

BE

Sector: Technology

Getting Back to Organic Growth and M&A

We initiate coverage on BE with a BUY rating and a Target Price of Eu1.30 per share, providing almost 60% upside to the current share price. We expect BE to return to its balanced growth path from the current year, benefitting from increasing ICT budgets in the Financial Services Industry and leveraging on its strong positioning within the top 20 banks in Europe. An ungeared balance sheet and a constant cash flow generation pave the way for both bolt-on and mid-sized acquisitions, with the aim to expand the presence in Italy, Spain, Germany and UK, and to add new specializations to the Consulting business. Finally, the stock is trading at undemanding multiples.

- Newsflow.** After four quarters of decline, top line returned to expand in 1Q18: revenues came to Eu33.5mn, +7.4% YoY. Growth was driven by the ICT solutions business (+56% YoY) whereas the Consulting business reported a negative performance (-8% YoY). EBITDA was Eu4.8mn, +9.5% YoY. Net debt increased QoQ to Eu16.0mn due to typical seasonality. In FY17 results were characterized by a negative organic growth and stable profitability. In details, revenues went down by 5.1% YoY to Eu129.7mn as the first customer went through a severe budget review, only partially compensated by a larger customers' base and by changes in the consolidation scope (two acquisitions were executed in February 2017). Adjusted EBITDA came to Eu17.2mn, down YoY in line with revenues; the Adjusted EBITDA margin was basically flat YoY at 13.2%.
- Catalysts.** We expect BE's reference markets to provide solid long-lasting growth opportunities as the Banking industry must face several regulatory (e.g. MIFID II) and competitive challenges (e.g. new players entering the payment business) and is therefore expected to raise its ICT budgets and to withstand transformational projects. BE is well placed to benefit from a strong European franchise and a diversified customers' base. An ungeared balance sheet and a constant cash flow generation gives management ample room to execute the M&A strategy, with the aim to expand the presence in Italy, Spain, Germany and UK, to add new specializations to the Consulting business. In April, BE was awarded an Eu7.7mn contract for the management of the 2018-19 SWIFT Transformation Program of a major international Banking Group.
- Estimates.** We expect revenues to post an 8.8% CAGR in the period 17A-20E, reaching a turnover of Eu167.1mn in FY20 driven by the Business Consulting. We expect EBITDA to come to Eu22.6mn in FY20; margin on sales is forecast to increase only marginally to 13.5% (from 13.2% in FY17) as the business is highly labour intensive. Net cash is forecast to reach Eu18.1mn at YE20, before M&A and assuming a constant 50% dividend payout.
- Recommendation and valuation.** We initiate coverage on BE with a BUY rating and a Target Price of Eu1.30 per share, providing almost 60% upside to the current share price. Our valuation is the simple average of a DCF and a multiples analysis. At our target price the stock would be trading at 20x P/E and 13x EV/EBIT on FY19, with an 8% FCF yield and 2.5% dividend yield. The stock is currently trading at discount to peers (10% on P/E and 30% on EV/EBIT based on FY19 figures).

BUY

New Coverage

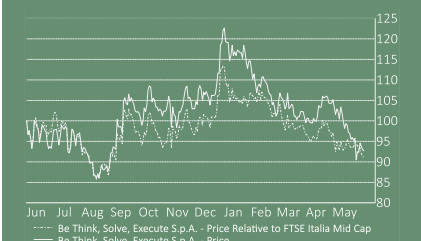
TP 1.30

Target price upside 58%

	FY18E	FY19E
Change in EPS est.	0.0%	0.0%

Ticker (BBG, Reut)	BET IM	BET MI
Share price Ord. (Eu)		0.83
N. of Ord. shares (mn)		134.9
Total N. of shares (mn)		134.9
Market cap (Eu mn)		111
Total Market Cap (EU mn)		111
Free Float Ord. (%)		51%
Free Float Ord. (Eu mn)		57
Daily AVG liquidity Ord. (Eu k)		288

	1M	3M	12M
Absolute Perf.	-10.0%	-8.7%	-7.5%
Rel. to FTSEMidCap	-3.4%	-10.6%	-9.5%
52 weeks range		0.8	1.1



	FY17A	FY18E	FY19E
Sales	130	142	153
EBITDA adj.	17.2	19.0	20.7
Net profit adj.	4.5	6.9	8.7
EPS adj.	0.033	0.051	0.065
DPS - Ord.	0.020	0.025	0.032
EV/EBITDA adj.	8.8x	6.8x	5.9x
P/E adj.	27.8x	16.2x	12.8x
Dividend yield	2.2%	3.1%	3.9%
FCF yield	1.1%	13.1%	12.3%
Net debt/(Net cash)	5.5	(3.4)	(10.7)
Net debt/EBITDA	0.3x	nm	nm

Analyst

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Key Data

P&L account (Eu mn)	FY16A	FY17A	FY18E	FY19E	FY20E
Sales	136.7	129.7	142.4	153.5	167.1
Gross margin	136.7	129.7	142.4	153.5	167.1
EBITDA reported	16.2	17.2	19.0	20.7	22.6
D&A	(5.9)	(6.2)	(5.6)	(4.7)	(4.1)
EBIT reported	9.2	9.0	11.9	14.4	16.9
Net financial charges	(1.7)	(1.3)	(1.6)	(1.6)	(1.6)
Associates	0.0	0.0	0.0	0.0	0.0
Extraordinary items	0.0	0.0	0.0	0.0	0.0
Pre-tax profit	7.5	7.7	10.2	12.8	15.3
Taxes	(2.9)	(2.6)	(2.9)	(3.7)	(4.3)
Minorities	(0.3)	(0.7)	(0.5)	(0.5)	(0.5)
Discontinued activities	0.0	0.0	0.0	0.0	0.0
Net profit reported	4.2	4.5	6.9	8.7	10.5
EBITDA adjusted	18.2	17.2	19.0	20.7	22.6
EBIT adjusted	9.2	9.0	11.9	14.4	16.9
Net profit adjusted	4.2	4.5	6.9	8.7	10.5

Margins (%)	FY16A	FY17A	FY18E	FY19E	FY20E
Gross margin	100.0%	100.0%	100.0%	100.0%	100.0%
EBITDA margin (adj)	13.3%	13.2%	13.4%	13.5%	13.5%
EBIT margin (adj)	6.7%	7.0%	8.3%	9.4%	10.1%
Pre-tax margin	5.5%	6.0%	7.2%	8.4%	9.1%
Net profit margin (adj)	3.1%	3.5%	4.8%	5.7%	6.3%

Growth rates (%)	FY16A	FY17A	FY18E	FY19E	FY20E
Sales	18.4%	-5.1%	9.7%	7.8%	8.9%
EBITDA	7.5%	6.1%	10.9%	8.8%	8.9%
EBITDA adjusted	20.8%	-5.6%	10.9%	8.8%	8.9%
EBIT	14.0%	-1.6%	31.1%	21.8%	16.9%
EBIT adjusted	14.0%	-1.6%	31.1%	21.8%	16.9%
Pre-tax	19.2%	4.0%	32.2%	25.2%	19.0%
Net profit	22.9%	5.5%	53.3%	26.9%	20.0%
Net profit adjusted	22.9%	5.5%	53.3%	26.9%	20.0%

Per share data	FY16A	FY17A	FY18E	FY19E	FY20E
N. of shares AVG	134.897	134.897	134.897	134.897	134.897
N. of shares diluted AVG	134.897	134.897	134.897	134.897	134.897
EPS	0.031	0.033	0.051	0.065	0.078
EPS adjusted	0.031	0.033	0.051	0.065	0.078
DPS - Ord.	0.015	0.020	0.025	0.032	0.039
DPS - Sav.	0.000	0.000	0.000	0.000	0.000
BVPS	0.379	0.397	0.422	0.461	0.506

Enterprise value (Eu mn)	FY16A	FY17A	FY18E	FY19E	FY20E
Share price Ord. (Eu)	0.5	0.9	0.8	0.8	0.8
Market cap	71.4	124.4	111.3	111.3	111.3
Net debt/(Net cash)	1.6	5.5	(3.4)	(10.7)	(18.1)
Adjustments	21.5	21.5	21.5	21.5	21.5
Enterprise value	94.5	151.4	129.4	122.1	114.7

Cash flow (Eu mn)	FY16A	FY17A	FY18E	FY19E	FY20E
EBITDA adjusted	18.2	17.2	19.0	20.7	22.6
Net financial charges	(1.7)	(1.3)	(1.6)	(1.6)	(1.6)
Cash taxes	(2.9)	(2.6)	(2.9)	(3.7)	(4.3)
Ch. in Working Capital	(0.3)	(9.8)	2.3	0.6	0.7
Operating cash flow	13.3	3.5	16.8	16.0	17.3
Capex	(1.7)	(2.1)	(2.1)	(2.3)	(2.5)
FCF	11.6	1.4	14.6	13.7	14.8
Disposals/Acquisitions	(2.3)	(0.6)	0.0	0.0	0.0
Changes in Equity	0.0	0.0	0.0	0.0	0.0
Others	(2.3)	(2.7)	(3.0)	(3.0)	(3.0)
Dividends	(1.5)	(2.0)	(2.7)	(3.4)	(4.4)
Ch. in NFP	5.5	(3.9)	8.9	7.3	7.4

Ratios (%)	FY16A	FY17A	FY18E	FY19E	FY20E
Capex/Sales	1.2%	1.6%	1.5%	1.5%	1.5%
Capex/D&A	0.3x	0.3x	0.4x	0.5x	0.6x
FCF/EBITDA	63.8%	8.2%	76.8%	66.1%	65.4%
FCF/Net profit	273.1%	31.5%	213.0%	157.2%	141.1%
Dividend pay-out	-47.0%	-60.2%	-50.0%	-50.0%	-50.0%

Balance sheet (Eu mn)	FY16A	FY17A	FY18E	FY19E	FY20E
Working capital	(5.8)	(4.8)	(7.1)	(7.6)	(8.3)
Fixed assets	81.9	84.6	81.1	78.7	77.1
Provisions & others	(23.4)	(20.7)	(20.5)	(19.5)	(18.5)
Net capital employed	52.7	59.1	53.5	51.5	50.2
Net debt/(Net cash)	1.6	5.5	(3.4)	(10.7)	(18.1)
Equity	51.1	53.6	56.9	62.2	68.3
Minority interests	0.5	0.8	1.3	1.7	2.2

Ratios (%)	FY16A	FY17A	FY18E	FY19E	FY20E
Working capital/Sales	-4.3%	-3.7%	-5.0%	-5.0%	-5.0%
Net debt/Equity	3.1%	10.3%	nm	nm	nm
Net debt/EBITDA	0.1x	0.3x	nm	nm	nm

Valuation	FY16A	FY17A	FY18E	FY19E	FY20E
EV/CE	1.2x	1.9x	1.7x	1.7x	1.7x
P/BV	1.4x	2.3x	2.0x	1.8x	1.6x
EV/Sales	0.7x	1.2x	0.9x	0.8x	0.7x
EV/EBITDA	5.8x	8.8x	6.8x	5.9x	5.1x
EV/EBITDA adjusted	5.2x	8.8x	6.8x	5.9x	5.1x
EV/EBIT	10.3x	16.7x	10.9x	8.5x	6.8x
EV/EBIT adjusted	10.3x	16.7x	10.9x	8.5x	6.8x
P/E	16.8x	27.8x	16.2x	12.8x	10.6x
P/E adjusted	16.8x	27.8x	16.2x	12.8x	10.6x
ROCE pre-tax	12.1%	11.6%	15.4%	19.9%	24.1%
ROE	8.3%	8.4%	12.1%	14.0%	15.3%
EV/FCF	8.2x	107.2x	8.8x	8.9x	7.8x
FCF yield	16.2%	1.1%	13.1%	12.3%	13.3%
Dividend yield	2.8%	2.2%	3.1%	3.9%	4.7%

Share price performance

Limited re-rating since the introduction of PIR



Valuation

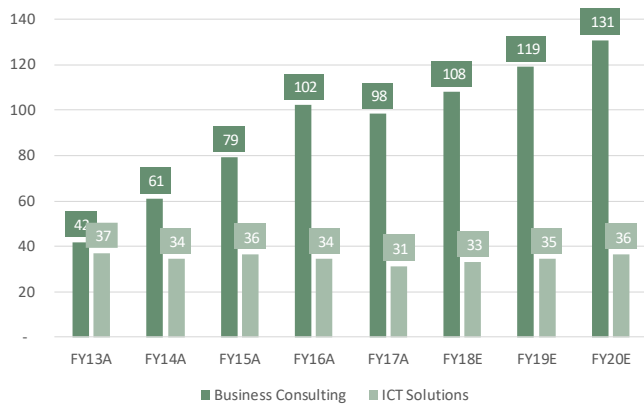
Stock trading well below peak multiples



Key Charts

Revenue breakdown by business (FY13A-FY20E)

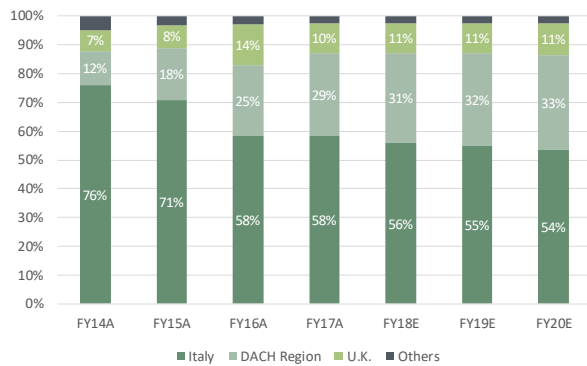
Growth was driven by the Consulting business



Source: company data and Alantra estimates

Revenue breakdown by region (FY14A-FY20E)

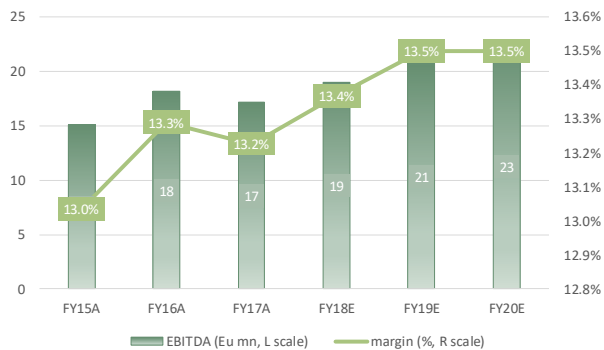
M&A increased the weight of international revenues (42% in 2017)



Source: company data and Alantra estimates

Profitability trend (FY015A-FY20E)

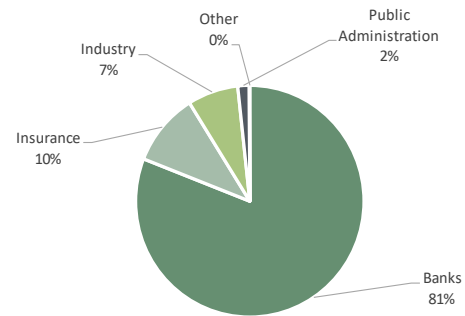
Limited operating leverage as the business is highly labour intensive



Source: company data and Alantra estimates

Revenue breakdown by sector (FY17A)

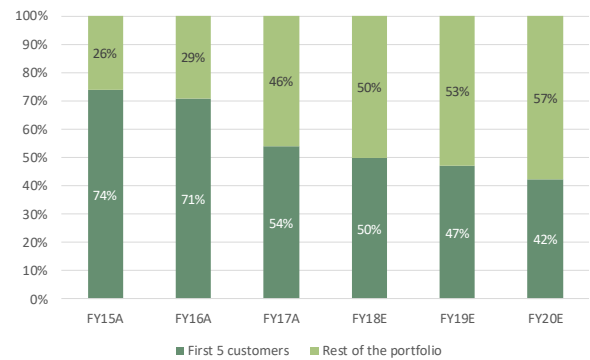
Strong focus on Financial Services Industry



Source: company data

Customers' concentration (FY15A-FY20E)

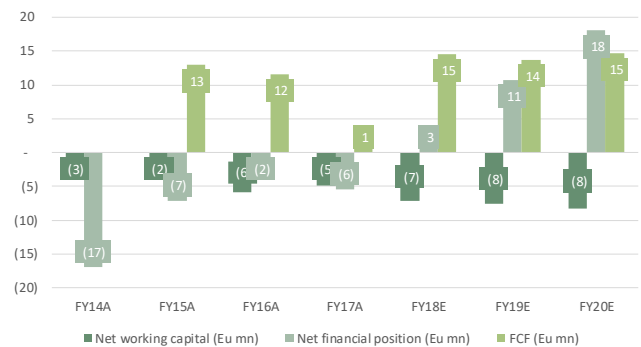
Constantly working to win new customers and to diversify the customers' base



Source: company data and Alantra estimates

Balance sheet (FY14A-FY20E)

A structurally negative working capital underpins a solid cash generation



Source: company data and Alantra estimates

Profile

Background Be Think, Solve, Execute (BE) provides Business Consulting (76% of turnover in 2017) and ICT Value Adding services (24%) for the European Financial Services industry. Banks and insurance companies accounted for 91% of turnover in 2017.

Projects range from strategies definition (implementation of sponsorship, support in the development of a digital strategy,) to market solutions (using big data to support business functions, near shoring for major platform in the capital market industry).

Italy still represents the core reference market, accounting for 58% of revenues in 2017. Over the last years BE has successfully expanded its operations abroad, also by means of acquisitions, establishing a recognized professional network in 9 European countries (UK, Germany, Switzerland, Austria, Poland, Ukraine, Spain, Romania). The company employs more than 1.600 professionals, of which 1,100 are permanent.

Positioning BE positioned itself as an European market leader in Business Consulting and ICT services for large financial institutions. BE operates in the most resilient space of Consulting (operational and implementation) with multi-year contracts that ensure recurring revenues and permit more efficient cost planning.

The company is constantly working to win new customers and to diversify its customers' base, reducing the impact from a single client spending cycle and laying the foundations for continuous and sustainable growth. The first five customers accounted for 54% of total revenues in 2017, down from 71% in 2016.

Growth Revenues went from Eu62.5mn in FY08 to Eu129.7mn in FY17 as a combination of both organic growth and M&A (the company executed on average 1 deal per year over the last 10 years).

In FY17 organic growth was negative (we estimate to the tune of -9%) as BE's first customer went through a significant budget rationalization, only partially compensated by a larger of customers' base, and by changes in the perimeter (two small acquisitions executed in February 2017 should have contributed +3% to revenue growth).

According to BE, the current business perimeter has a growth capacity of 10-15% per year. The banking industry is facing several challenges (both from regulation and from competition) that are pushing ICT budgets higher. At constant perimeter, BE is targeting Eu162mn of revenues and Eu21mn of EBITDA in FY19; our estimates are slightly below as for revenues and aligned as for EBITDA.

Strategy BE's strategy is based on three key pillars: 1) expansion in core countries (DAHC region and UK) growing share of wallet among the top 20 banks in Europe; 2) strengthening the leadership in some key topics (payment service directive II and MIFID II) and adding new specializations to the Consulting business; 3) growth by means of acquisitions.

A healthy balance sheet and a constant cash generation clearly support a systematic M&A activity, aimed at expanding the presence in Italy, Spain, Germany and UK, at adding new expertise and specialization exploiting commercial synergies within the customers' base. The business plan is targeting additional Eu38mn of revenues and Eu7mn of EBITDA from M&A by 2019, based on a total cash out of Eu20mn. These targets are not included in our estimates.

Recently, BE acquired 100% of the share capital of Q-fin for the purchase price of Eu1.0mn. The German company (Eu1.7mn of revenues and Eu0.35mn of EBITDA in FY17) offers specialized banking services for the customization, parameterization and integration of "Front-Arena", a leading front office trading and risk management solution in Germany.

Strengths	Weaknesses
Leading position in the Banking sector European Franchise Ungeared Balance sheet and solid Cash flow generation	Revenues still highly concentrated Exposure to a single industry
Opportunities	Threats
Exploit increasing budgets in the Banking sector Development in Payment services and advisory Bundle of ICT services with the Consulting business	Competitive pressure on professional tariffs Failure to execute M&A Key people dependence

Key shareholders
TIP S.p.A. 23.4% Achermann family 15.8% Axxion 10%

Management
Carlo Achermann - President Stefano Achermann - CEO Patrizio Sforza - IR

Next events
2Q18 results: 2 Aug 2018 3Q18 results: 8 Nov 2018

ALANTRA

Italian Equity Research
Peers

Trading multiples

The stock is trading at discount to both international and Italian peers

Company	Country	Mkt Cap (Eu mn)	EV/EBITDA			EV/EBIT			PE		
			FY18E	FY19E	FY20E	FY18E	FY19E	FY20E	FY18E	FY19E	FY20E
BE	ITALY	112	6.8 x	5.9 x	5.1 x	10.9 x	8.5 x	6.8 x	16.2 x	12.8 x	10.6 x
Premium (discount) to Peers' Median			-38%	-36%	-36%	-17%	-26%	-32%	-3%	-10%	-17%
PEERS											
Average			11.2 x	9.7 x	8.8 x	14.5 x	12.1 x	10.3 x	21.5 x	17.9 x	15.7 x
Median			10.9 x	9.2 x	8.0 x	13.1 x	11.4 x	9.9 x	16.8 x	14.2 x	12.8 x
Akka Technologies SA	FRANCE	1,232	10.9 x	9.1 x	8.0 x	13.1 x	11.1 x	9.9 x	22.0 x	17.0 x	14.6 x
Altran Technologies SA	FRANCE	3,336	10.9 x	9.0 x	7.9 x	12.7 x	10.4 x	9.4 x	14.6 x	12.2 x	10.8 x
Alten SA	FRANCE	3,002	12.3 x	11.1 x	10.0 x	13.2 x	11.8 x	10.7 x	19.2 x	17.6 x	16.5 x
Assystem SA	FRANCE	450	15.3 x	13.3 x	12.3 x	17.2 x	15.2 x	14.0 x	13.7 x	11.8 x	10.7 x
HCL Technologies Limited	INDIA	15,767	8.7 x	7.6 x	6.7 x	10.0 x	8.8 x	7.7 x	13.4 x	12.2 x	11.3 x
Tech Mahindra Limited	INDIA	8,773	10.6 x	9.3 x	7.9 x	13.8 x	11.9 x	9.9 x	15.5 x	13.9 x	12.8 x
PEERS Group 1											
Average			11.5 x	9.9 x	8.8 x	13.3 x	11.5 x	10.3 x	16.4 x	14.1 x	12.8 x
Median			10.9 x	9.2 x	7.9 x	13.1 x	11.4 x	9.9 x	15.1 x	13.1 x	12.1 x
TXT e-solutions S.p.A.	ITALY	145	16.8 x	14.1 x	11.3 x	30.9 x	22.9 x	13.5 x	65.6 x	51.4 x	35.8 x
Reply S.p.A.	ITALY	1,970	13.2 x	11.5 x	9.9 x	14.5 x	12.6 x	10.8 x	21.7 x	19.2 x	17.0 x
Exprivia SpA	ITALY	65	5.4 x	4.8 x	na	7.8 x	6.7 x	na	10.9 x	9.4 x	na
Tecnoinvestimenti SpA	ITALY	270	na	na	na	na	na	na	na	na	na
Alkemy SpA	ITALY	56	8.1 x	6.9 x	5.7 x	11.7 x	9.3 x	7.3 x	18.0 x	14.5 x	12.1 x
PEERS Group 2											
Average			10.9 x	9.3 x	8.9 x	16.2 x	12.9 x	10.5 x	29.0 x	23.6 x	21.6 x
Median			10.6 x	9.2 x	9.9 x	13.1 x	11.0 x	10.8 x	19.8 x	16.8 x	17.0 x
Company	Country	Mkt Cap (Eu mn)	Dividend Yield			FCF Yield			Net Debt/EBITDA		
			FY18E	FY19E	FY20E	FY18E	FY19E	FY20E	FY18E	FY19E	FY20E
BE	ITALY		3.1%	3.9%	4.7%	13.1%	12.3%	13.3%	nm	nm	nm
PEERS											
Average			1.6%	1.9%	1.7%	3.9%	5.1%	5.9%	1.4 x	1.0 x	0.6 x
Median			1.3%	1.9%	1.8%	4.4%	5.0%	5.9%	1.2 x	0.8 x	0.4 x
Akka Technologies SA	FRANCE	1,232	1.1%	1.5%	1.8%	3.4%	5.4%	5.9%	1.1 x	0.7 x	0.4 x
Altran Technologies SA	FRANCE	3,336	1.6%	1.8%	2.1%	4.9%	6.9%	7.6%	2.8 x	2.3 x	1.8 x
Alten SA	FRANCE	3,002	1.1%	1.1%	1.1%	4.4%	4.9%	5.4%	nm	nm	nm
Assystem SA	FRANCE	450	3.5%	3.5%	3.5%	4.4%	5.0%	5.9%	1.2 x	0.8 x	0.4 x
HCL Technologies Limited	INDIA	15,767	3.2%	3.5%	3.6%	6.0%	7.3%	8.0%	nm	nm	nm
Tech Mahindra Limited	INDIA	8,773	2.0%	2.2%	2.6%	4.4%	5.0%	6.1%	nm	nm	nm
PEERS Group 1											
Average			2.1%	2.3%	2.5%	4.6%	5.8%	6.5%	1.7 x	1.2 x	0.8 x
Median			1.8%	2.0%	2.3%	4.4%	5.2%	6.0%	1.2 x	0.8 x	0.4 x
TXT e-solutions S.p.A.	ITALY	145	1.3%	1.9%	0.0%	0.7%	1.4%	2.1%	nm	nm	nm
Reply S.p.A.	ITALY	1,970	0.7%	0.9%	1.0%	3.0%	3.7%	4.2%	nm	nm	nm
Exprivia SpA	ITALY	65	na	2.3%	na	na	na	na	1.9 x	1.4 x	na
Tecnoinvestimenti SpA	ITALY	270	na	na	na	na	na	na	na	na	na
Alkemy SpA	ITALY	56	0.0%	0.0%	0.0%	nm	6.2%	8.1%	0.1 x	0.1 x	0.1 x
PEERS Group 2											
Average			0.7%	1.3%	0.3%	1.8%	3.7%	4.8%	1.0 x	0.7 x	0.1 x
Median			0.7%	1.4%	0.0%	1.8%	3.7%	4.2%	1.0 x	0.7 x	0.1 x

Source: Alantra estimates and Factset

Compared to peers the company shows comparable margins but stronger EPS CAGR

Company	Country	Mkt Cap (Eu mn)	FY18E - FY20E average margins					CAGR FY17A - FY20E			
			EBITDA Margin	EBIT Margin	Net Income Margin	Capex / Sales	Dividend Payout	Sales	EBITDA	EBIT	EPS
BE	ITALY	112	13.5%	9.3%	5.6%	1.5%	50.0%	8.8%	9.5%	23.1%	32.6%
PEERS	Average		13.4%	11.0%	8.2%	2.3%	28.3%	10.4%	17.1%	16.7%	17.5%
	Median		12.2%	9.9%	7.8%	2.3%	24.4%	10.3%	14.9%	16.0%	18.7%
Akka Technologies SA	FRANCE	1,232	10.5%	8.6%	4.8%	2.3%	25.7%	6.5%	18.1%	17.0%	22.8%
Altran Technologies SA	FRANCE	3,336	15.5%	13.3%	8.6%	2.4%	23.0%	13.9%	29.8%	24.4%	19.1%
Alten SA	FRANCE	3,002	11.0%	10.3%	7.5%	0.7%	20.0%	6.8%	8.7%	8.7%	8.0%
Assystem SA	FRANCE	450	7.7%	6.7%	8.0%	0.9%	42.1%	6.6%	10.5%	8.7%	25.8%
HCL Technologies Limited	INDIA	15,767	22.8%	19.8%	16.6%	3.1%	42.3%	10.3%	10.3%	10.3%	8.7%
Tech Mahindra Limited	INDIA	8,773	16.9%	13.2%	11.6%	3.5%	31.7%	10.6%	14.9%	16.0%	7.8%
PEERS Group 1	Average		14.1%	12.0%	9.5%	2.2%	30.8%	9.1%	15.4%	14.2%	15.4%
	Median		13.2%	11.8%	8.3%	2.4%	28.7%	8.5%	12.7%	13.1%	13.9%
TXT e-solutions S.p.A.	ITALY	145	11.5%	7.8%	6.5%	1.9%	60.1%	9.4%	22.4%	20.8%	18.7%
Reply S.p.A.	ITALY	1,970	14.5%	13.2%	9.3%	1.9%	16.3%	11.6%	13.5%	13.1%	14.5%
Exprivia SpA	ITALY	65	11.3%	7.9%	3.8%	na	21.6%	na	na	na	na
Tecnoinvestimenti SpA	ITALY	270	na	na	na	na	na	na	na	na	na
Alkemy SpA	ITALY	56	12.9%	9.5%	5.1%	3.7%	0.0%	18.1%	25.6%	31.5%	32.1%
PEERS Group 2	Average		12.5%	9.6%	6.2%	2.5%	24.5%	13.0%	20.5%	21.8%	21.8%
	Median		12.2%	8.7%	5.8%	1.9%	19.0%	11.6%	22.4%	20.8%	18.7%

Source: Alantra estimates and Factset

Performance

Negative share price performance in the past one year

Company	Country	Mkt Cap (Eu mn)	Performance					
			1M	3M	6M	1YR	3YR	5YR
BE	ITALY	112	-10.0%	-8.7%	-9.6%	-7.5%	51.8%	255.4%
PEERS	Average		-4.2%	1.0%	10.3%	4.9%	67.6%	192.7%
	Median		-1.9%	2.1%	5.0%	1.5%	57.8%	158.2%
Akka Technologies SA	FRANCE	1,232	3.8%	12.8%	29.6%	19.5%	120.4%	221.8%
Altran Technologies SA	FRANCE	3,336	-1.1%	2.1%	0.5%	-12.9%	48.4%	133.3%
Alten SA	FRANCE	3,002	5.9%	15.3%	26.8%	11.0%	114.7%	210.6%
Assystem SA	FRANCE	450	1.2%	-4.8%	-7.7%	-21.0%	59.7%	70.6%
HCL Technologies Limited	INDIA	15,767	-4.6%	-4.8%	5.0%	3.4%	-4.6%	144.1%
Tech Mahindra Limited	INDIA	8,773	5.9%	11.6%	50.6%	74.3%	26.7%	205.3%
PEERS Group 1	Average		1.8%	5.4%	17.5%	12.4%	60.9%	164.3%
	Median		2.5%	6.8%	15.9%	7.2%	54.1%	174.7%
TXT e-solutions S.p.A.	ITALY	145	-17.5%	7.1%	20.6%	-9.6%	48.0%	158.2%
Reply S.p.A.	ITALY	1,970	-1.9%	8.8%	14.8%	17.7%	138.6%	512.9%
Exprivia SpA	ITALY	65	-12.7%	-10.6%	-4.1%	-32.8%	68.3%	77.4%
Tecnoinvestimenti SpA	ITALY	270	-13.6%	-9.8%	-6.0%	-0.5%	56.0%	na
Alkemy SpA	ITALY	56	-12.0%	-16.3%	-16.4%	na	na	na
PEERS Group 2	Average		-11.5%	-4.2%	1.8%	-6.3%	77.7%	249.5%
	Median		-12.7%	-9.8%	-4.1%	-5.1%	62.1%	158.2%

Source: Alantra estimates and Factset

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