

The logo consists of the letters 'Be' in a classic, black, serif typeface, centered within a white square. The background of the slide is a blurred, abstract image of a modern building with a grid of windows, suggesting a corporate or financial setting.

Be

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

IT Day - Banca IMI

Milan | 25.02.2019

“Be” at a glance: the key statements of our business ecosystem

- 1** **Leading «Business Consulting & IT Services» Group** for the Financial Institutions. Consulting & ICT expenditure in Banking sector is expected to keep on growing in the next years, over 65€ bl/€ in 2019.
- 2** 6 years to establish from scratch a recognized **professional network in 8 European countries** beside Italy (42% of non domestic revenues in 2017). More than 1,600 professionals involved of which more than 1,100 are permanent.
- 3** A **wide range of value added services** offered to Banks, Insurance companies and other key Financial Operators; leverage on strong and valuable **partnerships with technology market leaders**.
- 4** Focus on big multinational customers: growing share of wallet among the **top 20 Banks in Europe**. Reducing portfolio concentration on Top5 clients from 74% to 54% in only 2 years.
- 5** Full **interests alignment** among **shareholders** and an experienced **management team**.
- 6** **Healthy Balance Sheet** and cash generation allow efficient capital allocation. M&A radar on 4 different countries (Italy, Spain, Germany and UK).
- 7** 3-year Plan forecasts in 2019 an **EBITDA >28 €/mln with M&A** and **>21 €/mln on a stand-alone basis**, with **constant Dividends flow** (div. yield 2017: 2.01%).

Be We are developing a professional European network, building and consolidating an outstanding Industry knowledge platform across the Europe


 Tamburi Investment Partners, and Rocco Sabelli acquire **Data Service SpA**

Business Consulting starts up

The Group takes the new name **Be**

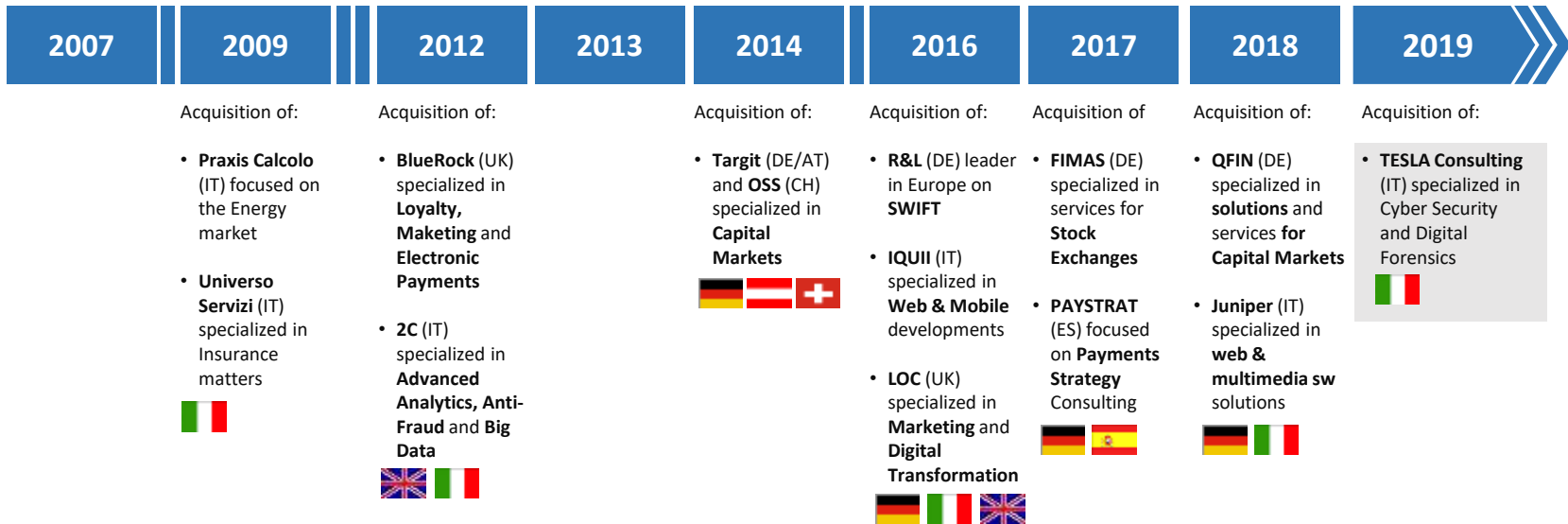

 Start up of **Be Poland** specialized in **Capital Markets** and **Nearshoring**

Start up of **Be Ukraine** specialized in **Core banking** and **Regulatory** matters


 Start up of **Be TSE Ro (Romania)**, focused on **Multichannel Solutions** and **Nearshoring**

Announcement of **Business Targets 2017-2019**


 Set up of the **Cyber Security Practise**





A unique Service Portfolio from Business to IT, with distinctive capabilities in the Financial Industry to help face the market challenges

		Management Consulting	IT Services	Nearshoring	
Banking & Financial operators		Payments & Cards	✓	✓	
		Retail & Corporate Banking	✓	✓	
		Investment Banking	✓	✓	✓
		Compliance & Risk management	✓		
Insurance companies		Actuarial Advisory	✓		
		Life Insurance core systems		✓	
Cross industries		Digital Transformation	✓	✓	
		Big Data & advanced analytics	✓	✓	
		Multichannel solutions	✓	✓	✓
		Cyber Security	✓	✓	

In 2017 we strengthen the non-domestic positioning: 42% of total revenues is generated outside of Italy

a pan-European platform allows to share «specialisations» and access to clients in Financial Services arena

Results (2017)

- Revenues: € 129.7 million
- EBITDA: € 17.2 million
- EBT: € 7.7 million

Business & Geographies (2017)

IT Consulting & Solutions 24%

Business Consulting 76%

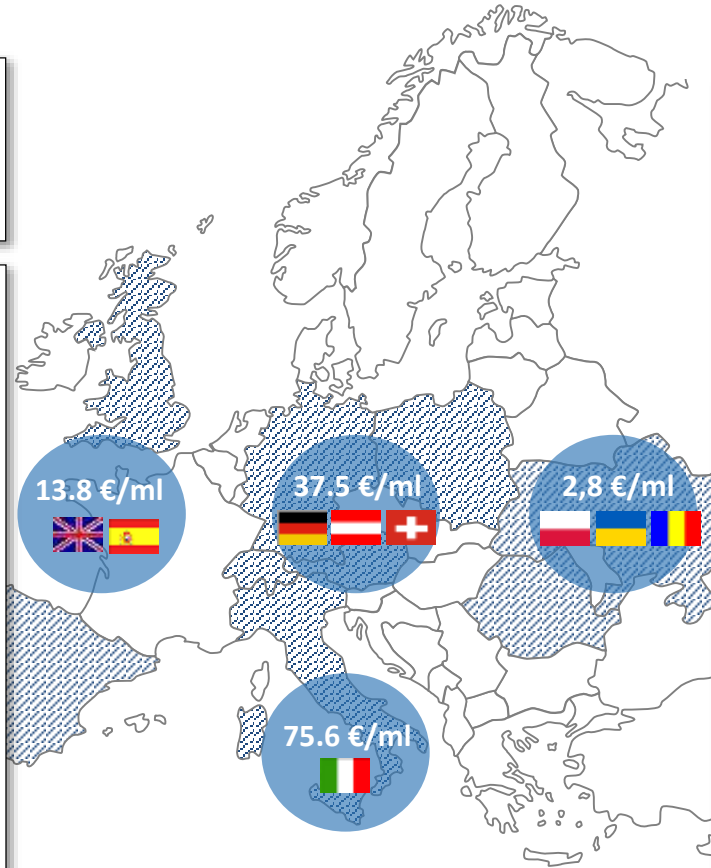
UK 10.4%

Other 2.4%

DACH (*) 28.9%

Italy 58.3%

(*) DACH = Germany, Austria & Switzerland



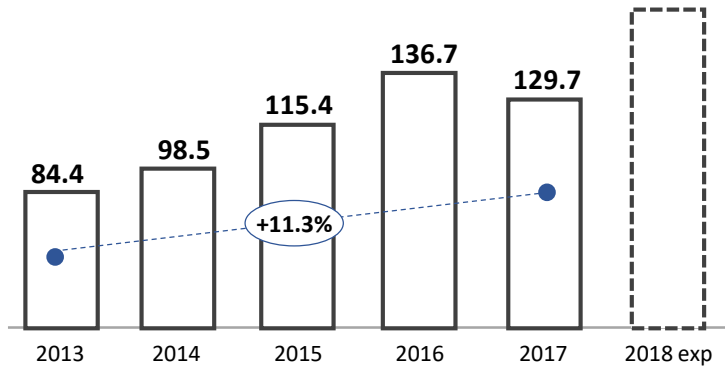
Client Portfolio

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

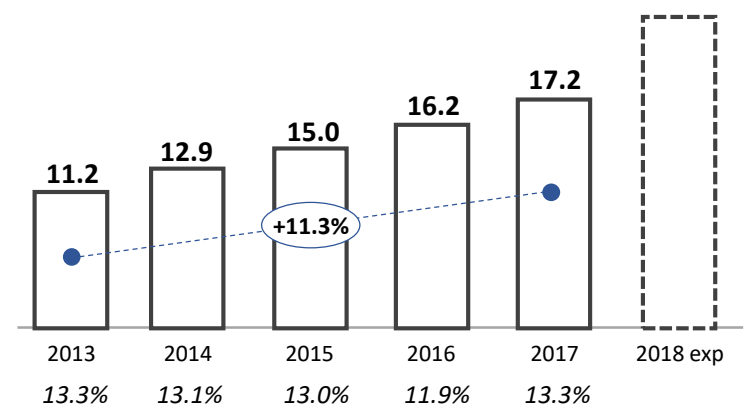


A continuous growth during the last years, on the major business indicators

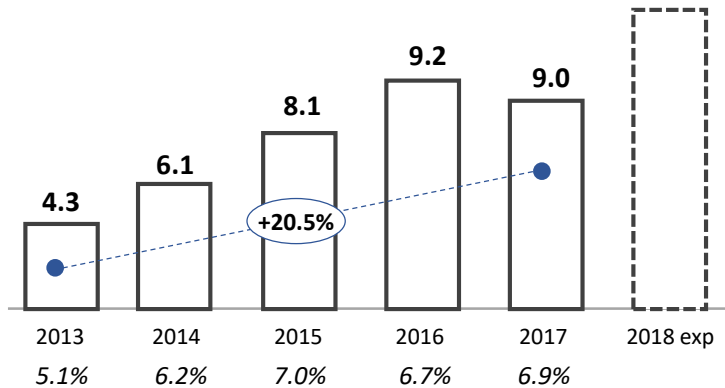
Total Revenues



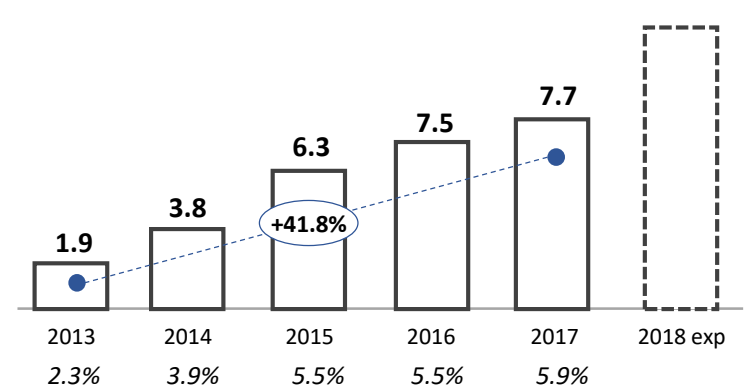
Gross Operating Margin (EBITDA)



Operating Profit (EBIT)



Profit before Taxes (EBT)



Figures in €/mln

% CAGR

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Be

How to implement an innovative Cyber Security strategy for the Financial Services Industry

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Be Cyber Security is a growing market both worldwide and locally, with investments driven by security risks as well as new opportunities



Worldwide

\$101 Bn.

In 2017 at world level the Cyber Security spending surpassed triple digits Billions and is expected to reach \$124 Billions by 2019

(Source: Gartner, 2018)



Italy

€1 Bn.

In 2017 in our country the Cyber Security spending has reached one Billion, 78% of which has been invested by big enterprises

(Source: Politecnico di Milano)



Insurance Premium

€4 Bn.

Cyber insurance (Cyber Risk) produces almost € 3/4 billions prices per year and is expected to have a yearly growth of € 20 Billions until 2025 (Source: Allianz)
Underwriters need instruments and technical competences to process its estimates.



Organizations

>40%

By 2020 Risk management and privacy concerns within digital transformation initiatives will drive almost half of organizations worldwide to additional security service spending

(Source: Gartner, 2018)

Be

Main risks Financial Institutions have to face in the Cyber Security transformation can be clustered into 4 main directories



Operational Risk

The mitigation of operational risk is perhaps the most crucial from a Security point of view, since it threatens the whole functioning of a financial institution



Compliance Risk

The compliance to main regulatory restrictions (e.g. GDPR, Cybersecurity Act) brings an institution to invest resources to avoid fines and penalties



Security Risk

The alignment of the whole IT equipment and devices to more and more tightening Security requirements provokes a real Cyber transformations into financial institutions



Awareness Risk

The ability that all employees, from top level to workforce, are oriented to a Cyber-like culture is crucial in avoiding internal threats



Be Each pillar is composed by a set of initiatives and services tailor-made by our experience on the major players of the financial operators



SECURITY GOVERNANCE

Strategy

- > Maturity assessment
- > Roadmap definition
- > Security metrics (KPI/KRI)

Project Management

- > Security governance model definition
- > Dashboard design and implementation
- > Competitors benchmarking

Compliance

- > Regulatory framework analysis & definition
- > Guidelines according with tech standards
- > Whistleblowing



SECURITY OPERATIONS

24x7 Cyber Security Control Room

- > Focus on key people and key assets
- > Cyber and physical security correlation
- > Cyber risk map exposure

Incident Management & Response

- > 24h intervention SLA and a dedicated team
- > Malware analysis and prevention
- > Systems recovery

Forensic Analysis

- > Compliance & Legal Investigations
- > Threat Hunting
- > LIVE audit of critical assets
- > Counter espionage and fraud detection



SECURITY SERVICES

Cyber Threat Intelligence

- > Profiling and analysis of cyber criminals
- > Actionable intelligence indicators (IOC)
- > Threat hunting

Security Assessments

- > Auto & manual penetration testing
- > Vulnerability assessment & management
- > Security awareness assessment

Social & Media Intelligence

- > VIP & headquarters monitoring
- > Brand listening & sentiment analysis
- > Crisis management

Be A selection of our experiences and initiatives in Cyber Security



Compliance analysis and **Security Metrics** to define **risks** and measure the security posture

Incident Response and Digital Forensics on internationally renowned cases (Dieselgate, SISMI-Telecom scandal, etc)



Support of leading financial institutions in defining their **Cyber Security strategy** and managing the **Cyber Security Transformations**

Vulnerability Management tool for timeline tracking, prioritizing, auditing and accountability management of the vulnerabilities



Cyber Security Control Room 24x7 for companies with branches world-wide