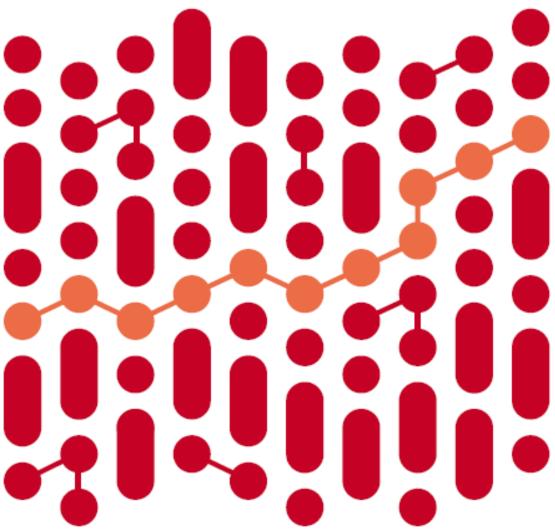


#### CHINA COMMUNICATIONS SERVICES CORPORATION LIMITED

STOCK CODE: 552



Annual Results 2014 March 25, 2015

http://www.chinaccs.com.hk



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**CHAIRMAN** 

MR. SI FURONG

**PRESIDENT** 

MS. HOU RUI

EXECUTIVE VICE PRESIDENT & CFO

MR. CHENG HONGYAN EXECUTIVE VICE PRESIDENT

MR. XU CHUGUO

EXECUTIVE VICE PRESIDENT



1 Overview

2 Business Review

**3** Financial Results



# **Overview**



## **Key Messages**



Domestic Operator Market Achieved Stable Growth with Diversified Revenue Sources

Rapid growth in domestic operator market in 2H2014 boosted overall development for the year, with more than half of the incremental revenue from domestic operator market generated from non-TIS business

Two New Markets<sup>(1)</sup> Nourished for Efficient Development

Innovation and transformation achieved initial progress, further deepen reform initiatives were introduced to facilitate future development

Precise Management Capability Further Enhanced

Account receivables management showed effect with substantial improvement in free cash flow, and steady decrease in SG&A expenses as a percentage of total revenues

Changes in Macro Economy and Operating Environment Posed Challenges

Proactively responded to changes and challenges by measures including allocating resources adaptively to capture opportunities and optimizing business mix, to ensure solid fundamentals of the Company

<sup>(1)</sup> Two New Markets refer to Domestic Non-operator Market and Overseas Market

## **Key Performance Indicators**



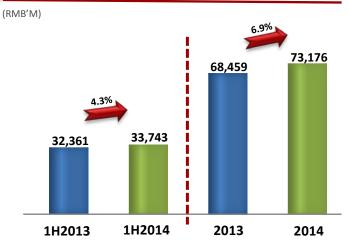
(RMB'M, except EPS, DPS & % figures)	2013	2014	Change
Revenue	68,459	73,176	6.9%
Gross Profit	10,378	10,682	2.9%
Gross Profit Margin (%)	15.2%	14.6%	-0.6pp
Net Profit	2,238	2,150	-3.9%
Net Profit Margin (%)	3.3%	2.9%	-0.4рр
Free Cash Flow <sup>(1)</sup>	-324	833	-
EPS (RMB)	0.323	0.310	-4.0%
DPS (RMB)	0.1293	0.0931	-28.0%

<sup>(1)</sup> Free cash flow = profit for the year + depreciation & amortization - changes in working capital - CAPEX

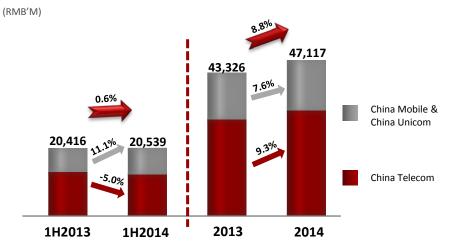
# Steady Development in Domestic Operator Market Boosted Overall Revenue Growth











Revenue up by 6.9% for FY2014 (1H2014:+4.3%), and growth in 2H2014 accelerated

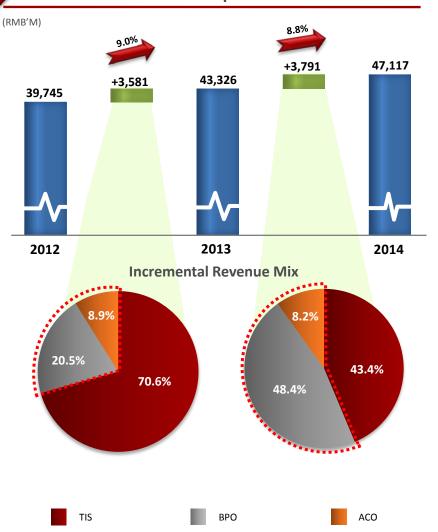
In 2H2014, revenue from domestic operators up by 29.4% compared to 1H2014

Development in domestic operator market boosted the overall revenue growth

# Revenue Sources from Domestic Operator Market Further Diversified







- Overcame the impacts of the progress of 4G license issuance, revenue from domestic operators maintained steady growth
- Captured the opportunities from CAPEX and OPEX investment by domestic operators, revenue sources further diversified
- Non-TIS business made up more than half of the incremental revenue in 2014 (56.6%) (2013:29.4%)

### Two New Markets Nourished for Efficient Development



#### **Innovation and Transformation Achieved Initial Progress**

- Business mix of domestic non-operator and overseas markets was further optimized
- Key products such as Smart City and Safe City received high recognition in the industry
- Strategic cooperation was strengthened and strategic agreements were signed with various domestic and overseas
   renowned corporations to jointly develop ICT turnkey projects
- Self-developed Internet mobile financial service platform "Gripay" has built up its client base and brand awareness locally
- Agreements were signed with 18 corporate clients for Success Factors HR solutions jointly launched with SAP
- Strategic investor was introduced to offer valuable resources for overseas market expansion

Adopt Market-oriented Approach and Allocate Resources Adaptively for Different Markets, and Proactively Grasp the Vast Opportunities from the Two New Markets

#### **Further Initiatives of Deepen Reform**

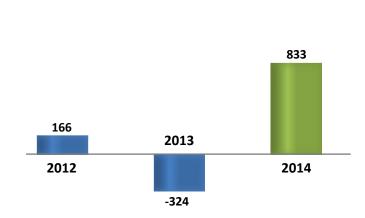
- Organizational structure optimization: adopt three-tier sales and marketing mechanism for domestic non-operator market
- Product Innovation: develop group-level and provincial-level product lines for domestic non-operator customers
- Business model innovation: Initiate projects through consultation and planning, launch projects through investment and financing, develop projects through operation and maintenance
- .....

### Precise Management Capability Further Enhanced



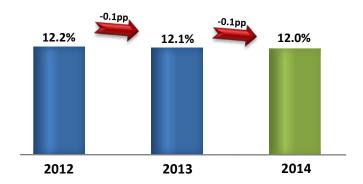
### Free Cash Flow

(RMB'M)



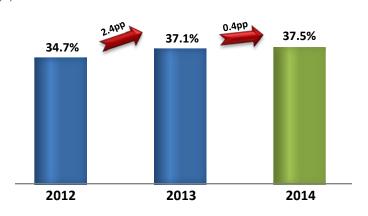
## SG&A Expenses as a % of Total Revenues

(%)



#### Account Receivables as a % of Total Revenues

(%



- Free cash flow achieved substantial improvement through strengthened cash flow management
- Account receivables as a % of total revenues remained stable by enhancing account receivables management
- SG&A expenses as a % of total revenues dropped for two consecutive years through tightening selling and administrative expenses

### **Opportunities and Challenges**



### **Opportunities**

- China is encouraging informatization of the society
- Acceleration of the national Comprehensive and Deepened Reform initiatives
- Further promotion of "Broadband China" strategy
- Issuance of LTE FDD licenses
- Tower Company already in operation
- Implementation of the "One Belt One Road" initiative
- "Going Abroad" policy offers favorable opportunities for projects leveraging on 'preferential loan' and 'commercial loan'

### Challenges

- Chinese economy is entering a "New Normal" era, and growth in telecommunication industry is decelerating
- Implementation of various national and industrial policies, such as VAT Reform, the amended PRC Labour Contract Law....
- Operators are promoting Internet-oriented transformation (lead to changes in business and investment structure), centralizing procurement and tightening marketing expenses
- Gradual decline in operator CAPEX after the peak construction cycle for 4G network
- Higher requirements and demand from customers on the capability and technological standard of the Company





## Value-driven Principle

Innovation and Transformation
Steady Development
Efficient Development

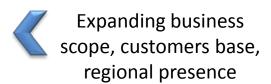


On Development

On Reform

On Management

- Explore beyond to accelerate market expansion
- Focus on key areas and deepen innovation & transformation
- Pursue precise management and strengthen synergistic operation and management



- Lifting vibrancy and strengthening capability
- Enhancing efficiency and reducing costs



## **Business Review**



### Revenue Breakdown



(RMB'M)	2013	2014	Change	% of Revenue
TIS <sup>(1)</sup>	32,036	34,008	6.2%	46.5%
Design	6,326	6,664	5.3%	9.1%
Construction	23,426	24,875	6.2%	34.0%
Supervision	2,284	2,469	8.1%	3.4%
BPO <sup>(2)</sup>	29,012	31,215	7.6%	42.6%
Maintenance	6,884	8,146	18.3%	11.1%
Distribution	18,934	19,599	3.5%	26.8%
Facility Management	3,194	3,470	8.7%	4.7%
ACO (3)	7,411	7,953	7.3%	10.9%
System Integration	3,356	3,574	6.5%	4.9%
Software Development & System Support	1,378	1,448	5.0%	2.0%
VAS	1,171	1,285	9.8%	1.8%
Others	1,506	1,646	9.2%	2.2%
Total	68,459	73,176	6.9%	100.0%

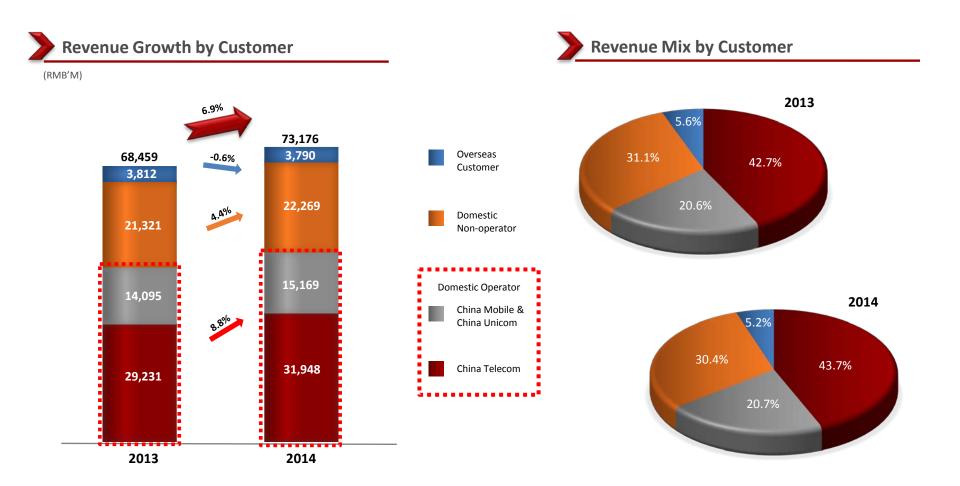
<sup>(1)</sup> TIS refers to Telecommunications Infrastructure Services

<sup>(2)</sup> BPO refers to Business Process Outsourcing Services

<sup>(3)</sup> ACO refers to Applications, Content and Other Services

### **Customer Breakdown**



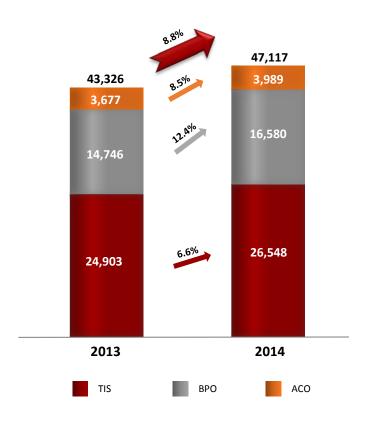


## Performance in Domestic Operator Market



## Revenue from Domestic Operator Market

(RMB'M)





TIS revenue growth slowed down as a result of different paces of CAPEX investment by each domestic operator on 4G licensing progress



Domestic operators accelerated 4G network construction in 2H2014, driving faster revenue growth across three business lines

- TIS revenue up by 6.6% yoy (1H2014: -4.1% yoy)
- BPO revenue up by 12.4% yoy (1H2014: +9.9% yoy)
- ACO revenue up by 8.5% yoy (1H2014: -7.6% yoy)



Enhance communication with domestic operators and the Tower Company to facilitate strategic cooperation and service provision

# Domestic Operator Market: Opportunities & Tactics



### **Market Opportunities**

- Accelerating CAPEX investment with the construction of 4G, optic fiber & broadband, cloud center, data center, etc
- Rising demand for OPEX-driven businesses driven by network optimization, maintenance centralization and enlarged outsourcing scale by domestic operators
- Growing demand for integrated construction and maintenance services from the Tower Company
- Increasing opportunities to cooperate with pan-operators and virtual operators in areas of data center construction, value-added content services, etc

### **Tactics**

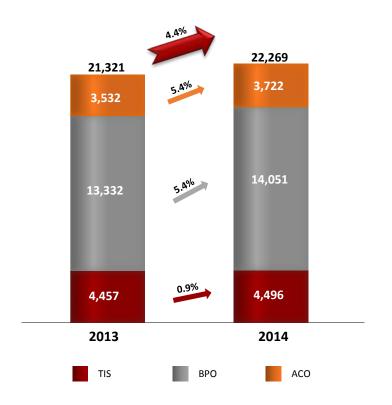
- Grasp the opportunities from accelerating CAPEX investment, strive to expand our market share, and support the scale development of domestic operator
- Speed up the expansion in the market of OPEX-driven services and endeavor to increase contribution from high-end maintenance business, so as to enlarge our source of revenue
- Integrate internal resources and strengthen operational synergy to enhance operating efficiency
- Capitalise on the preferential arrangements with the Tower Company and undertake businesses proactively
- Leverage on existing experience and capability to explore the business opportunities from pan-operators and virtual operators proactively

## Performance in Domestic Non-operator Market



## Revenue from Domestic Non-operator Market

(RMB'M)



- Achieved breakthroughs in the development of key businesses and large-scale turnkey projects
  - Remarkable business development in Intelligent Building, Smart City, Smart Security, Cloud Computing/Data Center, Pipelines Relocation
- Entered into strategic cooperation agreements and centralized procurement contracts with domestic operators and equipment vendors to jointly develop typical ICT turnkey projects such as "Smart City" and "Safe City"
- Promote innovative products and establish sales and marketing mechanism

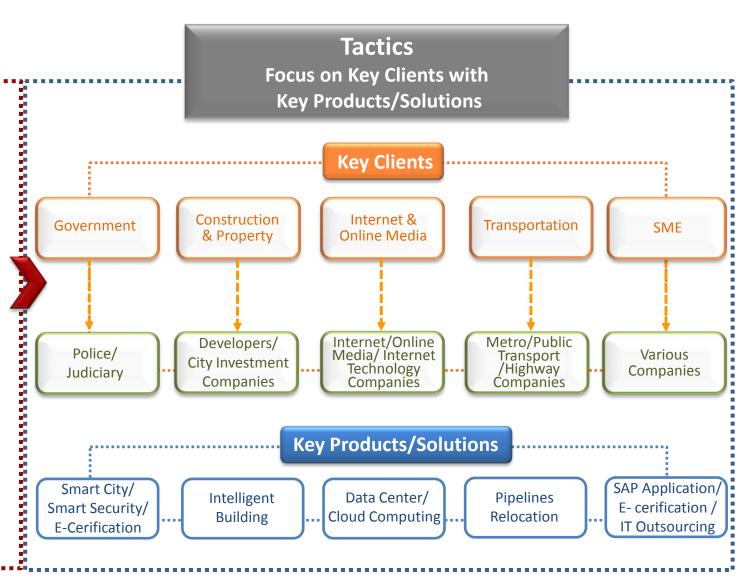
# Domestic Non-operator Market: Opportunities & Tactics



# Market Opportunities

National policies in urbanization and information consumption facilitate ICT service demand from domestic non-operators

- Government Customers:
  Strong demand for
  Smart City solution from
  400 cities nationwide
- Industrial Customers: Vast opportunities in informatization from key industries
- SME Customers: Booming demand in ICT market arisen from tens of millions corporate customers

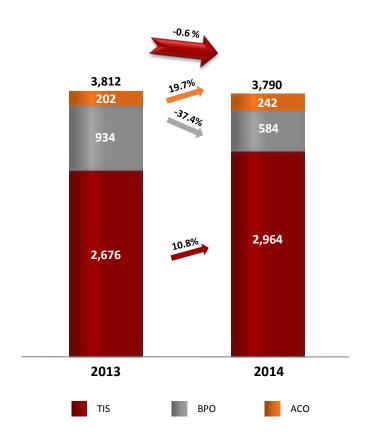


### Performance in Overseas Market



## Revenue from Overseas Market

(RMB'M)



- Development in overseas market tilting towards large-scale turnkey projects, revenue structure kept optimizing
  - Revenue from turnkey projects accounted for almost 51% of revenue from overseas market, a relatively high increase compared to 2013
  - Overseas TIS revenue up by 10.8%
  - Proactively managed the growth of businesses with lower operating efficiency
- Broadened financing channels and introduced strategic investor to offer valuable resources for overseas market expansion
- Speed up cash cycle and manage overseas risk through account receivables factoring and various financial instruments

# Overseas Market: Opportunities & Tactics



### **Market Opportunities**

- National policy "One Belt One Road" initiative boosted overseas business opportunities
- International organizations such as the Asian Infrastructure Investment Bank & World Bank, enhanced resources allocation to support the development of emerging countries
- Rising demand for telecommunication infrastructure construction and informatization from the Middle East and African countries
- National policy banks fully support "Going Abroad" of Chinese corporations

### **Tactics**

- Target at key large-scale turnkey projects and optimize business mix
- Focus on booming demand from "Broadband Countries, Smart Cities and Regional Hubs"
- Innovate business model and execute integrated service solutions to create additional value of projects
- Actively cooperate with Chinese enterprises in exploring overseas business opportunities
- Optimize internal mechanisms, strengthen project performance evaluation and overseas risk management



# **Financial Results**



## **Financial Performance**



1B'M)	2013	2014	Change	% of Revenue
Revenue	68,459	73,176	6.9%	100.0%
Cost of Revenue	58,081	62,494	7.6%	85.4%
Direct personnel	9,252	8,893	-3.9%	12.2%
Materials <sup>(1)</sup>	19,804	20,191	2.0%	27.6%
Subcontracting	21,874	25,763	17.8%	35.2%
D & A	462	451	-2.5%	0.6%
Others	6,689	7,196	7.6%	9.8%
Gross Profit	10,378	10,682	2.9%	14.6%
SG&A	8,288	8,777	5.9%	12.0%
Net Profit	2,238	2,150	-3.9%	2.9%
EPS (RMB)	0.323	0.310	-4.0%	-

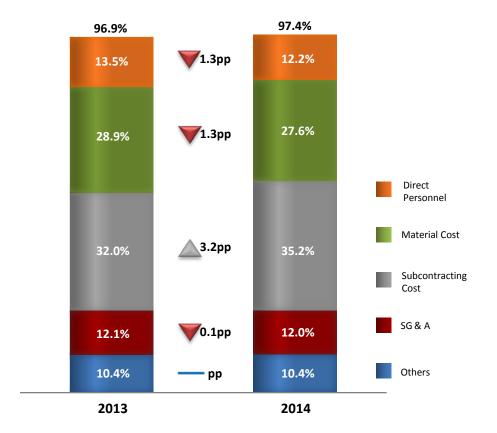
<sup>(1)</sup> Materials refer to purchase of materials and telecommunications products

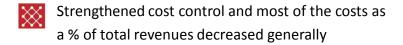
#### **Cost Structure**





(%)

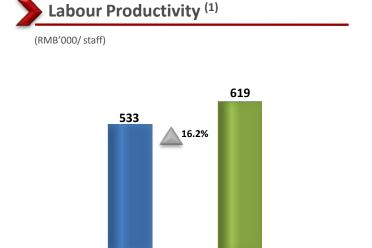






Subcontracting cost grew relatively fast because:

- Persistently promoting transformation and outsourcing low-end tasks
- The amended PRC Labour Contract Law and wage inflation



2014

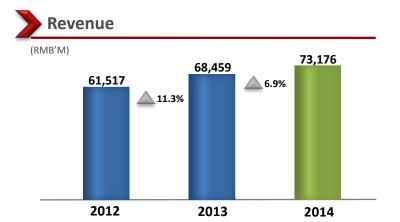
2013

<sup>(1)</sup> Labour productivity = revenue over average staff number

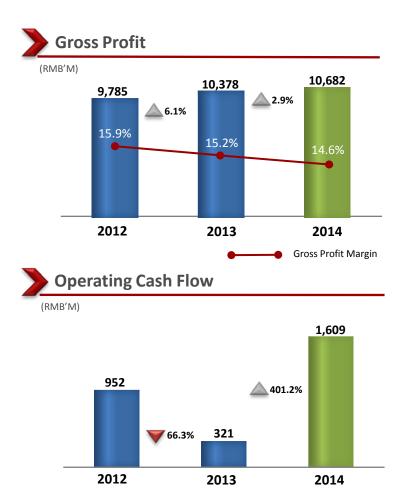
## **Key Financial Indicators**



- Slowdown in revenue growth, decrease in service charges and increase in costs imposed pressure on profit growth
- Cash flow from operating activities increased significantly

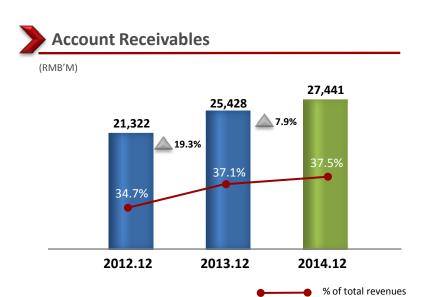


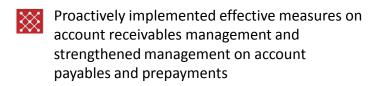




## **Working Capital Management**







Risk on account receivables is controllable as the increase of account receivables was mainly from customers with good credit records, such as domestic operators

Acco	unt Payabl	es		
(RMB'M)	14,844	17,081 15.1%	18	,816
		ı	-	
	2012.12	2013.12	20:	14.12

(Day)	2012	2013	2014
Account Receivables Turnover Days	115	125	132
Change	N/A	10	7
Account Payables Turnover Days	140	140	143
Change	N/A	-	3

### Shareholder's Return



 $\bigotimes$ 

Proposed dividend has taken into consideration factors including, working capital position, funding needs for long-term development and sustainability of a relatively stable dividend payment

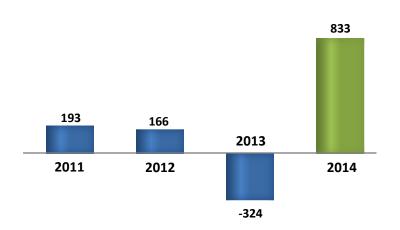
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The Board recommended 2014 final dividend of RMB0.0931 per share

### Free Cash Flow

(RMB'M)

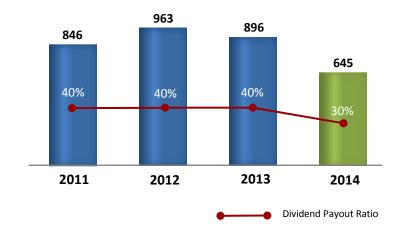
■ Aggregate free cash flow was RMB0.87 billion over the past 4 years





(RMB'M)

Aggregate dividend was RMB3.35 billion over the past 4 years



## **Solid Balance Sheet**



MB'M)	31.12.2013	31.12.2014
Total Assets	48,251	52,761
Cash and cash equivalents	6,760	7,314
Account receivables	25,428	27,441
Fixed assets (NBV)	4,687	4,539
Total Liabilities	25,963	29,218
Interest-bearing liabilities	105	897
Account payables	17,081	18,816
Equity Attributable to Equity Shareholders	21,773	23,030
Total Liabilities / Total Assets (%)	53.8%	55.4%
Debt-to-Capitalization Ratio (%)	0.5%	3.8%

### Corporate Value Enhancement



# Optimize Cash Flow Management

- Comprehensively implement mechanisms for budgeting, performance appraisal and resource allocation on the basis of cash flow and profit contribution
- Strengthen account receivables management and improve cash collection efficiency

# Enhance

**Operating Efficiency** 

- Optimize organizational structure; improve synergistic operation and management
- Realize operating leverage by strengthening management on projects, contracts, subcontracting, collaboration, etc, and enhance marketing and delivery capability

## **Shareholders' Return**



# Strengthen Cost Control

- Advance refine management over costs
- Manage headcount growth; optimize staff structure
- Control non-operational CAPEX

### Value-driven

#### Advance Innovative Transformation

- Innovate operational and management model
- Innovate business model
- Pursue product innovation

# Strengthen Risk Management

- Enhance internal audit and risk alertness
- Improve internal IT(EMOSS) system; enhance risk management capability



Thank You!





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