



250 YEARS OF HISTORY...

CASA DA MOEDA

LISBOA
OPEN
HOUSE

LISBOA
OPEN
HOUSE



250 YEARS OF HISTORY...

CASA DA MOEDA



SECURITY
PRINTING UNIT



MINT UNIT



PUBLICATIONS
UNIT



ASSAY UNIT

LISBOA
OPEN
HOUSE

LISBOA
OPEN
HOUSE

THE BUSINESS UNITS

	ACTIVITIES	MAIN PRODUCTS AND SOLUTIONS	SALES 2017* (M€) % SALES	CAGR (2012-2017)	EBITDA 2017(M€)
 <p>SECURITY PRINTING UNIT</p>	Production, personalization, stock management and distribution of various security documents	<ul style="list-style-type: none"> ■ Identification Cards ■ Passports ■ Security stamps ■ Bank Cards 	60,2 (66%)	2,1%	38,5 (70,6%)
 <p>MINT UNIT</p>	Manufacturing of normal finishing coins (currency) and special finishing (coin collection)	<ul style="list-style-type: none"> ■ Currency ■ Collection commemorative coin ■ Medals and objects of art ■ White Seals and Seals 	25,1 (27%)	16,6%	13 23,9%

250 YEARS OF HISTORY...

CASA DA MOEDA

LISBOA
OPEN
HOUSE

LISBOA
OPEN
HOUSE



250 YEARS OF HISTORY...

**WE MUST HAVE BEEN DOING SOMETHING RIGHT
IN THESE FIRST TWO AND A HALF CENTURIES!**



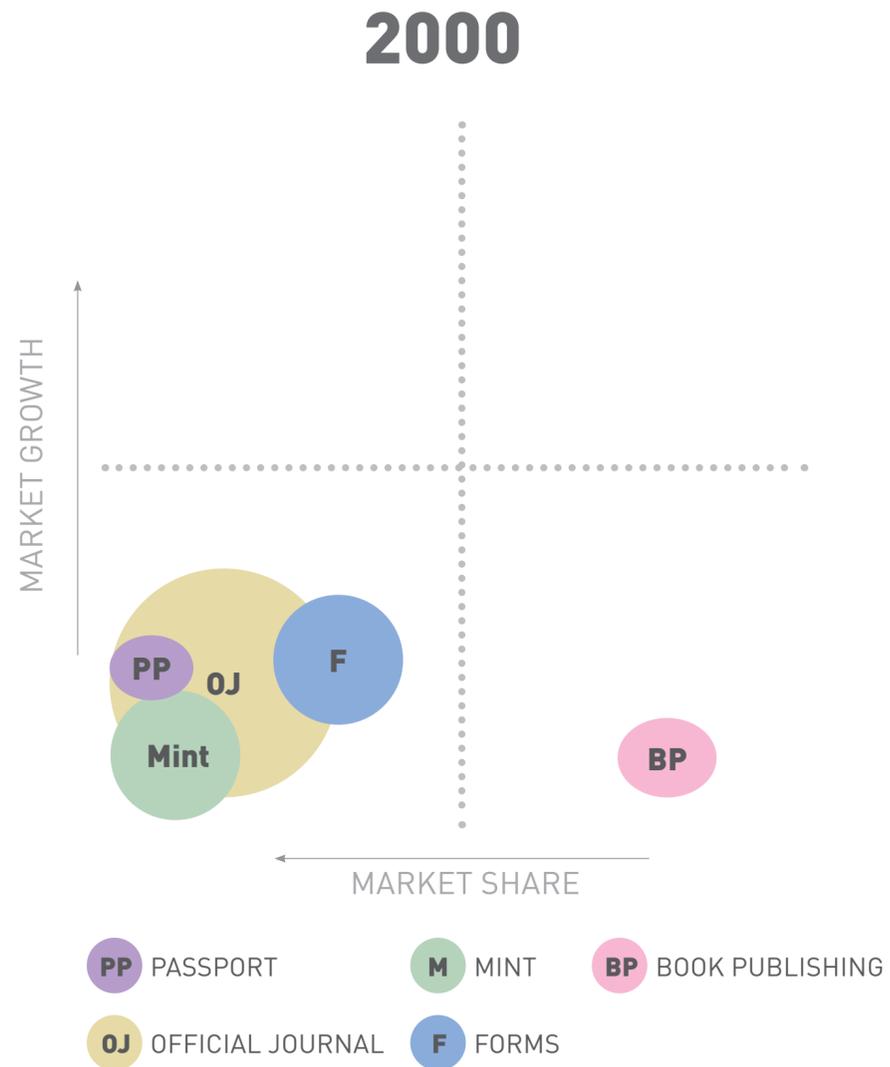
250 YEARS OF HISTORY...

**WE MUST HAVE BEEN DOING SOMETHING RIGHT
IN THESE FIRST TWO AND A HALF CENTURIES!**

REINVENTION & ADAPTATION

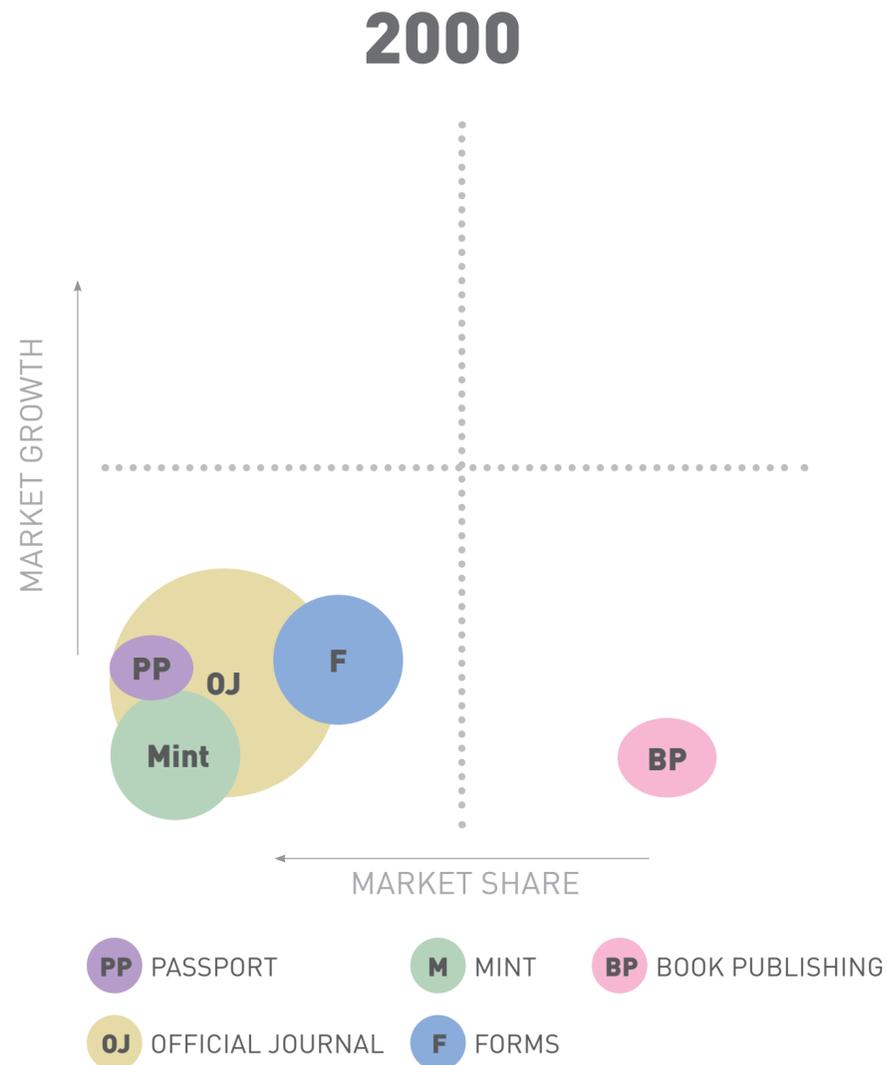


IN THE BEGINNING OF THE XXI CENTURY, OUR MAIN REVENUE SOURCES WERE THE PRINTED OFFICIAL JOURNAL AND THE MINTING



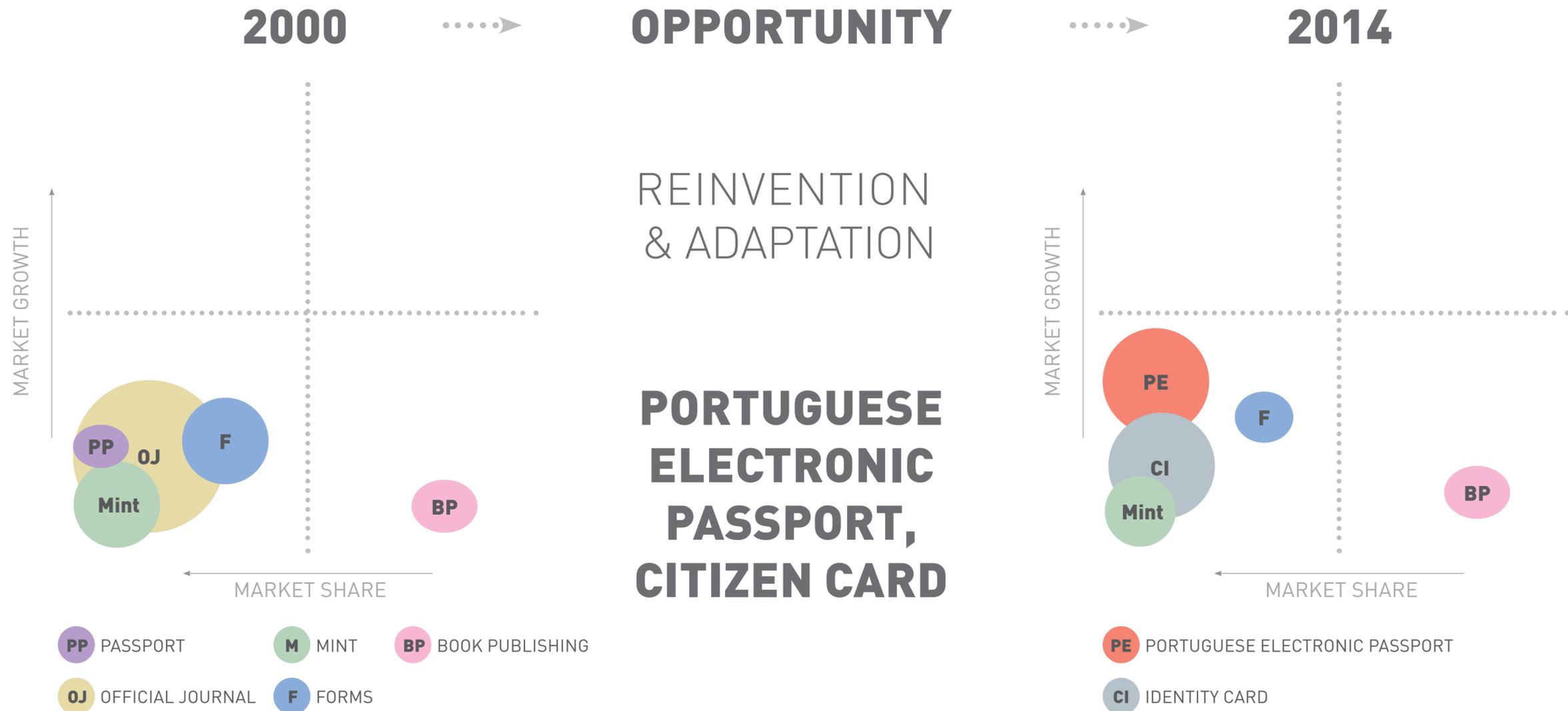
IN THE BEGINNING OF THE XXI CENTURY, OUR MAIN REVENUE SOURCES WERE THE PRINTED OFFICIAL JOURNAL AND THE MINTING

SINCE THEN THE SECURITY PRINTING INDUSTRY SUFFERED A MAJOR CHANGE CAUSED BY THE ADDITION OF DIGITAL SECURITY FEATURES ON IDENTITY DOCUMENTS



IN THE BEGGINING OF THE XXI CENTURY OUR MAIN REVENUE SOURCES WERE THE PRINTED OFFICIAL JOURNAL AND THE MINTING

SINCE THEN PERIOD THE SECURITY PRINTING INDUSTRY SUFFERED A MAJOR CHANGE CAUSED BY THE ADDITION OF DIGITAL SECURITY FEATURES ON IDENTITY DOCUMENTS



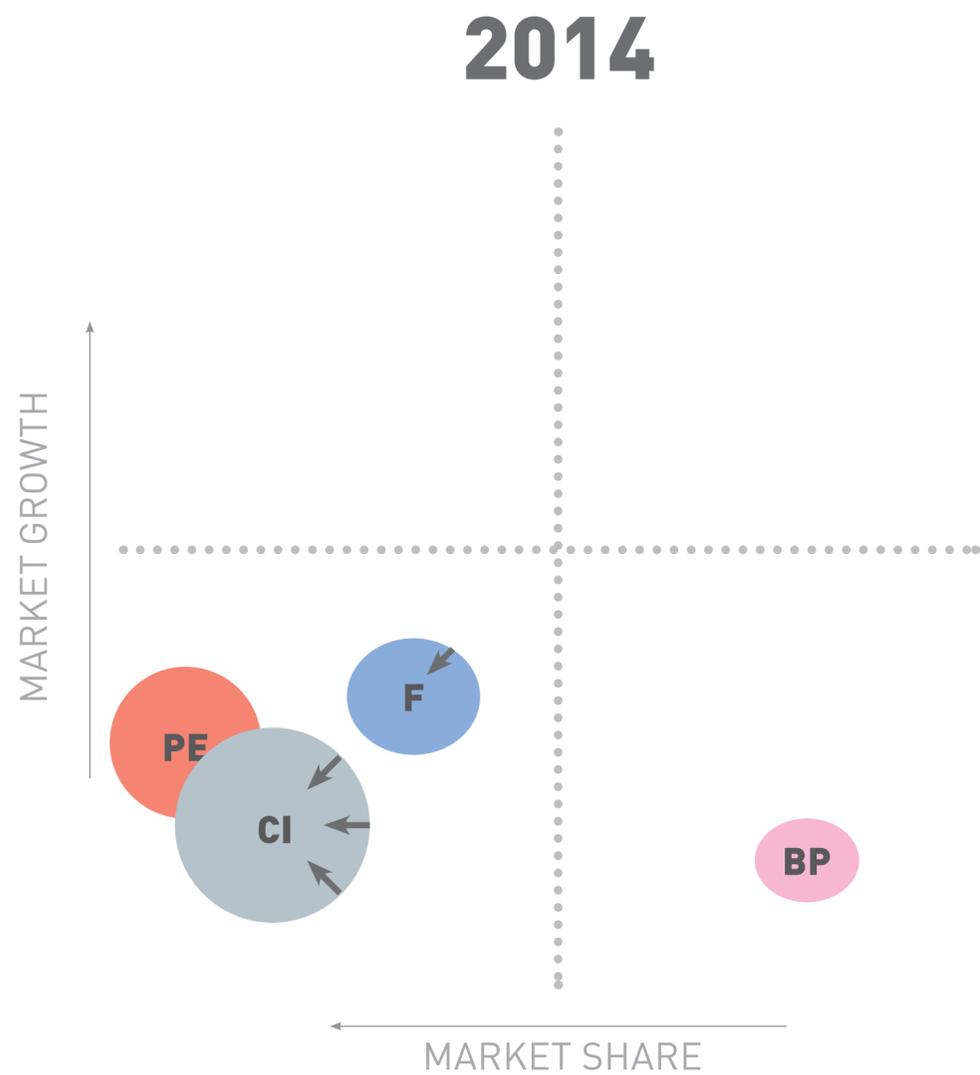
BUT IN THE LAST FEW YEARS...

TECHNOLOGY

ARTIFICIAL INTELLIGENCE

BIG DATA

DIGITAL TRANSFORMATION



SUBSTITUTE SOLUTIONS
CHANGES IN REGULATED MARKETS

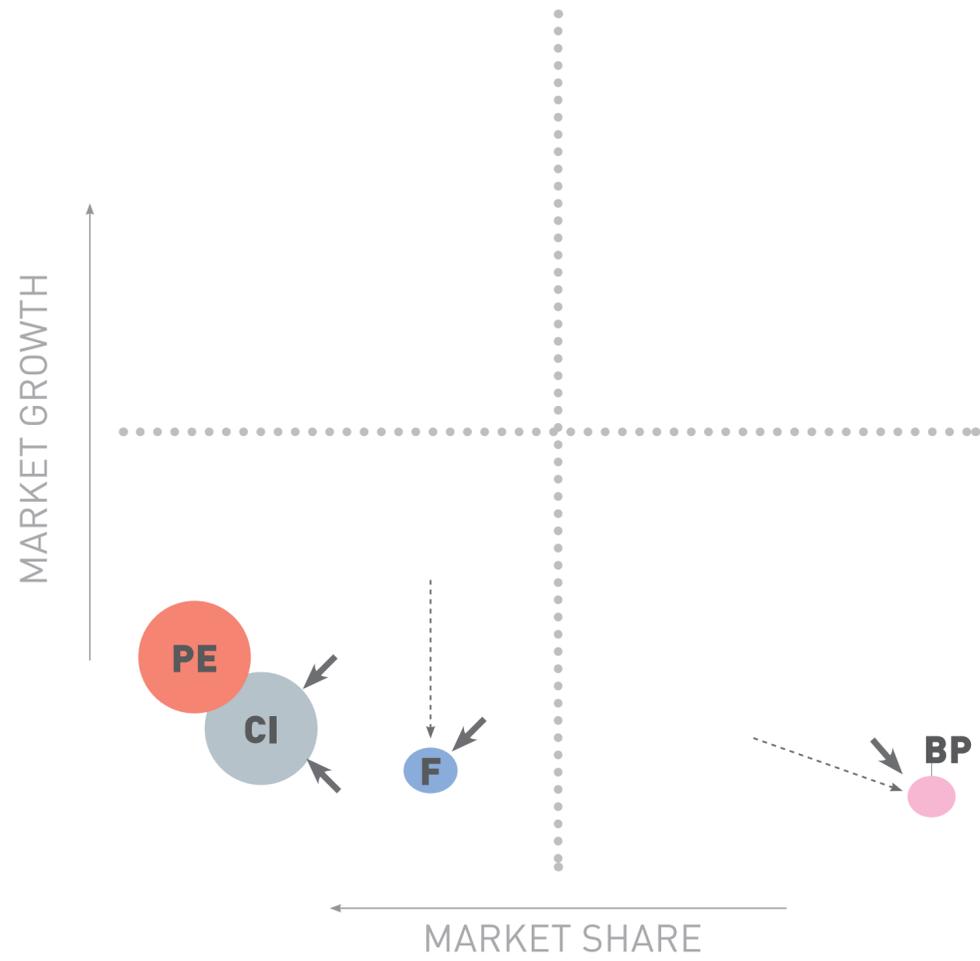


BUDGETARY AND LEGAL CONSTRAINTS



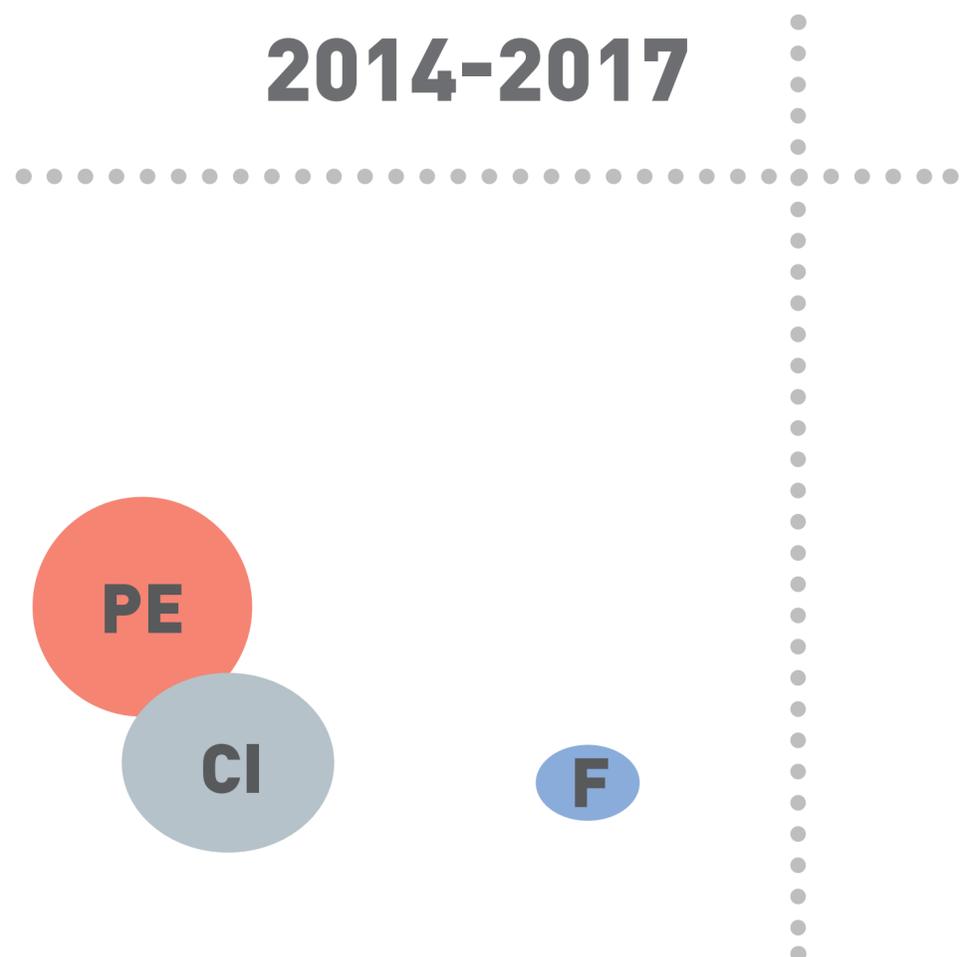
(SOME) RESOURCES INADEQUACY

2014



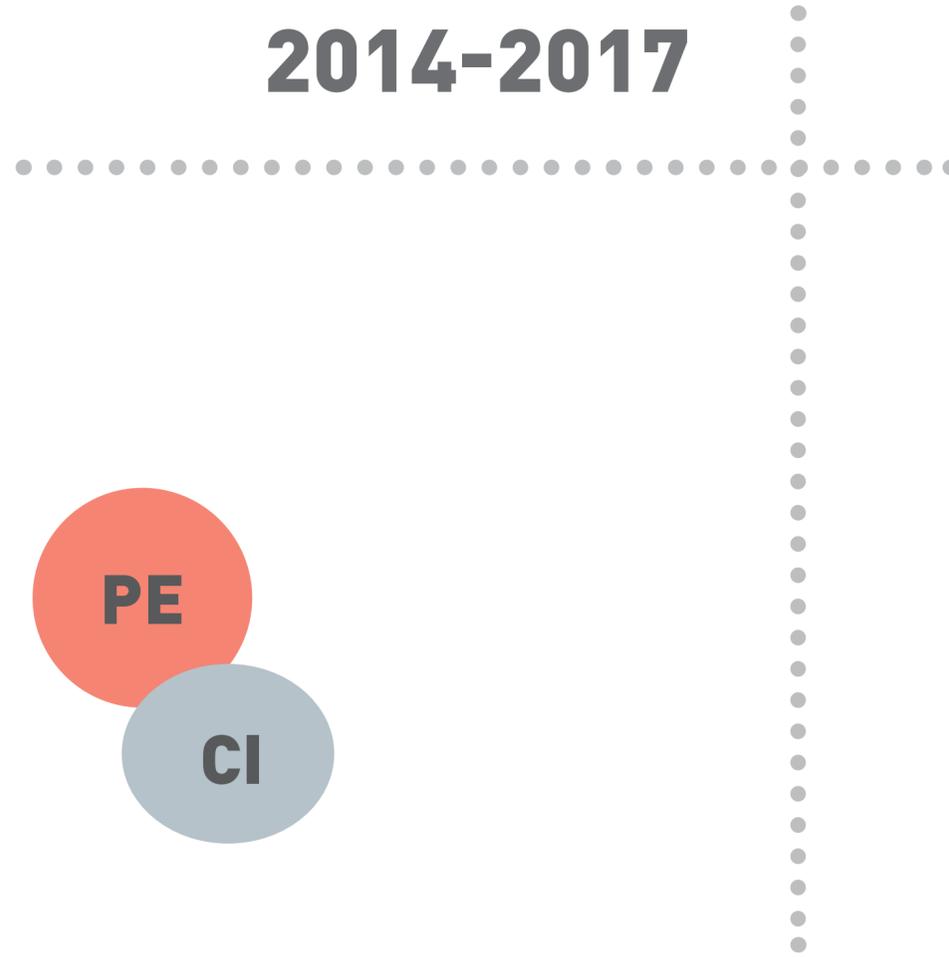
THE FUTURE WAS AT STAKE

2014-2017



THE FIRST CALL FOR ACTION
WAS TO INTERNATIONALIZE THE
RECENTLY BUILT CAPABILITIES
ON ID PRODUCTS AND SOLUTIONS

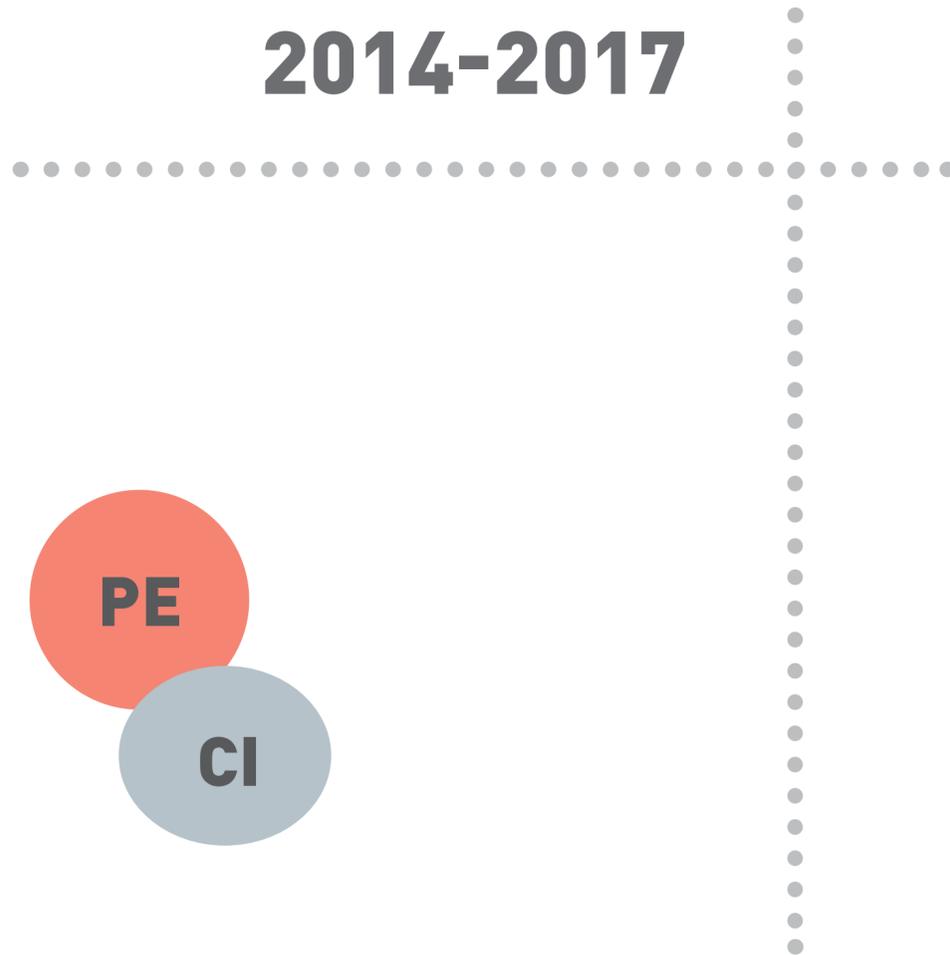
2014-2017



THE FIRST CALL FOR ACTION
WAS TO INTERNATIONALIZE THE
RECENTLY BUILT CAPABILITIES
ON ID PRODUCTS AND SOLUTIONS

EXPORTS CAGR = 15,5%

2014-2017

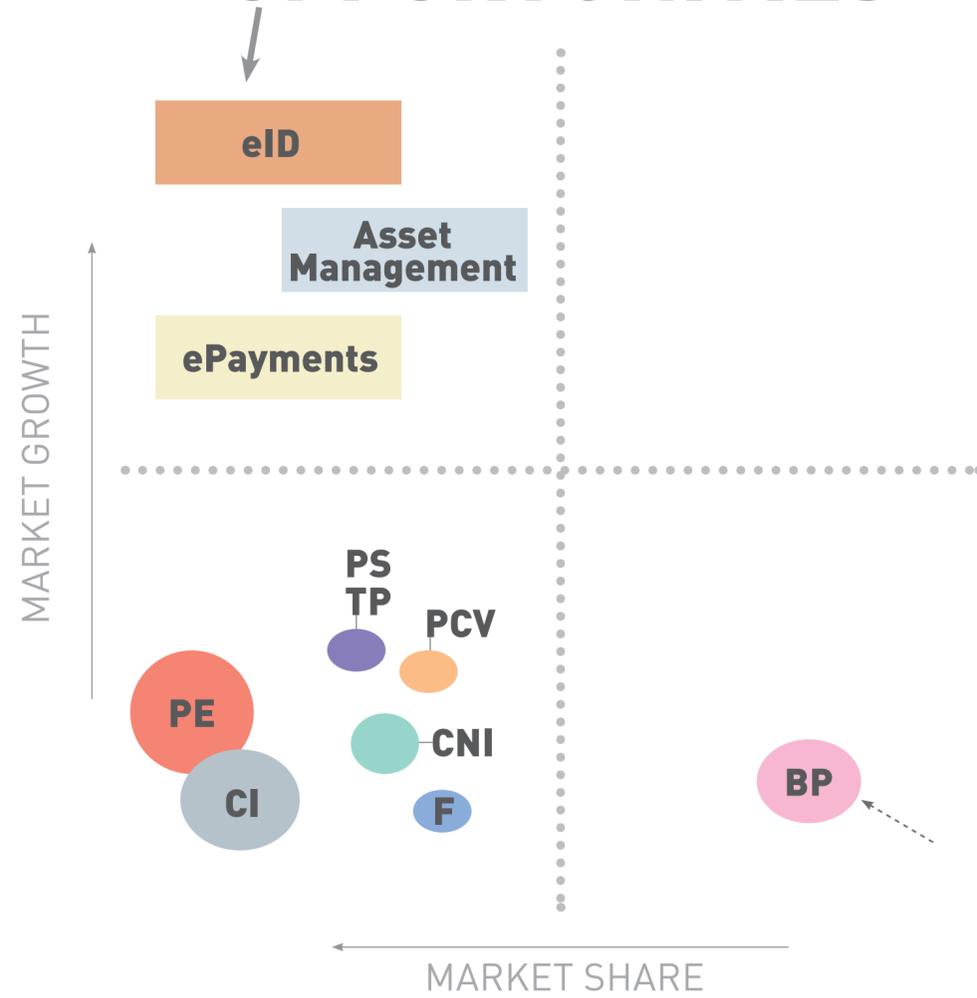


THE FIRST CALL FOR ACTION
WAS TO INTERNATIONALIZE THE
RECENTLY BUILT CAPABILITIES
ON ID PRODUCTS AND SOLUTIONS

EXPORTS CAGR = 15,5%

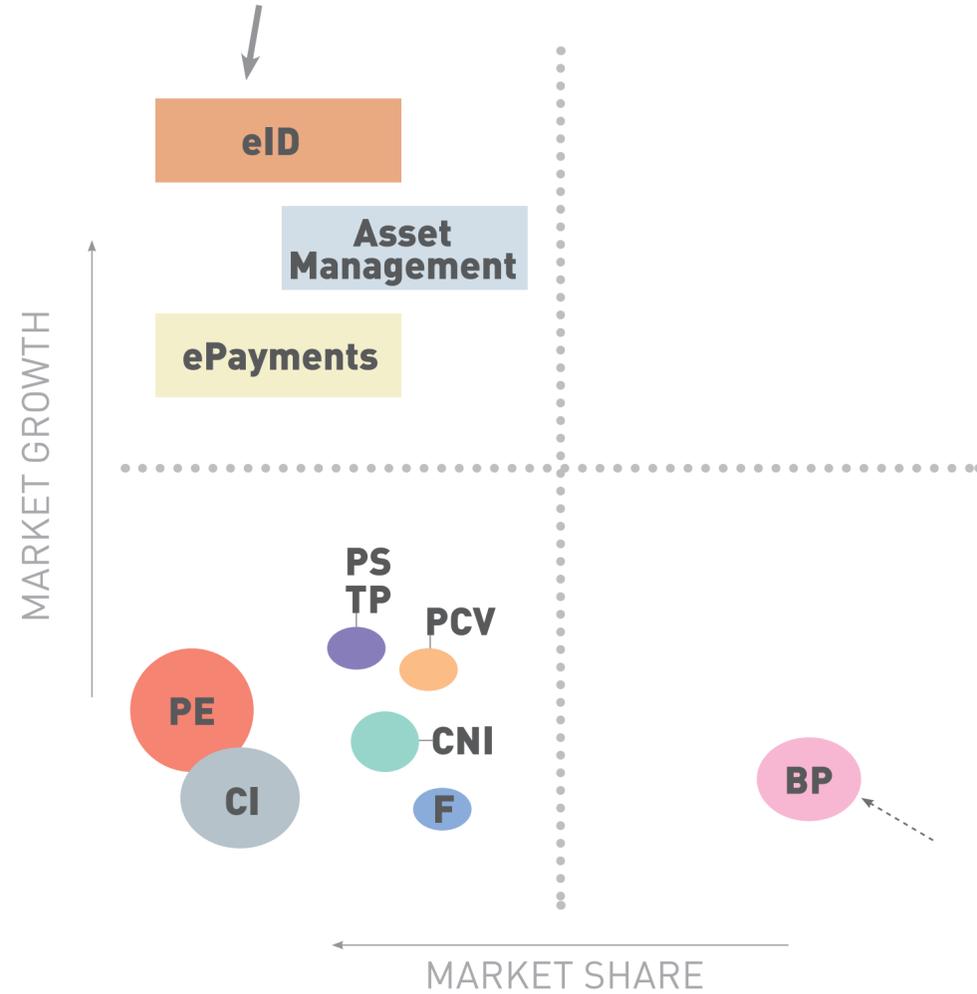
TO BUILD CAPABILITIES TO ACHIEVE
DISRUPTIVE INNOVATION...

OPPORTUNITIES



- PS TP** SÃO TOMÉ E PRINCIPE ELECTRONIC PASSPORT
- PCV** CABO VERDE ELECTRONIC PASSPORT
- CNI** CABO VERDE IDENTITY CARD

OPPORTUNITIES



- PS TP** SÃO TOMÉ E PRÍNCIPE ELECTRONIC PASSPORT
- PCV** CABO VERDE ELECTRONIC PASSPORT
- CNI** CABO VERDE IDENTITY CARD

OPPORTUNITIES THAT CAN BE LEVERAGED BY THE OTHER STRENGTHS

TRUSTED THIRD PARTY

LONG TERM RELATION WITH STRATEGIC CLIENTS

ACCESS TO EMERGENT MARKETS, NAMELY TO PSC AND SMALL LATIN AMERICAN COUNTRIES

SECURITY AS PART OF THE COMPANY DNA

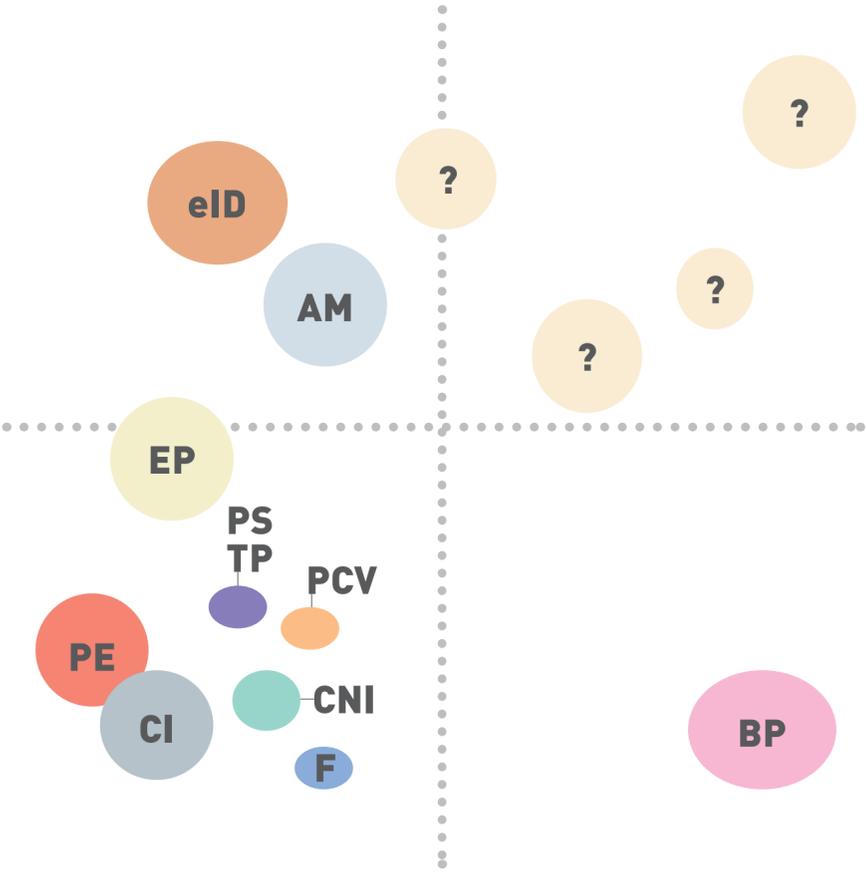
INVESTMENT CAPACITY

THE CHALLENGE:

BALANCING THE PORTFOLIO
TO ENSURE THE FUTURE

CREATE THESE →

HOLD THESE →



HOW?

OPEN INNOVATION

HOW?

OPEN INNOVATION

DISRUPTIVE

HOW?

OPEN INNOVATION

DISRUPTIVE

**FROM PEOPLE,
THROUGH PEOPLE**

PEOPLE AND CULTURE



STRUCTURE

FULL TIME INNOVATION AND NEW PRODUCT DEVELOPMENT TEAMS

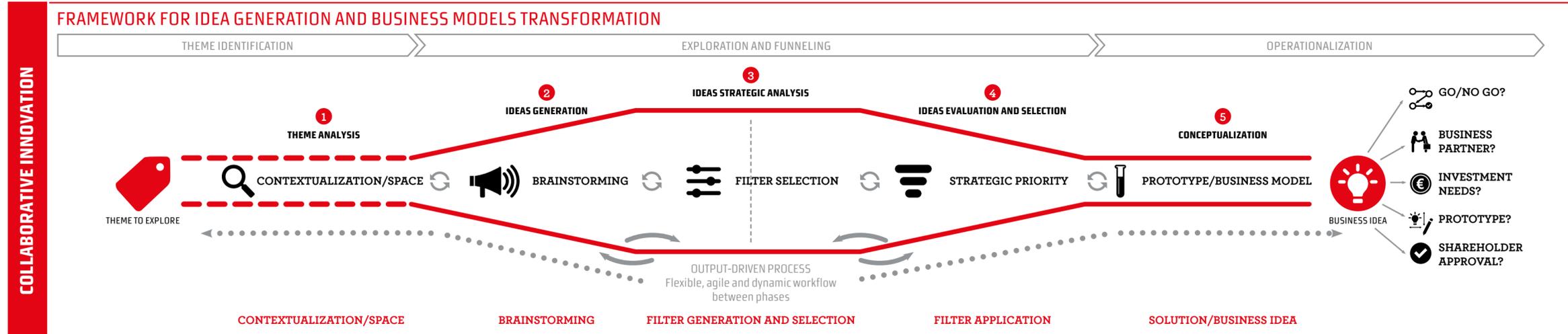


NETWORK



FUNDING

1% OF THE COMPANY ANNUAL REVENUE



MULTIVENDOR CHIP FOR THE CITIZEN CARD

DEVELOPMENT
ON THE CORE SOFTWARE
OF THE CITIZEN CARD
ALLOWING THE USE
OF MULTIVENDOR CHIPS

MULTIVENDOR CHIP FOR THE CITIZEN CARD

DEVELOPMENT
ON THE CORE SOFTWARE
OF THE CITIZEN CARD
ALLOWING THE USE
OF MULTIVENDOR CHIPS

~500 K INVESTMENT
(TRAINING + INTERNAL
DEVELOPMENT COSTS)

MULTIVENDOR CHIP FOR THE CITIZEN CARD

DEVELOPMENT
ON THE CORE SOFTWARE
OF THE CITIZEN CARD
ALLOWING THE USE
OF MULTIVENDOR CHIPS

~500 K INVESTMENT
(TRAINING + INTERNAL
DEVELOPMENT COSTS)

ROI > 2
THROUGH MORE
COMPETITIVE
PROCUREMENT

UNICODE

DEVELOPMENT OF A
PROPRIETARY SECURITY
AND TRACEABILITY
INSTRUMENT, AND
RESPECTIVE READING AND
VERIFICATION TOOLS, TO
BE APPLIED ON STAMPS
AND DOCUMENTS FOR
CONFIRMATION OF
AUTHENTICITY

UNICODE

DEVELOPMENT OF A PROPRIETARY SECURITY AND TRACEABILITY INSTRUMENT, AND RESPECTIVE READING AND VERIFICATION TOOLS, TO BE APPLIED ON STAMPS AND DOCUMENTS FOR CONFIRMATION OF AUTHENTICITY

~75 K INVESTMENT IN R&DI PROJECT IN COLLABORATION WITH COIMBRA UNIVERSITY

INCM



UNIVERSIDADE DE COIMBRA

UNICODE

DEVELOPMENT OF A PROPRIETARY SECURITY AND TRACEABILITY INSTRUMENT, AND RESPECTIVE READING AND VERIFICATION TOOLS, TO BE APPLIED ON STAMPS AND DOCUMENTS FOR CONFIRMATION OF AUTHENTICITY

~75 K INVESTMENT IN R&DI PROJECT IN COLLABORATION WITH COIMBRA UNIVERSITY

PATENT PENDING

INCM



UNIVERSIDADE DE COIMBRA

UNICODE

DEVELOPMENT OF A PROPRIETARY SECURITY AND TRACEABILITY INSTRUMENT, AND RESPECTIVE READING AND VERIFICATION TOOLS, TO BE APPLIED ON STAMPS AND DOCUMENTS FOR CONFIRMATION OF AUTHENTICITY

~75 K INVESTMENT IN R&DI PROJECT IN COLLABORATION WITH COIMBRA UNIVERSITY

PATENT PENDING

ALREADY **ASSURED ADDED VALUE** TO THE PORTEFÓLIO

INCM



UNIVERSIDADE DE COIMBRA

UNICODE

DEVELOPMENT OF A PROPRIETARY SECURITY AND TRACEABILITY INSTRUMENT, AND RESPECTIVE READING AND VERIFICATION TOOLS, TO BE APPLIED ON STAMPS AND DOCUMENTS FOR CONFIRMATION OF AUTHENTICITY

~75 K INVESTMENT IN R&DI PROJECT IN COLLABORATION WITH COIMBRA UNIVERSITY

INCM

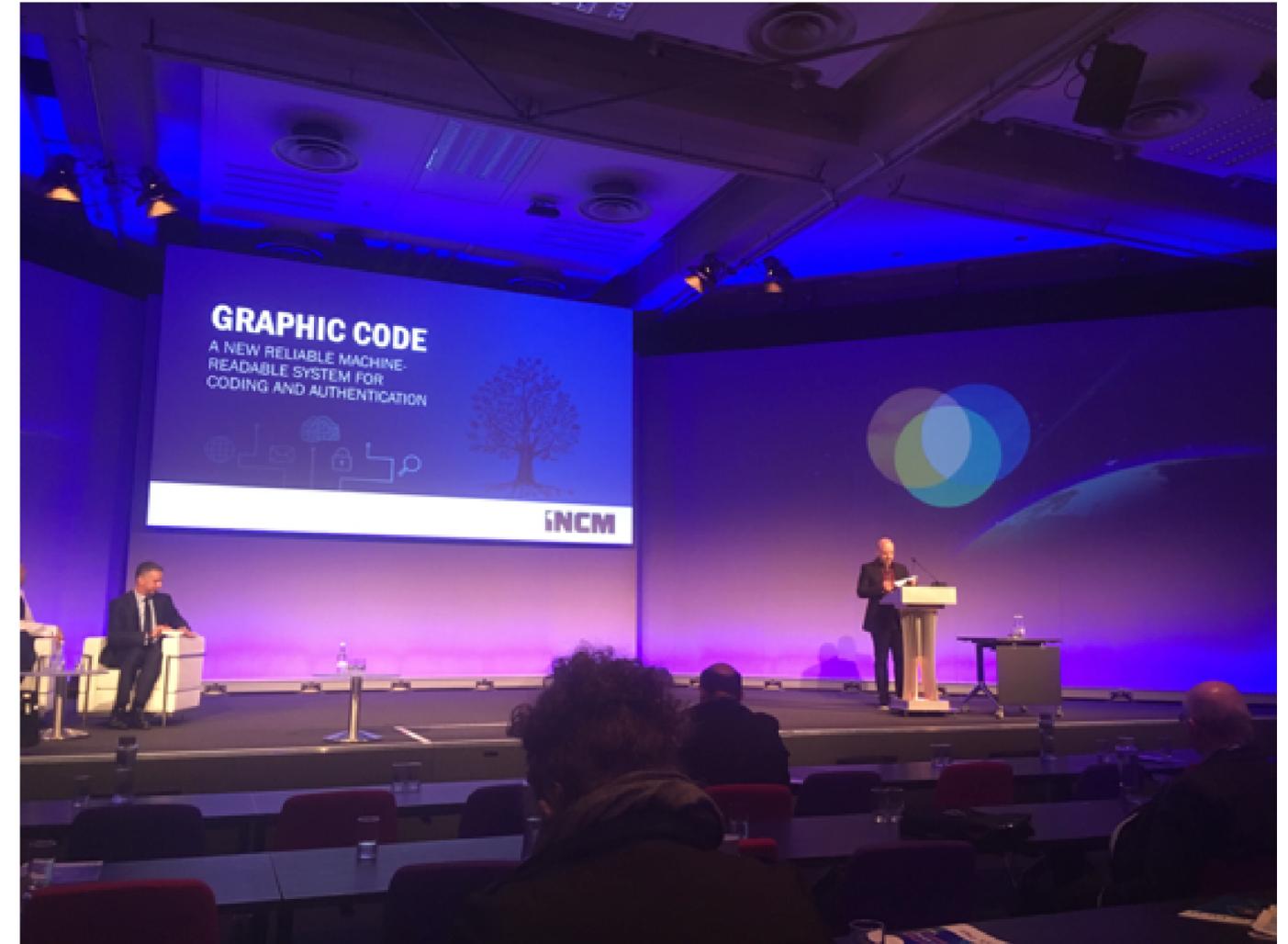


PATENT PENDING

ALREADY **ASSURED ADDED VALUE** TO THE PORTEFÓLIO

STRONG FAVOURABLE REACTIONS FROM POTENTIAL CLIENTS AND SECURITY FEATURES INDUSTRY

UNICODE



INCM

THE VALUE OF SECURITY

