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# Novo Banco Update Overview

July 2018

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*Certain information contained in this presentation, including any information as to the Novo Banco's strategy, market position, plans or future financial or operating performance, constitutes "forward-looking statements". All statements, other than statements of historical fact, are forward-looking statements. The words "believe", "expect", "anticipate", "contemplate", "target", "plan", "intend", "continue", "budget", "project", "aim", "estimate", "may", "will", "could", "should", "schedule" and similar expressions identify forward-looking statements. Forward-looking statements are necessarily based upon a number of estimates and assumptions that are inherently subject to significant business, economic and competitive uncertainties and contingencies. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements. Forward-looking statements are not guarantees of future performance. Forward-looking statements may, and often do, differ materially from actual results. Any forward-looking statements in this presentation speak only as at the date of this presentation. Subject to applicable law or regulation, Novo Banco explicitly disclaims any intention or obligation or undertaking publicly to release the result of any revisions to any forward-looking statements in this presentation that may occur due to any change in Novo Banco's expectations or to reflect events or circumstances after the date of this presentation.*

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*The publication of this update overview shall not, under any circumstances, constitute a representation or create any implication that the information contained in this update overview is correct as of any time subsequent to the date of such information or that there has been no change in the information set out in it or the affairs of Novo Banco since the date of this update overview.*

# Agenda

- 1. Overview of Novo Banco**
- 2. Financial results summary – YE 2017 & 1Q2018**
- 3. Asset Quality**
- 4. Capital Position**
- 5. Liquidity and Funding**

# NOVO BANCO highlights

## *Recovery Story*

- **Sale of 75% majority to Lone Star and termination of the bridge bank status** on 18 October 2017.
- Sale and restructuring plan agreed with the European Commission.
- **Successful LME transaction** with early redemption of approx. €4.7bn of nominal Senior Debt and significant interest savings.
- **€1.0bn capital injection by Lone Star in 2017.**

## *A Reference Institution in Portugal*

- **A reference institution in the Portuguese financial sector**, with net assets of €52.1bn at Dec-17.
- **A reference bank in Corporate segment**, with 18.1% market share\* in Corporate Loans and 21.1% in Trade Finance\*\*.
- **One of the reference banks in Retail Banking in Portugal**, with a **market share\* of 10.7% and 8.3%** in Residential Mortgages and Other Loans to Individuals, respectively.

## *Levers to Support Capital Position*

- Capital ratios at Mar-18(p): **CET1 phased-in of 13.5%** and **CET1 fully implemented of 12.6%**.
- **Contingent Capital Agreement** up to a €3,890mn for approx. 8 years from the Resolution Fund (subject to certain conditions).
- **Not to distribute Dividends** until the CCA maturity date.

\* Novo Banco Management estimates. \*\* Novo Banco Management estimates based on number of swift messages according to SWIFT.  
(p) Provisional.

# Governance - Overview of governing bodies

## GENERAL AND SUPERVISORY BOARD

4-YEARS TERM: 2017 TO 2020

**CHAIRMAN**  
**BYRON HAYNES**

**VICE-CHAIRMAN**  
**KARL-GERHARD EICK**

**GENERAL AND SUPERVISORY  
BOARD MEMBERS**  
DONALD QUINTIN  
KAMBIZ NOURBAKHS  
MARK COKER  
BENJAMIN DICKGIESSER  
JOHN HERBERT  
ROBERT A. SHERMAN  
CARLA ANTUNES DA SILVA

**FINANCIAL AFFAIRS COMMITTEE**

(1)

**RISK COMMITTEE**

**COMPLIANCE COMMITTEE**

**REMUNERATION COMMITTEE**

**NOMINATION COMMITTEE**

## EXECUTIVE BOARD OF DIRECTORS

4-YEARS TERM: 2017 TO 2020

**CHIEF EXECUTIVE  
OFFICER**  
**ANTÓNIO RAMALHO**

**CHIEF COMMERCIAL  
OFFICER  
(CORPORATE)**  
**VÍTOR FERNANDES**

**CHIEF FINANCIAL  
OFFICER**  
**JORGE CARDOSO**

**CHIEF LEGAL AND  
COMPLIANCE  
OFFICER**  
**LUÍSA SOARES DA  
SILVA**

**CHIEF OPERATING  
OFFICER**  
**JOSÉ EDUARDO  
BETTENCOURT**

**CHIEF RISK OFFICER**  
**RUI FONTES**

**CHIEF COMMERCIAL  
OFFICER  
(RETAIL)**  
**LUÍS RIBEIRO (2)**

(1) The Special Committees are composed of members of the General and Supervisory Board. The General and Supervisory Board sets up, appoints the members and approves the internal rules of the Special Committees.

(2) Luís Ribeiro taking office is pending authorisation by the European Central Bank.

# Executive Board of Directors



## António Ramalho, CEO

- Chief Executive Officer
- Former CEO of Infraestruturas de Portugal
- Former Vice CEO of Millennium BCP
- Former Chairman of Unice
- Former Board Member of Santander Totta
- Former Board Member of Grupo Champalimaud banks (BPSM, BTA and CPP)
- 26 years of banking experience



## Jorge Freire Cardoso

- Chief Financial Officer
- Board Member since Sep-14
- Formerly with Caixa Geral de Depósitos where he was a Member of the Board and of the Executive Committee
- Formerly CEO of Caixa - Banco de Investimento
- 21 years of banking experience



## José Eduardo Bettencourt

- Chief Operating Officer
- Former President of the Board of Santander Asset Management
- Former Santander Totta Board Member
- Former member of the EBD of Barclays, BCI / Santander and Santander de Negócios Portugal
- Former President of Sporting Clube de Portugal
- Several managerial responsibilities in Citibank, Banco Mello and Golden Assets
- 28 years of banking experience



## Vítor Fernandes

- Chief Commercial Officer (Corporate)
- Board Member since Sep-14
- Former Member of the Board of Millennium BCP and Caixa Geral de Depósitos
- Previously CEO of Fidelidade Mundial and Império Bonança insurance companies
- 24 years of experience in the financial sector



## Luísa Soares da Silva

- Chief Legal and Compliance Officer
- Before joining Novo Banco, Luísa Soares da Silva practiced financial, banking, insurance and capital markets law in Morais Leitão, Galvão Teles, Soares da Silva & Associados (MLGTS), since 2001 as a Partner
- 26 years of experience of financial, banking, insurance and capital markets practice law.



## Rui Fontes

- Chief Risk Officer
- Formerly Head of risk of Novo Banco and of Banco Espírito Santo and former Head of Risk Models
- 21 years of banking experience

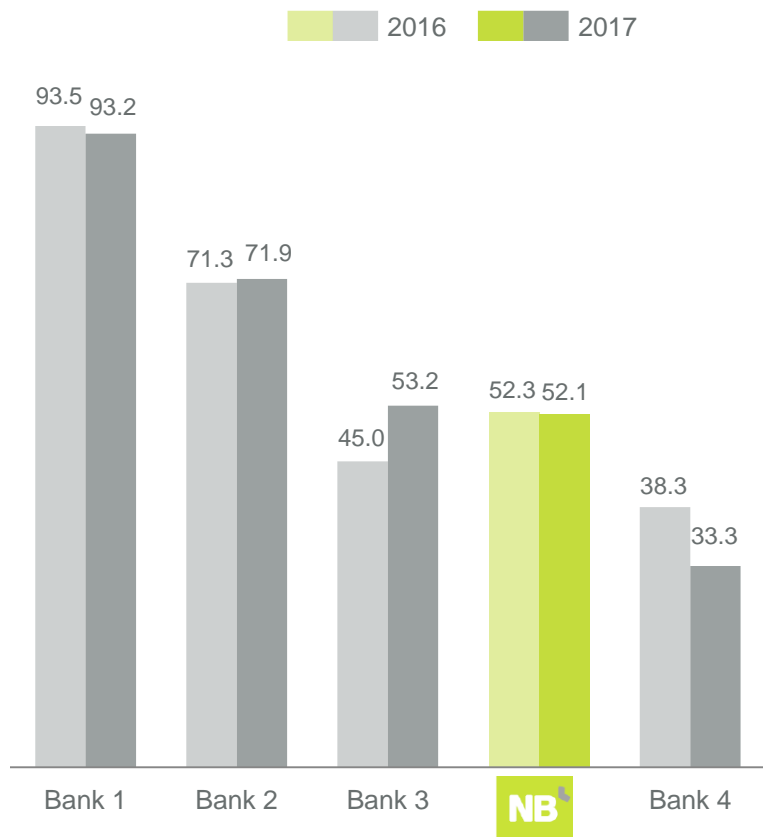


## Luís Ribeiro <sup>(1)</sup>

- Chief Commercial Officer (Retail)
- Member of the Board of Directors of NOVO BANCO Açores and Garval – Sociedade de Garantia Mútua
- Formerly responsible for coordinating the area of companies on the South of Portugal and previously for the retail area
- 23 years of banking experience

# NOVO BANCO is a reference bank in the Portuguese financial system, with over 1.3 million clients as at Dec-17

## Net Assets<sup>1</sup> (Portuguese Banks, €bn)



## Sale and shareholder structure



- Share capital of NOVO BANCO amounts to €5.9bn and is 75% held by Lone Star and 25% held by the Resolution Fund.
- 31 Mar. 2017: BdP announced the selection of Lone Star for the conclusion of the sale of **NOVO BANCO**.
- 10 Jul. 2017: EC announced that it had approved under the EU Merger Regulation the planned acquisition of **NOVO BANCO** by Lone Star Funds.
- 2 Oct. 2017: **NOVO BANCO** completed the LME with early redemption of €4.7bn of senior debt (57% of nominal amount outstanding).
- 11 Oct. 2017: EC approved under EU State aid rules the Portuguese aid for the sale of **NOVO BANCO**.
- 18 Oct. 2017: completion of the sale of 75% of **NOVO BANCO** to Lone Star who capitalised **NOVO BANCO** with €750mn in Oct. 2017 and €250mn in Dec. 2017.

<sup>1</sup> Source: 2017 Results Press Releases (NB, CGD, Millennium BCP, Santander Totta SGPS and BPI).

<sup>2</sup> The stake held by Lone Star in NOVO BANCO is held through Nani Holdings, SGPS, SA.

<sup>3</sup> The Resolution Fund was created in 2012 and its primary goal is to provide financial support for the implementation of resolution measures determined by Banco de Portugal (BdP). The Resolution Fund is a public-law legal person with administrative and financial autonomy. It is operated within Banco de Portugal.

# The sale of 75% of the share capital of NOVO BANCO to Lone Star and Restructuring Plan was approved by EC

## Novo Banco Commitments

- To divest or wind-down certain of its non-core assets.
- To apply executive remuneration caps.
- To comply with a new return on equity based pricing tool for new business.
- Not to distribute dividends during the restructuring period, which ends on 31 December 2021<sup>(1)</sup>.
- To comply with pre-provisioning income and cost to income ratio targets and progressive reductions of FTEs and branch closures.

## Approved Measures

- **Contingent Capital Agreement** ('CCA'): For a period of approx. 8 years, **NOVO BANCO** can be compensated up to a limit of €3.89bn for losses recognised in a predefined set of assets, in case its capital ratios decrease below a predefined threshold.
- **Tier 2 Underwriting**: To the extent a capital market solution is not feasible under predefined conditions, the Resolution Fund will underwrite Tier 2 capital (up to €400mn).
- **Capital Backstop**: Portugal commits to supply the capital gap if **NOVO BANCO** capital ratios fall below the SREP total capital requirement through an ultimate back-stop (i.e. in the lack of a private solution) by means of the issuance of Alternative Tier 1 capital instruments or a capital injection.

<sup>(1)</sup> Additionally under the CCA, NOVO BANCO has agreed not to distribute dividends until the CCA maturity date.



# Evolution of strategic priorities: leveraging key commercial strengths while reducing exposure to non-core assets

2014

2015

2016

2017

2018+

I Solving liquidity and funding constraints

II Managing the capital position

III Downsize non-core assets and restoring profitability

IV Restructuring Plan

I

- **Deleverage.**
- **Improve liquidity and funding position** by strengthening the customer deposit base.
- **Reduce non-performing asset base.**

II

- **Manage regulatory capital position** through deleveraging.
- **Sale of BE SI.**
- Selected **sales of real estate and equity stakes.**
- **Optimisation of RWAs.**

III

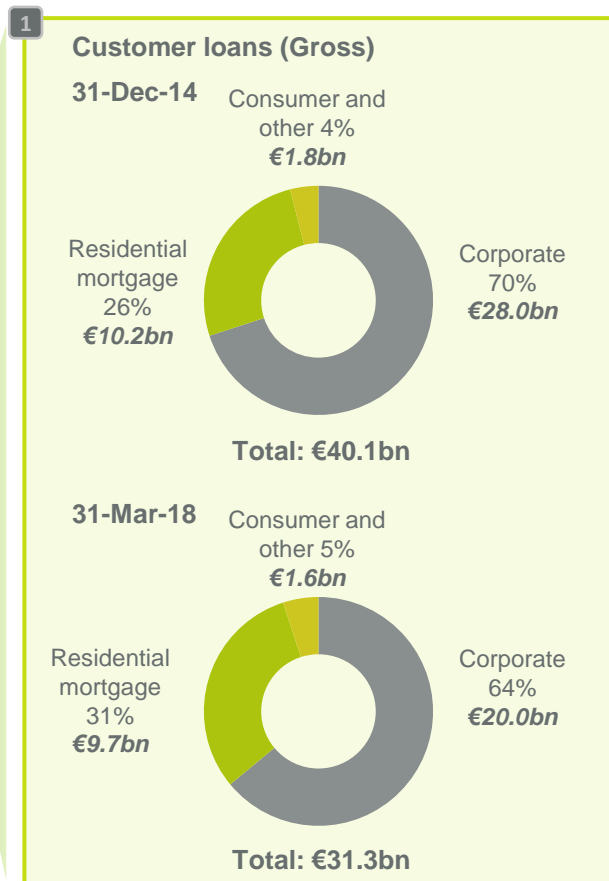
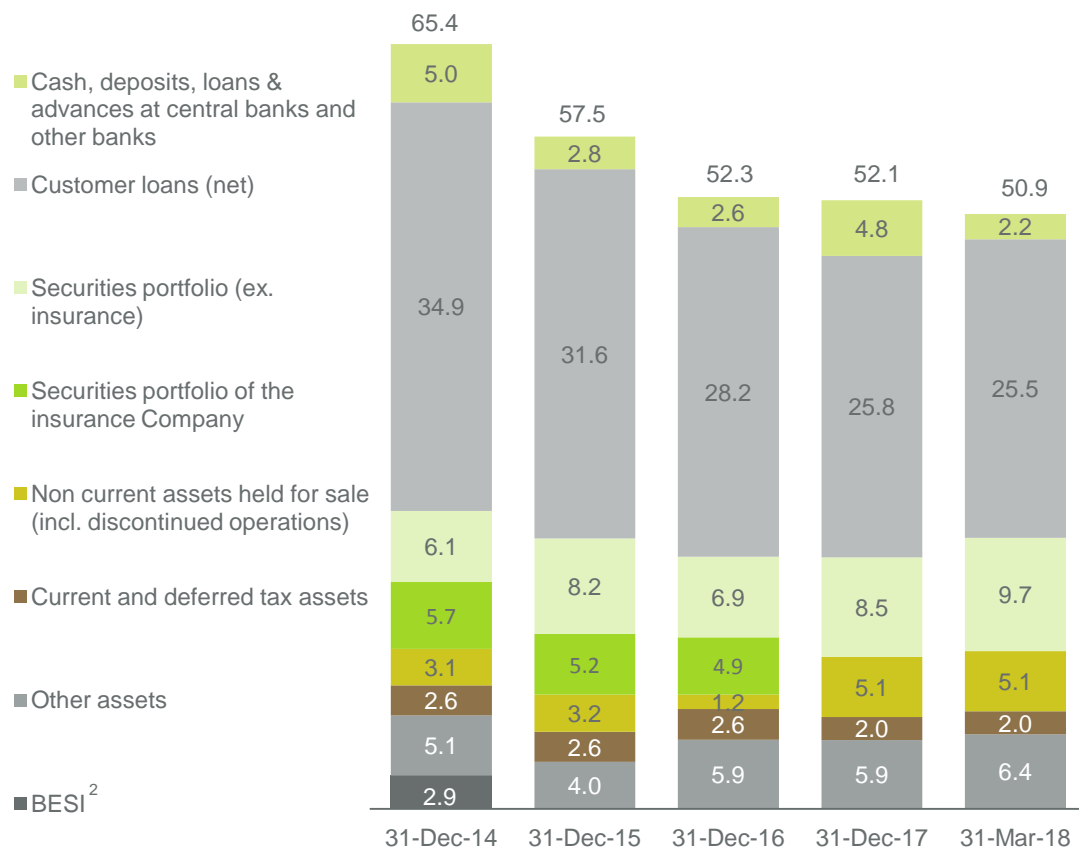
- **Focus on core business** with distinctive value proposition.
- **Normalise funding costs.**
- **Reduce operating costs,** by simplifying group the structure and reducing footprint.
- **Increase productivity** leveraging on digitalisation.
- **Reduce cost of risk** and impairment charges by reviewing risk appetite and strengthening governance.

IV

- **Divestment or Wind-down of non-core assets,** including selected international operations, real estate assets, equity stakes, out-of-strategy loan portfolio and restructuring funds.
- **Reduction of Non Performing Assets** (mostly sales of NPL and real estate assets).
- **Restoring Future Profitability,** by reducing operating costs, increasing productivity and refocusing profitability on its core domestic franchise.

# Successful re-focus on traditional commercial banking

## Asset distribution<sup>1</sup> (Net assets, €bn)



<sup>1</sup> Excluding BES1, net assets for Novo Banco would amount to €62.6bn as of 31 December 2014.

<sup>2</sup> Including consolidation adjustments; BES1 on a standalone basis had total assets of €4.4bn as of 31 December 2014.

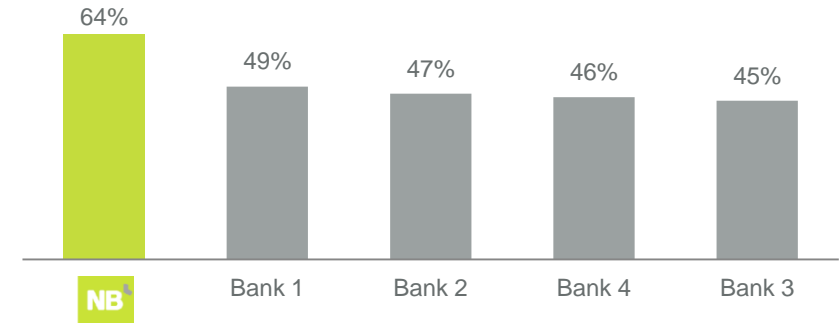
# NOVO BANCO is a leading institution in the Portuguese financial sector



## Corporate Banking

- **NOVO BANCO** has a market share of 18.1% in Corporate Loans and 21.1% in Trade Finance.
- **1 Department for large corporates and 20 corporate centres for SMEs** fully covering Portugal. Committed to be a **reference partner for corporate clients** on their daily activities.
- **Supporting the corporate segment across all industry sectors** with a particular **focus on the exporting SMEs and those that incorporate innovation** in their products, services or production systems.
- **Innovative offer** with Express Bill (solution for payments and collections) and Fine Trade (tool that identifies export opportunities for corporate clients).

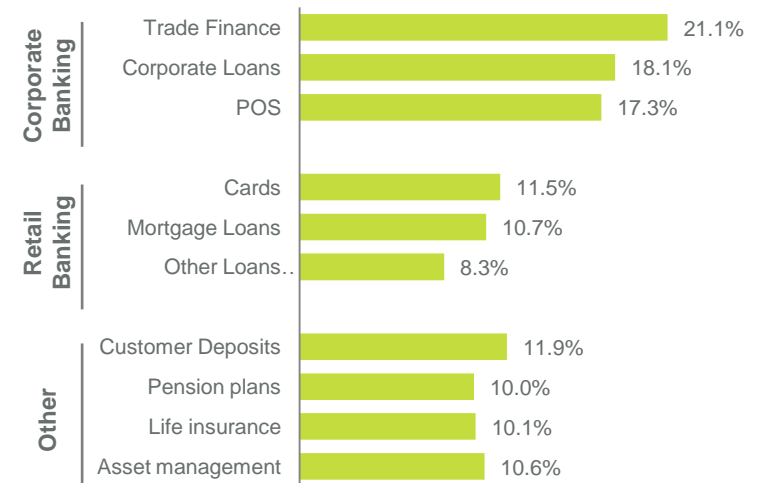
**Weight of Corporate Credit in Overall portfolio**  
(Portuguese Banks) <sup>1</sup>



## Retail Banking

- **NOVO BANCO** has a market share of 10.7% and 8.3% in Residential Mortgages and Other Loans to Individuals, respectively.
- The Bank has a **specialised and diversified product offer** to meet private individuals and small business' needs.
- In **addition to the strong branch network, NOVO BANCO has a multi-channel approach** through internet banking, phone banking, and mobile banking (smartphone and tablet).
- Good performance of **Banco BEST**, a 100% subsidiary online commercial bank targeting affluent customers. In 2017 AuM reached €2.1bn and net income of €3mn (+9.8% year-on-year).

**Market Share in selected Business Lines** (Dec.17) <sup>2</sup>



# Novo Banco offers a broad product offer to support its clients

## International Commercial Banking

- International presence to support **NOVO BANCO** clients.
- Business development focused in Spain (Dec-17 net assets of €2.5bn) and additional platforms to support Iberian clients.

## Asset Management

- Carried out by **GNB Gestão de Ativos** (100% owned by **NOVO BANCO**).
- **Wide product range** covering mutual funds, real estate funds, pension funds, discretionary and wealth management services.
- Total AuM's as of Dec-17 of €10.8bn.

## Insurance

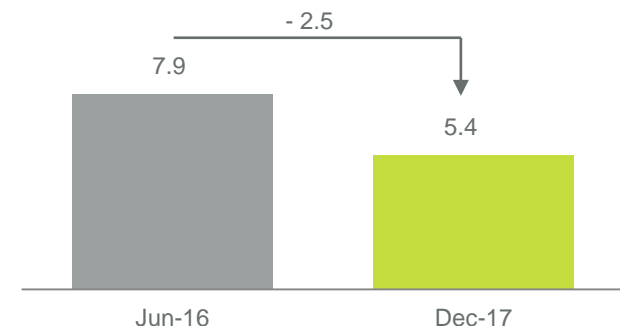
- Carried out by **GNB Vida** (100% owned by **NOVO BANCO**), which provides life insurance products and retirement plans both in Portugal and Spain. As at Dec-17 total net assets of €5.3bn. **NOVO BANCO** launched an organized process to sell GNB Vida.
- **NOVO BANCO** also has a 25% stake in **GNB Seguros**, which focus its activity in Portugal with non-life products such as home, car and health insurance. As at Dec-17 total net assets of €122.3mn.

# Contingent Capital Agreement

- As agreed during the sale process of **NOVO BANCO**, a **Contingent Capital Agreement (“CCA”)** was entered into between **the Resolution Fund and NOVO BANCO**.
- NOVO BANCO is to be compensated up to €3.89bn** for losses recognised in a predefined portfolio of assets (“**CCA Assets**”) and other CCA covered losses (the “**CCA Losses**”) in case the capital ratios decrease below a pre-defined threshold (“**Minimum Capital Condition**”).
- The Minimum Capital Condition :
  - CET1 or Tier 1 < CET1 or Tier 1 SREP requirement  
Plus a buffer for the first 3 years (2017 - 2019)
  - CET1 < 12%
- Duration of the mechanism is set at approx. 8 years, until 31 December 2025 (the “**CCA Maturity Date**”), which date can be extended by one additional year should the net book value of the CCA Assets not fall below an agreed level.

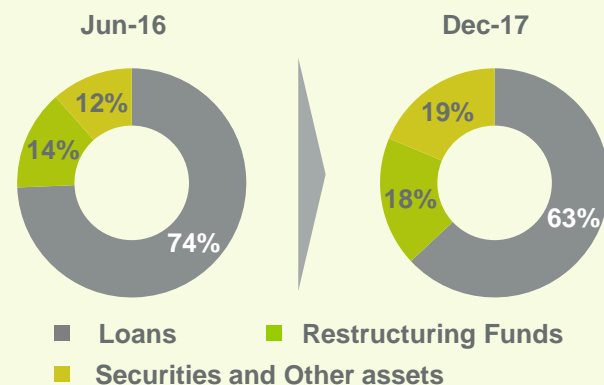
## Assets included in CCA<sup>1</sup>

(net book value in €bn)



<sup>1</sup>Deducting provisions for undrawn exposures, the CCA asset would amount to €7.8bn and €5.3bn in Jun. 2016 and Dec. 2017, respectively.

## Breakdown of CCA Assets \*



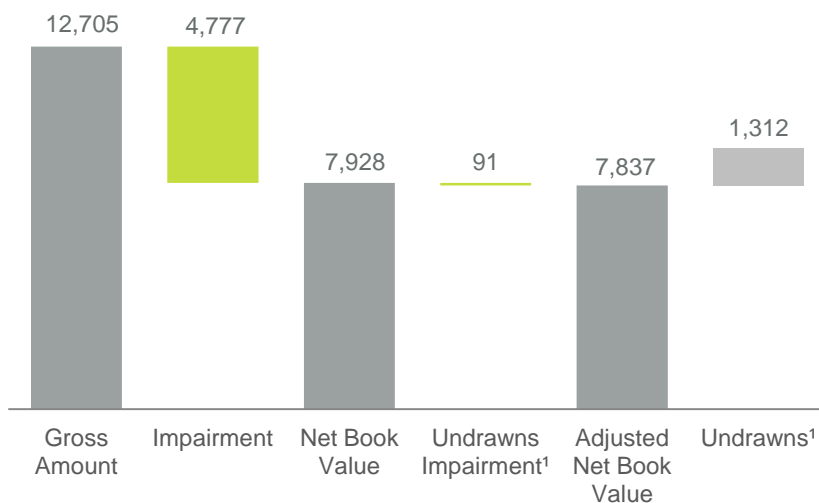
\* Net book value

# Contingent Capital Agreement (continued)

- The managed capital was defined with respect to a **predefined set of assets** with an initial adjusted net book value (as at 30 June 2016) of approximately €7.8bn. As at **31 December 2017 the adjusted net book value of those assets was €5.3bn.**

### CCA exposure (Jun-16)

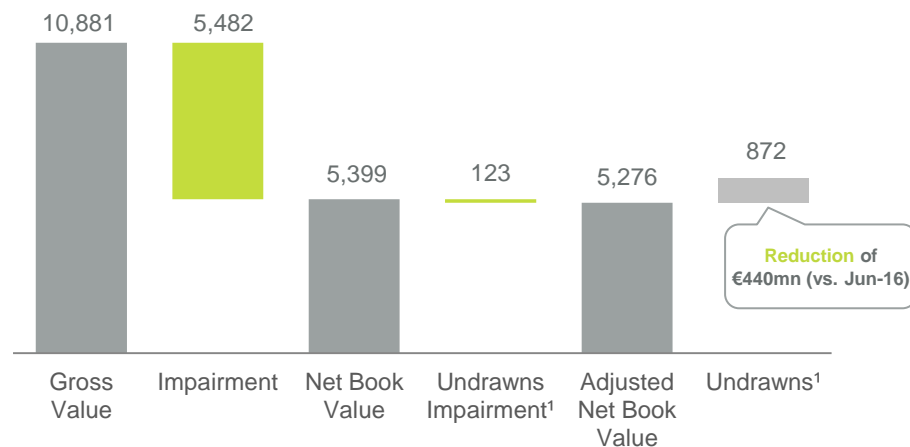
(€mn)



<sup>1</sup> Guarantees, committed credit lines and other commitments

### CCA exposure (Dec-17)

(€mn)



<sup>1</sup> Guarantees, committed credit lines and other commitments.

# Agenda

1. Overview of Novo Banco
2. Financial results summary – YE 2017 & 1Q2018
3. Asset Quality
4. Capital Position
5. Liquidity and Funding

## Highlights in 2017 and 1Q18

- **2017: Net Operating Income of €341.7mn<sup>1</sup>**, down by €44.9mn (-11.6%) from 2016.  
**1Q18: Net Operating Income of €130.2mn<sup>2</sup>**, up from €45.6mn as of Mar-17, including the reclassification of GNB Vida as discontinued operations.
  - Excluding such effect, **Net Income** would have amounted to **€9.7mn.**
- **In 2017 reduction of the loan book by €2.3bn (-6.9%)**, with the **main reduction** occurring in **non-performing loans (-€1.7bn), (-15.0%)** from 2016. Comparing with Dec-17, in the 1Q18 **the loan book contracted by €0.1bn (-0.4%)**, with **non-performing loans reducing €0.3bn (-3.1%)**, in line with yearly trends.
- **Weight of NPLs<sup>3</sup> decreasing to 30.5% in 2017 and to 29.7% in 1Q18** (2016: 33.4%), with the respective impairment coverage increasing to 58.7% and 61.9%, respectively (2016: 49.3%).
  - In Mar-18, the **NPL ratio excluding the CCA Assets would have been 9.1%.**
  - **Cost of risk decreased to 0.16%** in Mar-18 from 3.91% in Dec-17.



## Highlights in 2017 and 1Q18

- **Customer Deposits increased by €4.1bn in 2017** (+16.1% in the year) and **amounted to €28.6bn at the end of 1Q18**, of which €1.8bn resulting from the LME operation while issued bonds decreased by €2.6bn in 2017 and a further €0.2bn in the 1Q18 to €1.0bn.
- **Net ECB\* funding of €2.8bn in Dec-17** (2016: €5.1bn), and €5.2bn in Mar-18.
- **Capital increase of €1bn in 2017** by the shareholder Lone Star Group.
- **Phased-in Common Equity Tier 1 (CET1) ratio of 13.5% at the end of 1Q18**, up from 12.8% in Dec-17, including the effect of the CCA agreement. **CET1 fully implemented of 12.6%** in the 1Q18 up from 12.0% in Dec-17.
- **Phased-in Total Capital ratio of 13.9% in Mar-18 and 13.0% in Dec-17** and fully implemented **Total Capital ratio of 13.0% in Mar-18** and 12.4% in Dec-17.

# Income statement

## Income Statement 2017 and 1Q18 (€mn)

	2016	2017	Change %	1Q17	1Q18	Change %
<b>1</b> Net Interest Income	514.5	394.6	(23.3%)	119.0	97.4	(18.1%)
+ Fees and Commissions	277.1	324.8	17.2%	75.8	78.7	3.8%
<b>= Commercial Banking Income</b>	<b>791.6</b>	<b>719.4</b>	<b>(9.1%)</b>	<b>194.8</b>	<b>176.1</b>	<b>(9.6%)</b>
<b>2</b> + Capital Markets Results	147.6	214.3	45.2%	(6.3)	39.2	-
+ Other Operating Results	38.2	749.0 <sup>(b)</sup>	-	(7.8)	36.9 <sup>(c)</sup>	-
<b>= Banking Income</b>	<b>977.5</b>	<b>1,682.6</b>	<b>72.1%</b>	<b>180.8</b>	<b>252.2</b>	<b>39.5%</b>
<b>3</b> - Operating Costs	590.9	549.2	(7.1%)	135.2	121.9	(9.8%)
<b>4 = Net Operating Income</b>	<b>386.6</b>	<b>1,133.4</b>	<b>-</b>	<b>45.6</b>	<b>130.2</b>	<b>-</b>
<b>5</b> - Net Provisions	1,374.7	2,056.9	49.6%	137.4	37.8	(72.5%)
<b>= Income Before Taxes</b>	<b>(988.1)</b>	<b>(923.5)</b>	<b>6.5%</b>	<b>(91.8)</b>	<b>92.4</b>	<b>-</b>
- Taxes <sup>(a)</sup> and Non-Controlling Interests	(199.7)	471.9	-	39.1	31.6	(19.2%)
<b>6 = Net Income</b>	<b>(788.3)</b>	<b>(1,395.4)</b>	<b>(77.0%)</b>	<b>(130.9)</b>	<b>60.9</b>	<b>-</b>

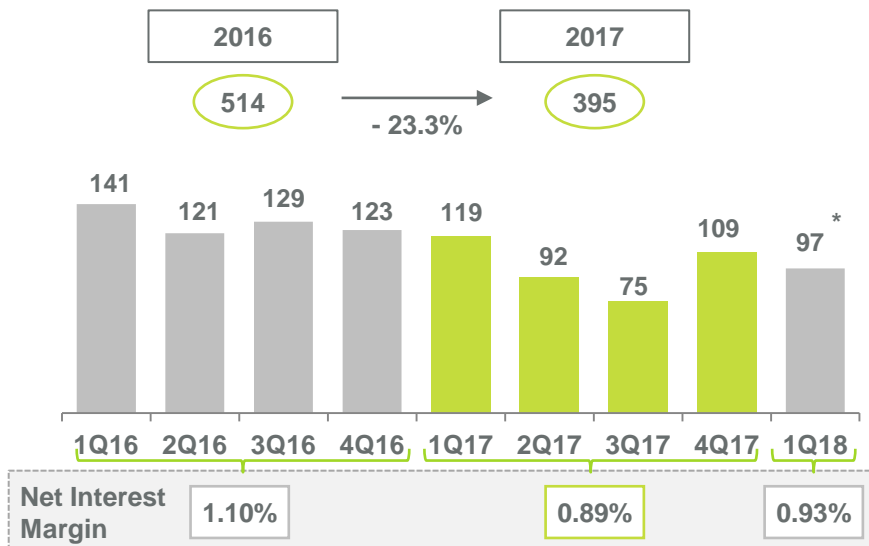
(a) Includes Special Tax on Banks. (b) Includes €791.7mn of CCA compensation. (c) In the 1Q2018 the CCA compensation was accounted for under Reserves in Equity. (d) Includes positive effect from GNB Vida classification as discontinued operation (€51.2mn), excluding this effect the Net Income would be €9.7mn.

## Commentary

- 1 Net Interest Income** decreased as a result of the deleveraging and negative interest rate environment, while fees and commissions increased consistently.
- 2 Capital Markets Results** in 2017 underpinned by gains obtained on LME operation (€209.7mn). In 1Q18 results were driven by strong performance of the sovereign debt portfolio.
- 3 Decrease of operating costs** due to continuing rationalization and optimization policies.
- 4 Net Operating Income in 2017** includes the triggering of the CCA (€791.7mn). **In 1Q18**, more than double when compared to 1Q17 mainly due to market results and other operating income.
- 5 Provisions reinforced in €2,056.9mn**, of which €1,229.2mn for credit, €398.0mn for discontinuing operations and €134.3mn of provisions for restructuring. **In 1Q18 Provisions amounted to €37.8mn**, 72.5% less than in the 1Q17, with credit impairments of €50.1mn.
- 6 Negative Net Income of €1,395.4mn in 2017**, compares with a net loss of €788.3mn in 2016. **In 1Q18 Positive Net Income of €60.9mn<sup>(d)</sup>** which compares to a loss of €130.9mn as of 1Q17.

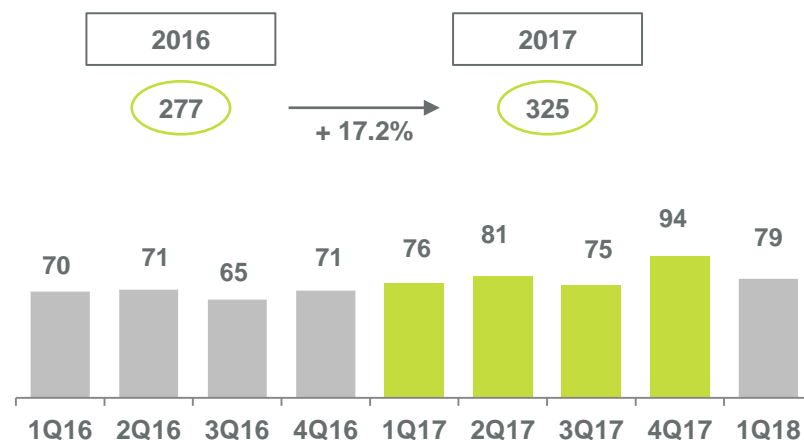
# Positive evolution of Fees and Commissions despite negative impact of the deleveraging effect

## Net Interest Income (NII, €mn)



- In 2017 NII contracted by 23.3% YoY with the positive impact from a 34 bps reduction in the cost of liabilities (from 1.39% in Dec-16 to 1.05% in Dec-17) which did not offset the reduction in the interest rate on assets (55bps).
- NII in 1Q18 decreased by 18.1% YoY to €97mn.

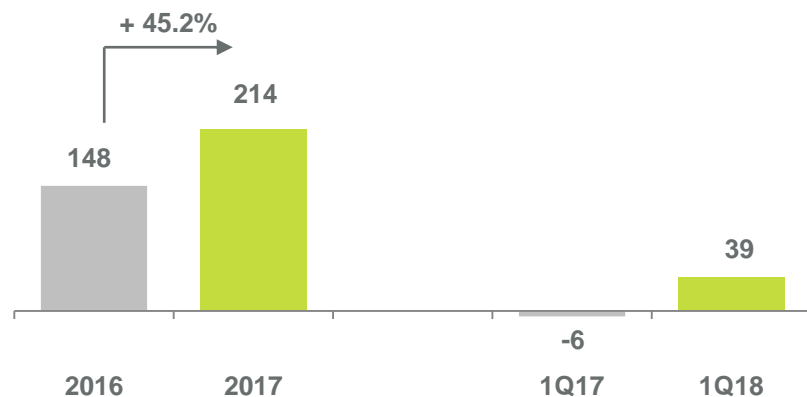
## Fees and Commissions (€mn)



- In 2017 Fees and Commissions (F&C) +17.2% YoY or +5.4% YoY without the reduction in the cost of bond issues guaranteed by the Republic of Portugal (€2.0mn in 2017 vs €32.9mn in 2016), which were fully reimbursed in early 2017.
- In 1Q18 F&C increased by 3.8% YoY.

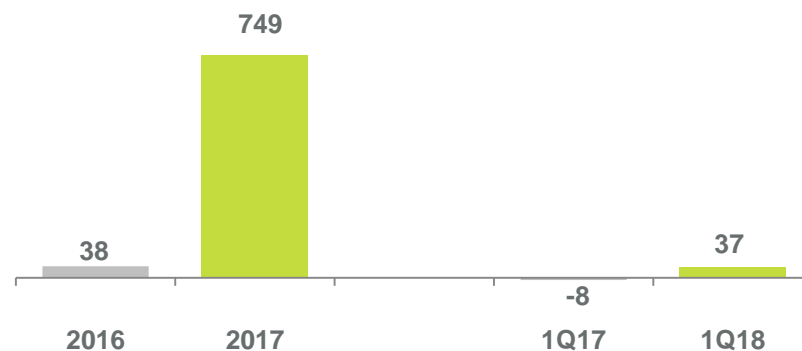
# Strong performance of the Capital Markets, supported by the LME

## Capital Markets Results (€mn)



- In 2017 reflects gains on the sale and revaluation of the sovereign debt securities and the impact of the LME operation (€209.7mn).
- In 1Q18 the €39.2mn benefited from gains on sovereign debt trading.

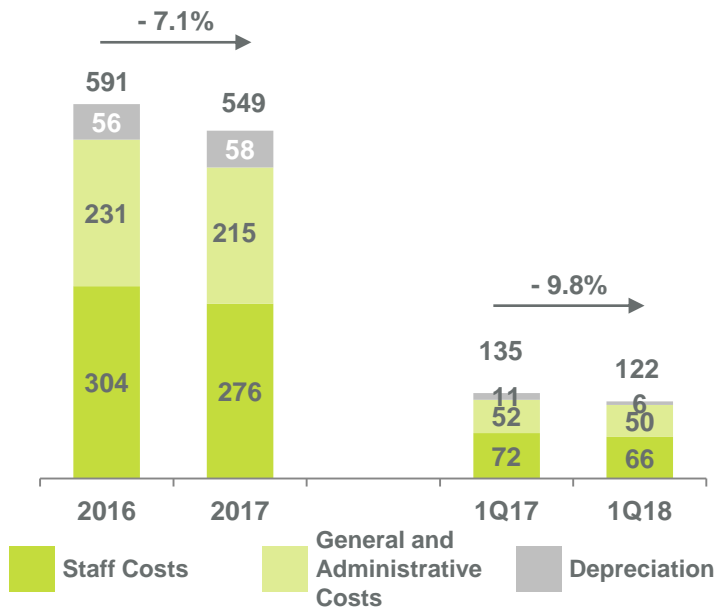
## Other Operating Results (€mn)



- In 2017 it includes the triggering of CCA in the amount of €791.7mn. In 2018 the CCA is accounted for under Reserves Equity.
- In 2017 it includes part of the capital gain on the sale of a 75% stake in NB Ásia (€66.0mn) and loss on sale of international loans (-€30.9mn).

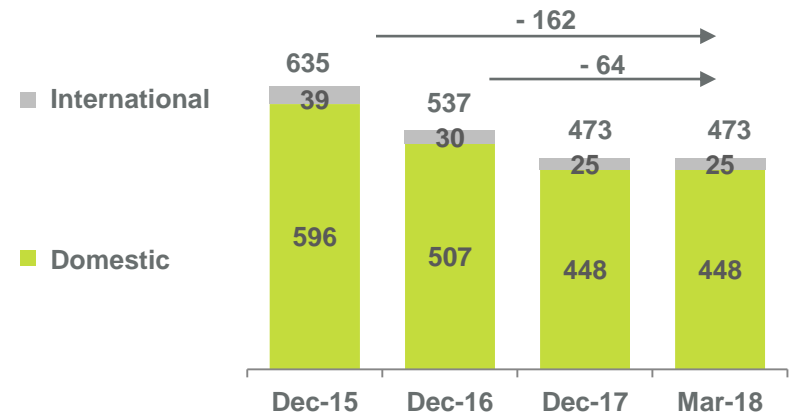
# Operating Costs decreased in 2017 and 1Q18 reflecting the restructuring efforts

## Operating Costs (€mn)

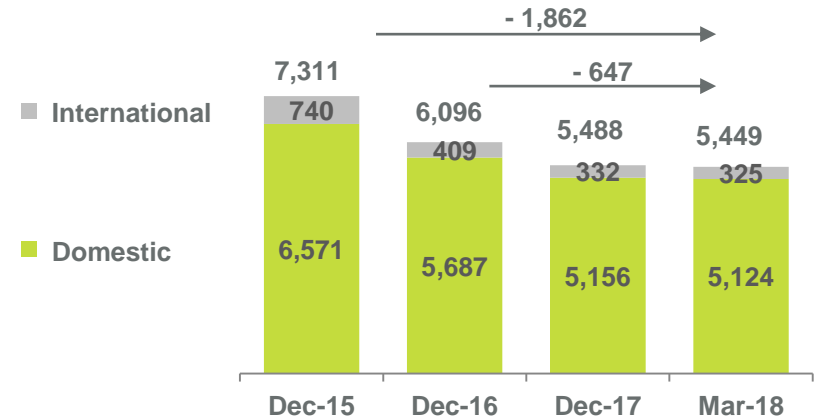


- Reduction of Operating Costs in 2017 and 1Q18, reflecting the implementation of the restructuring measures that involved downsizing the distribution network and simplification and scaling down of the organisational structure and processes.

## Branch Network



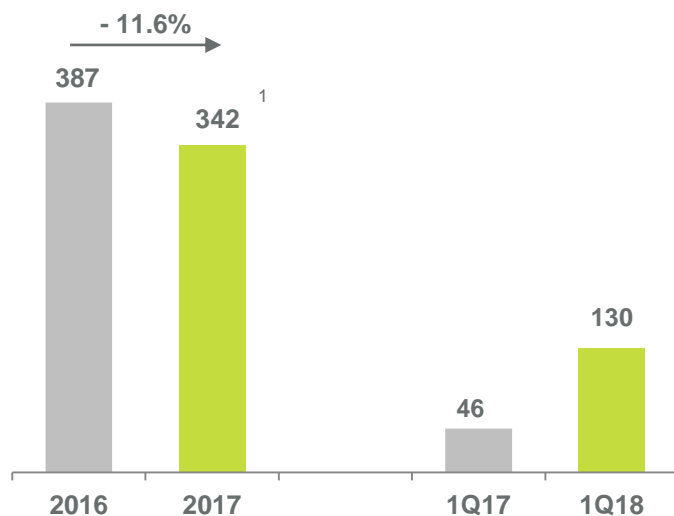
## Employees



# Net Operating Income reflecting strategic priorities

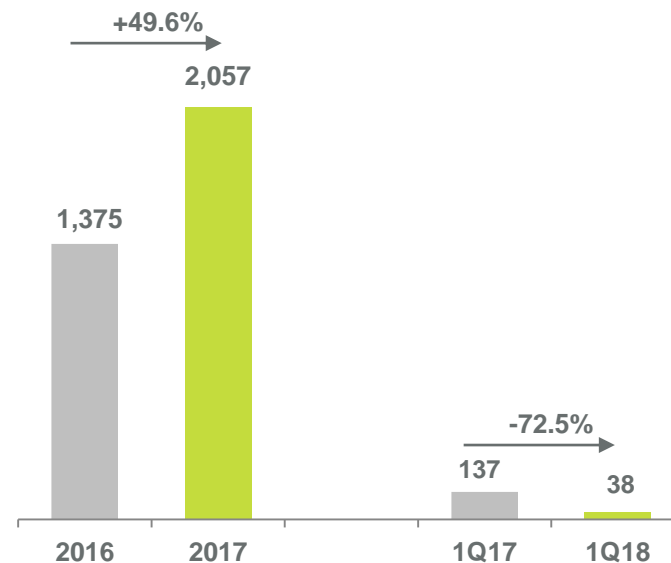
## Net Operating Income

(Banking Income\* – Operating Costs, €mn)



- The evolution of Net Operating Income reflecting on the negative side, the decrease in NII (-23.3% in 2017, -18.1% in 1Q18 YoY) due to the ongoing deleverage, and on the positive side the increase in fees and commissions (+17.2%, +3.8% in 1Q18 YoY) and the drop in operating costs (-7.1% in 2017, -9.8% in 1Q18 YoY) and in the 1Q18 better performance of capital markets results vs 1Q17.

## Total Provisions (€mn)



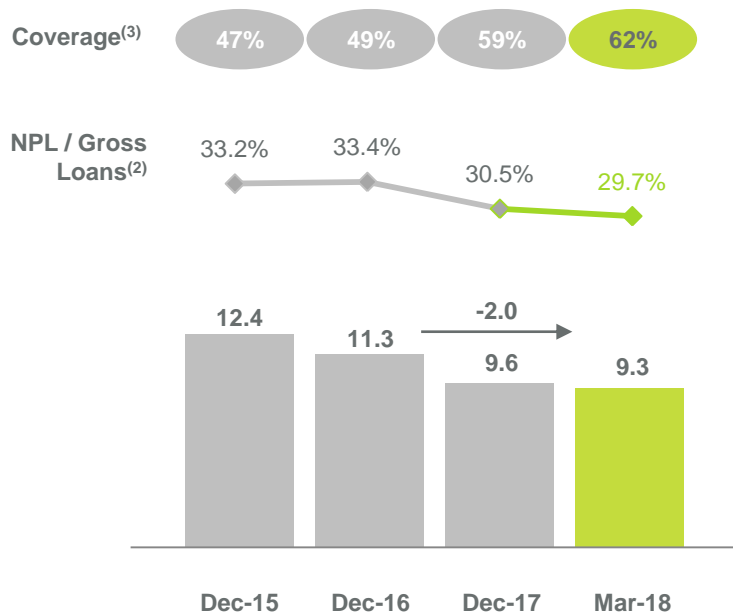
- In 2017 provision charge includes €1,229mn for credit, €135mn for securities, €398mn for discontinued activities and €134mn for restructuring (2016: €98mn).
- In 1Q18 provision charge includes credit impairments of €50.1mn.

# Agenda

1. Overview of Novo Banco
2. Financial results summary – YE 2017 & 1Q2018
3. **Asset Quality**
4. Capital Position
5. Liquidity and Funding

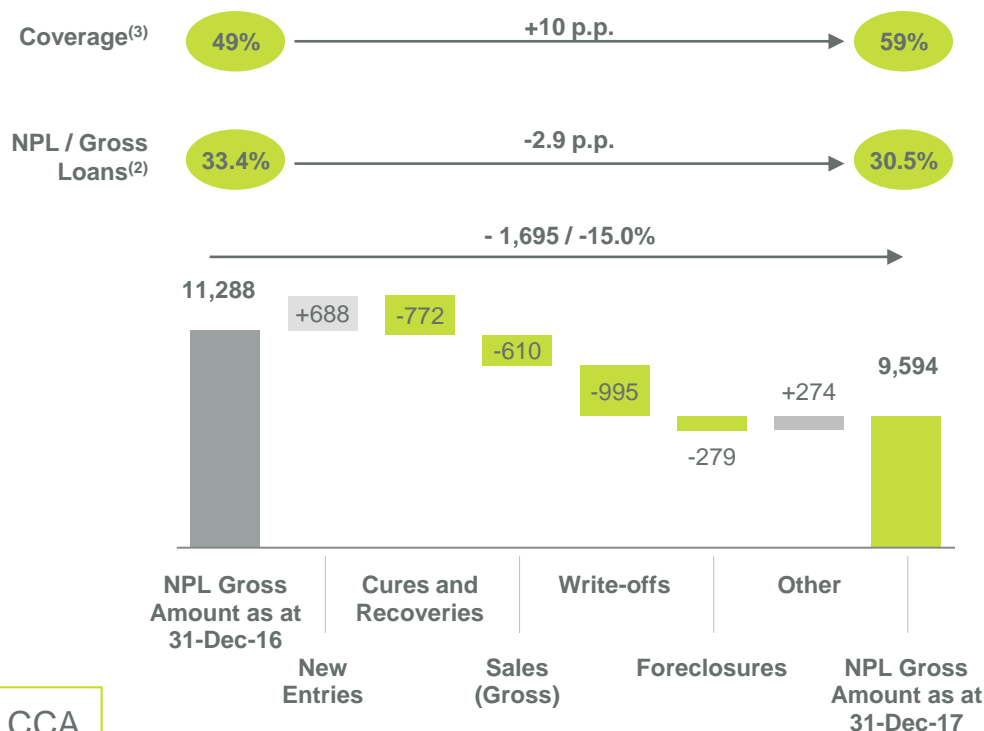
# Non-performing loans – Overview

Non-Performing Loans <sup>(1)</sup> (€bn)



- In Mar-18, the NPL ratio excluding the CCA Assets would have been 9.1%.

Non-Performing Loans <sup>(1)</sup>  
Evolution in 2017 (€mn)<sup>(4)</sup>



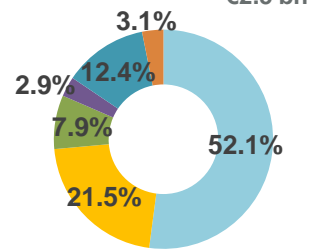


# Foreclosed Assets and Restructuring Funds

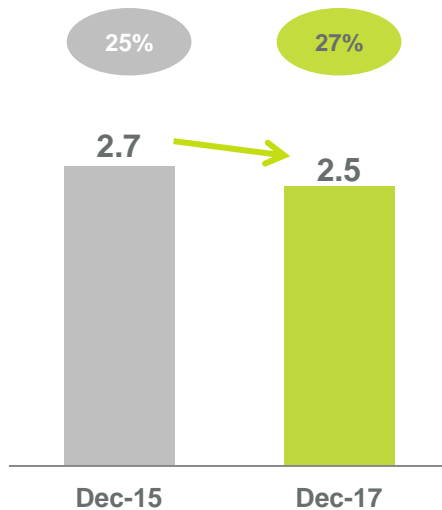
## Real Estate Owned Evolution

Since Dec-15; Net Book Value (€bn)

€2.5 bn



- Land
- Commercial / Services
- Industrial
- Hotel & Res. Tourism
- Residential
- Others

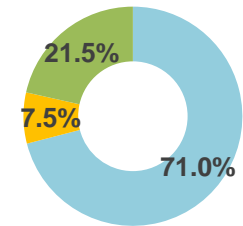


○ Coverage

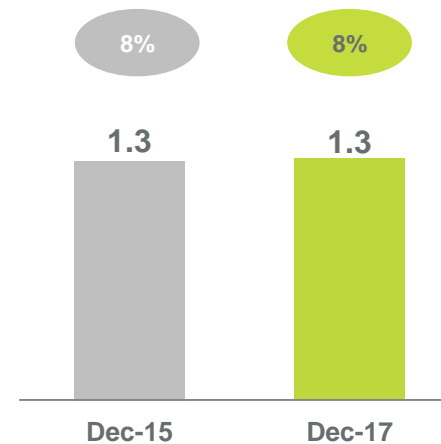
## Restructuring funds Evolution

Since Dec-15; Net Book Value (€bn)

€1.3 bn



- Real Estate
- Construction
- Diversified



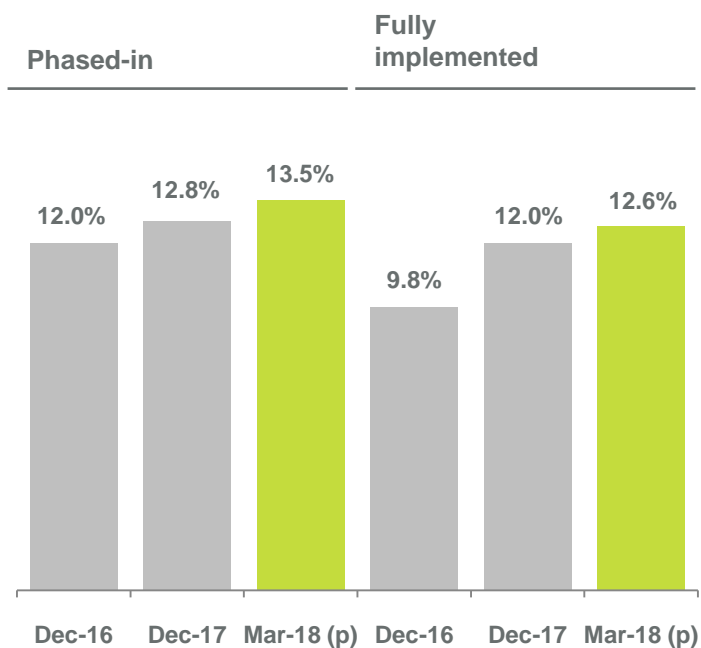
○ Coverage

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# CET1 phased-in ratio of 13.5% in Mar-18<sup>(p)</sup>

## CET1 ratio evolution



- CET1 phased-in ratio of 13.5%<sup>(p)</sup> in Mar-18.
- CET1 fully implemented ratio of 12.6%<sup>(p)</sup> in Mar-18.

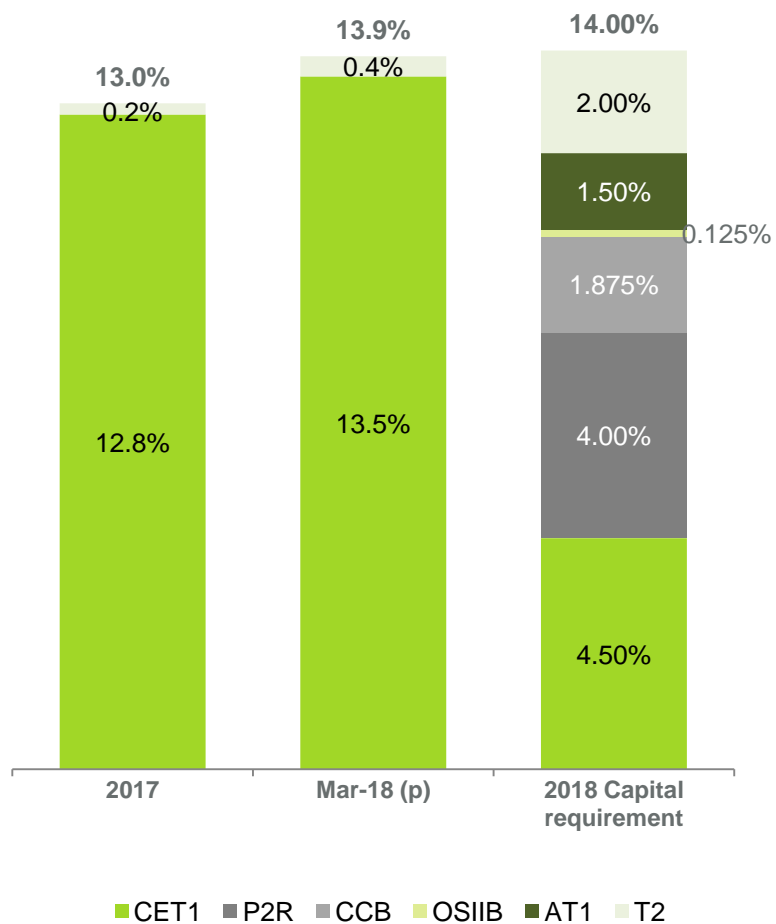
## Consolidated Capital Ratios

BIS III (CRD IV / CRR)

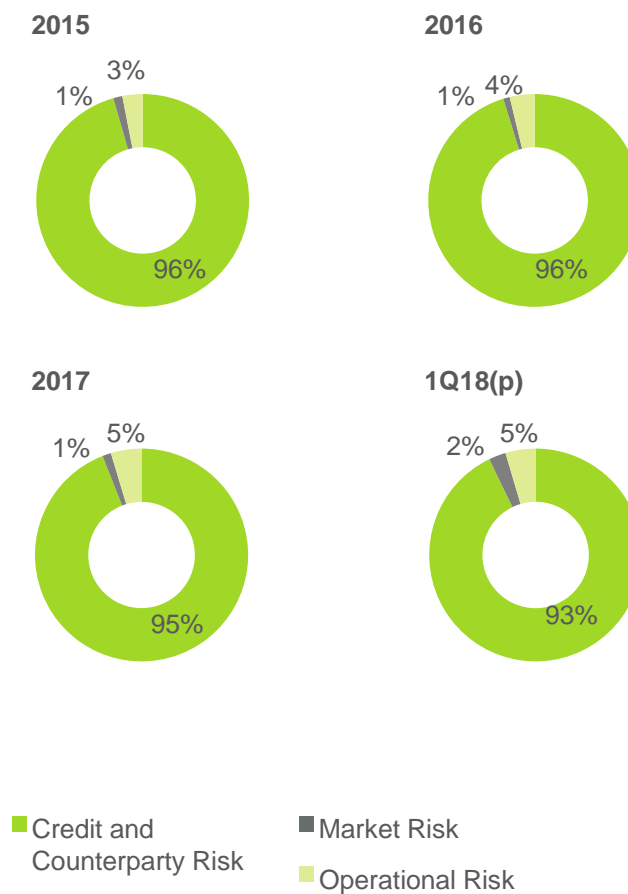
€mn	Dec-16	Dec-17	Mar-18 (p)
<b>Risk Weighted Assets (A)</b>	<b>33,627</b>	<b>31,740</b>	<b>32,251</b>
<b>Own Funds</b>			
CET1 (B)	4,051	4,047	<b>4,351</b>
Tier1 (C)	4,051	4,047	<b>4,354</b>
Total (D)	4,051	4,117	<b>4,479</b>
<b>CET1 Phased-in Ratio (B/A)</b>	<b>12.0%</b>	<b>12.8%</b>	<b>13.5%</b>
Tier1 Ratio (C/A)	12.0%	12.8%	<b>13.5%</b>
Solvency Ratio (D/A)	12.0%	13.0%	<b>13.9%</b>
<b>CET1 Fully Implemented Ratio</b>	<b>9.8%</b>	<b>12.0%</b>	<b>12.6%</b>
<b>RWA Density (Phased-in)</b>	<b>64%</b>	<b>61.0%</b>	<b>63%</b>
<b>Leverage Ratio (Phased-in)</b>	<b>8.1%</b>	<b>8.2%</b>	<b>9.0%</b>
<b>Leverage Ratio (Fully Implemented)</b>	<b>6.7%</b>	<b>7.7%</b>	<b>8.3%</b>

# Capital position

## Consolidated Phased-In Total Capital position vs Requirements



## RWA development

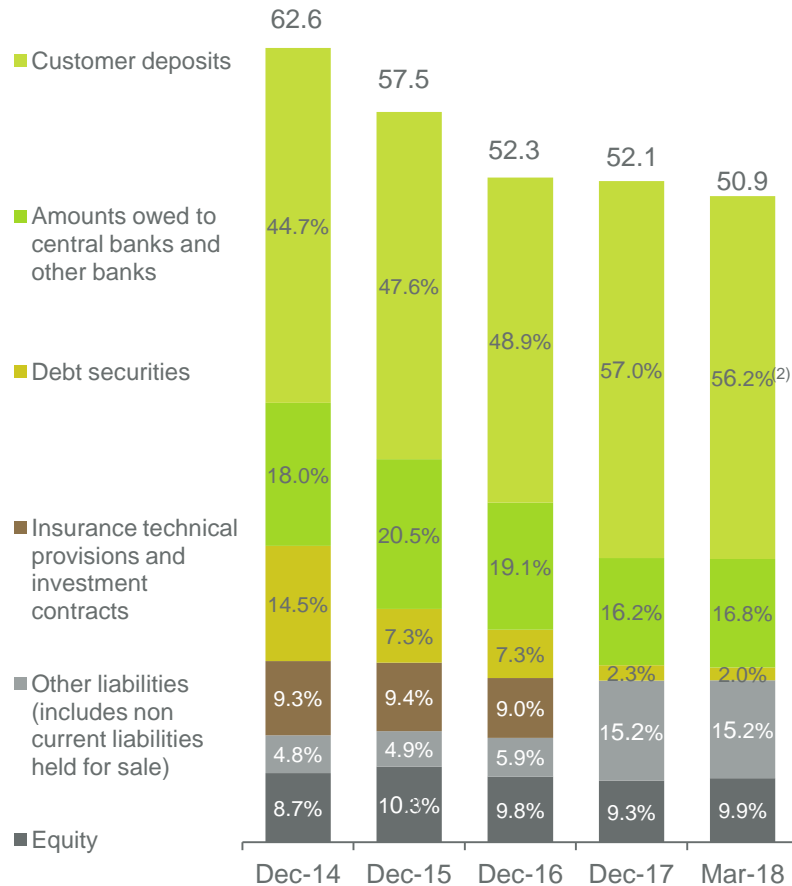


# Agenda

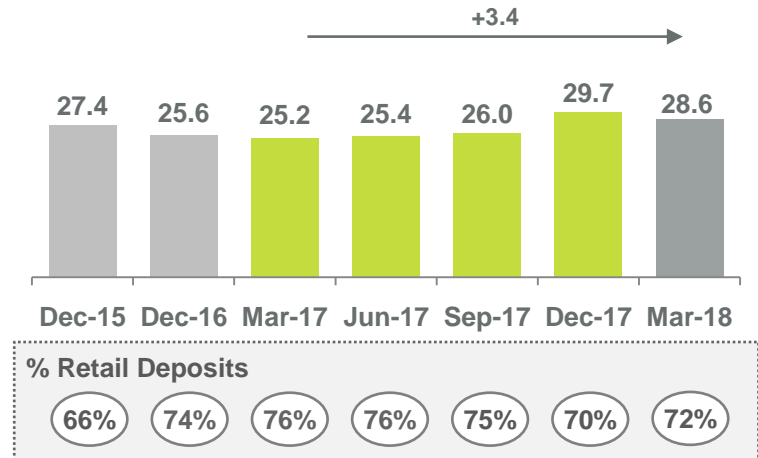
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# Funding mix improved with higher Customer Deposits weight

## Funding side of the balance sheet (€bn) <sup>(1)</sup>



## Customer Deposits (€bn)



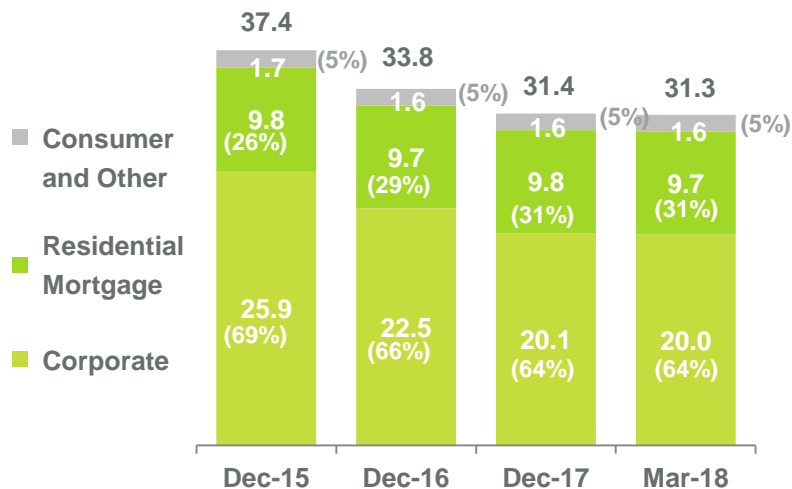
- Customer deposits increased its weight as the main funding source: 56% in Mar-18 vs 49% in Dec-16.
- With the completion of the LME transaction (announced on 24-Jul-17 and settled on 4-Oct-17), **NOVO BANCO** acquired and early reimbursed bonds with nominal value of €4.7bn (accounting for 57% of the total), which corresponded to €2.2bn in terms of book value.

(1) Excluding BESt on 31 December 2014.

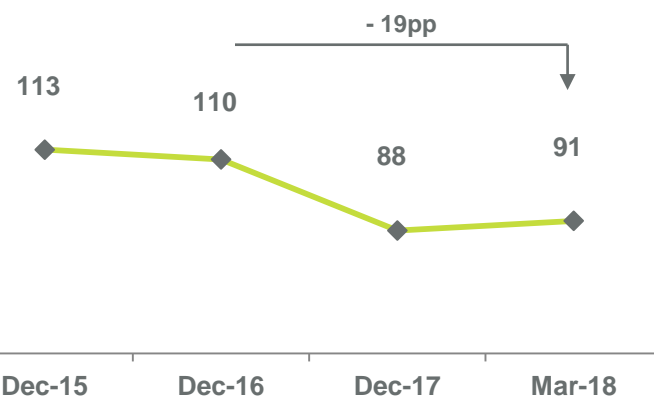
(2) Customer Deposits includes Deposits and Other Customer Funds. Other Customer Funds includes cheques and pending payment instructions, REPOS and other funds

# Gross Customer Loans decreased improving Loan to Deposit Ratio, as Liquidity Ratios increased

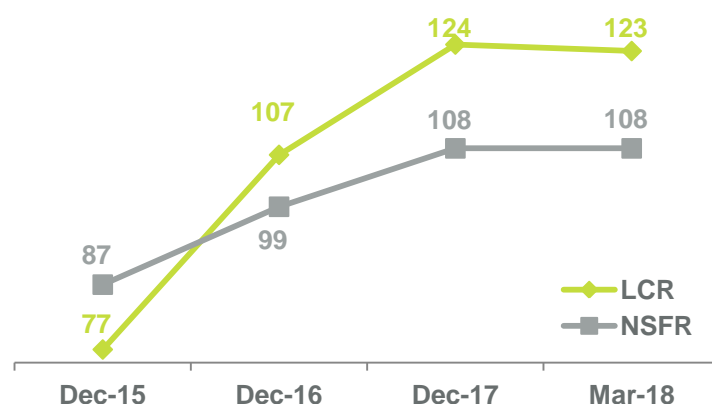
Loans per Segment (Gross, €bn)



Loan to Deposit Ratio (%)<sup>(1)</sup>



Liquidity Ratios (%)<sup>(2)</sup>



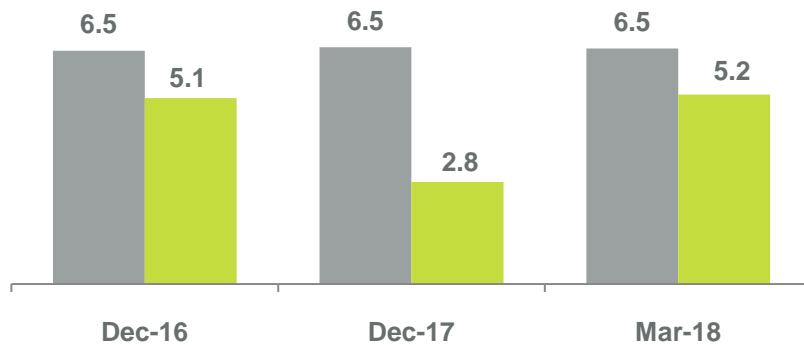
- Customer loans (gross) were down by €2.5bn since Dec-16.
- Corporate loans represented 64% of total loan portfolio.
- Positive evolution of the Loan to Deposit ratio to 91%.

(1) Loan to Deposit Ratio: Ratio of [gross loans - (accumulated provisions/ impairment for credit according with Instruction no. 22/2011 regarding the reporting of information on credit at risk)] to customer deposits  
 (2) LCR: Liquidity Coverage Ratio; NSFR: Net Stable Funding Ratio.

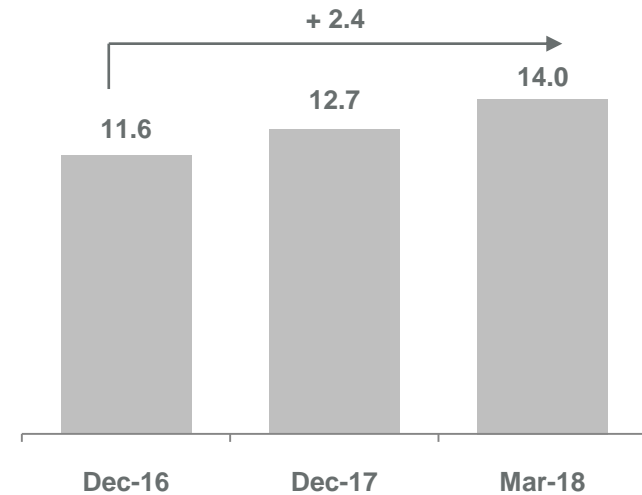
# Increase of Eligible Assets in €2.4bn since Dec-16

## ESCB\* Funding (€bn)

- Gross Funding
- Net Funding



## Eligible Assets (net of haircut, €bn)

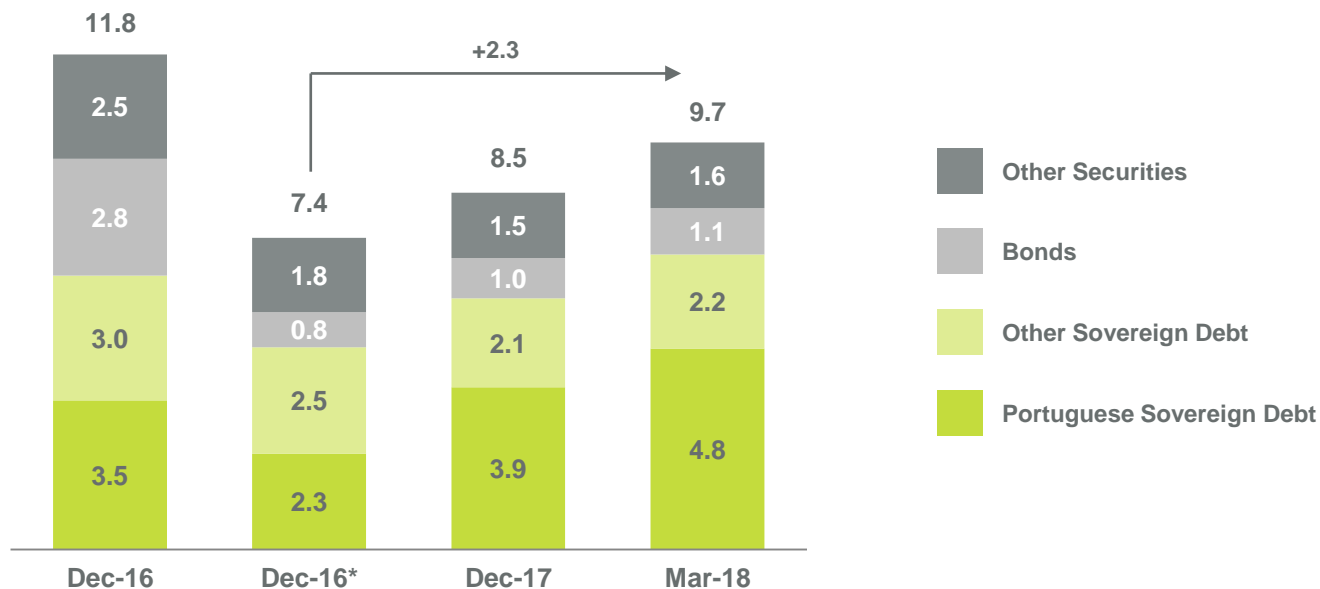


- Increase in the portfolio of assets available for rediscount with the ECB\*, net of haircut (+€2.4bn since Dec-16).



# Securities portfolio based in securities with lower risk and higher liquidity.

## Evolution of Securities Portfolio (€bn)



- Sovereign Debt from Euro Zone countries accounted for 72% at the end of Mar-18 (Dec-17: 69%) of total securities portfolio.
- Negative fair value reserve of €241mn in Mar-18 (Dec-17: €242mn).



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