



Be

Building Excellence in Business and ICT  
Consulting for the Financial Services  
Industry

*IR Top Lugano Small&Mid Cap Investor Day*  
*Lugano, 22 September 2017*

# AGENDA



## I. Company Overview

II. 2016 Full Year Results

III. 2017-2019 Targets

## Who are we? «Company Highlights» & «Group Spikes»

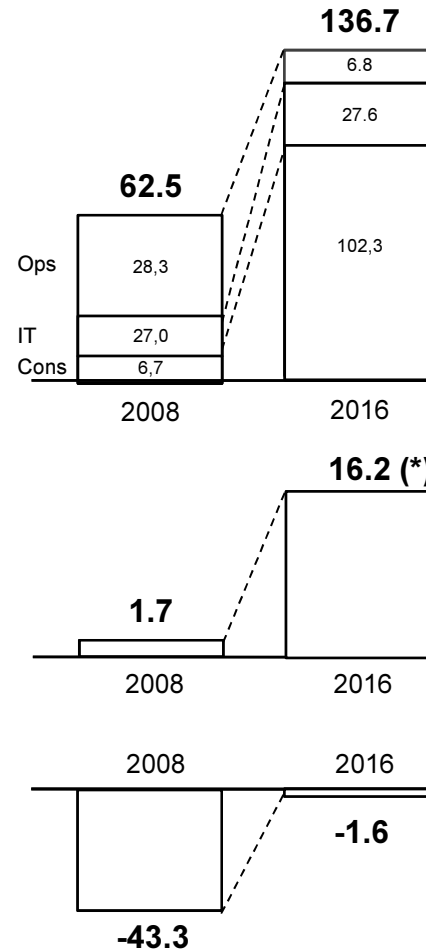
- A** **Leading «Business Consulting & ICT Services» Group** for Financial Institutions. More than 1,500 professionals involved
- B** Growing share of wallet among the **top 20 Banks in Europe**. Banks ICT budget growth expected up to 2019.
- C** 6 years to establish from scratch a recognized **professional network in 8 european countries** (>40% of non domestic revenues in 2016)
- D** Full **interests' alignment** among **shareholders** and an experienced **management team**.
- E** **Healthy Balance Sheet** and cash generation allow for efficient capital allocation
- F** 3 Year Plan forecasts an **EBITDA >28 ml/€** in 2019 (+73% vs 2016) with **constant Dividend flow**

### *Some of our Clients in Europe*

- ABI I
- AGID
- Barclays
- Banco Popolare
- Banco Popular
- Bundesbank
- Cassa Depositi e Prestiti
- Commerzbank
- Coop Bank UK
- CNP
- First Data
- Gruppo BNP
- Gruppo Crédit Agricole
- Gruppo IntesaSanPaolo
- Gruppo Poste Italiane
- Gruppo UBI
- Gruppo Unicredit
- HSBC
- ICCREA
- Mastercard
- Mediobanca
- Payment Council
- Postbank
- PZU
- Royal Mail
- Societ  Generale

## 2008-2016 Company transformation by «numbers»

- Turned around from distressed BPO/domestic company to profitable European consulting network
- Deleverage from -43.3 ml/€ Net Debt on 62.5 ml/€ revenues and 1.7 EBITDA to -1.6 ml/€ Net Debt on 136.7 ml/€ revenues and 16.2 ml/€ EBITDA
- «Cash generation» process in place for self-funded organic/non organic profitable double digit growth
- Legacy BPO reduced to 5% of total revenues portfolio
- Proved M&A track record under 7 different market frameworks
- Increasing revenue share of wallet among the Top 20 Financial Institution in Europe



Consulting revenues increase (>100 ml/€ 2016)

Built a European network (from 0 to 8 countries)

Back to dividends from 2014 (Div/Yeld 2016 : 2.18%)

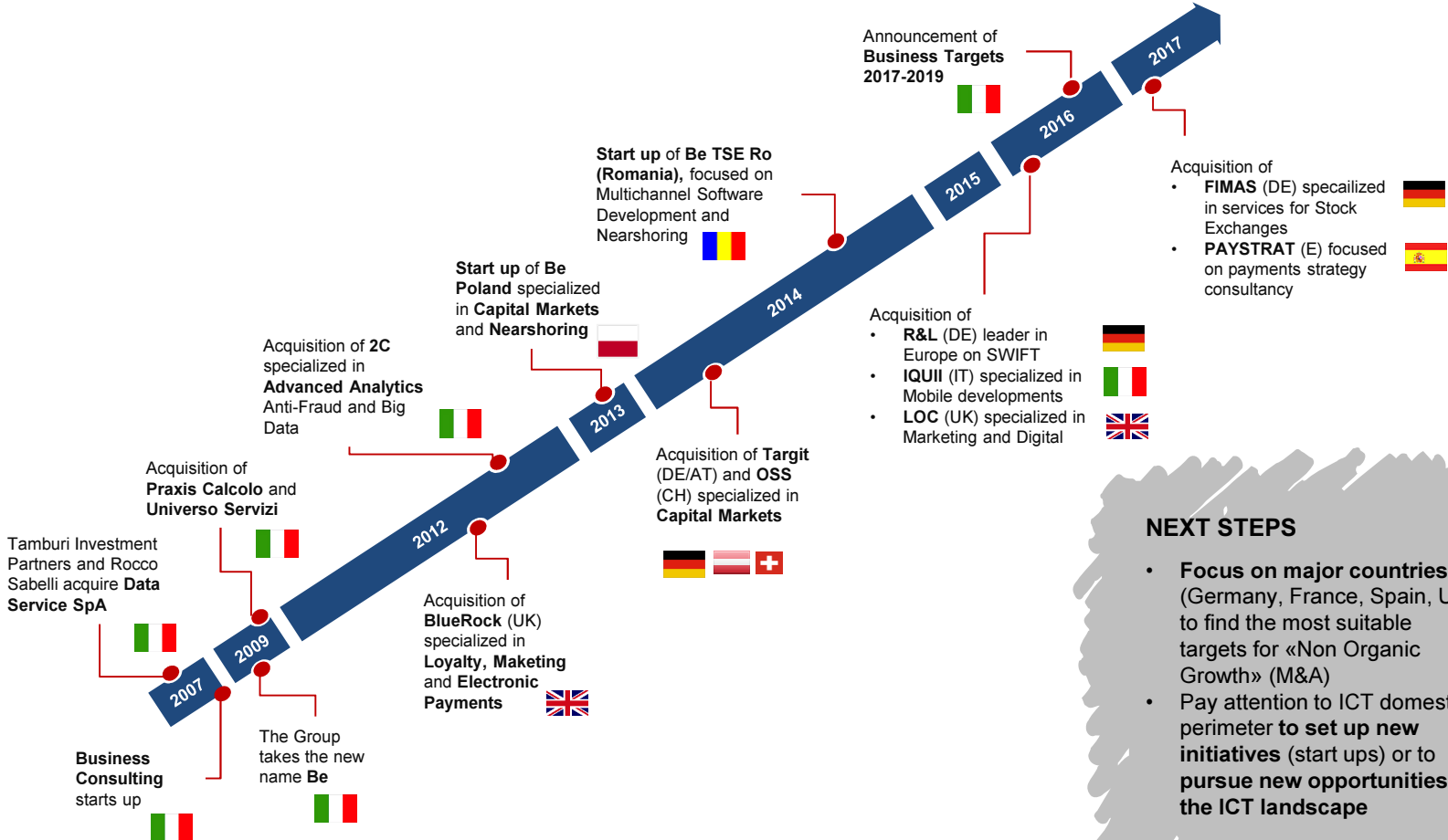
HR Turnaround > 1,100 professional joined Be

2016 Non domestic revenues > 40%

Unique story: from Black List to STAR Segment in 5 years

(\*) adjusted EBITDA = 18.2 ml/€, net of restructuring costs for 2.0 ml/€

# 10 Years between new «Business Ventures» set up and «M&A initiatives»



**NEXT STEPS**

- Focus on major countries (Germany, France, Spain, UK) to find the most suitable targets for «Non Organic Growth» (M&A)
- Pay attention to ICT domestic perimeter to set up new initiatives (start ups) or to pursue new opportunities in the ICT landscape

# Resilient business model based on continuous revenues stream and long term engagements

*Continuous revenue stream*

- Be operates in the most resilient space of Consulting with **multi-year contracts that ensure recurring revenues**
- >50% of 2017 targets are already under contract or agreed with the clients

- Average contract duration **6m < d < 1+ year**



*Long term cost planning*

- Growing “Top Line” (revenues) visibility will permit more efficient cost planning









Business	Contract	Be
• Strategic Consulting	2-3 months	Not Present
• Operational Consulting	6-24 months	Present
• Implementation	1+ years	Present
• Coding	1+years	Present



# Our projects range from strategies definition to market solutions set up. We aim to support clients in an E2E value creation

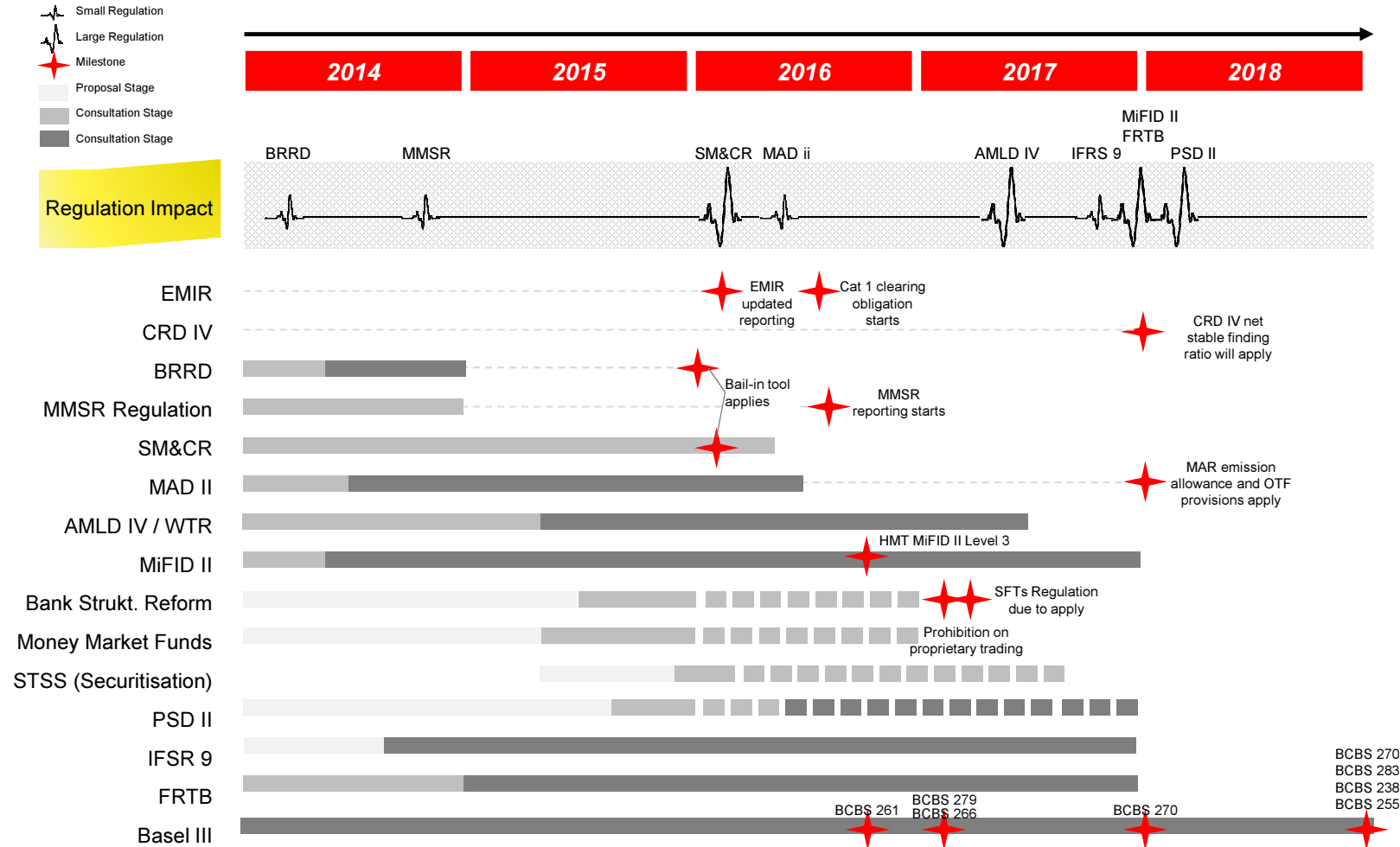
-  Business Project
-  IT Project

## Main current projects

Leading SIFI Bank	• Support in the implementation of «Champions League» sponsorship		
Public Major Bank	• Using Big Data and Advanced Analytics to support business functions		
Card Network	• Support in the development of a partnership in the advisory sector with one of the largest operators of global circuits		
UK based International bank	• Definition of the digital strategy of a leading international banking group		
Leading SIFI Bank	• Creation of a company dedicated to services and management of High Net Worth individuals		
Leading Italian Bank	• Support in the design and launch of a corporate banking product		
JV UK/Spanish Financial Institutions	• Support in the design and launch of a joint venture dedicated to management of the money services sector		
Association of intern. Post Offices	• Design of a solution to manage an international logistics project		
Italian Insurance Company	• Systems management of the largest Italian Bank-Life Insurance companies		
Leading SIFI Bank	• Competence Management of domestic centres and «near shoring» for major platforms in the Capital Markets industry		
Major Polish Insurance Company	• Support in the development of the digital platform for the largest Polish operator		

# Banking Industry has to face several challenges in the years forward. Specialization could be a «killer proposition» to success

Illustrative





# AGENDA

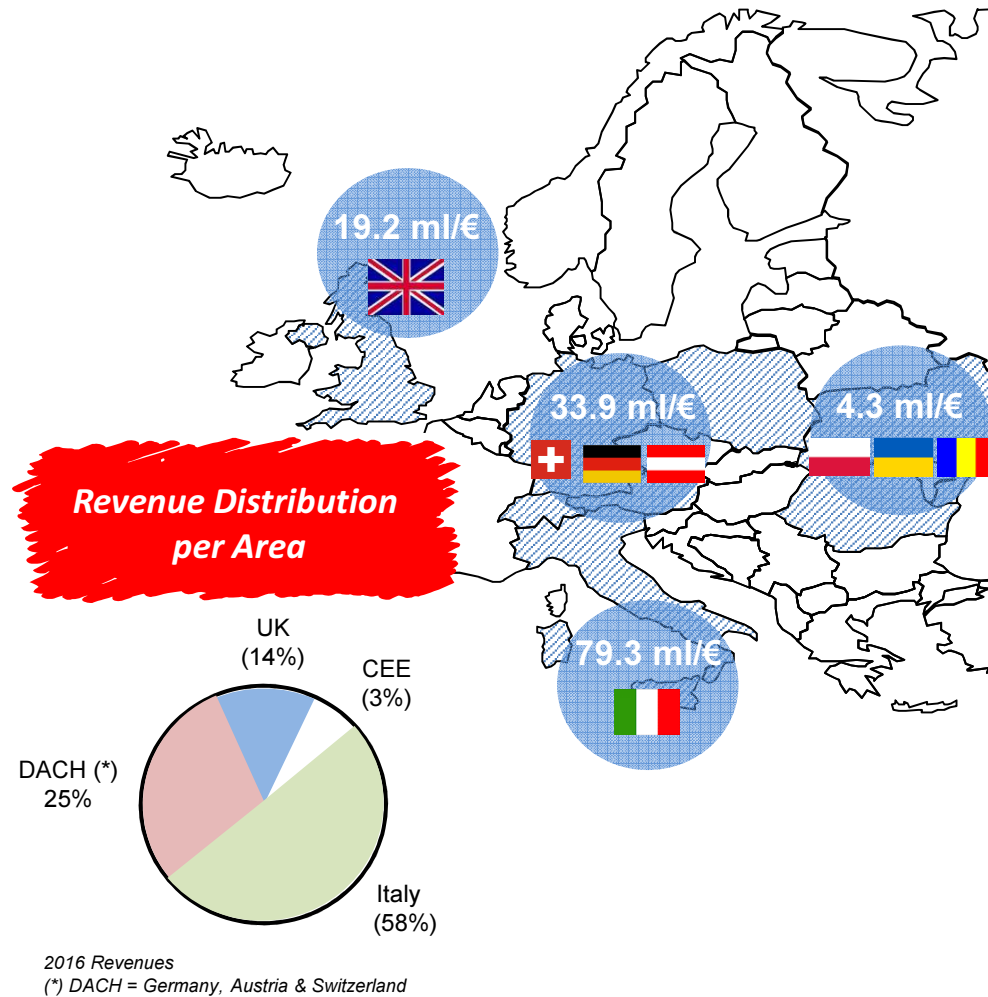


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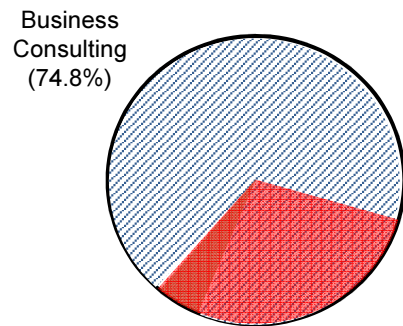
## Our business by country distribution: 42% of Revenue Portfolio is generated abroad (Germany & UK growth mainly)



- Grown from 1 to 9 countries in 7 years. 1st M&A deal abroad in 2012 in UK
- LOC Consulting (UK) and R&L (DE) joined Be in Q1 2016 adding more than 9ml/€ to our portfolio
- FIMAS (DE) and Paystrat (E) joined Be early 2017 strengthening presence in German-speaking countries and opening the Iberian market
- Expected growth in DACH Area. 3Y plan aims to reduce Italy exposure to 50%
- 2019 goal: drive foundations for an outstanding regional player in the Financial Services arena

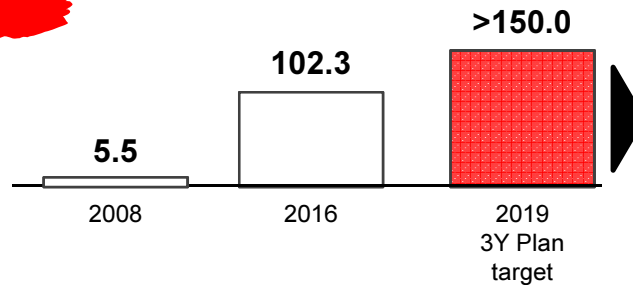
# 75% of revenues on Business Consulting. Large international client transformation programs help in revenue boosting

## Revenue Distribution per business segment



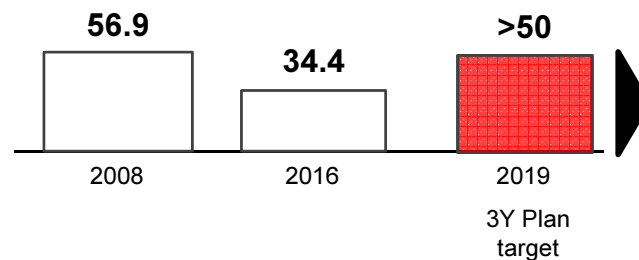
BPO/DMO 5.0%  
ICT Solutions (20.2%)

### Business Consulting



- Established in 2008 by a founding team of 5 professionals moving from Unicredit
- 2016 revenues exceeding 100 ml/€
- 44.1% revenue CAGR since inception
- Double Digit Organic Growth Rate
- Business Consulting, focus on Financial Service Industry (Regulatory issues, Transformation Program, Digital, Planning, Marketing & Products, Processes,...)

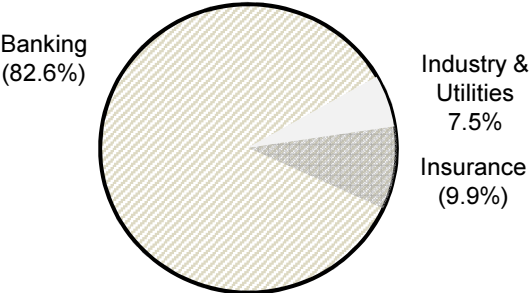
### ICT Consulting



- 2016 revenues > di 30 ml/€
- Solutions for Banks, Insurance Companies & Utilities
- Specific cross-industry practises, such as big data and advanced analytics
- EBITDA Margin recovered (net of one-off costs)
- Includes BPO (loss making) with around 2.0 ml/€ of non recurring costs spent for transformation programs in 2016

# 95% of revenue portfolio in Financial Industry. Regulatory & business issues will drive an enhancement of Financial Institutions CAPEX

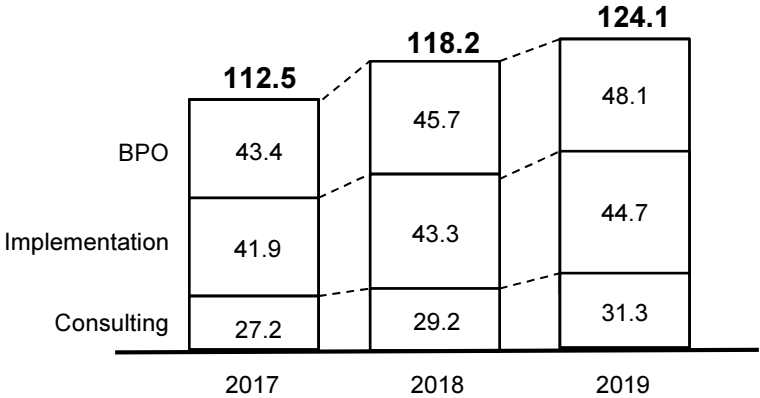
## Revenue Distribution per industry



- New competitive landscape with different business models (i.e. online banking, brokerage, ...)
- Outdated legacy ICT systems with low employee turnover driving skilled outsourcing
- Localized economies, culture and regulations require cross-border integration

## Market Projections 2017-2019

Financial Service Industry, in IT Expenditure growth estimate



Source: Gartner, 2015 Total Banking and Securities IT Service Spending by segment, Worldwide 2013-2019, billions of US Dollars

# AGENDA

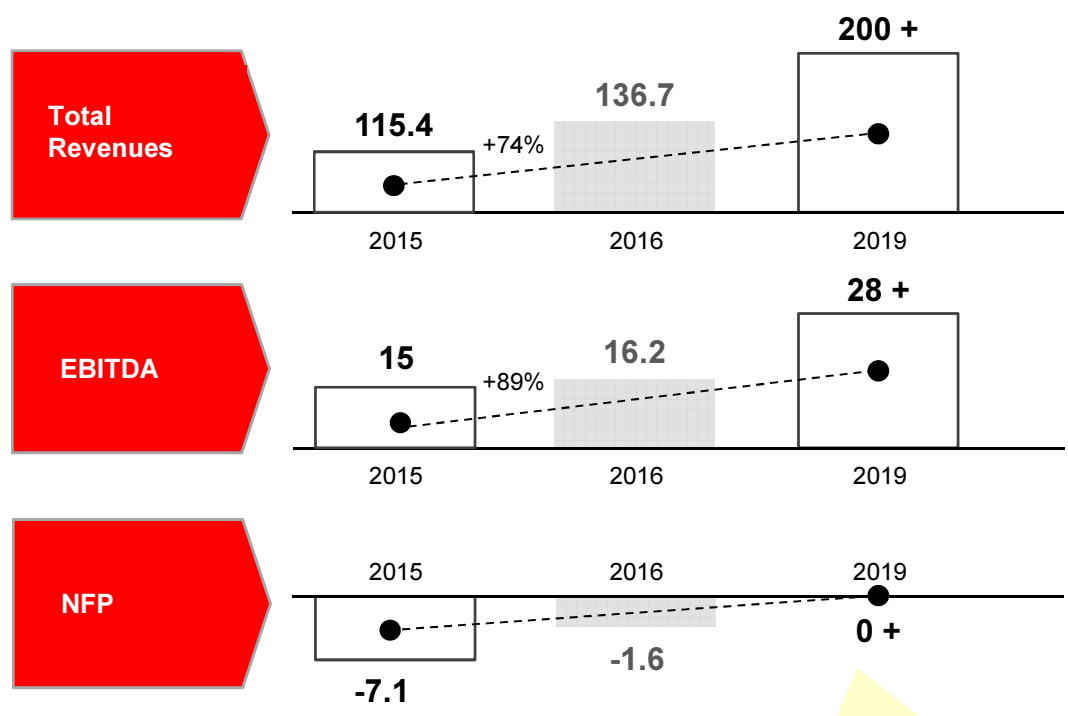


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# 2017-2019 Group Business Targets

## Target overview







## Assumptions

- up to 162 ml/€ revenues by organic growth 2019
- 40 ml/€ in M&A related revenue growth
- 75% of EBITDA originated by consulting perimeter
- 50% revenues from non domestic markets
- Major growth expected from DACH region
- Uninterrupted flow of dividends during 3Y Plan

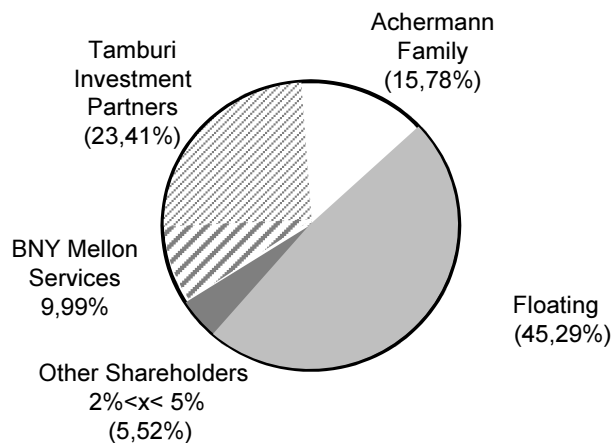
2015-2019 expected NFP  
 + € 52,1 ml Cash Flow  
 - € 20,0 ml M&A  
 - € 8,0 ml Investments  
 - € 6,0 ml Dividends  
 - € 11,0 ml Δ Working capital

# 2019 Organic Targets by Region

		€/ml		
		2015	2016	2019 targets
	<b>Italy</b> <ul style="list-style-type: none"> <li>Gain <b>larger share of wallet</b> in top Italian Financial Institutions portfolio</li> <li><b>Business Consulting</b> remains the growth engine adding new specializations</li> <li>Launching initiatives in ancillary sectors</li> </ul>	81	79.3	98+
	<b>DACH Region</b> <ul style="list-style-type: none"> <li>Opening a <b>German Consulting practice</b> within next 18 months</li> <li>Main focus on <b>Capital Markets</b> and <b>Payments</b> professional service support</li> </ul>	20	33.9	38+
	<b>United Kingdom</b> <ul style="list-style-type: none"> <li>Brexit will drive large ICT Expenditure by the large Financial Institutions</li> </ul>	9.1	19.2	19+
	<b>CEE Region</b> <ul style="list-style-type: none"> <li>Significant growth expected from Polish Market</li> <li>Ready to evaluate new opportunities in CEE Region</li> </ul>	5.3	4.3	7+
		115.4	137.6	162+

# Shareholders & Stock Performance

## Shareholders



05/16, Source Monte Titoli

## Corporate Calendar

- 14.03.17 Board Meeting, 2016 Results
- 26.04.17 Shareholders Meeting 2016 Results
- 11.05.17 Board Meeting, 1Q Results
- 02.08.17 Board Meeting, 1H Results
- 09.11.17 Board Meeting, 3Q Results

## Share Performance 2013-2017



## Investors Meetings Calendar

- 02.02.17 Frankfurt, Intermonte, European Mid Cap Event
- 23.02.17 Milan, Banca IMI, IT Day
- 21.03.17 Milan, Borsa Italiana, STAR Conference
- 15.05.17 Rome, Intermonte, Le eccellenze del made in Italy
- 20.09.17 Milan, Banca IMI, Italian Stock Market Opportunities
- 22.09.17 Lugano, IR TOP, Small & Mid Cap Investor Day
- 09.10.17 London, Borsa Italiana, STAR Conference