



# FULL YEAR 2017

## RESULTS PRESENTATION

CTT – Correios de Portugal, S.A. | 7 March 2018

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# 1. Key highlights

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- 2. Key financials
- 3. Business units
- 4. 2018 outlook

**KEY HIGHLIGHTS:** Growth in revenues despite pressure on profitability as a result of higher than expected decline in mail volumes and increase in operating costs, the latter mostly related to the growth businesses



 **Addressed mail volumes decline higher than the guidance range [-4% to -5%]**  
Softer decline in 4Q (-4.5%), after worse than expected path in 2Q (-7.6%) and 3Q (-7.2%)

-5.6%

 **Slight growth in recurring revenues**  
Supported by positive evolution of the parcels and banking businesses and the acquisition of Transporta

+0.4%

 **Recurring operating costs under pressure**  
Mainly due to an increase in costs related to growth businesses

+5.6%

 **Banco CTT revenues contribution within guidance**  
High single-digit million revenues, driven by Net interest income (NII) and commissions growth.  
Operating costs below €35m

€7.6m

 **Turnaround of Tourline underway**  
EBITDA breakeven in 4Q17

4Q17 EBITDA  
breakeven

 **Recurring EBITDA in line with the revised guidance**

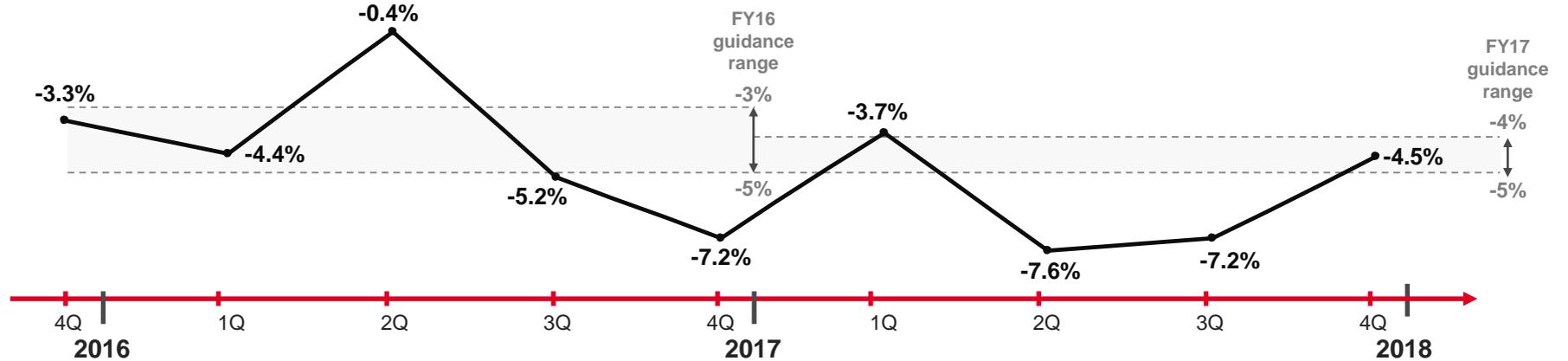
€89.9m

**KEY HIGHLIGHTS:** Addressed mail volumes decline normalised in 4Q17, back within the guidance range [ -4% to -5%], while parcels volumes growth accelerated throughout the year

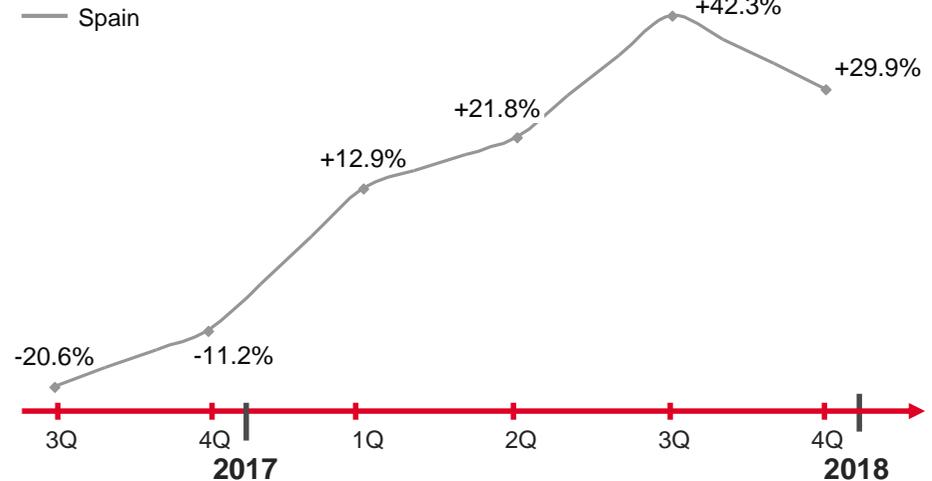
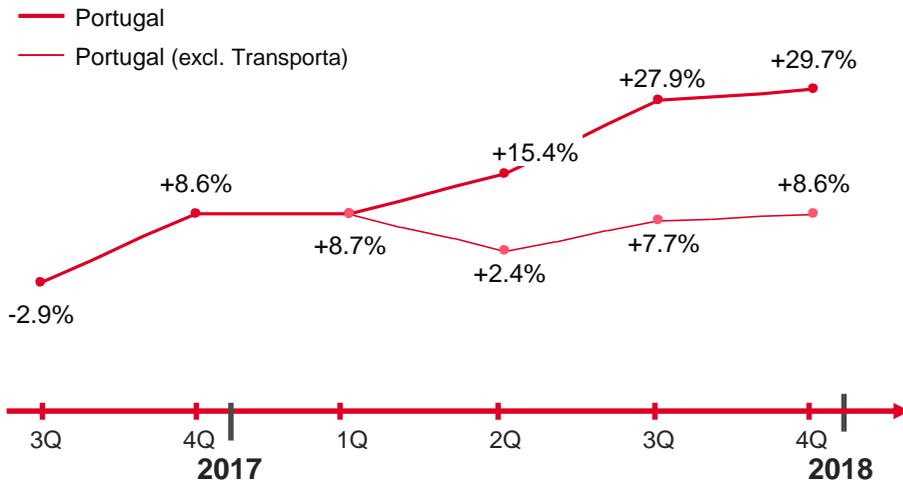


MAIL

Addressed mail volumes (Quarter change YoY)



Parcels volumes (Quarter change YoY)



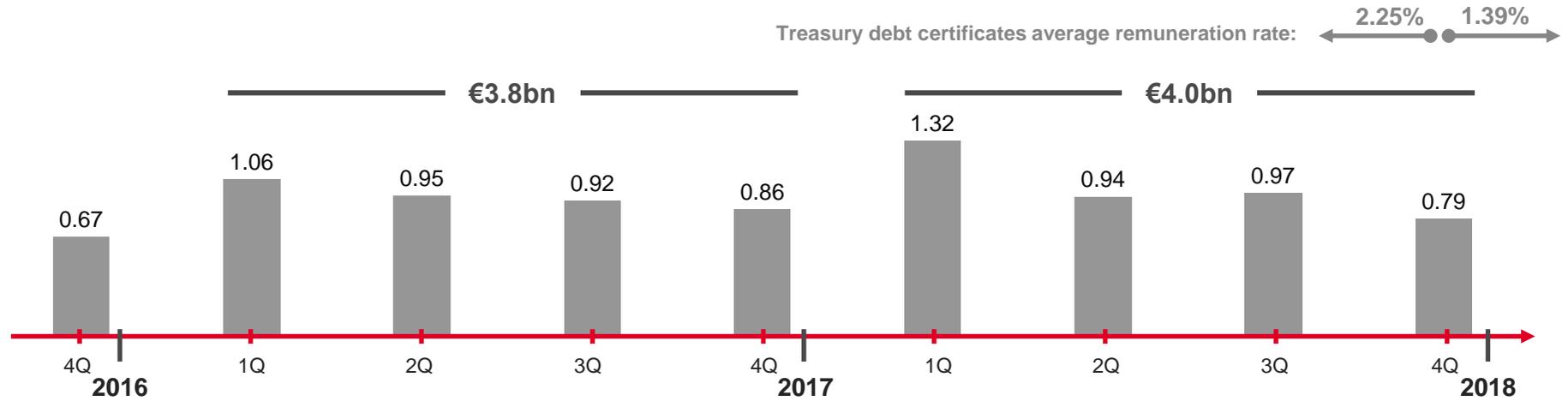
EXPRESS & PARCELS

**KEY HIGHLIGHTS: CTT continues to capture the trust and savings of the population; placement of credit products is growing rapidly (from a small base)**

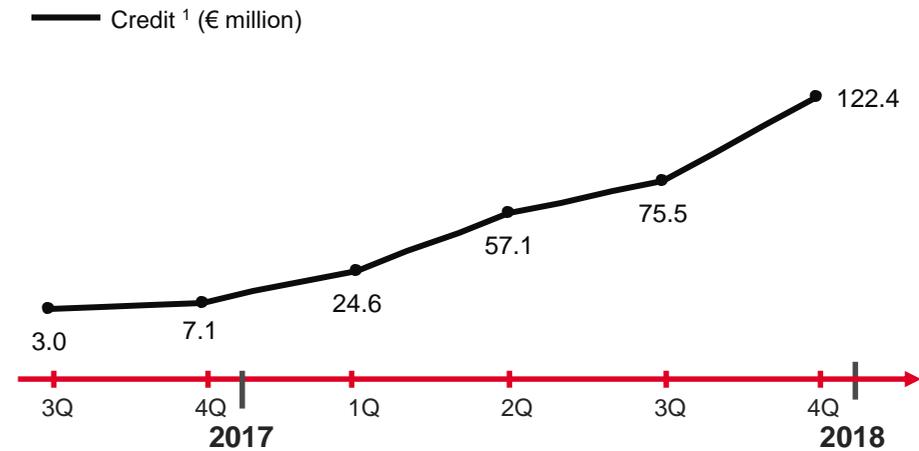
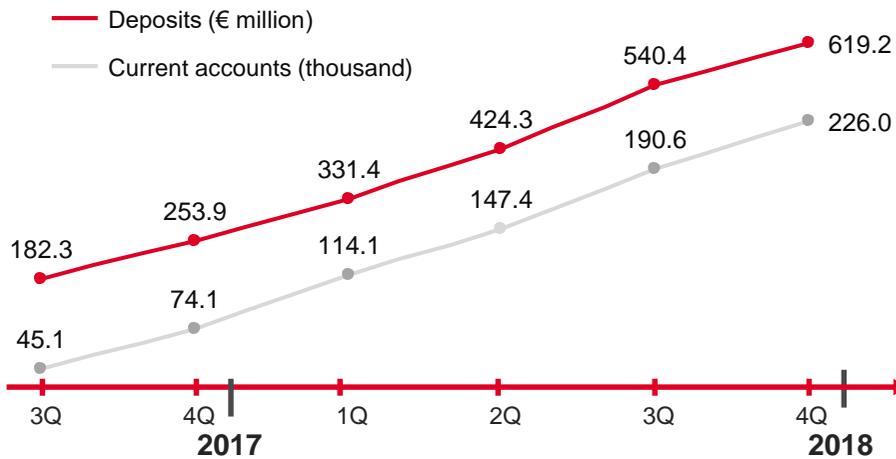


**FINANCIAL SERVICES**

**Savings & insurance products placements (€ billion, quarterly volumes)**



**Banco CTT indicators – credit product placements <sup>1</sup>, deposits & current accounts (€ million; thousand accounts)**



**BANCO CTT**

<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).

**KEY HIGHLIGHTS:** The Operational Transformation Plan is on target do date; launched in 4Q17 to prepare the next wave of efficiency and quality at CTT



Initiatives

Operational Transformation Plan status



**Adjust HR policies and deepen the ES&S cost reduction efforts**

- No variable compensation for the Executive Committee for 2017 & 2018. 25% reduction of fixed compensation for the Chairman and the CEO and 15% reduction for the remaining Board Members in 2018 (vs. Dec-17 levels)
- Reduction of variable compensation for staff related to 2017
- Contracts renegotiation with the suppliers of energy, communications, company fleet and others, achieving good savings



**Reinforce HR optimisation programme and rationalise non-core assets**

- 161 contracts terminations negotiated in 4Q17. Indemnities of €11.9m booked in 4Q17, mostly paid in Jan-18
- The number of negotiated contracts terminations has reached 200 and is expected to exceed target
- The process of non-core assets rationalisation has started, benefiting from a growing real estate market



**Optimise the Retail Network maintaining proximity to the citizens**

- From 31 December 2017 to 7 March 2018, the number of access points in the CTT Retail network increased by 3, as a result of a decrease of 20 post offices and an increase of 23 postal agencies
- Provisions of €1.7m booked in 4Q17 for Retail Network optimisation



Started



**Reengineer the Distribution Network to improve quality and operational efficiency**

- A large-scale incremental transformational capex of €25m to enhance efficiency and quality levels is planned for the Distribution Network reengineering and further automation (front-loaded in 2018 / 2019)
- No impact on 2017 accounts. Detailed project definition commenced in 1Q18 and is advancing well



Started



1. Key highlights

## **2. Key financials**

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3. Business units

4. 2018 outlook

**KEY FINANCIALS:** The Operational Transformation Plan implementation is underway, which has already resulted in an increase in non-recurring op. costs in 4Q17, impacting reported earnings



## 2017 financial and operational performance

€ million, except when otherwise indicated

Financial indicators	Reported			Recurring <sup>1</sup>		
	2016	2017	Δ%	2016	2017	Δ%
Revenues	696.8	714.3	+2.5%	695.1	697.9	+0.4%
Operating costs	594.8	633.1	+6.5%	575.6	608.0	+5.6%
EBITDA	102.1	81.1	-20.5%	119.5	89.9	-24.8%
Net profit	62.2	27.3	-56.1%	63.9 <sup>2</sup>	40.0 <sup>2</sup>	-37.5%

 Addressed mail  
(million items)

 Unaddressed mail  
(million items)

 Parcels  
(million items)

 Savings & insurance  
flows (€ billion)

 Banco CTT current  
accounts (thousand)

2017 volumes	736.6	492.1	33.3	5.7	226.0
vs. 2016	-5.6%	-1.1%	+23.5%	+22.2%	+204.9%

<sup>1</sup> Excluding non-recurring revenues of €1.8m and €16.3m in 2016 and 2017, respectively, and non-recurring costs affecting EBITDA of €19.2m and €25.1m and affecting EBIT of -€13.6m and €4.3m in 2016 and 2017, respectively. 9

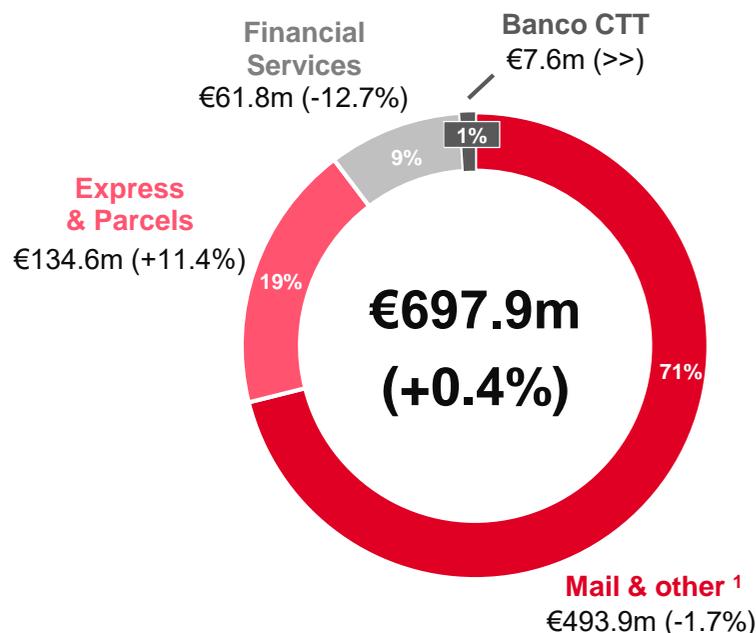
<sup>2</sup> Considers a theoretical nominal tax rate.

# KEY FINANCIALS: Slight growth in recurring revenues driven by good performance in Express & Parcels and Banco CTT, and by the Transporta acquisition



## 2017 recurring revenues

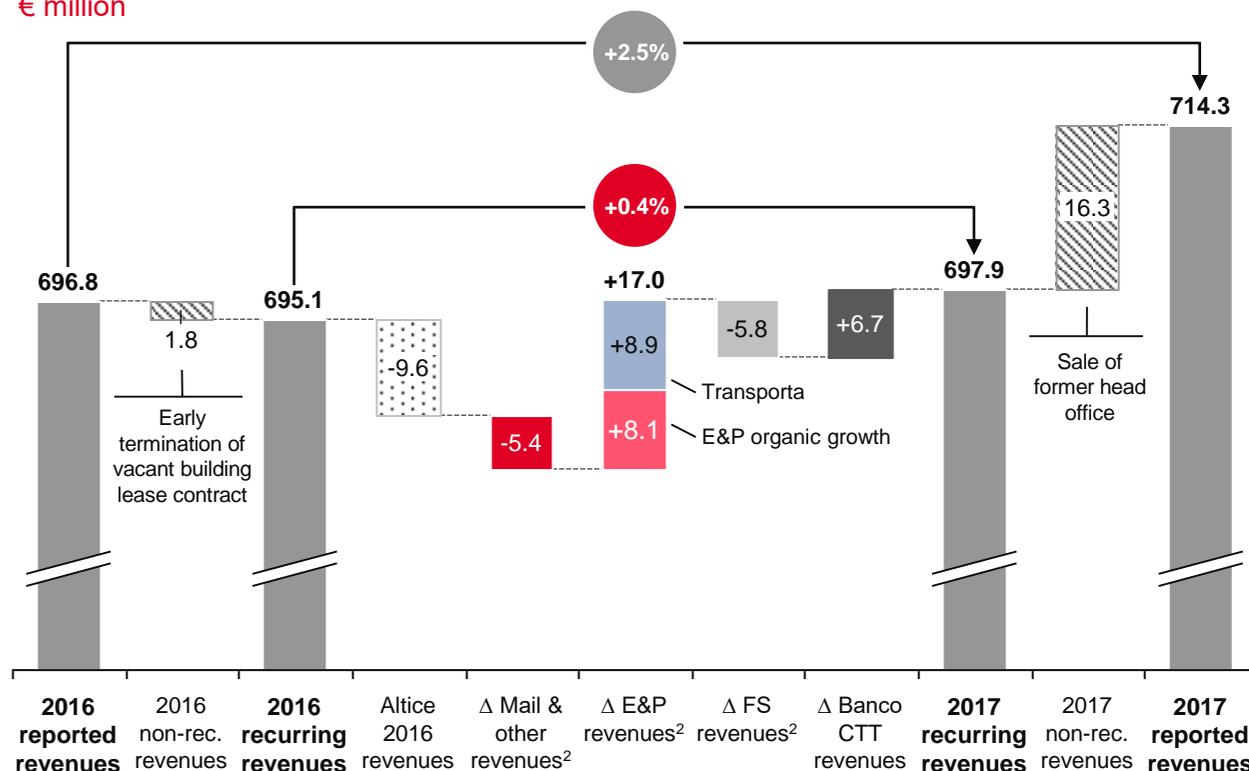
€ million; % change vs. prior year; % of total



X% % of total

## Revenues breakdown

€ million



- Mail & other revenues decrease was higher than expected, given the impact of the 5.6% addressed mail volumes decline, only partially offset by 1.9% average price increase and mix effect (growth in registered & international mail revenues)
- Express & Parcels was the main driver of growth, resulting from strong parcels volumes evolution in Spain (26.1%) and in Portugal (21.5%), including Transporta acquisition (+€8.9m revenue impact since May-17)
- Financial Services revenues decreased as volumes and revenues declined in payments (-€2.4m) and transfers (-€0.6m). The revenues decline in the savings & insurance line (-€1.7m) was mainly due to lower insurance sales
- Banco CTT revenues of €7.6m were within the guidance range, close to evenly split between NII and commissions income

<sup>1</sup> Including income related to CTT Central Structure and Intragroup Eliminations amounting to -€31.0m in 2016 and -€33.6m in 2017.

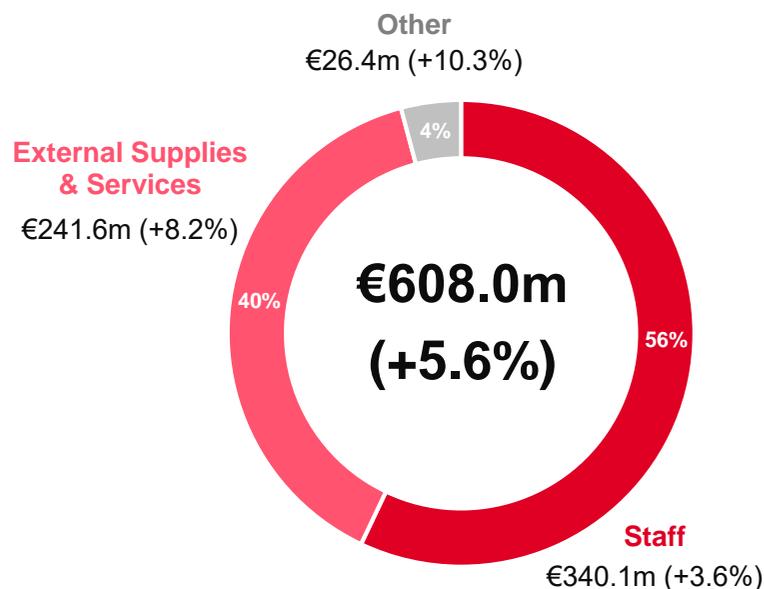
<sup>2</sup> Excluding non-recurring revenues and Altice revenues.

**KEY FINANCIALS:** The recurring operating costs increase resulted, in large part, from the Transporta acquisition and the increase in costs of the parcels and banking businesses, related to growth in activity



## 2017 recurring operating costs

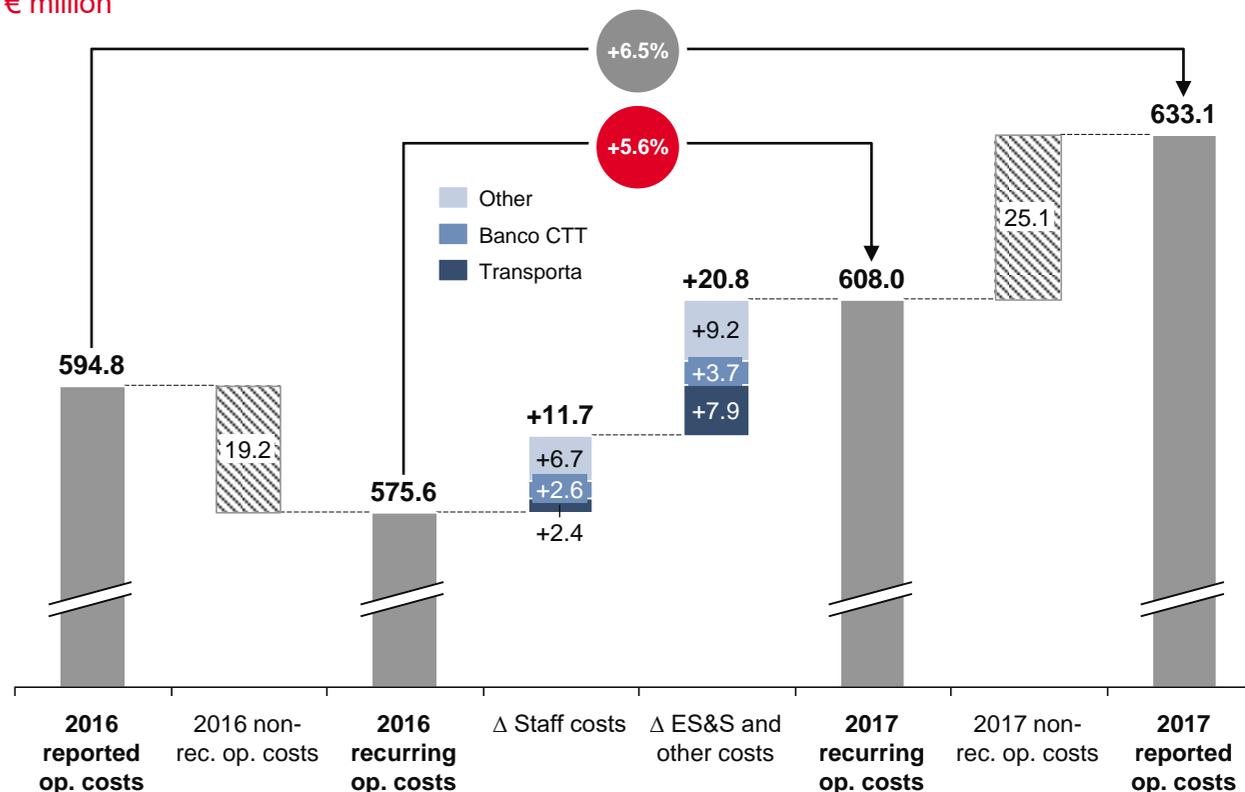
€ million; % change vs. prior year; % of total



**X%** % of total

## Operating costs breakdown

€ million



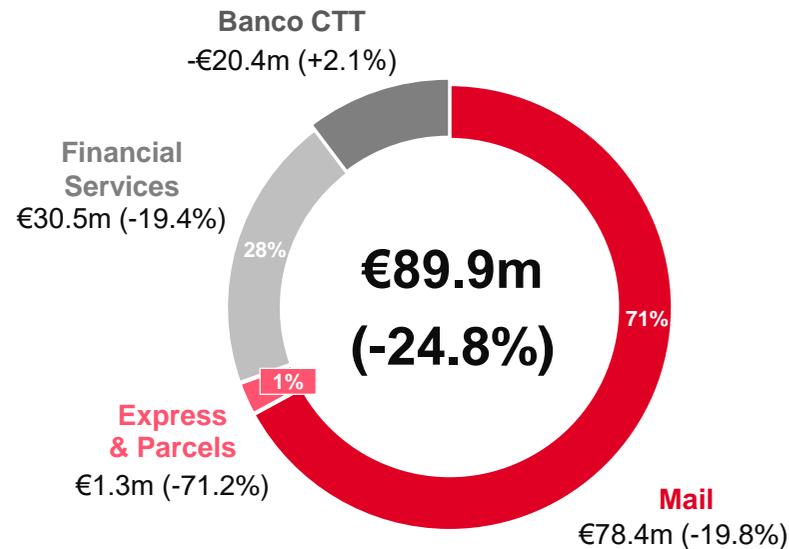
- **Staff costs (excl. Banco CTT and Transporta) increased mainly due to higher temporary staff costs at the Distribution (related to growth in E&P) and Retail (related to growth in Banco CTT) networks (+€2.7m impact), salary revision agreed with the unions, effective Jan-17 (+€2.3m), and a lower cut vs. 2016 in the benefit associated with the telephone subscription fee (+€1.9m)**
- **ES&S and other costs (excl. Banco CTT and Transporta) increased mainly as a result of an increase in distribution & transportation costs at Tourline, due to volumes growth and an increase of delivery routes (+€4.8m), unfavourable exchange rate differences, also with positive impact in Mail revenues (+€2.1m), and increase in energy and fuel costs in Portugal (+€1.8m)**
- **2017 non-recurring costs include items related to staff contract terminations (of which €11.9m related to the Operational Transformation Plan and €1.1m in Transporta) and strategic studies (€9.3m, of which €3.8m in Banco CTT)**

# KEY FINANCIALS: CTT continues to be very dependent on Mail EBITDA, as the contribution to profitability of the growth levers (parcels & banking) is still building up



## 2017 recurring EBITDA

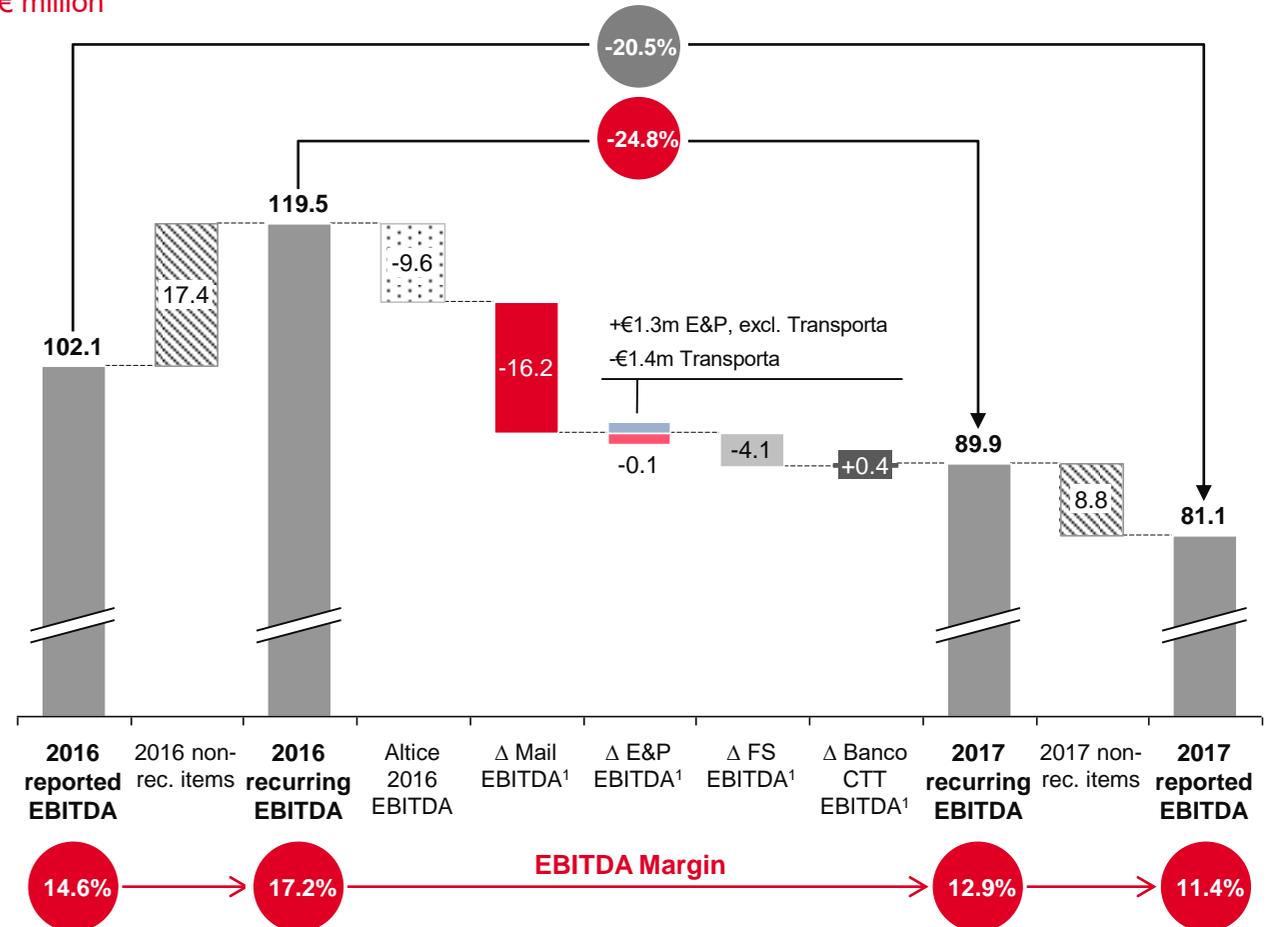
€ million; % change vs. prior year; % of total



**X%** % of total (excl. Banco CTT)

## EBITDA breakdown

€ million



- The decline in Mail recurring EBITDA was mainly a result of the increase in staff and energy & fuel costs and the decrease in Mail revenues (as a function of higher than expected volumes decline)
- The decline in Financial Services EBITDA was a result of worse than expected revenues performance, especially in payments and insurance

<sup>1</sup> Excluding non-recurring items and Altice EBITDA.

# KEY FINANCIALS: Cash flow from operating activities recovered, reaching €44.3m



## Cash flow

€ million; % change vs. prior year

	Reported			Adjusted <sup>1</sup> (Excl. FS float & Banco CTT deposits and fin. assets)		
	2016	2017	Δ %	2016	2017	Δ%
<b>From operating activities</b>	<b>268.2</b>	<b>291.1</b>	<b>+8.5%</b>	<b>23.7</b>	<b>44.3</b>	<b>+86.6%</b>
Cash flow excl. FS & Banco CTT				43.6	67.3	+54.4%
Banco CTT cash flow				-19.8	-23.0	-15.9%
<b>From investing activities</b>	<b>-185.6</b>	<b>-240.4</b>	<b>-29.5%</b>	<b>-20.8</b>	<b>-5.8</b>	<b>+72.1%</b>
Capex payments	-29.5	-31.2	-5.8%	-29.5	-31.2	-5.8%
of which Banco CTT				-10.0	-5.4	+46.1%
Banco CTT financial assets	-164.8	-234.6	-42.4%			
Other	8.7	25.4	+192.8%	8.7	25.4	+192.8%
<b>Operating free cash flow</b>	<b>82.6</b>	<b>50.6</b>	<b>-38.7%</b>	<b>2.9</b>	<b>38.5</b>	<b>&gt;&gt;</b>
<b>From financing activities</b>	<b>-72.4</b>	<b>-71.9</b>	<b>+0.7%</b>	<b>-72.4</b>	<b>-71.9</b>	<b>+0.7%</b>
of which Dividends	-70.3	-72.0	-2.5%	-70.3	-72.0	-2.5%
<b>Other</b>	<b>5.0</b>	<b>29.3</b>	<b>&gt;&gt;</b>	<b>0.0</b>	<b>0.1</b>	<b>-</b>
<b>Net change in cash</b>	<b>15.2</b>	<b>8.0</b>	<b>-47.1%</b>	<b>-69.5</b>	<b>-33.3</b>	<b>+52.1%</b>

Sale of former head office

**2017 capex reached €28.5m, within management guidance; cash capex payments stood at €31.2m**

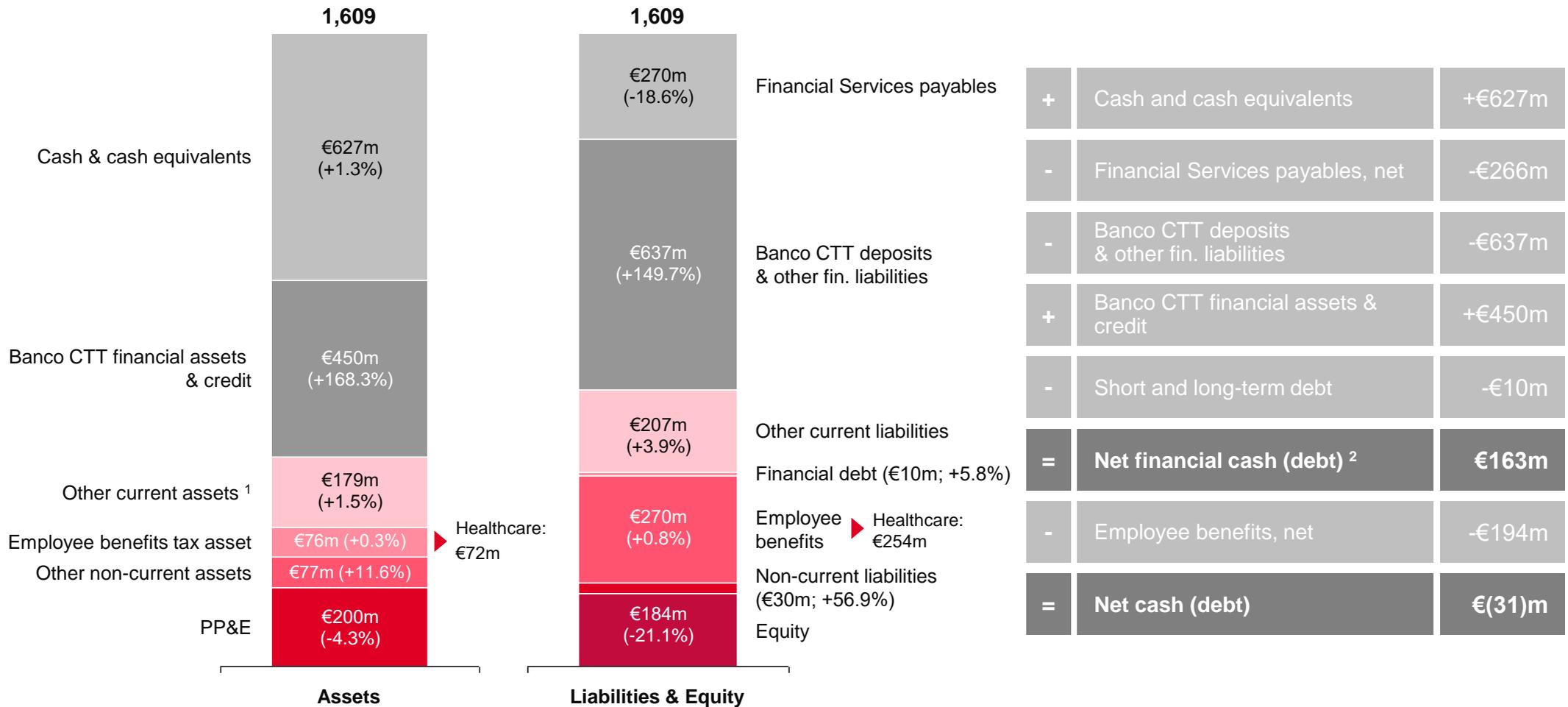
<sup>1</sup> Cash flow from operating and investing activities excluding changes in Net Financial Services payables of -€1.1m (2016) and -€57.6m (2017), and the following items from the CF statement, all of them relating to Banco CTT financial activity: "Banking customer deposits and other loans", "Credit to bank clients", third parties' "Other operating assets and liabilities" regarding Banco CTT, "Financial assets available for sale", "Investments held to maturity", "Deposits at the Bank of Portugal" and "Other banking financial assets".

# KEY FINANCIALS: Strong Balance Sheet with net financial cash equal to €163m at the end of the year



## Balance Sheet – 31 December 2017

€ million; % change vs. 31 December 2016



**Liquidity position (current assets / current liabilities) = 81%**

<sup>1</sup> Including Financial Services receivables of €9m and €4m as at Dec-16 and Dec-17, respectively.

<sup>2</sup> Including €48m of Banco CTT own cash.



1. Key highlights
2. Key financials

## **3. Business units**

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4. 2018 outlook

# BUSINESS UNITS: Volumes decline higher than 5% and incremental staff and energy & fuel costs put strong pressure on Mail EBITDA



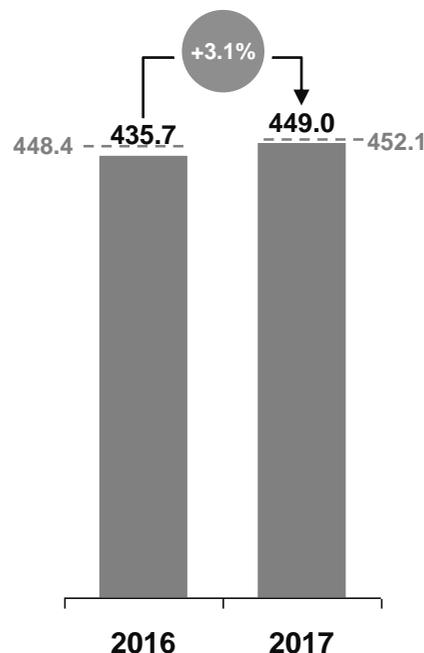
## 2017 Mail revenues by type

€ million, % change vs. prior year

– Transactional	€401.9m (-€1.8m; -0.5%)
– Advertising	€28.4m (-€1.2m; -4.2%)
– Editorial	€15.5m (-€0.4m; -2.7%)
– Business Solutions	€8.8m (-€1.1m; -11.5%)
– USO Parcels	€7.7m (+€1.1m; +16.4%)
– Other	€65.2m (-€2.5m; -3.7%)
<b>Total</b>	<b>€527.5m (-€6.1m; -1.1%)</b>
<b>Total excl. Altice</b>	<b>€527.5m (-€2.9m; -0.5%)</b>

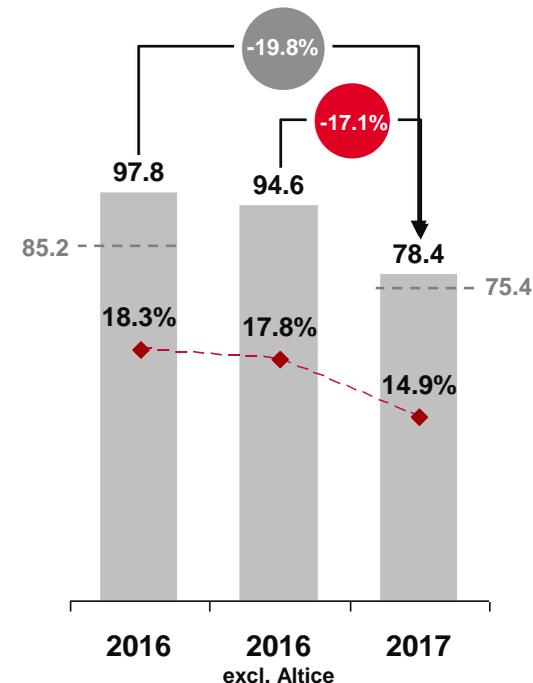
## Operating costs

€ million



## EBITDA

€ million



## Mail volumes <sup>1</sup> by type

Metric	Avg. mail prices	Addressed mail	Transactional	Advertising	Editorial	Unaddressed mail
2017	N/A	736.6	627.2	68.5	40.8	492.1
vs. 2016	+1.9%	-5.6%	-5.4%	-7.6%	-5.6%	-1.1%

<sup>1</sup> Million items.

**BUSINESS UNITS:** Strong parcels volumes growth in Portugal, helped also by the Transporta acquisition, and especially in Spain, drove slight like-for-like earnings & margin improvement in E&P



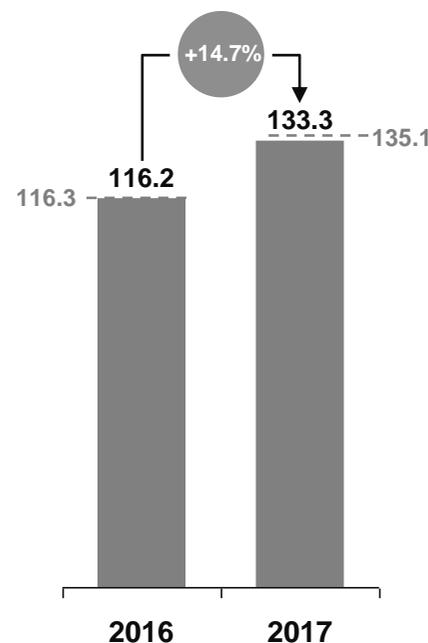
**2017 E&P revenues by region**

€ million, % change vs. prior year

– Portugal & other <sup>1</sup>	€81.8m (+€5.8m; +7.7%)
– Parcels	€62.8m (+€2.0m; +3.3%)
– Cargo & Logistics <sup>2</sup>	€10.3m (+€8.3m; >>)
– Banking network	€5.2m (-€1.3m; -20.7%)
– Other <sup>2</sup>	€3.5m (-€3.2m; -47.6%)
– Spain	€51.2m (+€7.9m; +18.2%)
– Mozambique	€1.6m (+€0.1m; +4.4%)
<b>Total</b>	<b>€134.6m (+€13.8m; +11.4%)</b>
<b>Total excl. Altice &amp; Transporta</b>	<b>€125.7m (+€8.1m; +6.9%)</b>

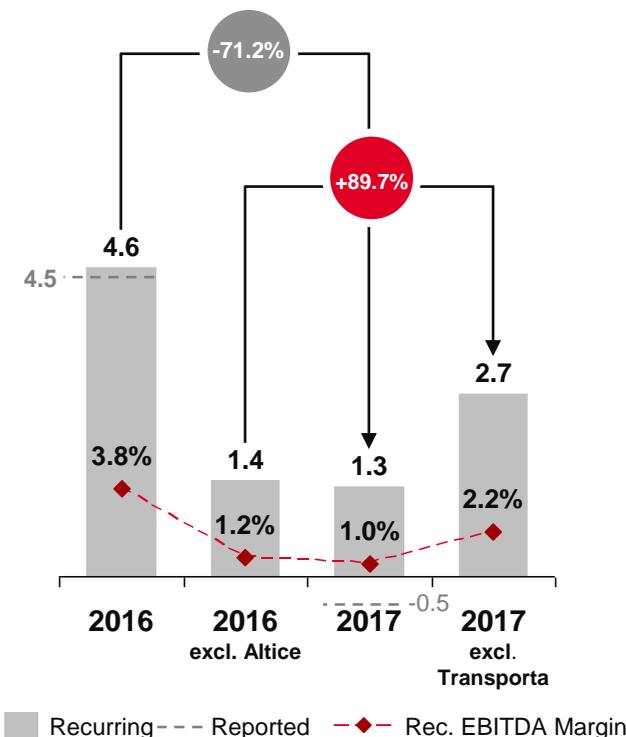
**Operating costs**

€ million



**EBITDA**

€ million



**E&P volumes <sup>3</sup> by region**

Metric	Total	Portugal	Portugal excl. Transporta	Spain	Mozambique
2017	33.3	17.7	15.7	15.5	0.07
vs. 2016	+23.5%	+21.5%	+7.4%	+26.1%	-10.5%

<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 2017 (€8.8m in Cargo & Logistics and €0.1m in other).

<sup>3</sup> Million items.

# BUSINESS UNITS: Continued payments business weakness, as a result of volumes decline & competitive price pressures, and lower insurance placements impacted FS revenues



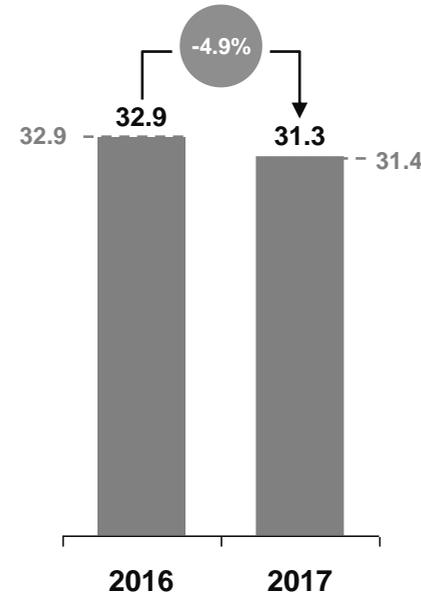
## 2017 FS revenues by type

€ million, % change vs. prior year

– Savings & Insurance	€30.5m (-€1.7m; -5.3%)
– Payments	€21.1m (-€2.4m; -10.1%)
– Transfers	€9.3m (-€0.6m; -6.3%)
– Credit	€0.0m (-€0.4m; -100%)
– Other	€0.9m (-€3.9m; -80.8%)
<b>Total</b>	<b>€61.8m (-€9.0m; -12.7%)</b>
<b>Total excl. Altice</b>	<b>€61.8m (-€5.8m; -8.5%)</b>

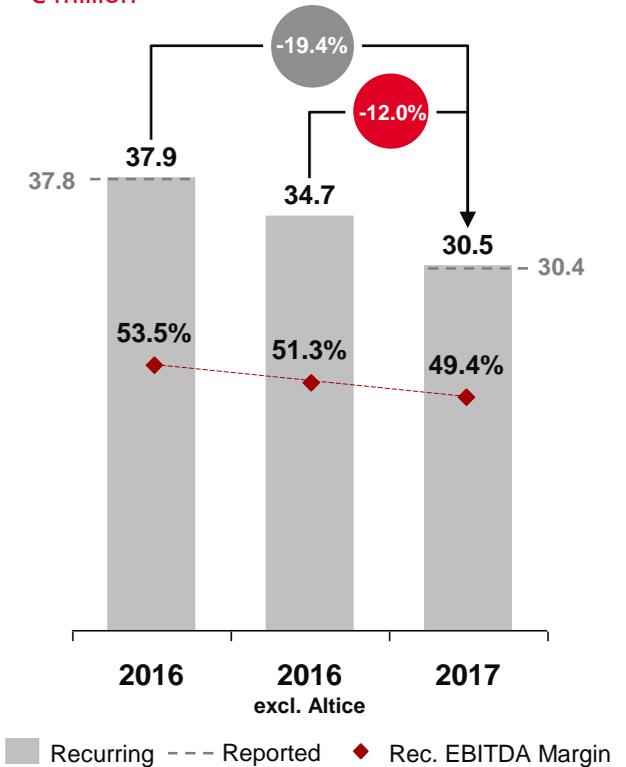
## Operating costs

€ million



## EBITDA

€ million



## FS volumes by type

Metric	Savings & insurance placements (€bn)	Payments (m ops)	Money orders & transfers (m ops)	Credit (€m; excl. Banco CTT)
2017	4.0	53.7	17.5	6.8
vs. 2016	+6.0%	-6.8%	-5.7%	-34.1%

**BUSINESS UNITS:** Banco CTT results were within expectations, with customer acquisition remaining strong, consumer credit and mortgage products gaining traction, and NII accelerating throughout the year



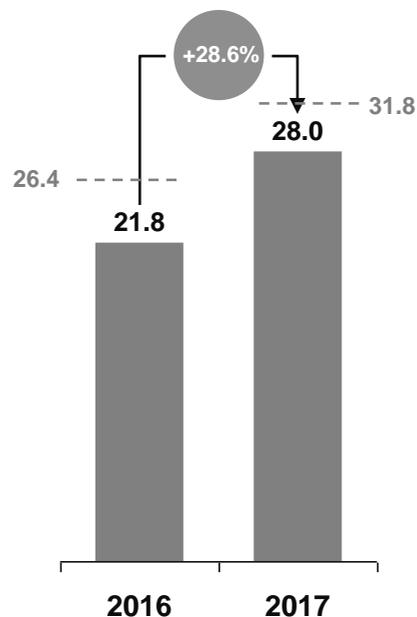
**2017 Banco CTT revenues**

€ million, change vs. prior year (€ million)

<b>– Net interest income</b>	<b>€3.4m (+€3.4m)</b>
– Interest income	€4.2m (+€3.8m)
– Interest expense	€0.8m (+€0.4m)
<b>– Commissions income</b>	<b>€4.1m (+€3.5m)</b>
– Consumer credit <sup>1</sup> , credit cards <sup>1</sup> & insurance	€2.1m (+€1.8m)
– Own products	€2.1m (+€1.7m)
– Other	€0.1m (-€0.2m)
<b>Total</b>	<b>€7.6m (+€6.7m)</b>

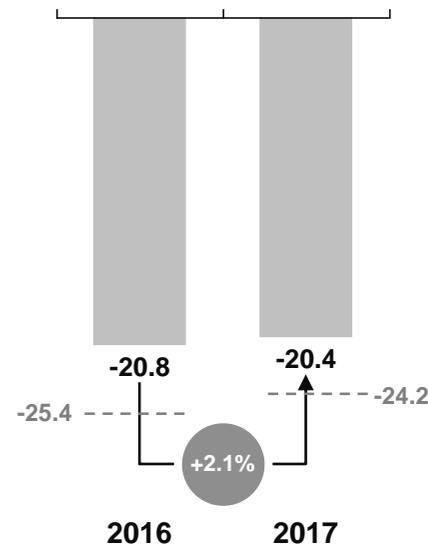
**Operating costs**

€ million



**EBITDA**

€ million



■ Recurring --- Reported

■ Recurring --- Reported

**Selected Banco CTT Balance Sheet indicators**



Metric	Assets (€ million)				Deposits (€ million)		Equity (€ million) / CET 1 (%)
	Cash & cash equivalents	Financial assets & investments	Credit to clients	of which, Mortgage	Term	Sight	
31-Dec-17	235.0	370.5	79.3	66.1	210.6	408.6	76.4 / 26.5%
30-Sep-17	254.9	308.7	42.4	29.2	199.1	341.3	82.1 / 35.0%

**Branches (#)**  
208

**Current accounts**  
226k  
(+35k in 4Q)

**Customers (#)**  
~ 285 thousand

**Deposits**  
€619.2m

**Consumer credit <sup>2</sup>**  
€43.0m

<sup>1</sup> Partnership with BNP Paribas Personal Finance (Cetelem).

<sup>2</sup> Amount outside Banco CTT's Balance Sheet, representing the total gross outstanding balance of credit placed by Banco CTT branches, in partnership with BNP Paribas Personal Finance (Cetelem).



1. Key highlights
2. Key financials
3. Business units

## **4. 2018 outlook**

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**2018 OUTLOOK: Goal of slight growth in revenues and stable recurring EBITDA levels; the Operational Transformation Plan to have a significant impact on dividend policy in the short term**



**REVENUES  
&  
VOLUMES**

Slight increase in revenues, supported by continued growth of the parcels and banking businesses

Decline in addressed mail volumes expected to be in the [-5% to -6%] range

**OPERATING  
COSTS  
&  
EBITDA**

Operational Transformation Plan initiatives with an estimated c.€20m impact on non-recurring operating costs in 2018

FY18 recurring EBITDA around FY17 levels, contingent on mail volumes development and Financial Services evolution (the latter currently significantly under pressure)

**CAPEX  
&  
DIVIDEND**

€35m of Capex, part of which related to the Operational Transformation Plan. Balance Sheet optimisation measures (sale of non-core real estate assets) with positive contribution to earnings & cash flow

The Board of Directors proposes a **dividend of €0.38 per share for FY17**, payable in May-18, subject to AGM approval

During the period of implementation of the Operational Transformation Plan (2018-2020), **the Company will revert to its previous policy of shareholder remuneration as a percentage of the generated yearly net profit**

The outlook is based on the assumption that the new quality of service requirements (still to be finalised by the Regulator) will not result in significant extra cost burden for the Company in 2018



## **5. Appendix**

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## APPENDIX: Non-recurring items affecting the results



€ million

	2016	2017	
<b>Recurring EBITDA</b>	<b>119.5</b>	<b>89.9</b>	<b>Completion of the sale of former head office in 4Q17</b>
<b>Non-recurring items affecting EBITDA</b>	<b>-17.4</b>	<b>-8.8</b>	<b>Non-recurring staff costs mainly include:</b>
Revenues	+1.8	+16.3	• -€11.9m related to the Operational Transformation Plan
Staff costs	-10.0	-14.7	• -€1.1m in Transporta
ES&S & other op. costs	-9.2	-10.5	<b>Non-rec. ES&amp;S &amp; other op. costs mainly include:</b>
<b>Reported EBITDA</b>	<b>102.1</b>	<b>81.1</b>	• -€9.3m of costs related to strategic studies (of which €3.8m for Banco CTT)
			• -€0.6m fee on the sale of former head office
<b>Recurring EBIT</b>	<b>94.7</b>	<b>60.2</b>	
<b>Non-recurring costs affecting only EBIT</b>	<b>+13.6</b>	<b>-4.3</b>	<b>-€1.7m of provisions related to the optimisation of the Retail Network (Operational Transformation Plan)</b>
Provisions (reinforcements / reductions)	+15.1	-1.3	
Impairments and D&A (losses / reductions)	-1.5	-3.0	<b>-€1.1m of impairments related to Mailtec</b>
<b>Non-recurring items affecting EBITDA &amp; EBIT</b>	<b>-3.8</b>	<b>-13.1</b>	
<b>Reported EBIT</b>	<b>90.9</b>	<b>47.1</b>	

## APPENDIX: Consolidated results



€ million	Reported		Recurring <sup>1</sup>		Banco CTT under equity method	
	2016	2017	2016	2017	2016	2017
<b>Revenues</b>	<b>696.8</b>	<b>714.3</b>	<b>695.1</b>	<b>697.9</b>	<b>696.5</b>	<b>708.0</b>
Operating costs	594.8	633.1	575.6	608.0	569.0	602.7
<b>EBITDA</b>	<b>102.1</b>	<b>81.1</b>	<b>119.5</b>	<b>89.9</b>	<b>127.5</b>	<b>105.3</b>
<b>EBITDA margin</b>	<b>14.6%</b>	<b>11.4%</b>	<b>17.2%</b>	<b>12.9%</b>	<b>18.3%</b>	<b>14.9%</b>
Depreciations, amortisations, impairments & provisions	-11.2	-34.0	-24.8	-29.7	-9.6	-31.1
<b>EBIT</b>	<b>90.9</b>	<b>47.1</b>	<b>94.7</b>	<b>60.2</b>	<b>117.9</b>	<b>74.2</b>
Financial income / (costs)	-5.9	-5.0	-5.9	-5.0	-5.9	-5.0
Associated companies - gains / (losses)	0.2	0.0	0.2	0.0	-21.2	-21.3
<b>Earnings before taxes (EBT)</b>	<b>85.2</b>	<b>42.1</b>	<b>89.0</b>	<b>55.2</b>	<b>90.8</b>	<b>47.9</b>
Income tax for the period	-23.3	-15.0	-25.4	-15.4	-28.9	-20.7
Non-controlling interests	-0.3	-0.1	-0.3	-0.1	-0.3	-0.1
<b>Net profit attributable to equity holders</b>	<b>62.2</b>	<b>27.3</b>	<b>63.9</b>	<b>40.0</b>	<b>62.2</b>	<b>27.3</b>

<sup>1</sup> Recurring net profit excludes non-recurring revenues and costs and considers the theoretical (nominal) tax rate of CTT.

## APPENDIX: Balance Sheet



€ million	CTT		Banco CTT under equity method	
	31-Dec-16	31-Dec-17	31-Dec-16	31-Dec-17
Non-current assets	452.6	678.5	393.2	408.3
Current assets	864.1	930.3	669.9	567.6
<b>Assets</b>	<b>1,316.7</b>	<b>1,608.8</b>	<b>1,063.1</b>	<b>975.9</b>
Equity	233.3	184.0	233.3	184.0
Liabilities	1,083.4	1,424.8	829.8	791.9
Non-current liabilities	269.5	282.7	269.5	282.7
Current liabilities	813.8	1,142.0	560.3	509.2
<b>Equity and Liabilities</b>	<b>1,316.7</b>	<b>1,608.8</b>	<b>1,063.1</b>	<b>975.9</b>



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