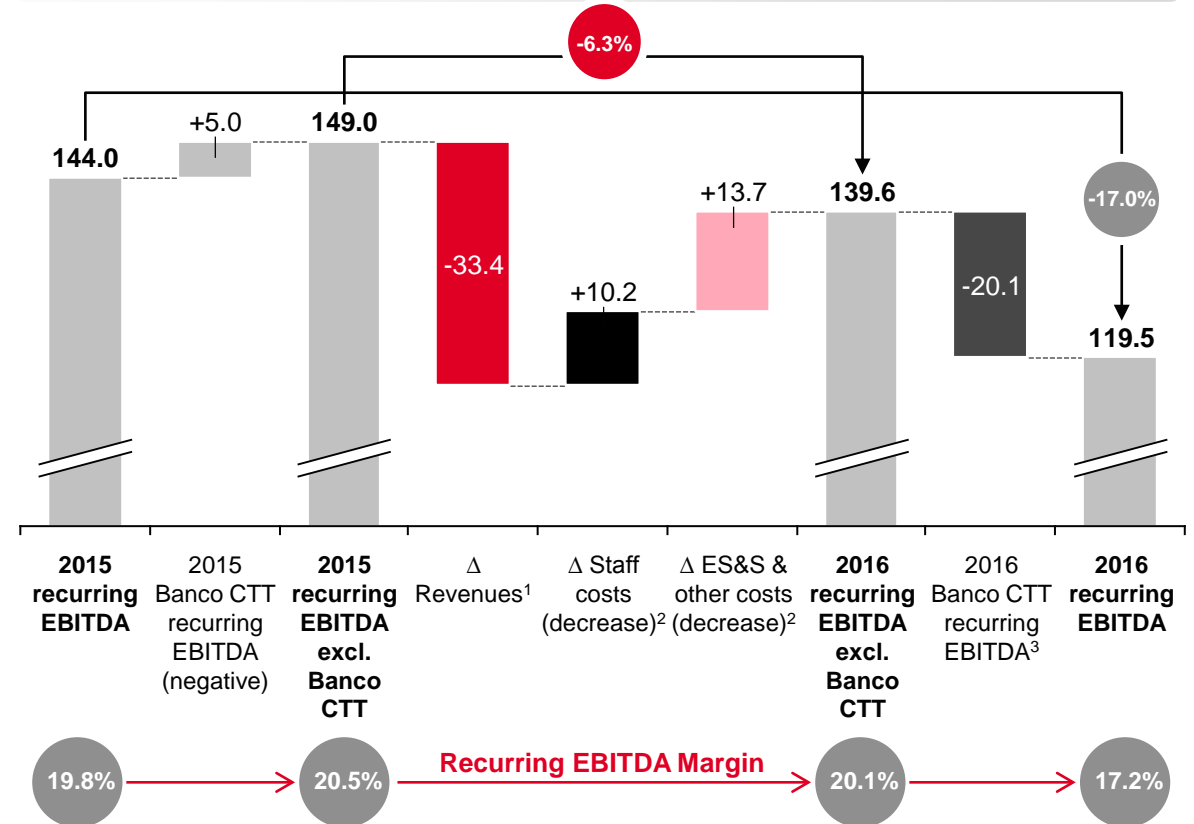
€ million; % change vs. prior year; % of total



X% % of total (excl. Banco CTT)

## Recurring EBITDA breakdown

€ million



Recurring EBITDA strongly influenced by the lower than expected revenues, notwithstanding the positive impact of efficiency management efforts

<sup>1</sup> Excluding Banco CTT recurring revenues: €1.3m in 2016 (€1.0m booked in Banco CTT business unit, €0.2m in Mail & other business unit and €0.1m in FS business unit).

<sup>2</sup> Excluding Banco CTT recurring op. costs: €5.0m in 2015 (€4.7m booked in Banco CTT, €0.4m in Mail business unit) and €21.3m in 2016 (€21.8m booked in Banco CTT business unit, -€0.5m in Mail business unit).

<sup>3</sup> Booked in Banco CTT business unit (-€20.8m), Mail and other (€0.7m) and in FS business unit (€0.1m).



# KEY HIGHLIGHTS: THE BOARD REAFFIRMS THE COMMITMENT TO GROWING THE DIVIDEND, IN A YEAR OF STRONG INVESTMENT IN BANCO CTT



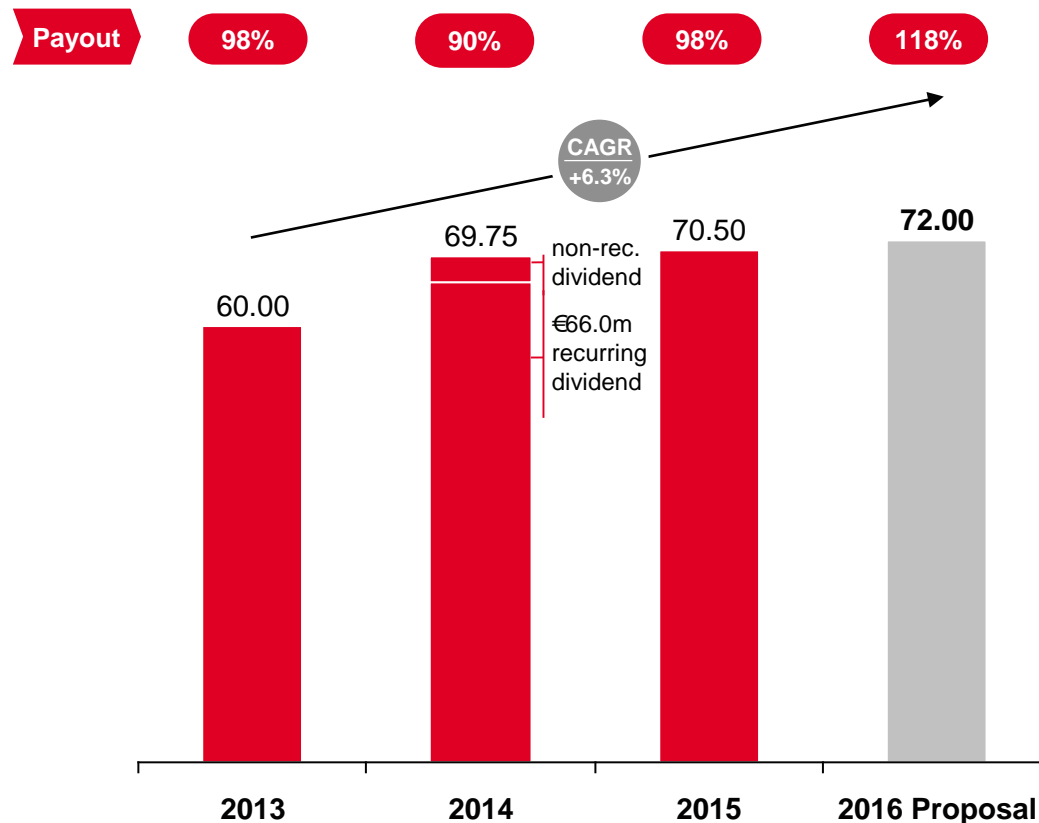
## Cash flow

€ million

	Reported		Adjusted <sup>1</sup>	
	2016	Δ %	2016	Δ %
<b>From operating activities</b>	<b>268.2</b>	<b>&gt;&gt;</b>	<b>269.4</b>	<b>187.0</b>
Cash flow excl. Banco CTT	42.5	17.8	43.6	-55.1
Banco CTT cash flow	225.8	>>	225.8	>>
<b>From investing activities</b>	<b>-185.6</b>	<b>&lt;&lt;</b>	<b>-185.6</b>	<b>&lt;&lt;</b>
Capex payments <sup>2</sup>	-29.5	-4.1	-29.5	-4.1
of which Banco CTT	-10.0	-0.7	-10.0	-0.7
Banco CTT financial assets	-164.8	N/A	-164.8	N/A
<b>Operating free cash flow</b>	<b>82.6</b>	<b>&gt;&gt;</b>	<b>83.8</b>	<b>22.6</b>
<b>From financing activities</b>	<b>-72.4</b>	<b>-6.1</b>	<b>-72.4</b>	<b>-6.1</b>
of which Dividends	-70.3	-0.7	-70.3	-0.7
Other	5.0	>>	5.0	>>
<b>Net change in cash</b>	<b>15.2</b>	<b>124.9</b>	<b>16.3</b>	<b>&gt;&gt;</b>
<b>Cash at end of period</b>	<b>618.8</b>	<b>2.5</b>	<b>295.3</b>	<b>5.8</b>

## Dividend

€ million



Working capital registered a visible improvement in 4Q16

Dividend policy goal achieved with the utilisation of a small amount (c.€10m) of distributable reserves

<sup>1</sup> Cash flow from operating activities excluding changes in net Financial Services payables of -€61.0m (2015) and -€1.1m (2016), respectively. Cash at the end of the period excluding net Financial Services payables of €324.7m (Dec-15) and €323.5m (Dec-16).

<sup>2</sup> Capex payments presented in the table; Capex expense was €42.2m in 2016 (€32.3m in 2015).

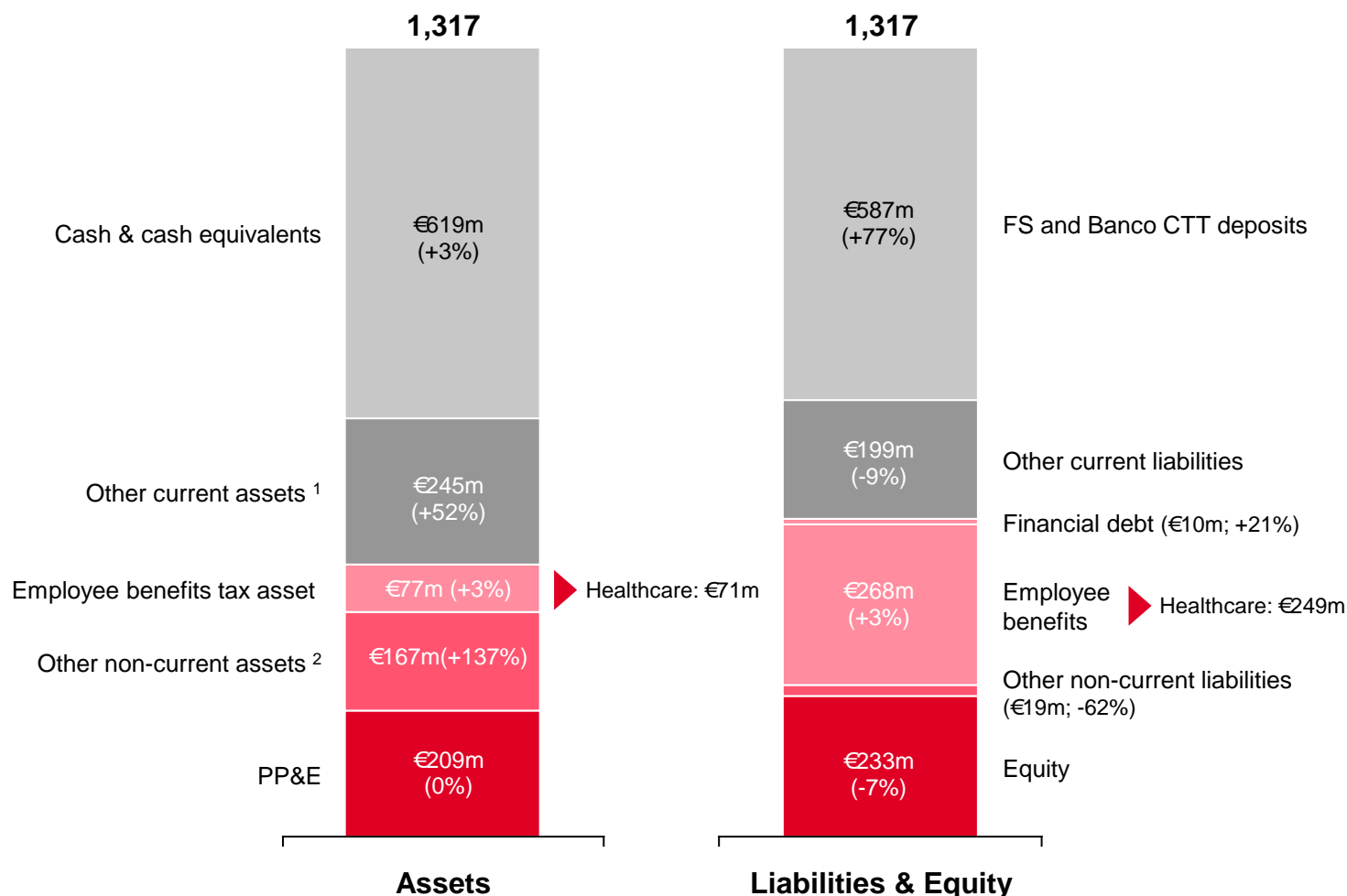
# KEY HIGHLIGHTS: THE BALANCE SHEET GREW AS BANCO CTT CUSTOMER



## ACQUISITIONS AND DEPOSITS PICKED UP ALONG THE YEAR

### Balance Sheet – 31 December 2016

€ million; % change vs. 31 December 2015



<b>Net financial debt (cash)</b>
+ ST&LT debt: €10m
+ Net FS payables: €324m
- Cash and cash equivalents: €619m
<b>Including Banco CTT = €(285)m</b>
+ Banco CTT deposits – fin. assets: €86m
<b>Excluding Banco CTT = €(199)m</b>
<b>Net debt (cash)</b>
+ Employee benefits: €268m
- Employee benefits tax asset: €77m
+ Share incentive plan: €4m
- Net financial cash: €199m
<b>= €(4)m</b>
<b>Liquidity position = 106%</b>

**Strong liquidity (106%) and own cash position (€199m) was maintained, supporting the investment in Banco CTT**

<sup>1</sup> Including Financial Services receivables of €6.4m and €8.6m as at Dec-15 and Dec-16, respectively, and €69.2m in Banco CTT current financial assets (Dec-16).

<sup>2</sup> Including €98.5m in Banco CTT non-current financial assets (Dec-16).

### 03. Business units



# BUSINESS UNITS: REGISTERED MAIL REVENUES DECLINE (CIRCA €10M IMPACT)

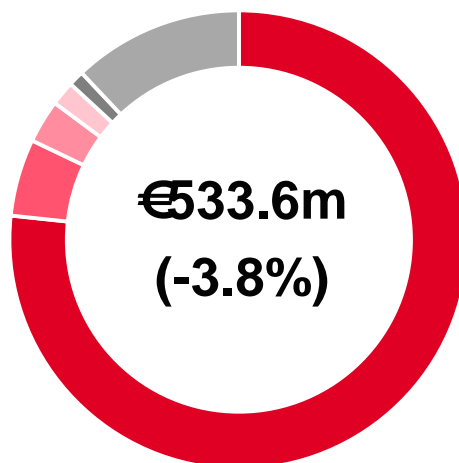


## WEIGHED ON MAIL PERFORMANCE IN 2016

### 2016 Mail revenues by type

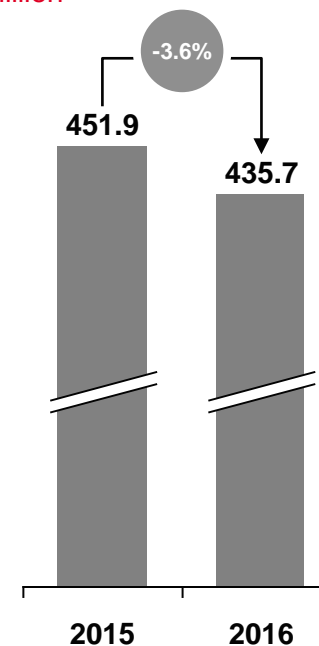
€ million, % change vs. prior year

– Transactional	€403.7m (-3.1%)
– Advertising	€29.6m (-6.7%)
– Editorial	€16.0m (+1.4%)
– Business Solutions	€10.0m (-13.6%)
– USO Parcels	€6.6m (-4.1%)
– Other	€67.8m (-5.9%)



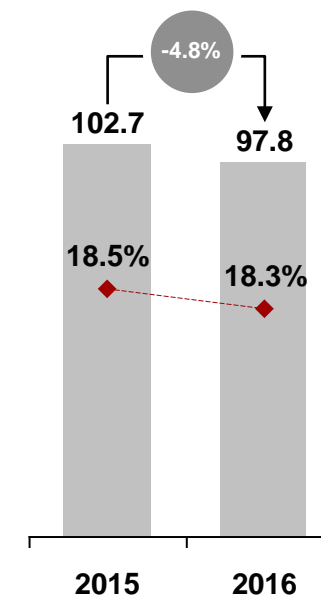
### Recurring operating costs

€ million



### Recurring EBITDA

€ million



■ Operating costs

◆ EBITDA Margin ■ EBITDA

### Mail volumes by type

Metric	Avg. mail prices	Addressed mail	Transactional	Advertising	Editorial	Unaddressed mail
2016 volumes (m)	N/A	780.2	662.8	74.2	43.3	497.8
2016 vs. 2015	+1.1%	-4.2%	-3.7%	-7.5%	-6.4%	+5.1%

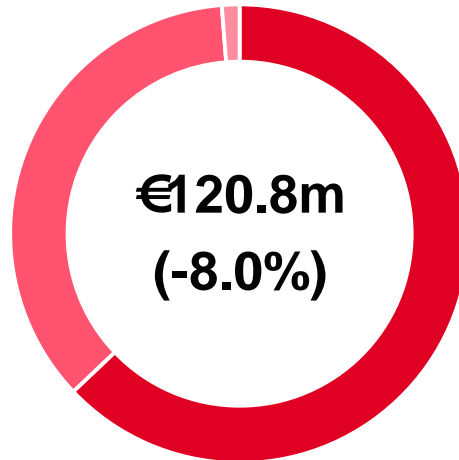
# BUSINESS UNITS: RESTRUCTURING IN SPAIN AND THE DELAY IN THE LAUNCH OF THE MODULAR OFFER IN PORTUGAL IMPACTED THE 2016 E&P REVENUES



## 2016 E&P revenues by region

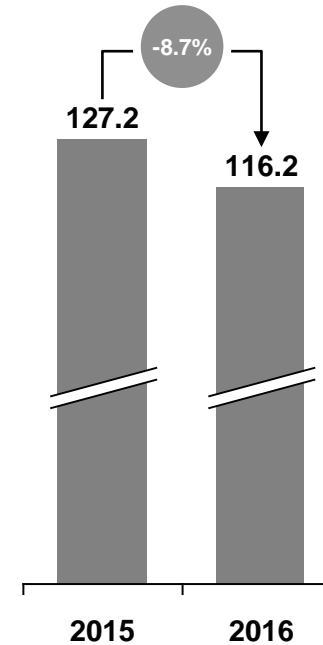
€ million, % change vs. prior year

– Portugal & other <sup>1</sup>	€76.0m (-4.5%)
– Spain	€43.3m (-12.5%)
– Mozambique	€1.5m (-29.6%)



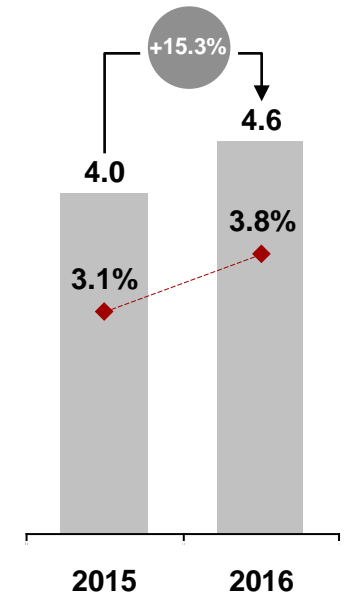
## Recurring operating costs

€ million



## Recurring EBITDA

€ million



■ Operating costs

◆ EBITDA Margin ■ EBITDA

## E&P volumes by region

Metric	Total	Portugal	Spain	Mozambique
2016 volumes (m)	26.9	14.6	12.3	0.1
2016 vs. 2015	-5.5%	+1.1%	-12.3%	-2.4%

<sup>1</sup> Including internal and other revenues, and internal transactions with Spain and Mozambique.

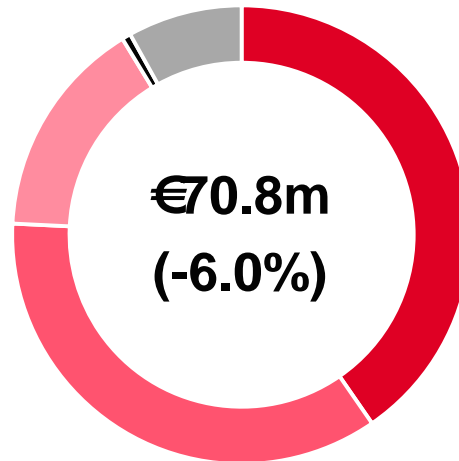
# BUSINESS UNITS: SAVINGS REVENUES RECOVERED ALONG THE YEAR, AS EXPECTED; CREDIT PRODUCTS WERE TRANSFERRED TO BANCO CTT



## 2016 FS revenues by type

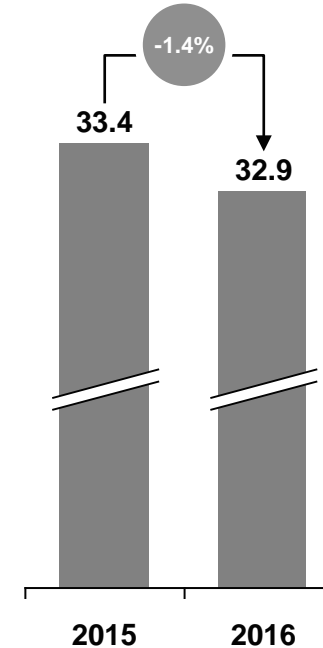
€ million, % change vs. prior year

– Savings & Insurance	€32.2m (-1.9%)
– Payments	€23.5m (-12.3%)
– Transfers	€9.9m (-7.3%)
– Credit	€0.4m (-9.0%)
– Other	€4.8m (+3.8%)



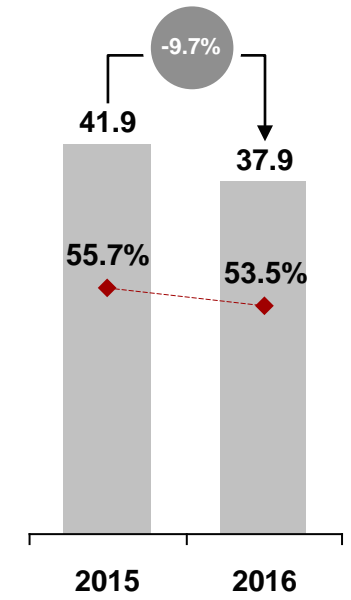
## Recurring operating costs

€ million



## Recurring EBITDA

€ million



■ Operating costs

◆ EBITDA Margin ■ EBITDA

## FS volumes by type

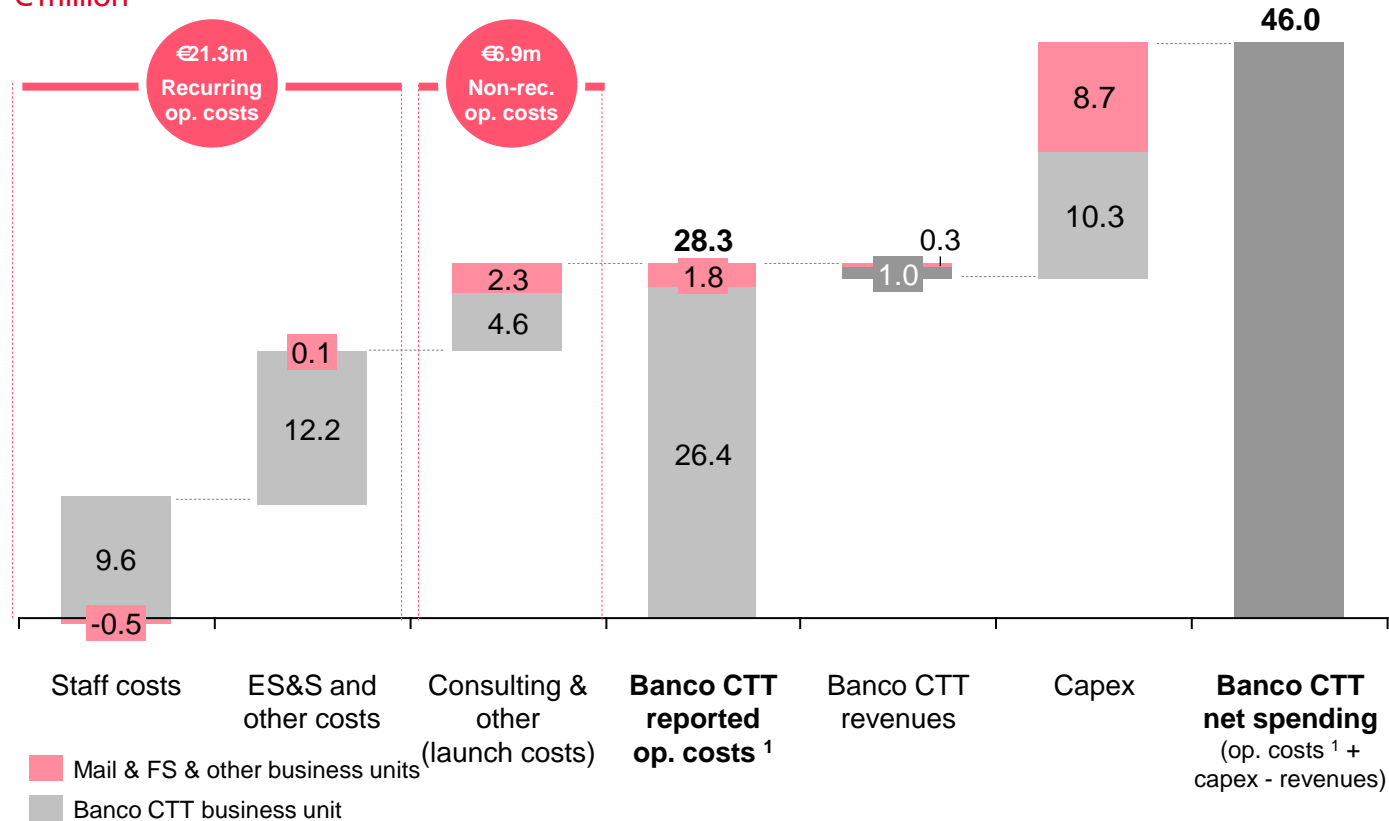
Metric	Savings placements (€bn)	Payments (m ops)	Money orders & transfers (m ops)	Credit (€m)
2016 volumes	3.8	57.6	18.6	10.4
2016 vs. 2015	-10.8%	-6.2%	-4.4%	+24.4%

# BUSINESS UNITS: THE FOCUS OF BANCO CTT IN 2016 WAS ON CUSTOMER ACQUISITIONS AND MAINTAINING PROJECT SPENDING WITHIN TARGET



## 2016 Banco CTT key indicators

€ million



### ASSETS

€183.6m	Cash & cash equivalents & other
€101.5m	Financial assets & investments
€7.1m	Credit to clients
€26.4m	Other assets

### EQUITY

€57.7m	Equity
--------	--------

### LIABILITIES

€253.9m	Customer deposits
€7.0m	Other liabilities



202

# Branches



74.1

# Current accounts  
(thousand)



253.9

Customer deposits  
(€ million)



43.7%

Common Equity Tier 1  
(fully implemented)

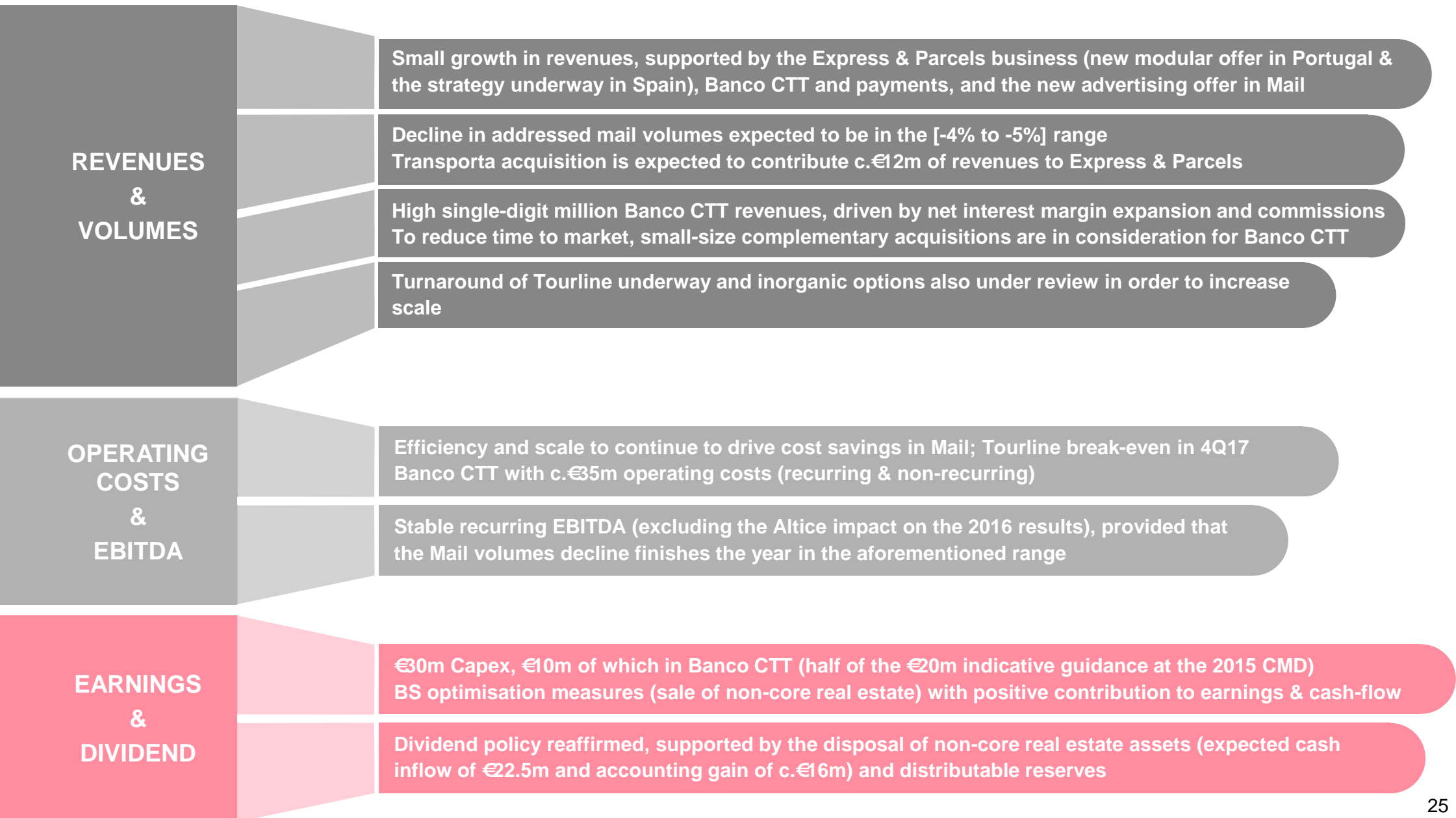
<sup>1</sup> Excluding depreciation / amortisation, impairments and provisions.

04.  
2017 outlook





# 2017 OUTLOOK: GOAL OF SMALL GROWTH IN REVENUES AND FLAT RECURRING EBITDA (EX-ALTICE); DIVIDEND POLICY REAFFIRMED





**05.**  
**Appendix**



## APPENDIX: CONSOLIDATED RESULTS



€ million	Including Banco CTT				Excluding Banco CTT <sup>1</sup>			
	Reported		Recurring <sup>2</sup>		Reported		Recurring <sup>2</sup>	
	2015	2016	2015	2016	2015	2016	2015	2016
Revenues	727.2	696.8	727.2	695.1	727.2	695.5	727.2	693.8
Operating costs	592.6	594.8	583.2	575.6	581.2	566.5	578.2	554.2
<b>EBITDA</b>	<b>134.6</b>	<b>102.1</b>	<b>144.0</b>	<b>119.5</b>	<b>146.0</b>	<b>129.0</b>	<b>149.0</b>	<b>139.6</b>
<b>EBITDA margin</b>	<b>18.5%</b>	<b>14.6%</b>	<b>19.8%</b>	<b>17.2%</b>	<b>20.1%</b>	<b>18.5%</b>	<b>20.5%</b>	<b>20.1%</b>
Depreciation, amortisation, provisions and impairments	24.6	11.2	24.2	24.8	24.5	8.6	24.0	23.0
<b>EBIT</b>	<b>109.9</b>	<b>90.9</b>	<b>119.8</b>	<b>94.7</b>	<b>121.6</b>	<b>120.5</b>	<b>125.0</b>	<b>116.5</b>
Financial income, net	-5.4	-5.9	-5.4	-5.9	-5.4	-5.9	-5.4	-5.9
Gains / (losses) in associated companies	0.1	0.2	0.1	0.2	0.1	0.2	0.1	0.2
<b>Earnings before taxes (EBT)</b>	<b>104.6</b>	<b>85.2</b>	<b>114.4</b>	<b>89.0</b>	<b>116.2</b>	<b>114.8</b>	<b>119.6</b>	<b>110.9</b>
Income tax for the period	32.5	23.3	32.9	25.4	35.3	29.6	34.4	31.8
Non-controlling interests	0.01	-0.26	0.01	-0.26	0.01	-0.26	0.01	-0.26
<b>Net profit attributable to equity holders</b>	<b>72.1</b>	<b>62.2</b>	<b>81.6</b>	<b>63.9</b>	<b>80.9 <sup>3</sup></b>	<b>85.5 <sup>3</sup></b>	<b>85.2</b>	<b>79.3</b>

<sup>1</sup> Excluding revenues / costs of Banco CTT and Banco CTT project reported in CTT S.A.

<sup>2</sup> Recurring net profit excludes non-recurring revenues and costs and considers the theoretical (nominal) tax rate of CTT.

<sup>3</sup> Considers the effective tax rate of the period of CTT S.A. and Banco CTT.

## APPENDIX: NON-RECURRING ITEMS AFFECTING THE RESULTS



€million	2015	2016	Δ
<b>Reported EBITDA</b>	<b>134.6</b>	<b>102.1</b>	<b>-32.5</b>
<b>Non-recurring items affecting EBITDA</b>	<b>9.4</b>	<b>17.4</b>	<b>8.0</b>
Revenues	0.0	-1.8	-1.8
Staff costs	0.0	10.0	10.0
ES&S & other op. costs	9.4	9.2	-0.2
<b>Recurring EBITDA</b>	<b>144.0</b>	<b>119.5</b>	<b>-24.5</b>
<b>Reported EBIT</b>	<b>109.9</b>	<b>90.9</b>	<b>-19.0</b>
<b>Non-recurring costs affecting only EBIT</b>	<b>0.4</b>	<b>-13.6</b>	<b>-14.1</b>
Provisions (reinforcements / reductions)	0.0	-15.1	-15.1
Impairments (losses / reductions)	0.4	1.5	1.1
<b>Non-recurring items affecting EBITDA &amp; EBIT</b>	<b>9.8</b>	<b>3.8</b>	<b>-6.0</b>
<b>Recurring EBIT</b>	<b>119.8</b>	<b>94.7</b>	<b>-25.1</b>

# CTT

## Investor Relations

### Upcoming Events:

10 Mar. – **Lisbon**

- Roadshow with Caixa BI

13 Mar. – **Edinburgh**

- Roadshow with JP Morgan

14 Mar. – **London**

- Roadshow with Barclays

15 Mar. – **Frankfurt**

- Roadshow with Morgan Stanley

16 Mar. – **Madrid**

- Roadshow with BPI

30 Mar. – **Paris**

- 30th ESN European Conference



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