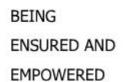
# LUGANO SMALL & MID CAP INVESTOR DAY





I Edizione Splendide Royal Hotel 28 settembre 2010

















# **Key Milestones**



#### An effective restructuring process

2007

- Entry of **Tamburi Investment Partners** and **Rocco Sabelli** into the shareholder base of Data Service SpA, a company founded in 1987 and listed on the MTA market in Milan, focusing on DMO operations.
- Launch of a corporate **restructuring and repositioning process** with the expansion of the business into new sectors and markets through the establishment of specialist companies.

2008

- Launch of management consulting activities aimed at the world of *finance*, by setting up B.E.E. Consulting.
- Establishment of B.E.E. Solutions, specialising in **IT** solutions for the Finance sector.
- Acquisition of B.E.E. Insurance, active in IT services for the insurance market and controlled by the Intesa Sanpaolo Group.
- Acquisition of B.E.E. NewTech, operating in **IT services for telecoms**, **utilities and SMEs**.
- Establishment of B.E.E. Sourcing, which **concentrates** on **Back Office and Document Management activities**.

2009

• Development of the new "Security and Mobility" Business Unit for the management of video surveillance and urban mobility systems.

2010

• Restructuring of the Board of Directors: **Adriano Seymandi** appointed Chairman and Managing Director, **Stefano Achermann** CEO.

#### **Results Achieved**

B.E.E. Team Group is currently one of the main Italian players in the IT consulting sector capable of offering the market distinctive skills and solutions in highly specialised areas for the most important Italian financial and industrial players.

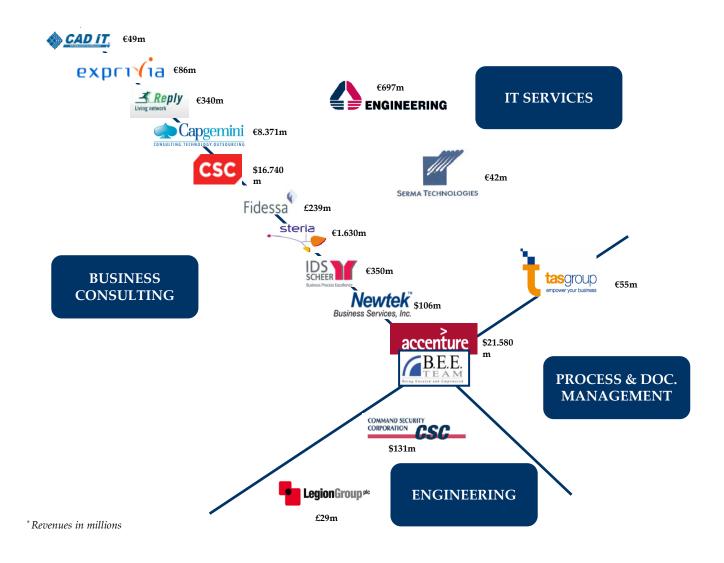
#### **Latest News**

23 sept. 2010

B.E.E. Team exited Consob black list thanks to good results performed until now

# **Competitive Scenario**\*





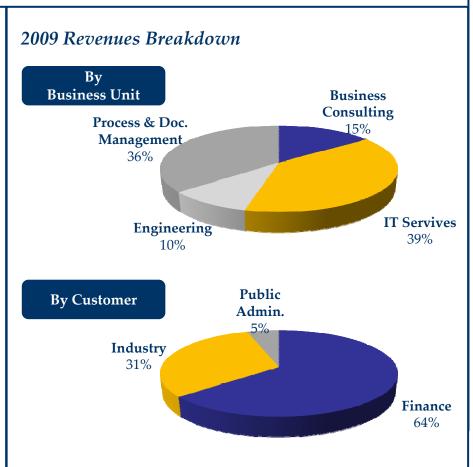
# B.E.E. Team at a glance



#### An ICT Consulting Group with a complete and diversified services offering

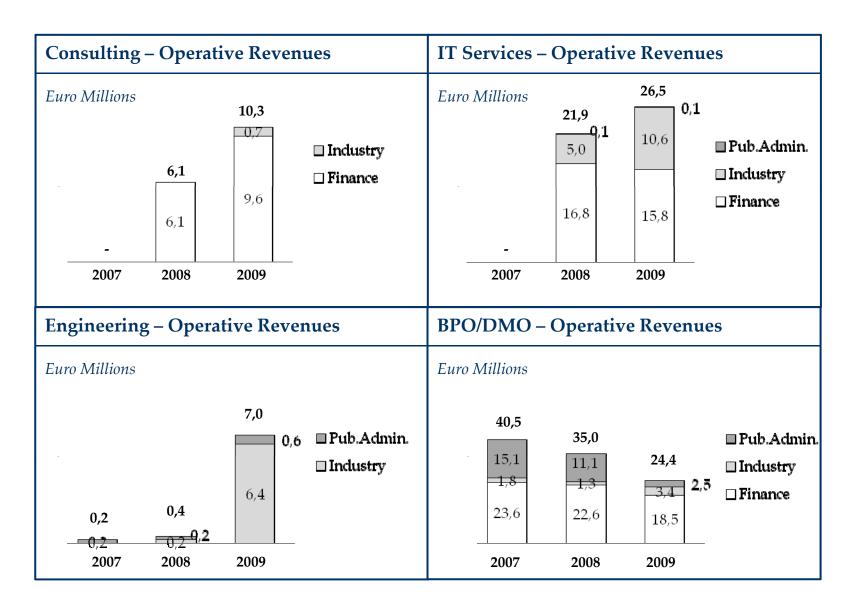
#### **Highlights**

- 2009 Revenues: **€70m**
- Management Team with consolidated experience
- 4 business units:
  - Business Consulting
  - IT Services
  - Engineering
  - Process & Document Management
- Main **customers**:
  - Finance (Banks and Insurance)
  - Industry (Energy and Utilities)
  - Public Administrations
- Offices in Lombardia, Lazio, Liguria, Puglia, Umbria and Piemonte
- Over **700** operational personnel



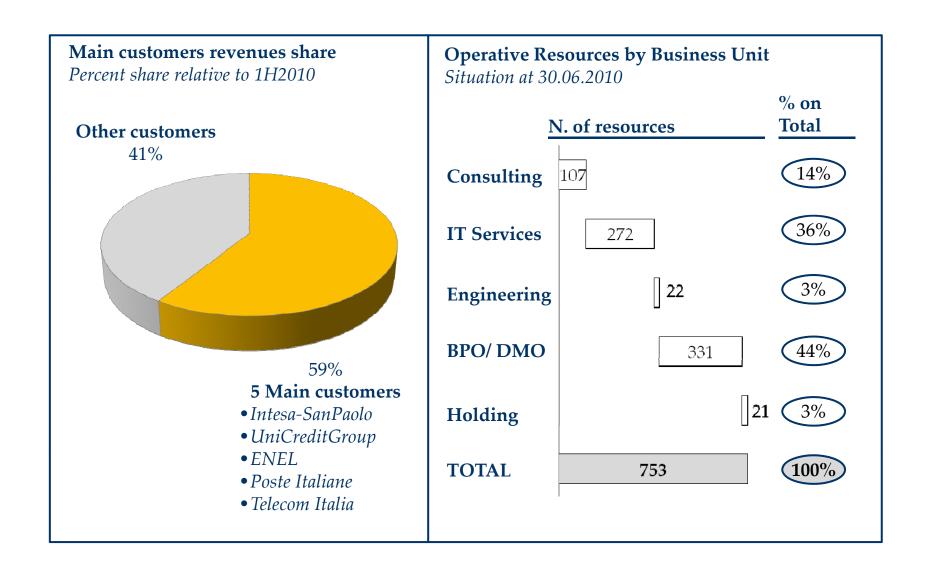
# Revenues analysis by Business





## Focus on customers and resources





# **Business Highlights**



Business	Core competences	Strategic growth driver
BUSINESS CONSULTING	<ul> <li>Cross-market corporate consulting</li> <li>Consulting services for financial and asset/wealth management systems</li> <li>Consulting services/solutions for corporate governance: executive summary &amp; corporate reporting systems</li> </ul>	<ul> <li>Cross selling across the traditional customer portfolios with the offer of high added value specialist consulting services</li> <li>Extension of the offer to the Telecoms and Energy markets</li> <li>Creation of new beacons of excellence in Financial Services</li> </ul>
IT SERVICES	<ul> <li>Applications management for the outsourcing of "core business systems"</li> <li>Software products and systems integration services</li> </ul>	<ul> <li>Strengthening partnerships with the main IT players to develop a technologically innovative offer</li> <li>Technological advancement of the proprietary platform for the Insurance segment</li> <li>Repositioning the offer for the PA segment to include activities that require a greater service component</li> </ul>
ENGINEERING	<ul> <li>Video surveillance systems for critical assets</li> <li>Mobility management solutions</li> </ul>	<ul> <li>Consolidation of services revenues for Video Surveillance</li> <li>Increased presence in the area of Mobility services with dedicated online marketing</li> </ul>
PROCESS & DO MANAGEMEN	• Flivsical archives and electronic ining	<ul> <li>Transforming the services portfolio into activities with greater added value</li> <li>Using new document technology for a gradual transformation of the activities from labour-</li> </ul>

intensive to technology-based

solutions

• **Direct marketing** of information archiving

• Products and services for document

and archive management

## **Latest Deals**



# **Key Success Factors**

- experience and familiarity with the consolidated market
- **relationships** with the main market operators
- **specialist skills** in IT and management
- innovative proprietary technology in the *Insurance* and *Mobility* sectors
- **R&D** activities with dedicated analysts and programmers

Customer	Company	Period	€m
Fideuram Vita	B.E.E. Insurance	2010-2014	9,4
Monex Financial Services	B.E.E. Consulting	-	n.a.
Gruppo Crédit Agricole Assurances Italia	B.E.E. Insurance	2010-2015	6,0
CNP-UniCredit Vita	B.E.E. Insurance	2010-2014	8,3
UniCredit Global Information Services	B.E.E. Consulting, B.E.E. Solutions B.E.E. Cube	2010	8,4
ENEL (2 tenders awarded*)	B.E.E. New Tech	2010-2014	2,1*



#### Guidelines followed

- average annual investment in Research and Development equal to around 4% of turnover
- continual **updating** of products using technological developments and market requirements
- a **dedicated team** of analysts and programmers

#### **Main Projects**

#### D.A.M.A.

(already developed)

- Document Acquisition Management and Archiving
- creation of a platform capable of providing innovative services in the document management process
- improvement of document acquisition for both hard copy and digital documents
- intelligent data entry techniques and the integration of information based on artificial comprehension of the content

#### **STARGATE**

(under development)

- Development of a full-outsourcing solution to control and manage the speed-control and fine workflow
- Activities covered:
  - Speed control
  - Verification
  - Data-Entry
  - Fine Printing
  - Fine Mailing

#### **SIRIUS**

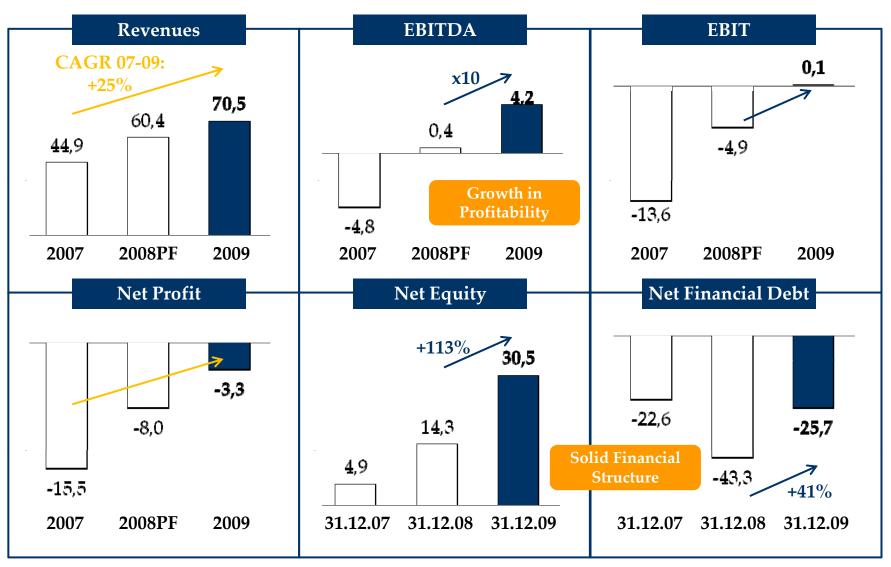
(under development)

- Creation of an integrated modular and scalable platform (in life and general insurance)
- a front-end for the processing of contracts at the final point of sale
- open technology that is widely used (java)
- a state-of-the-art multi-branch and multi-channel underwriting office

# 2007-2009 Key Financials



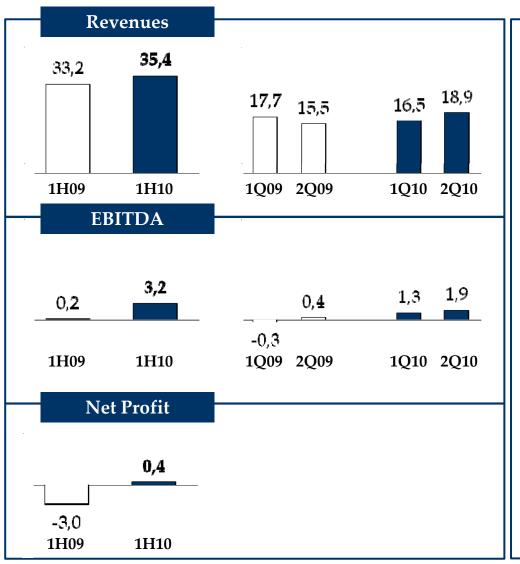
Euro millions



#### 1H 2010 Results



Euro millions



#### Highlights

- **Revenues** at €35.4m (+6% over H1 ′09)
  - Increase in *Business Consulting*, reaching over €7m, and *Engineering* activities, about 3 times over H1 '09
- Strong improvement in EBITDA also thanks to the optimization of the organizational structure which resulted in a decrease in staff costs of €2m in *Process & Document Management*
- **EBIT** at €1.1m (loss of €1.4m in H1 ′09); increase in depreciation of approximately €0.5m is largely attributable to higher investments in the areas of *Security* and *Insurance*
- **EBT** at €0.5m (loss of €2.5m in H1 '09); reduction of net financial charges (-46%) is due to decrease in funding and credit lines, as a consequence of the capital increase carried out in 2009
- Net profit at €0.4m (net loss of €3.0m in H1 ′09)
- **Net Debt** at €28.4m (€26.2m at March 31, 2010), due to investments in *Engineering* and in *IT Services*

# Strategic guidelines



- **USE EXISTING ASSETS** to make the most of the portfolio assets by launching the Engineering business in security, energy and mobility
- START THE ONGOING PHASE to consolidate the market position in the sectors we have a presence: Consulting, ICT, Business Process Outsourcing through the stabilization of volumes, the consolidation of relationships and the continual enrichment of the Group projects portfolio
- **ACHIEVE LEADERSHIP** to consolidate the skills in the End to End sector of Financial Services by becoming one of the 5 major players in the Italian market
- KNOWLEDGE IS A COMPETITIVE ADVANTAGE continually structure, reinforce and enrich the Group's knowledge and skills to gain a competitive advantage
- TALENT SCOUTING & NEW BUSINESS OPPORTUNITIES develop new businesses in harmony with the existing portfolio, also via limited scale M&A operations
- LOOKING ... ABROAD to strengthen the operating presence abroad alongside large Group customers
- **USING ICT TO CREATE ADVANTAGE** to launch a new wave of innovation in Business Process Outsourcing activities, fostering the integration of ICT and other highly specialised activities

# KEY INVESTMENTS

- High potential market portfolio of Value Adding Services, Human Resources Capital, and Software Assets. Unique End to End proposition for Financial & Insurance industry.
- Equity value don't reflect yet company performances due to low visibility of Company Turn Around acceleration and Consob black list positioning (Removed on 23 September 2010)
- Start of "cherry picking" in M&A process. We are selecting small companies with distinctive knowledge/software asset or group of resources with high business value potential



#### IR TEAM



**IR TOP** 

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**B.E.E. TEAM** 

**Investor Relations** 

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# **Appendix**

# **Income Statement**



#### Euro thousands

	1H 2009	1H 2010	Var.% YoY	FY 2008 (PF)	FY 2009	Var.% YoY	FY 2008
Sales	31.487	32.797	4%	55.418	68.243	23%	63.480
Other revenues	1.751	2.600	48%	4.935	2.229	-55%	4.952
Revenues	33.238	35.397	6%	60.353	70.472	17%	68.432
Production costs	13.520	14.688	9%	27.547	29.970	9%	31.997
Personnel costs	18.658	16.373	-12%	30.761	35.051	14%	33.442
Other costs	898	1.141	27%	1.617	1.290	-20%	1.792
EBITDA	162	3.195	1872%	428	4.161	872%	1.201
% on sales	0,5%	9,7%		0,8%	6,1%		1,9%
Amortization	1.520	1.886	24%	2.919	3.769	29%	3.190
Depreciation	0	175		2.397	279	-88%	2.464
EBIT	(1.358)	1.134	n.m.	(4.888)	113	n.m.	(4.453)
% on sales	n.m.	3,5%		n.m.	0,2%		-7,0%
Net Financial Charges	(1.123)	(607)	-46%	(2.060)	(2.016)	2%	(2.058)
Profit before taxes	(2.481)	527	n.m.	(6.948)	(1.903)	73%	(6.511)
% on sales	n.m.	1,6%					
Taxes	(609)	(147)	-76%	(1.188)	(1.394)	17%	(1.458)
Minorities	(53)	34	n.m.	(111)	(212)		(111)
Gain (Loss) from assets to be discontinued	174	0	-100%	259	240		92
Net Profit	(2.969)	414	n.m.	(7.988)	(3.269)	59%	(7.988)
% on sales	n.m.	1,3%					

# **Balance Sheet**



#### Euro thousands

	31.12.08	31.12.09	31.3.2010	30.6.2010
Non-amount consts	(7.710	(8.240	(0.(17	70.122
Non current assets	67.712	68.240	69.617	70.123
Current assets	35.257	35.764	35.462	34.886
Assets held for sale	6.901	2.261	1.559	1.271
Total Assets	109.870	106.265	106.638	106.280
Shareholders' Equity	14.628	31.182	32.065	32.284
Non current liabilities	35.918	36.821	35.804	33.734
Current liabilities	55.844	35.500	36.710	38.491
Liabilities held for sale	3.480	2.762	2.059	1.771
<b>Total Assets and Liabilities</b>	109.870	106.265	106.638	106.280

# **Net Financial Debt**



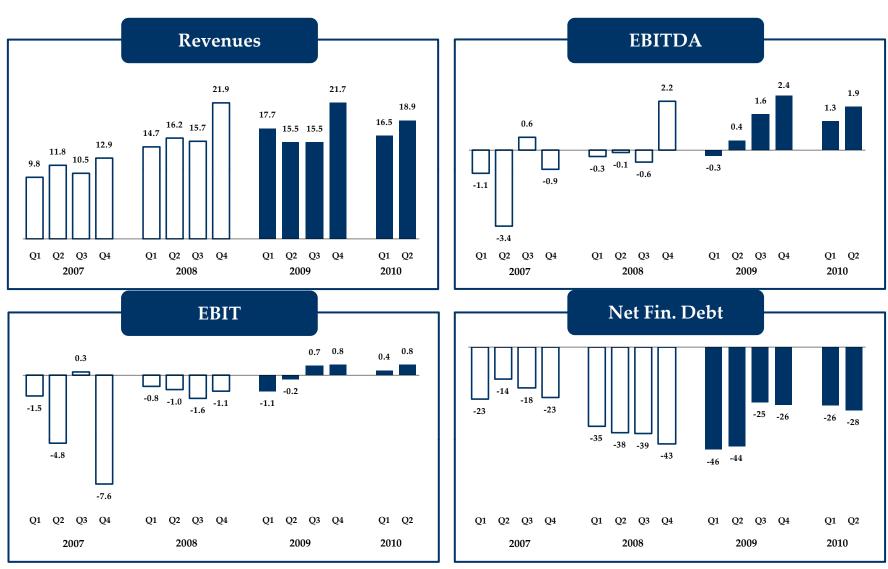
#### Euro thousands

	31.12.08	31.12.09	31.3.2010	30.6.2010
Cash	36	24	0	21
Other cash equivalents	3.981	2.910	2.729	3.965
Other financial receivables	131	1.695	1.139	27
Liquidity	4.148	4.629	3.868	4.013
Current bank debts	(13.104)	(8.126)	(8.176)	(10.672)
Currents debts to other lenders	(12.804)	(996)	(998)	(1.499)
Current Financial Debt	(25.908)	(9.122)	(9.174)	(12.171)
Non current bank debts	(16.335)	(19.098)	(18.758)	(18.758)
Non currents debts to other lenders (including put&call)	(5.242)	(2.144)	(2.120)	(1.445)
Non Current Financial Debt	(21.577)	(21.242)	(20.878)	(20.203)
NET FINANCIAL DEBT	(43.337)	(25.735)	(26.184)	(28.361)

# 2007-2010 By quarter

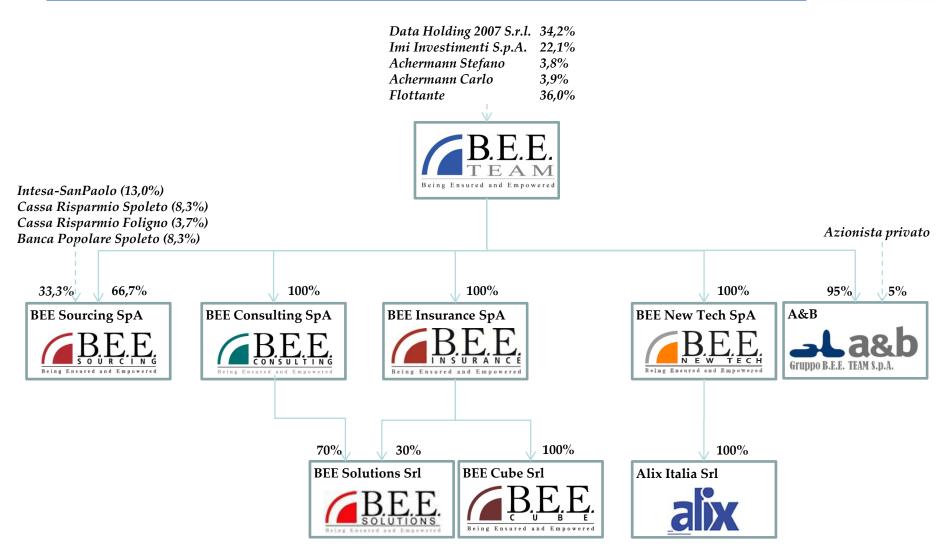


#### Euro millions



# **Group Structure**



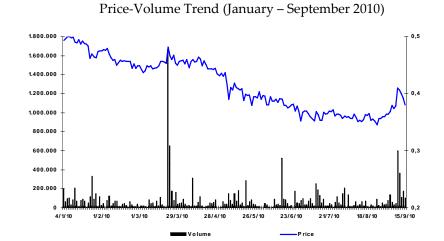


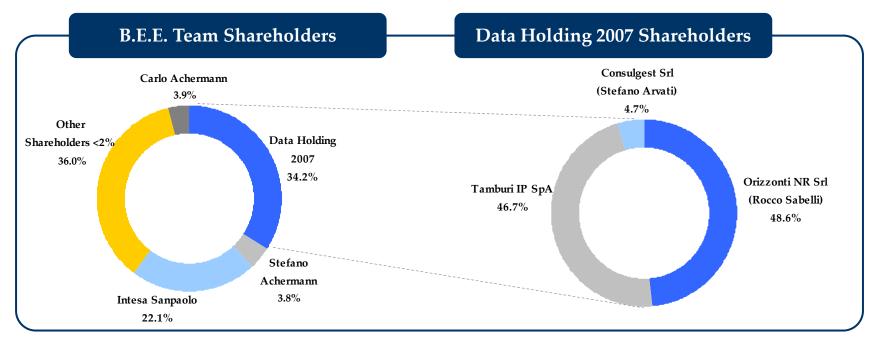
## **B.E.E. Team Shares**



Company Data	
Market	Borsa Italiana MTA
Reuters	BET.MI
Bloomberg	BET IM
N. of Shares	69,178,096
Price as at 15/9/2010	€ 0.3805
Market Cap as at 15/9/2010	€26.3m

Next Financial Events	
November 11, 2010	9M '10 Results





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