

Be



Milan, 10th October 2017

“Be” at London STAR Conference Key messages

“Be” joined yesterday the XVII London STAR Conference organized by Borsa Italiana. Herein after the key messages presented by the Group Chairman Carlo Achermann to the financial community:

1. Road to 2019, Enlarge client base to boost revenue portfolio

- **Diversification of client base** and reinforcement of leadership in consulting for the Financial industry;
- **Focus on the main European Financial Institutions** (+ 20% revenue increase on the 2° customer, +70% on other customer’s portfolio in Italy as at 30.09, in consulting segment);
- **Increase of volumes from the near-shore site in Poland** (assigned a C.M. ICT infrastructure three-year contract for €/mln 11, launched the Salesforce competence centre in Warsaw);
- **Signed new international partnerships** with key solution providers (e.g. Murex, July 2017);
- **Confirmed significant contracts with Central Institutes** related to important business areas (e.g. BundesBank, SWIFT Payment Infrastructure Support, July 2017);
- **Strengthened the leadership in some of the key topics in the Financial Services Industry:** Payment Service Directive II and MIFID II (supporting the major market operators and Industry associations).

2. Accelerating M&A Process in Europe

- **DACH Region.** All the acquired companies continue to grow (Be TSE DE, FIMAS, Be TSE Austria, R&L, Be TSE Swiss). In the medium terms: organic growth leveraging on new skills/competences and M&A with high-specialization targets (10-15 €/mln);
- **Spain.** Paystrat opened a dynamic market, full of business opportunities. Interest to evaluate synergies with medium-size companies (20-35 €/mln), close to Be in terms of culture and business context;
- **United Kingdom.** Ambition to be part of significant projects in the Brexit context. The organic growth can be supported through on-boarding new well-known industry talents; M&A initiatives are under evaluation related to medium-size targets (10-30 €/mln);
- **Italy.** Growth by opportunity, with particular attention to high-size dossiers when synergic with the current business perimeter or relevant to companies with important assets in the Digital context.

STOCK DATA

Reuters Code: BET.MI
Bloomberg Code: BET IM

SHAREHOLDERS DATA

No. of Ord. Shares (m): 134.9
Total No. of shares (m): 134.9
Mkt Cap. (Eur m): 118,8
Mkt Float (in %): 50.8
Mkt Float (Eur m): 60,4
Main shareholders: T.I.P.

GROUP DATA (as at 31.12.2016)

Total revenues (Eur m): 136.7
EBITDA (Eur m): 16.2
EBIT (Eur m): 9.2
EBT (Eur m): 7.5
Net profit (Eur m): 4.2
Net Financial Position (Eur m): -1.6

OFFICES

Headquarter: Rome
Main offices: Milan, London, Munich, Frankfurt, Vienna, Madrid, Warsaw, Zurich, Bucharest, Kyiv

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3. An international platform to realize synergies

- **Integrated the three ICT Italian companies.** A +30 €/mln revenue new player has been created; synergies and operation cost reductions are expected. Reduction of personnel is confirmed in the pre-acquisition Operations perimeter (> 60 units);
- **New Group organizational model** to enable synergies and the full governance of the international network. Injection of new high-quality professionalities;
- **The «Re-design of the Life proprietary Platform» project** has been started; this will enable Be to reach an important positioning in the Italian Insurance segment for the coming years;
- **IQUII, the Group digital pole** launched in 2016, **is strongly growing in reputation and revenue size.** The objective is to develop digital value added APPs and solutions, targeting different industries.

The complete presentation is available on the Company's website www.be-tse.it

About Be

*The **Be Group** is listed in the STAR segment of Borsa Italiana and is one of the leading players in the Consulting business for the Financial Services Industry. The company provides Business Consulting, Information Technology and Process & Document Management services. A combination of specialist skills, advanced proprietary technologies and a wealth of experience enable the Group to work with leading financial and insurance institutions to create value and boost business growth. With more than 1,000 employees and branches in Italy, United Kingdom, Germany, Austria, Switzerland, Spain, Romania, Poland and Ukraine, in 2016 the Group recorded revenues in the amount of Euro 136.7 million.*

This press release is available on the Company's website www.be-tse.it.