# POSTE ITALIANE 1Q 2018 FINANCIAL RESULTS

Rome, May 10, 2018

## **EXECUTIVE SUMMARY**

**BUSINESS REVIEW** 

**CLOSING REMARKS** 

**APPENDIX** 

### **EXECUTIVE SUMMARY**

Strong 1Q 2018 results, Deliver 2022 on track

Net profit at 485m, +38% YoY

Deliver 2022 key initiatives already under way

Increased focus on commercial distribution across our network

Cost control under way delivering base in line with five year target

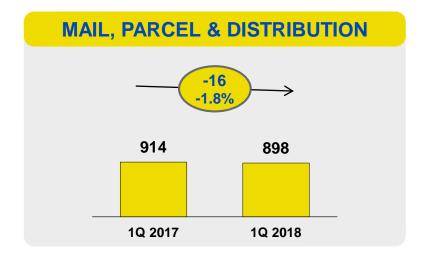
STRONG 1Q RESULTS

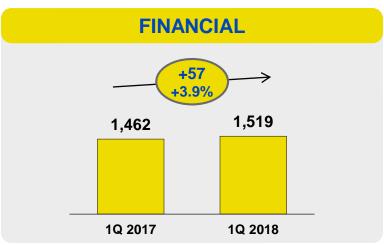
Net profit up 38% thanks to improved operating results

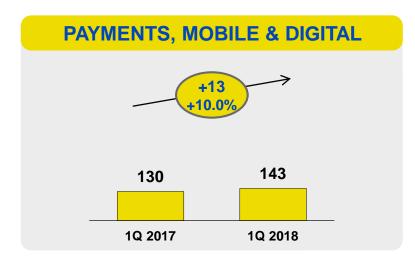
	1Q 2017	1Q 2018	Var.	Var. %
REVENUE	2,833	2,884	+51	+1.8%
EBIT EBIT Margin %	<b>526</b> 18.6%	<b>703</b> 24.4%	+177 +5.8pp	+33.7%
EBIT  Net of Capital Gains	129	325	+3.орр	
NET PROFIT EPS (€/share)	351 0.27	<b>485</b> 0.37	+134 +0.10	+38.2%

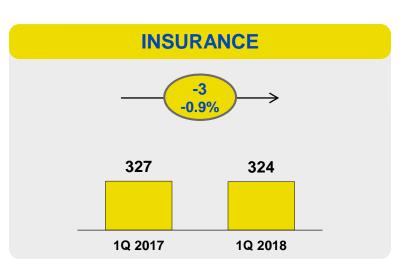
### **REVENUES INCREASING**

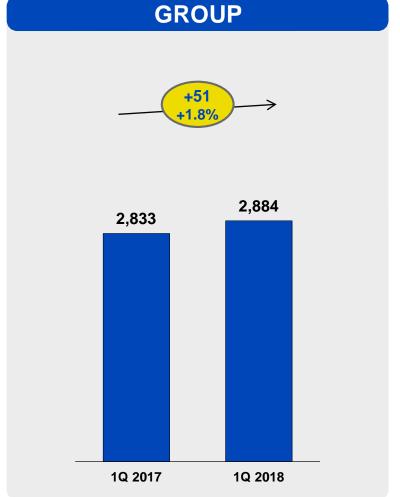
Group revenues up, mix in line with Deliver 2022 projections





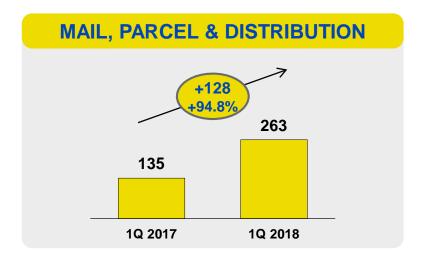


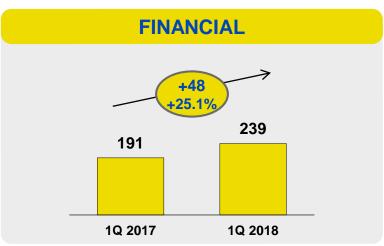


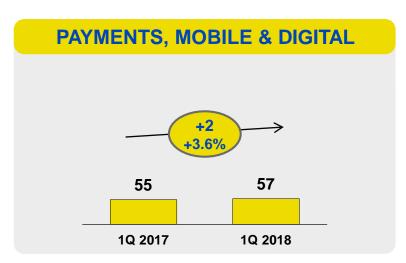


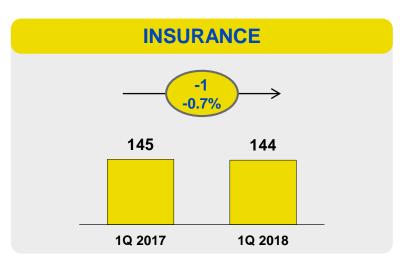
### **OPERATING PROFITABILITY SUPPORTED BY COST CONTROL**

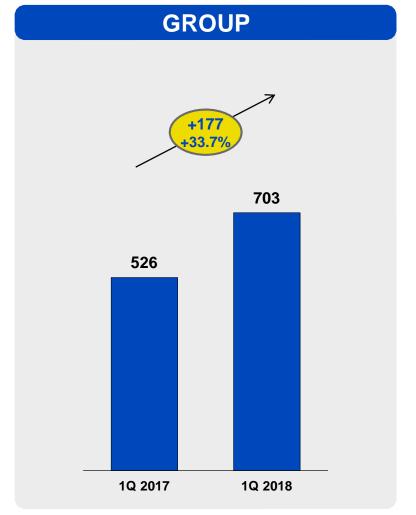
EBIT up, mainly supported by Mail, Parcel & Distribution











### **DELIVER 2022 – PROGRESS UPDATE**

All business units focusing on Deliver 2022 implementation

#### **KEY FOCUS ACHIEVEMENTS TODAY FINANCIAL TARGETS 2018** Roll out of innovative joint Ongoing new Joint Delivery MAIL, PARCEL Segment revenue 3.5 **€**bn mail and parcel delivery Model set up model Territorial areas reduced from 9 -0.4 **€**bn **DISTRIBUTION** • Investment in fully integrated **EBIT** to 6 mail and parcel network Consolidate leadership in **Electronic Money Institution** PAYMENTS, Segment revenue payment systems 0.6 **∉**bn (IMEL) authorized by the Bank **MOBILE &** Expand mobile offer of Italy on April 24 Drive group-wide digital **EBITDA & EBIT** 0.2 **€**bn **DIGITAL** vision Distribution agreement with ISP **TFAs** growth Seize opportunities from **FINANCIAL** New CDP agreement fully market leading physical and Segment revenue 5.1 **€**bn **SERVICES** digital distribution networks implemented Most of 2019 capital gains 0.7 **∉**bn Net profit already secured Net premiums and 1.5 **€**bn Retain leadership in life Ongoing selection of potential **INSURANCE** financial income Develop complete product partners for motor **SERVICES** portfolio Net profit 0.6 **€**bn

### MAIL, PARCEL AND DISTRIBUTION KEY INITIATIVES

Deliver 2022 execution update

### **JOINT DELIVERY MODEL**

- Execution started April 16<sup>th</sup>
- 71 delivery centres implemented the new model (around 300 to be reorganized in 2018)
- More than 500 municipalities already reorganized
- Efficiency and flexibility improved in line with targets
- Execution on track with plan, no significant issues

## Reduced labour cost - Increased flexibility - Improved service level

Large Metro areas (8% of pop., 600 daily items/ km²)

- Daily morning delivery (standard mail)
- Daily additional afternoon delivery (parcels and registered)
- Weekend delivery

Urban areas (68% of pop., 80 daily items/ km²) Rural/ regulated areas

(24% of pop., 10 daily items/

km<sup>2</sup>)

Alternate day delivery

 Alternate day morning delivery (standard mail)

- Daily additional afternoon delivery (parcels and registered)
- Weekend delivery

#### REDUCED NUMBER OF REGIONS



Rationalization of territorial areas

Branch optimization to reduce overlap in medium and large cities

No changes to small cities<sup>1</sup> coverage

 $9 \longrightarrow 6$ 

1 Cities with < 5,000 inhabitants

### FOCUS ON DISTRIBUTION AGREEMENT WITH INTESA SANPAOLO

New agreement signed, as part of Deliver 2022 execution

### PARTNER KEY ITEMS STRATEGIC RATIONALE



Mortgages and personal loans distributed through Post Offices

 BancoPosta labelling (no credit risk) of products underwritten by ISP

Upfront distribution fees received by Poste Italiane

Increase product offer to best meet customers' financial needs





**Payments** 

- ISP and tobacco shops affiliated with Banca 5<sup>1</sup> will continue to accept Payment Slips ("Bollettino")
- PostePay prepaid cards top-up in tobacco shops affiliated with Banca 5

Support "bollettino" on third-party networks and consolidate PostePay leadership



- New BancoPosta branded fund, managed by Eurizon<sup>2</sup>, already launched (10 April)
- Eurizon<sup>2</sup> to provide Poste with training and commercial support
- No commitment to distribute minimum AuM

Poste Italian's controlled open platform supported by a leader in retail asset management in Italy

1. Proximity bank 100% owned by ISP; 2. Asset Manager 100% owned by ISP

## **EXECUTIVE SUMMARY**

**BUSINESS REVIEW** 

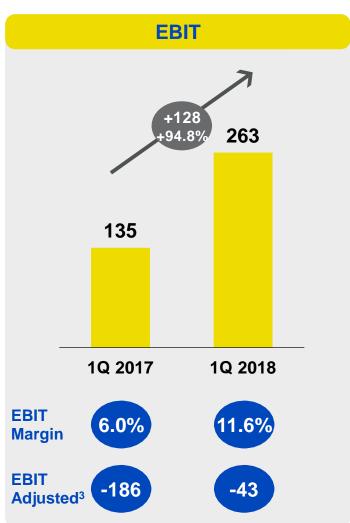
**CLOSING REMARKS** 

**APPENDIX** 

# MAIL, PARCEL & DISTRIBUTION ONGOING REFOCUS Segment revenues slightly down, EBIT up thanks to lower costs

#### €m unless otherwise stated



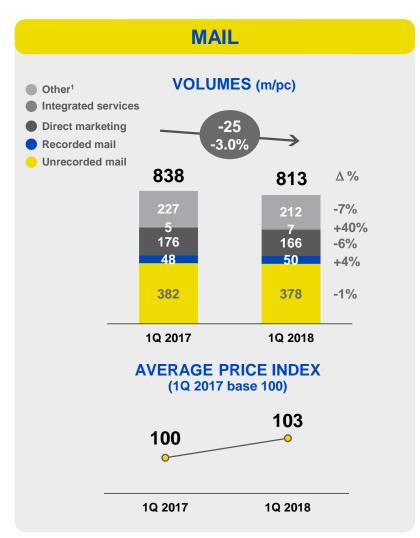


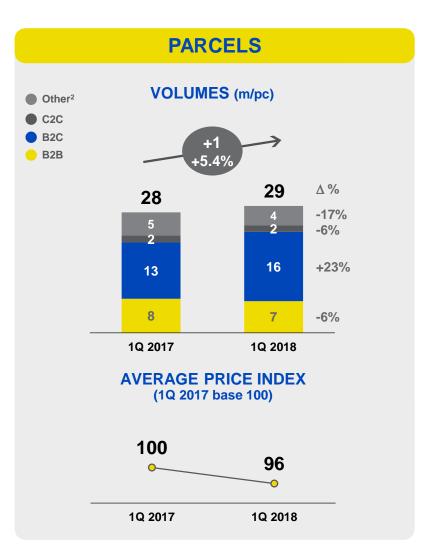
- → Reduced decrease of Mail revenues to -2% YoY
- → Parcel revenues up YoY, gradual improvement expected going forward
- → Operating profitability strongly progressing, underpinned by lower costs
- → Parcel Revenues +4% YoY including international packets accounted in Mail business

<sup>1.</sup> Includes Philately, Patenti Via Poste, Poste Motori, Mistral Airlines and other revenues; 2. Includes income received from Other Segments in return for use of the distribution network and Corporate Services; 3. Excludes net capital gains on investment portfolio for 321 €/m in 1Q 2017 and 306 €/m in 1Q 2018

## MAIL, PARCEL & DISTRIBUTION ONGOING REFOCUS

Gradual shift from mail to parcels, with mix effects on prices





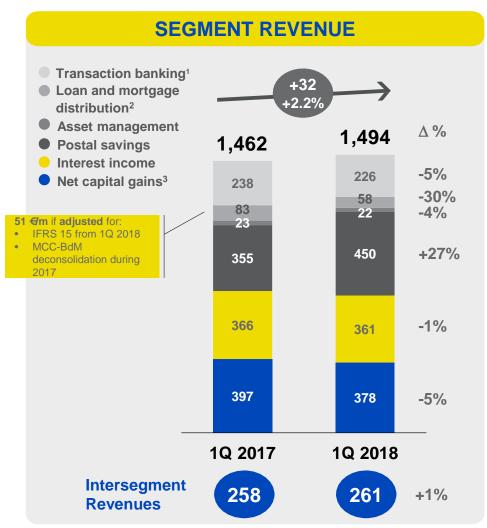
- → Mail volumes decrease mainly related to lower margins products (e.g. direct marketing), while average prices increase thanks to positive volume mix
- → Parcel volumes up 11.3% including e-commerce international packets accounted in Mail; mail volumes -3.4% excluding international packets
- → Parcel volumes boosted by positive trends of e-commerce, average prices down reflecting the changing volume mix from C2C/B2B to B2C

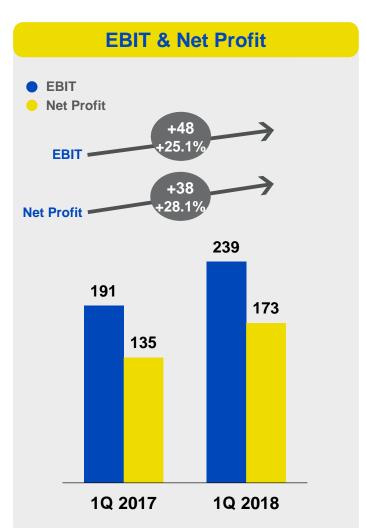
- 1. Includes: Multichannel services, Editorial services and Postel volumes
- 2. Includes: International parcels and partnership with other logistic operators

### FINANCIAL SERVICES IMPROVING IN LINE WITH PLAN

Revenues and operating profitability up benefitting from new postal saving agreement

€m unless otherwise stated





- → Highly resilient interest income
- → Robust growth of postal saving revenues (+27% YoY)
- → Loan & mortgage distribution revenues up, considering both the change in accounting rules and the MCC-BdM disposal
- → Continuous growth in Asset under Management with less reliance on upfront fees

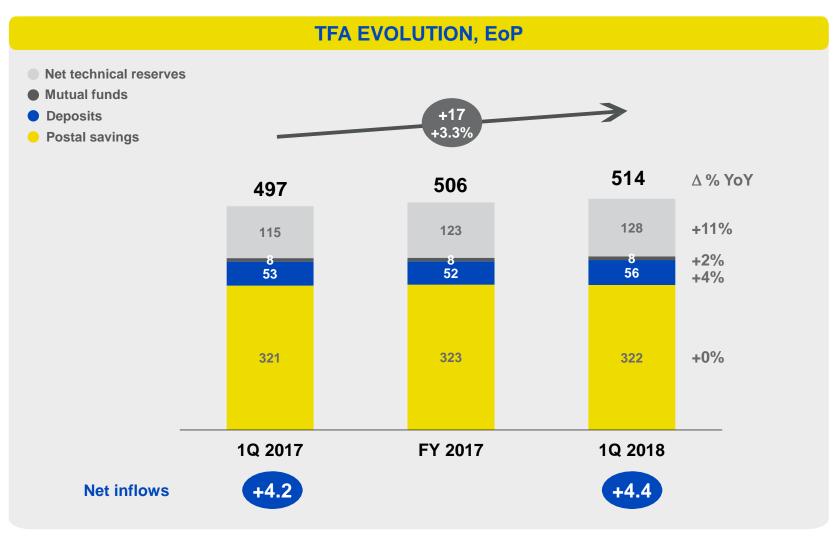
<sup>1.</sup> Includes revenues from electronic money services, fees for collection and payment services; 2. Includes also revenues from custody accounts, credit cards, MCC-BdM (25 €/m in 1Q 2017) and other revenues from distribution of third parties products; 3. Gross capital gains netted by minus 24 €/m in 1Q 2018. Reported total segment revenues in 1Q 2018 equal to 1,519 €/m



### GROUP TOTAL FINANCIAL ASSETS CONTINUED INCREASE

Strong net inflows driven by life insurance, deposits and mutual funds

€bn unless otherwise stated



### **KEY HIGHLIGHTS**

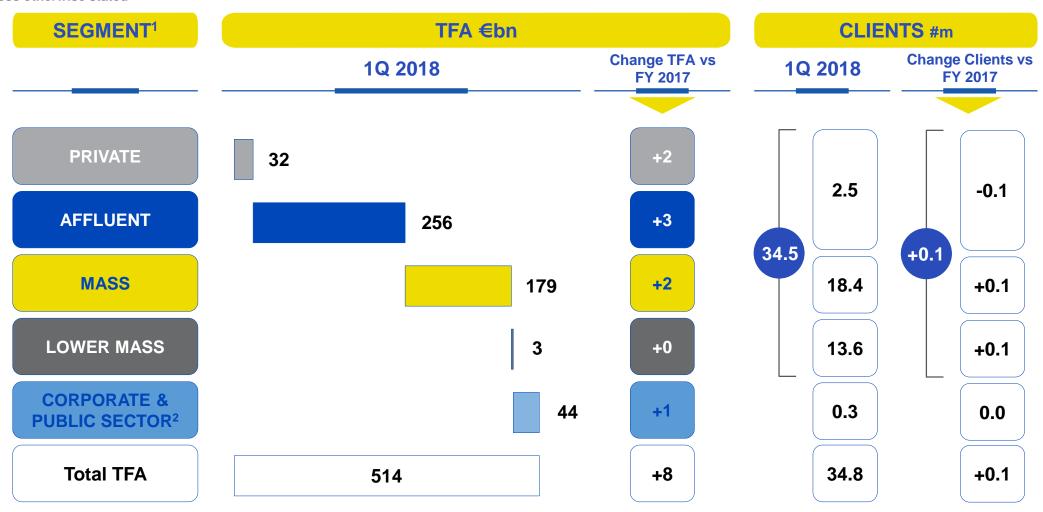
- → Total financial assets increased by 17bn YoY thanks to all products
- → Strong positive net inflows of 4.4bn in 1Q 2018:
  - → Postal savings negative net inflows significantly improving to -2.6bn, thanks to new commercial initiatives, while maintaining positive inflows for all other products
  - → Insurance products 3.1bn of which 0.2bn unit linked and multiasset Class III
  - → Deposits 3.7bn
  - → Mutual funds 0.1bn

1. Deposits do not include Repo and Poste Italiane liquidity



### STRONG WEALTH MANAGEMENT PLATFORM

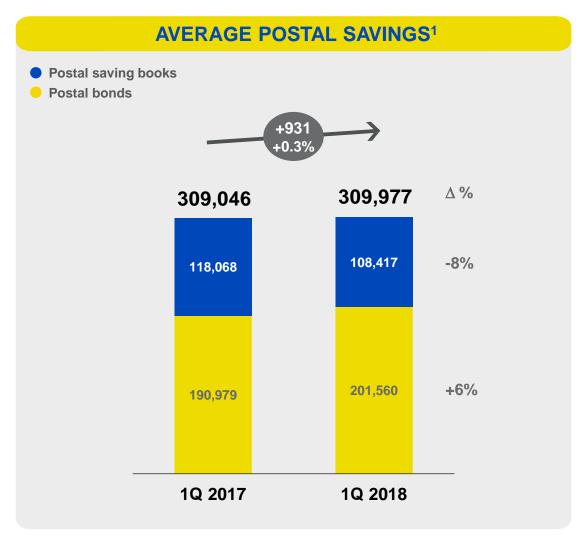
Increasing TFA from affluent & private customers

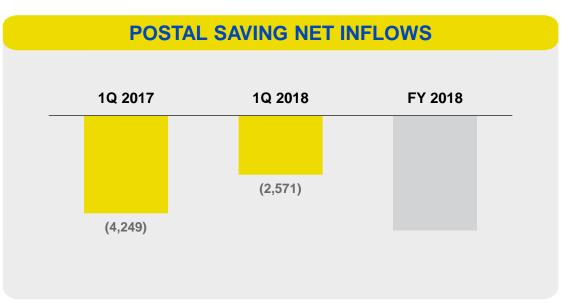


<sup>1.</sup> Private: TFA>500 €/K; Affluent: TFA between 75 €/K and 500 €/K or selected prospects with TFA <75 €/K; Lower Mass: monoproduct clients with less than 2.5 €/K, excluding current account holders; Mass: remaining retail clients;

<sup>2.</sup> Includes TFA from non retail Clients and non-Client-driven TFA

# POSTAL SAVINGS IMPROVING, IN LINE WITH PLAN Successful new products based on new remuneration scheme





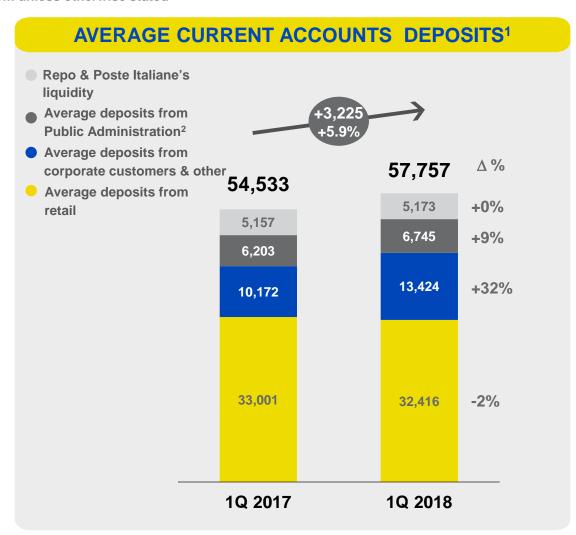
	1Q 2017	1Q 2018	Var.	Var. %
Fees	355	450	+95	+26.8%
Return (%)	0.47%	0.59%	+12 bps	

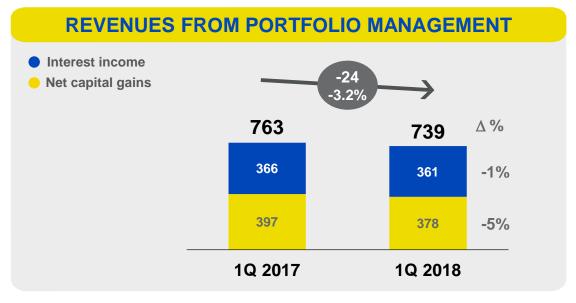
<sup>1.</sup> Average postal savings reported according to the remuneration scheme agreed with CDP, which excludes interests accrued year-to-date and based on a maturity of postal saving books adjusted for an estimate of potential early redemptions;

<sup>2.</sup> Yearly target agreed with CDP until 2020

### **CURRENT ACCOUNTS AVERAGE VOLUMES AT A SOUND 57.8BN**

Strong deposits growth stabilizing interest income despite lower yields





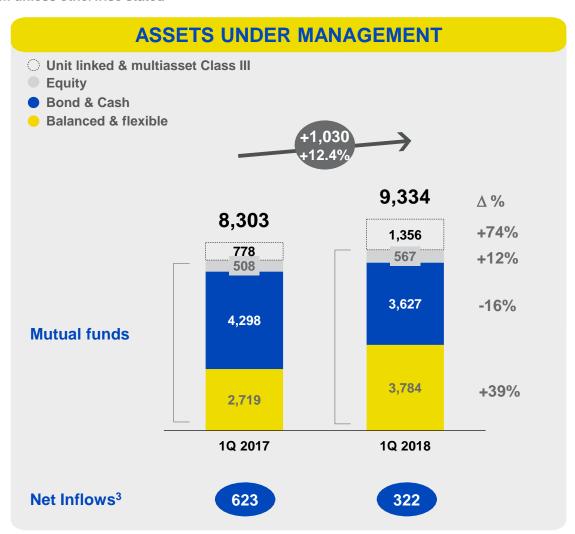
	1Q 2017	1Q 2018	Var.
Average return (%) <sup>3</sup>	3.45%	3.18%	-27 bps
Average return without capital gains (%)	2.73%	2.53%	-20 bps
Unrealized gains ( <b>€</b> m) <sup>4</sup>	953	2,789	+1,836
Portfolio duration (years)	5.4	5.4	+0.0

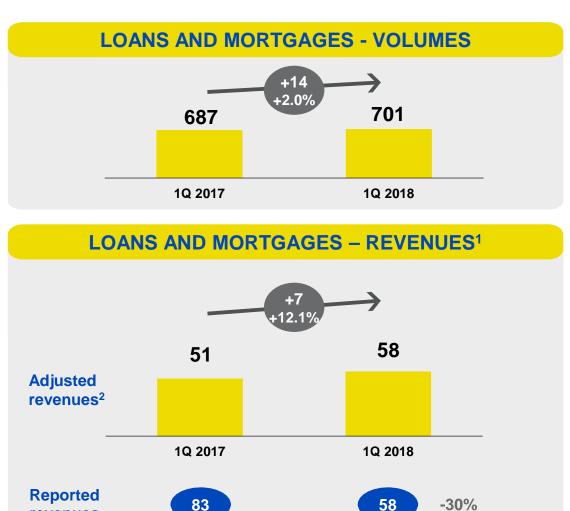
<sup>1.</sup> Including current accounts, time deposits and repurchase agreements; 2. Entirely invested in floating rate deposits c/o MEF; 3. Average yield calculated as interest income and realized capital gains on average total financial assets; 4. Figures refers to last trading day of the quarter

### **ASSET MANAGEMENT AND LOAN & MORTGAGE DISTRIBUTION**

Ongoing set up of new capabilities

€m unless otherwise stated





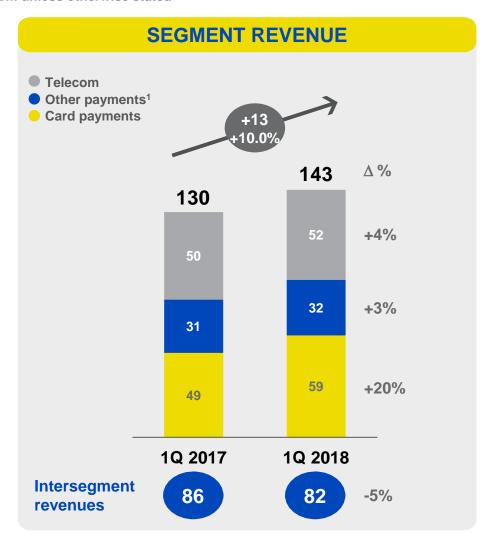
<sup>1.</sup> Includes also revenues from custody accounts, credit cards and other revenues from distribution of third parties products, for a total of 5 €/m; 2. Adjusted revenues refers to the restatement of 1Q 2017 revenues according to the accounting principle IFRS 15 (adopted from 1Q 2018) and netted from MCC-BdM revenues for 25 €/m; 3. Include net inflows from unit linked and multiasset Class III insurance products

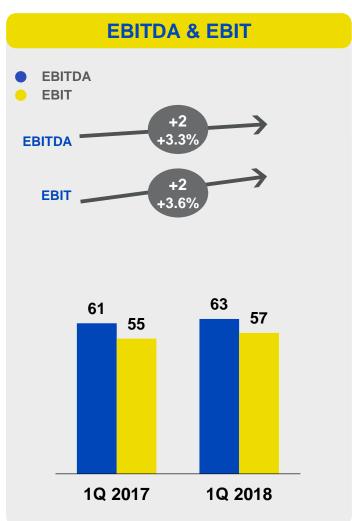
revenues

## **GROWTH IN PAYMENTS, MOBILE & DIGITAL**

Improving trends across all business lines

€m unless otherwise stated





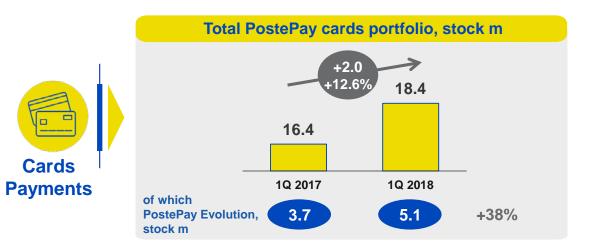
### **KEY HIGHLIGHTS**

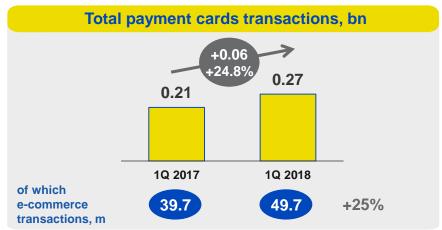
- → Strong growth in card payments, up 20% YoY, supported by increased stock of PostePay and higher transactions
- → Other payments¹ up 3% YoY thanks to mix effect
- → Telecom revenues up 4% YoY, supported by increasing new products sales

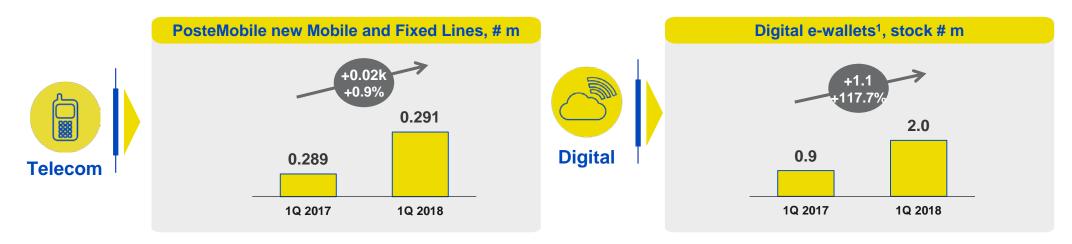
I. Includes payment slips 'bollettino', tax payments slips and money transfer



# GROWTH IN PAYMENTS, MOBILE & DIGITAL Positive trends of commercial KPIs across all business lines





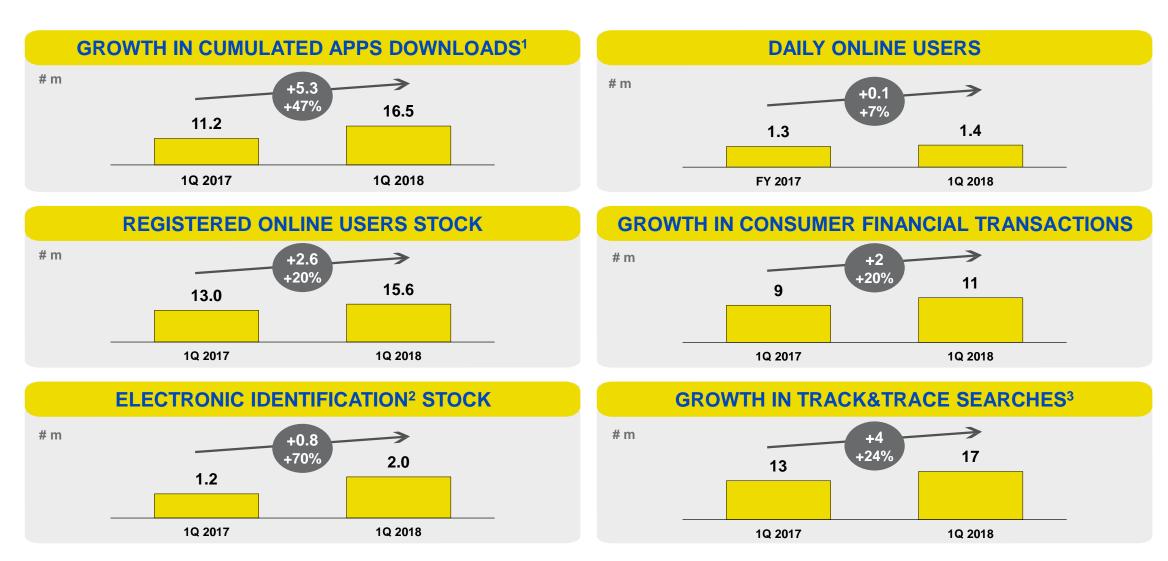


1. An innovative electronic tool associated to a single customer, which is enabled through a mobile app to authorize payment transactions

**Cards** 

### **POSTE ITALIANE DIGITAL PROPERTIES**

Robust growth in digital use

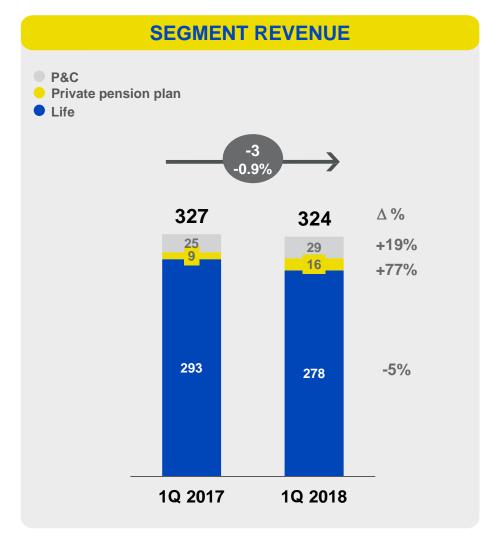


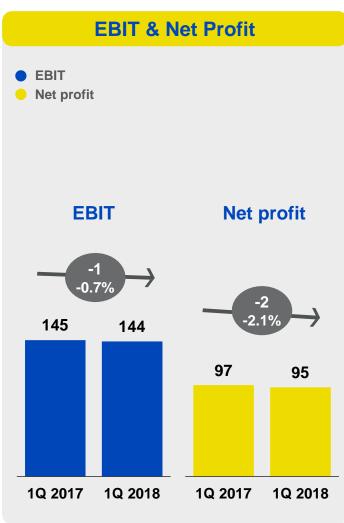
<sup>1.</sup> Source: App stores (iOS and Android); 2. Electronic identification refers to number of ID outstanding; 3. Digital system to monitor parcels' delivery

### **INSURANCE SERVICES RESILIENT OPERATING RESULTS**

EBIT & net income on track with 2018 targets

€m unless otherwise stated



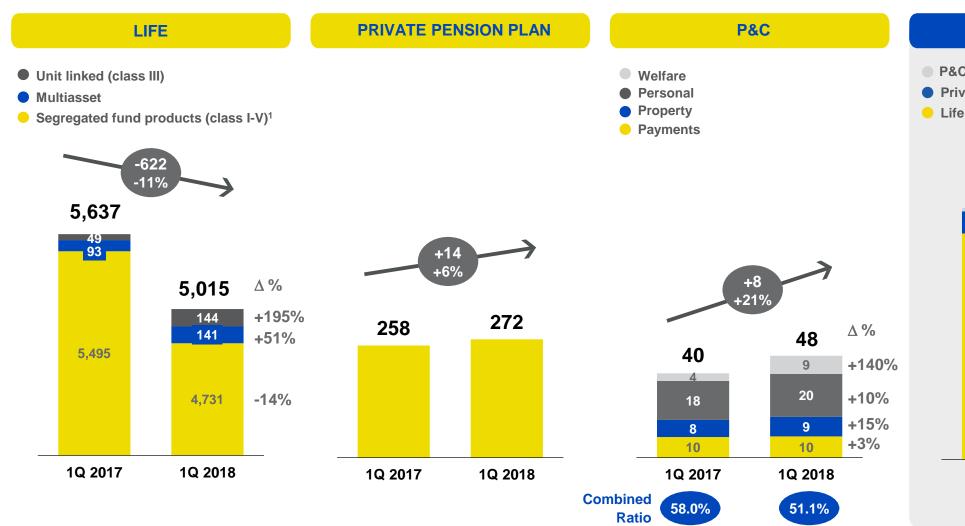


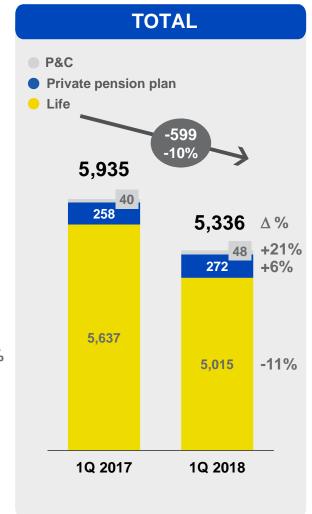
- → Resilient revenues despite lower gross written premiums, with P&C and private pension plan mitigating lower contributions from life insurance
- → EBIT & net profit on track with 2018 targets

### **INSURANCE GROSS WRITTEN PREMIUMS CHANGING MIX**

Strong focus on unit linked, pension plan and P&C, while maintaining leadership in segregated fund products

€m unless otherwise stated



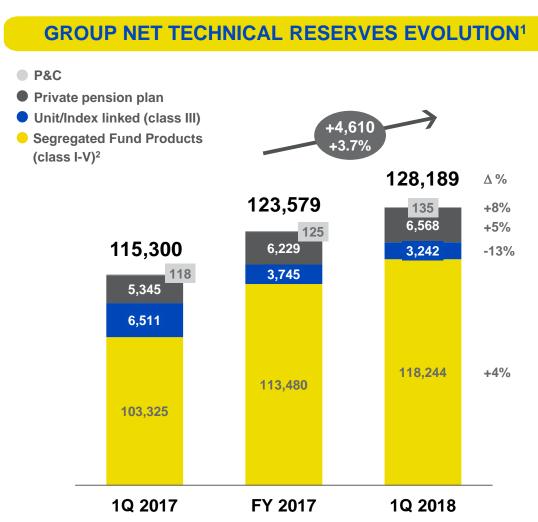


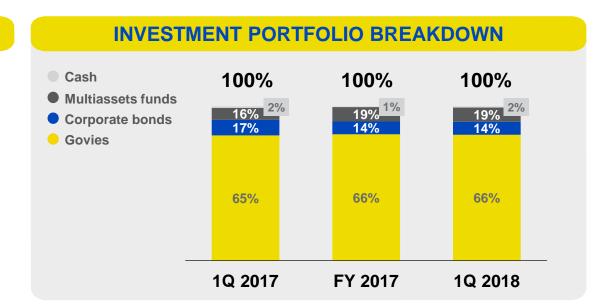
Includes Life Protection



### SOLID GROWTH IN INSURANCE TECHNICAL RESERVES

Technical reserves increasing driven by positive net inflows on segregated fund products



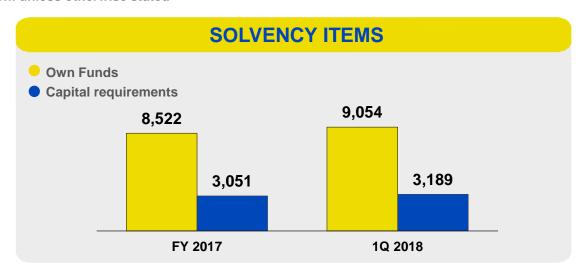


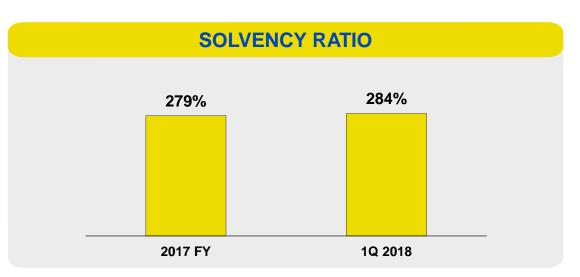
	1Q 2017	FY 2017	1Q 2018	Var. vs. FY 2017	Var. %
Unrealized Gain³ (€m)	7,417	8,225	9,268	+1,043	+12.7%
Minimum guaranteed return (Class I) (%)	0.97%	0.88%	0.86%		
Class I return (%)	2.86%	3.03%	2.56%		

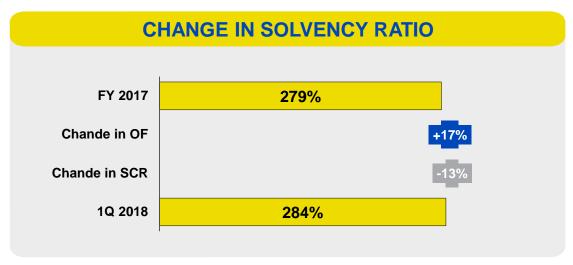
<sup>1.</sup> Including non-life technical reserves and net of re-insurance reserves; 2. Includes Life Protection; 3. Figures refers to last trading day of the quarter

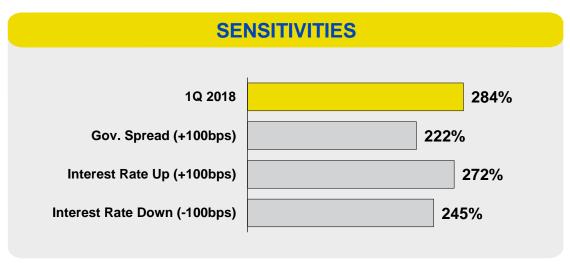
### **POSTEVITA GROUP: REGULATORY REQUIREMENTS**

Solvency ratio up to 284% driven by higher own funds





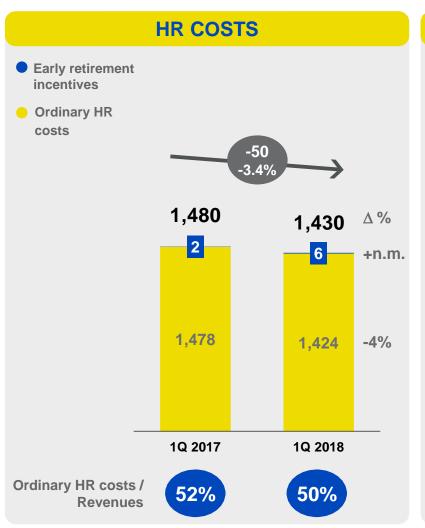


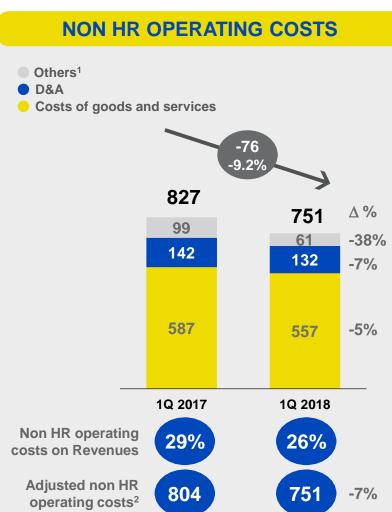


### **GROUP COSTS DOWN THANKS TO ONGOING EFFICIENCY MEASURES**

All ordinary items of costs down confirming the focus on cost discipline

#### €m unless otherwise stated





- → HR costs down 3.4%, weight on revenues down to 50%
- → Non HR operating costs down 9.2%, weight on revenues down to 26%
- → Excluding non recurring items impacting 1Q 2017, non HR operating costs are down 7% YoY

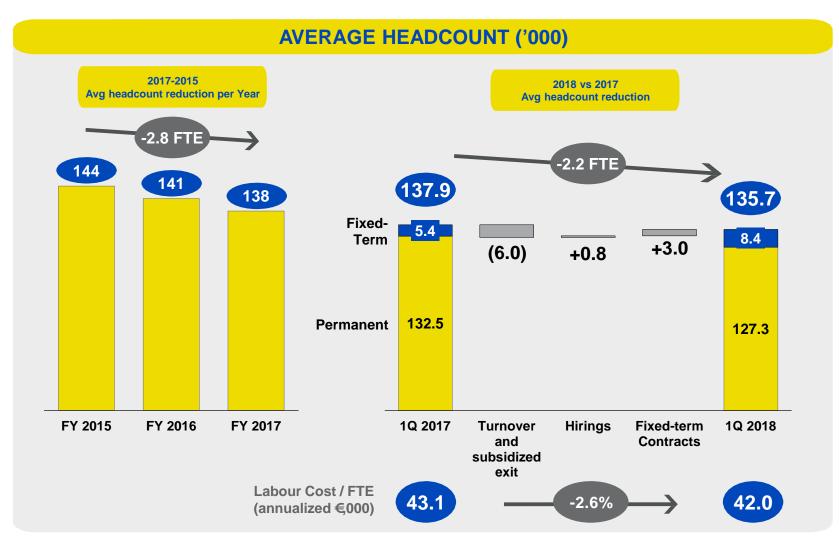
Adjusted other operating costs are calculated excluding in 1Q 2017: 10 €/m from BdM-MCC costs, 7 €/m due to a reclassification of non operating cost under the new IAS18 and 6 €/m for real estate funds provisions



<sup>1.</sup> Includes: Other expenses from financial activities, Capitalised costs and expenses, Other minor Operating Costs

### HR COSTS POSITIVE TREND SUPPORTED BY LOWER FTE

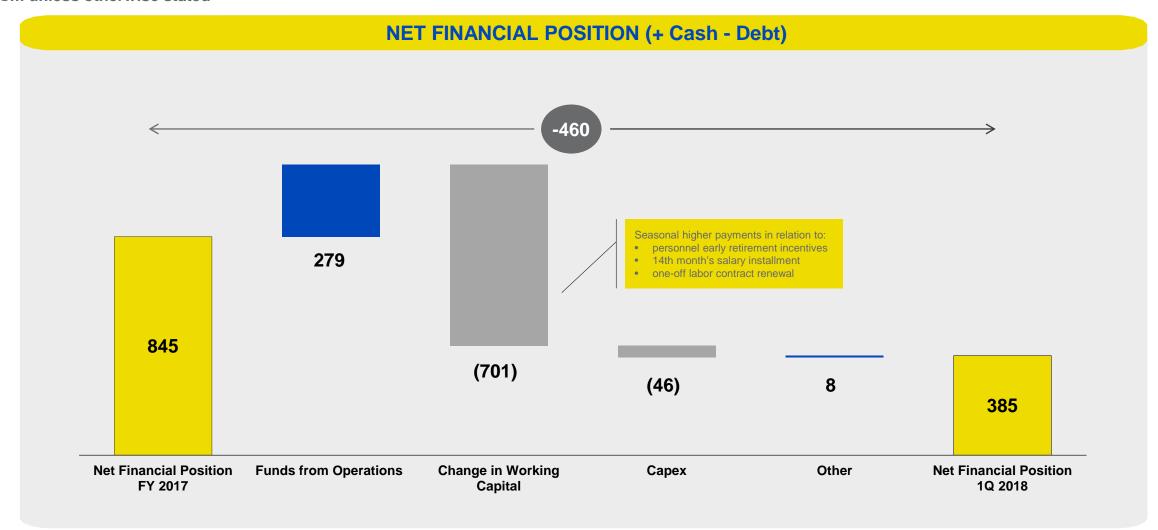
Confirmed track record to manage reduction of headcounts



- → Average FTE down by 2,200, including +3,000 fixed-term contract and 800 hirings
- → Labor cost/FTE down thanks to one day less paid national holiday, one-off release and deconsolidation of BdM-MCC
- → Labor cost/FTE broadly in line with 2018 targets of Deliver 2022

<sup>1.</sup> Including about 300 average FTE related to BdM-MCC deconsolidation during 2017

# MAIL, PARCEL & DISTRIBUTION NET FINANCIAL POSITION Seasonal trend affecting net financial position



**EXECUTIVE SUMMARY** 

**BUSINESS REVIEW** 

**CLOSING REMARKS** 

**APPENDIX** 

## **CLOSING REMARKS**

Net profit increasing thanks to improved operating results

Commercial focus to sustain profitability

Cost discipline measures under way

Deliver 2022 on track, all business units focusing on the Plan

**EXECUTIVE SUMMARY** 

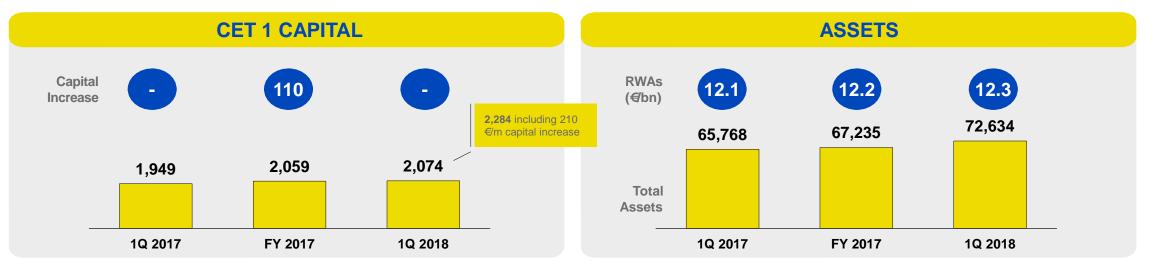
**BUSINESS REVIEW** 

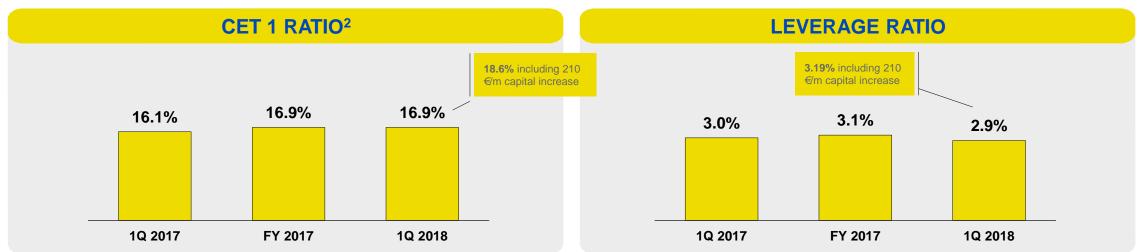
**CLOSING REMARKS** 

**APPENDIX** 

## BANCOPOSTA: AN ASSET GATHERER, WITH A LOW RISK BALANCE SHEET

Solid capital ratios including the already announced capital increase<sup>1</sup>



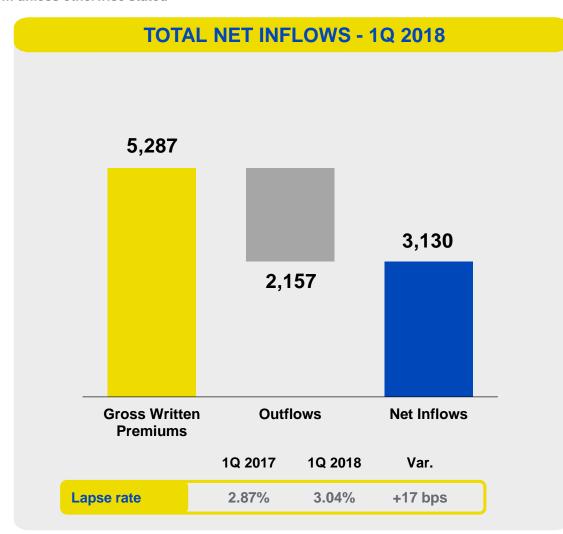


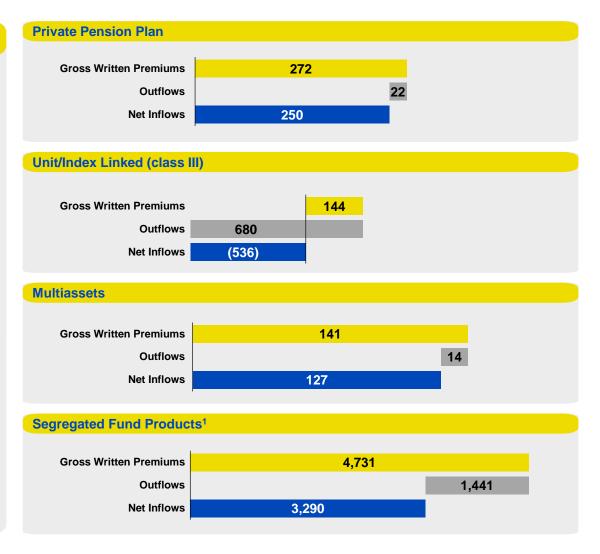
- Capital increase of 210 €/m to be approved by the AGM on 29 May as already announced 10.50% Min. CET1 ratio required to distribute earnings (transitionally reduced to 9.25% in 2017 and 9.875% in 2018)



### **INSURANCE SERVICES**

### Life & private pension plan premium net inflows



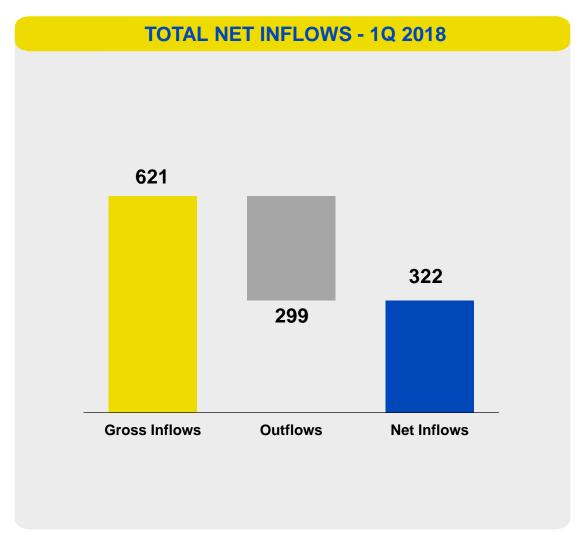


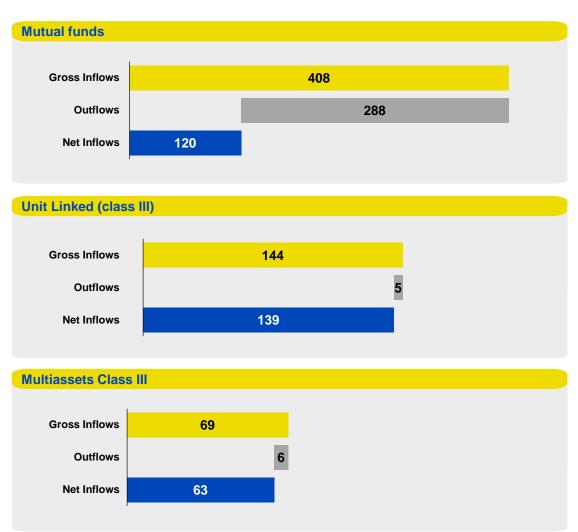
<sup>1.</sup> Includes Life Protection



### **ASSET MANAGEMENT**

Net inflows from mutual funds, unit linked and multiasset Class III insurance products





# **GROUP PROFIT & LOSS STATEMENT**

€m	1Q 2017	1Q 2018	Var.	Var.%
Total revenues	2,833	2,884	51	2%
of which:				
Mail, Parcel and Distribution	914	898	(16)	-2%
Payments, Mobile and Digital	130	143	13	10%
Financial Services	1,462	1,519	57	4%
Insurance Services	327	324	(3)	-1%
Total costs	2,307	2,181	(126)	-5%
of which:				
Total personnel expenses	1,480	1,430	(50)	-3%
of which personnel expenses	1,478	1,424	(54)	-4%
of which early retirement incentives	2	6	4	n.m.
Other operating costs	685	619	(66)	-10%
Depreciation, amortisation and impairments	142	132	(10)	-7%
EBIT	526	703	177	34%
EBIT Margin	19%	24%		
Finance income/(costs) and profit/(loss) on investments accounted for using the equity method	6	8	2	33%
Profit before tax	532	711	179	34%
Income tax expense	181	226	45	25%
Profit for the year	351	485	134	38%

# MAIL, PARCEL & DISTRIBUTION PROFIT & LOSS

€m	1Q 2017	1Q 2018	Var.	Var.%
Segment revenue	914	898	(16)	-2%
Intersegment revenue	1,334	1,369	35	3%
Total revenues	2,248	2,267	19	1%
Personnel expenses	1,432	1,390	(42)	-3%
of which personnel expenses	1,431	1,385	(46)	-3%
of which early retirement incentives	1	5	4	n.m.
Other operating costs	534	477	(57)	-11%
Intersegment costs	15	15	0	n.m.
Total costs	1,981	1,882	(99)	-5%
EBITDA	267	385	118	44%
Depreciation, amortisation and impairments	132	122	(10)	-8%
EBIT	135	263	128	95%
EBIT MARGIN	6%	12%		
Finance income/(costs)	(8)	(8)	0	n.m.
Profit/(Loss) before tax	127	255	128	n.m.
Income tax expense	47	81	34	n.m.
Profit for the year	80	174	94	n.m.

# FINANCIAL SERVICES PROFIT & LOSS

€m	1Q 2017	1Q 2018	Var.	Var.%
Segment revenue	1,462	1,519	57	4%
Intersegment revenue	258	261	3	1%
Total revenues	1,720	1,780	60	3%
Personnel expenses	31	22	(9)	-29%
of which personnel expenses	30	21	(9)	-30%
of which early retirement incentives	1	1	0	n.m.
Other operating costs	90	81	(9)	-10%
Depreciation, amortisation and impairments	0	0	0	n.m.
Intersegment costs	1,408	1,438	30	2%
Total costs	1,529	1,541	12	1%
EBIT	191	239	48	25%
EBIT MARGIN	11%	13%		
Finance income/(costs)	2	3	1	50%
Profit/(Loss) before tax	193	242	49	25%
Income tax expense	58	69	11	19%
Profit for the year	135	173	38	28%

# PAYMENTS, MOBILE & DIGITAL PROFIT & LOSS

€m	1Q 2017	1Q 2018	Var.	Var.%
Segment revenue	130	143	13	10%
Intersegment revenue	86	82	(4)	-5%
Total revenues	216	225	9	4%
Personnel expenses	8	8	0	n.m.
of which personnel expenses	8	8	0	n.m.
of which early retirement incentives	0	0	0	n.m.
Other operating costs	39	40	1	3%
Intersegment costs	108	114	6	6%
Total costs	155	162	7	5%
EBITDA	61	63	2	3%
Depreciation, amortisation and impairments	6	6	0	n.m.
EBIT	55	57	2	4%
EBIT MARGIN	25%	25%		
Finance income/(costs)	0	1	1	n.m.
Profit/(Loss) before tax	55	58	3	5%
Income tax expense	16	15	(1)	-6%
Profit for the year	39	43	4	10%

# INSURANCE SERVICES PROFIT & LOSS

€m	1Q 2017	1Q 2018	Var.	Var.%
Segment revenue	327	324	(3)	-1%
Intersegment revenue	0	0	0	n.m.
Total revenues	327	324	(3)	-1%
Personnel expenses	9	10	1	11%
of which personnel expenses	9	10	1	11%
of which early retirement incentives	0	0	0	n.m.
Other operating costs	22	21	(1)	-5%
Depreciation, amortisation and impairments	4	4	0	n.m.
Intersegment costs	147	145	(2)	-1%
Total costs	182	180	(2)	-1%
EBIT	145	144	(1)	-1%
EBIT MARGIN	44%	44%		
Finance income/(costs)	12	12	0	n.m.
Profit/(Loss) before tax	157	156	(1)	-1%
Income tax expense	60	61	1	n.m.
Profit for the year	97	95	(2)	-2%

# **GROUP PERFORMANCE**MAIN KPI'S

OPERATIONAL KPI's		1Q 2017	1Q 2018	∆% YoY
MAIL PARCELS & DISTRIBUTION	Mail Volumes (#m) Parcels delivered by mailmen(#m) Parcel Volumes (#m) B2C Revenues (€m)	838 6.4 27.6 53.6	813 10.1 29.1 63.5	-3.0% +57.8% +5.4% 18.5%
PAYMENTS, MOBILE & DIGITAL	Postepay cards of which Postepay Evolution cards (#m) Total payment cards transactions (#bn) of which eCommerce transactions (#m) PosteMobile new products (#m) Digital e-Wallets (#m)	16.4 3.7 0.21 39.7 0.289 0.9	18.4 5.1 0.27 49.7 0.291 2.0	+12.6% +38.2% +24.8% +25.4% +0.9% +117.7%
FINANCIAL SERVICES	Total Financial Assets - TFAs (€/bn) Product Sales (# mln) Fees per client¹ (€) Unrealized gains (€m)	497 1.9 54 953	514 2.2 57 2,789	+3.3% +15.8% +5.6%
INSURANCE SERVICES	Gross Written Premiums (€m) GWP – Life (€m) GWP - Private Pension Plan (€m) GWP - P&C (€m)	5,935 5,637 258 40	5,336 5,015 272 48	-10.1% -11.0% +5.5% 21.3%

<sup>1.</sup> Segment revenue financial + insurance, excluding interest income, per client, excluding lower mass segment

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