



# Building Excellence in Management Consulting & IT Value Added services for the European Financial Services & Entertainment Industry

IR Top Lugano Small & Mid Cap Investor Day  
21 September 2018



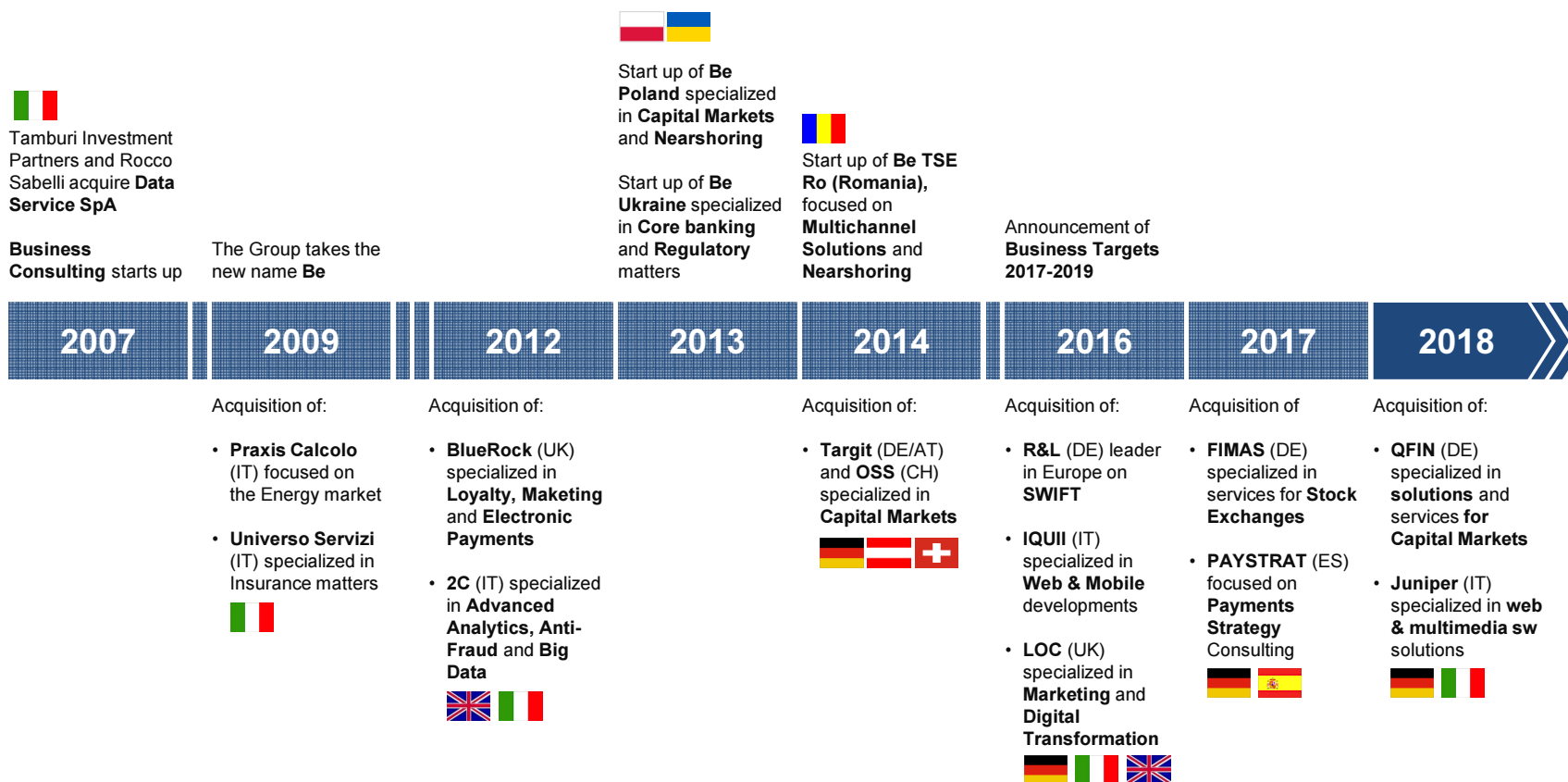
## Be at a glance: the key statements of our business ecosystem



- 1 **Leading «Business Consulting & IT Services» Group** in 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 9 european countries** (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%).



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



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



		Business Consulting	IT Services	Nearshoring
<b>Banking</b>	Payments & Cards	✓	✓	
	Retail & Corporate Banking	✓	✓	
	Investment Banking	✓	✓	✓
	Digital Transformation	✓	✓	
	Big Data & advanced analytics	✓	✓	
	Multichannel solutions		✓	✓
<b>Insurance</b>	Actuarial Advisory	✓		
	Life Insurance core systems		✓	
	Digital Transformation	✓		
	Big Data & advanced analytics	✓	✓	



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

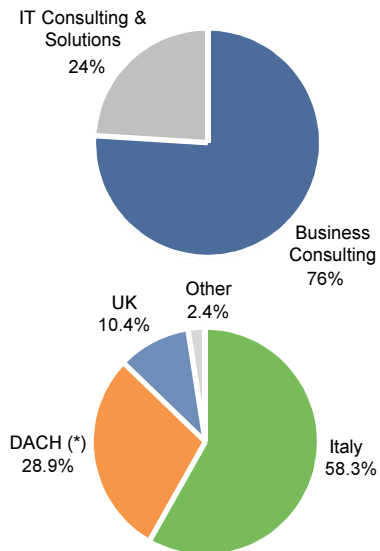


*a pan-European platform allows to share «specialisations» and access to clients in Financial Services arena*

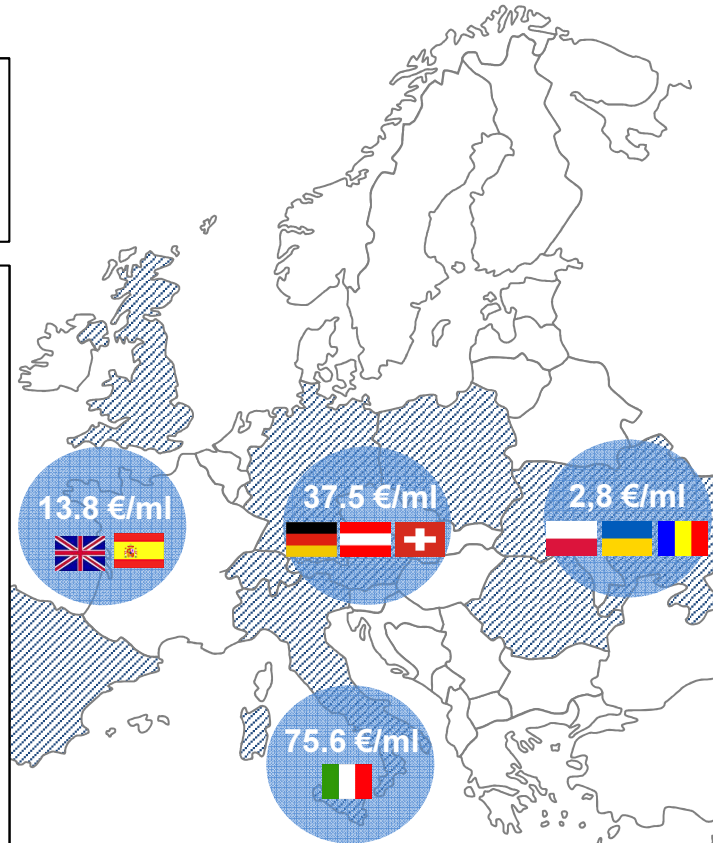
## Results (2017)

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

## Business & Geographies (2017)



(\*) DACH = Germany, Austria & Switzerland



## Client Portfolio

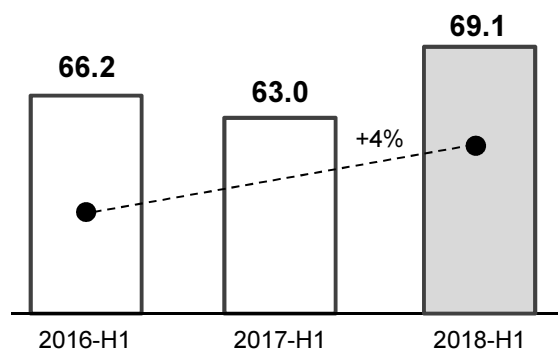
- ABI
- Barclays
- Banco Popolare
- Banco Popular
- Bundesbank
- Cassa Depositi e Prestiti
- Commerzbank
- Coop Bank UK
- CNP
- First Data
- Gruppo BNP
- Gruppo Crédit Agricole
- Gruppo IntesaSanPaolo
- Gruppo Poste Italiane
- Gruppo UBI
- Gruppo Unicredit
- HSBC
- ICCREA
- Mastercard
- Mediobanca
-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



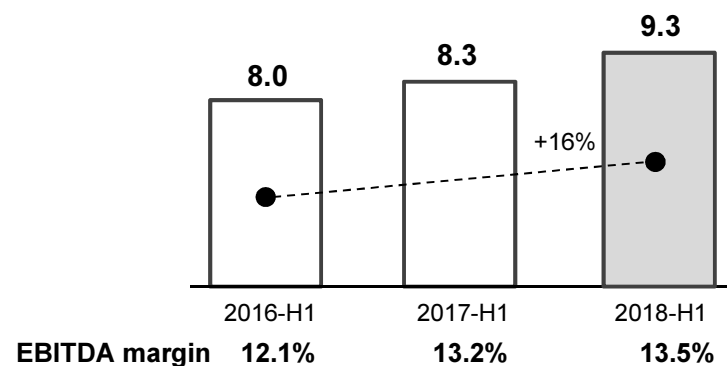
## First half 2018 results show a continuous growth on all the business indicators



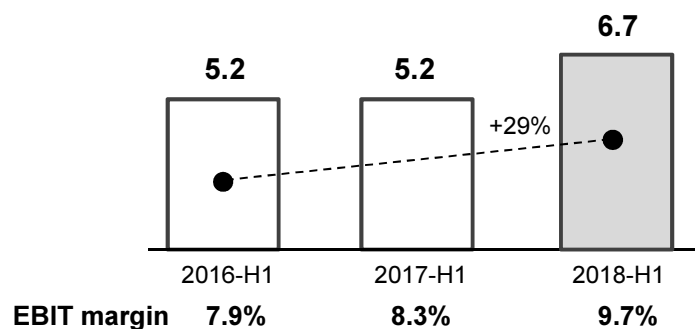
Total Revenues



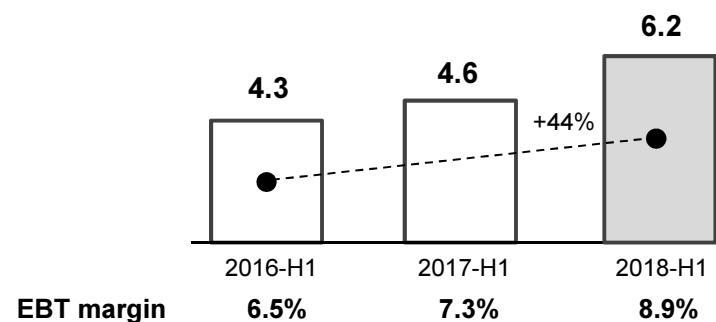
Gross Operating Margin (EBITDA)



Operating Profit (EBIT)



Profit before Tax (EBT)



Figures in €/mIn

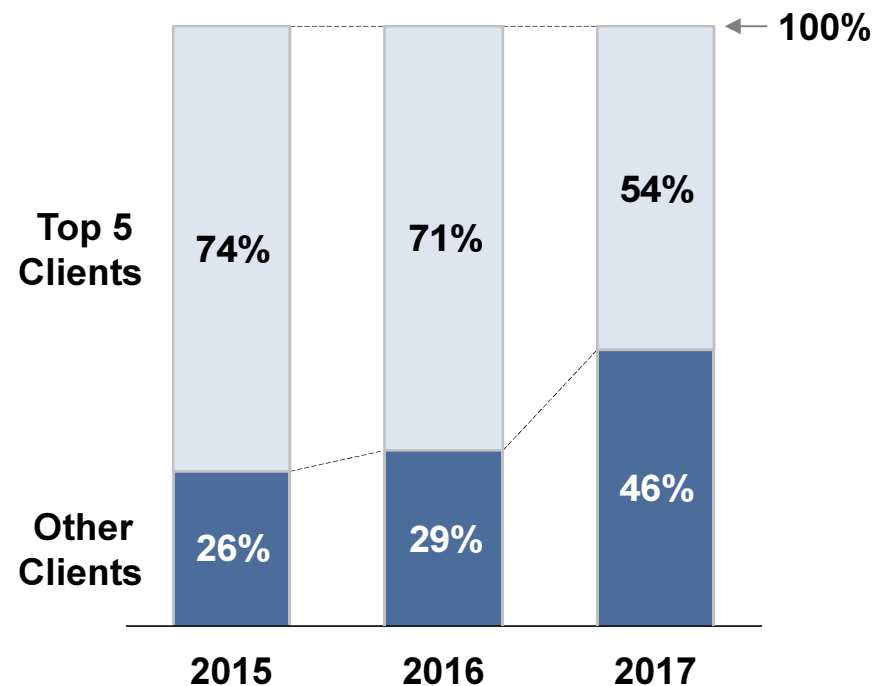


In only three years we nearly doubled revenues portfolio on clients not included in the top ranking



### Customer base composition 2015-2017

- Reduction of dependence on the 1st European customer to avoid significant impacts from its current changing spending cycle
- Focus on the main European Financial Institutions (+ 20% revenue YoY increase on the 2nd customer, +24% revenue YoY increase on the other customers' portfolio)



Total revenues  
(€/mln)

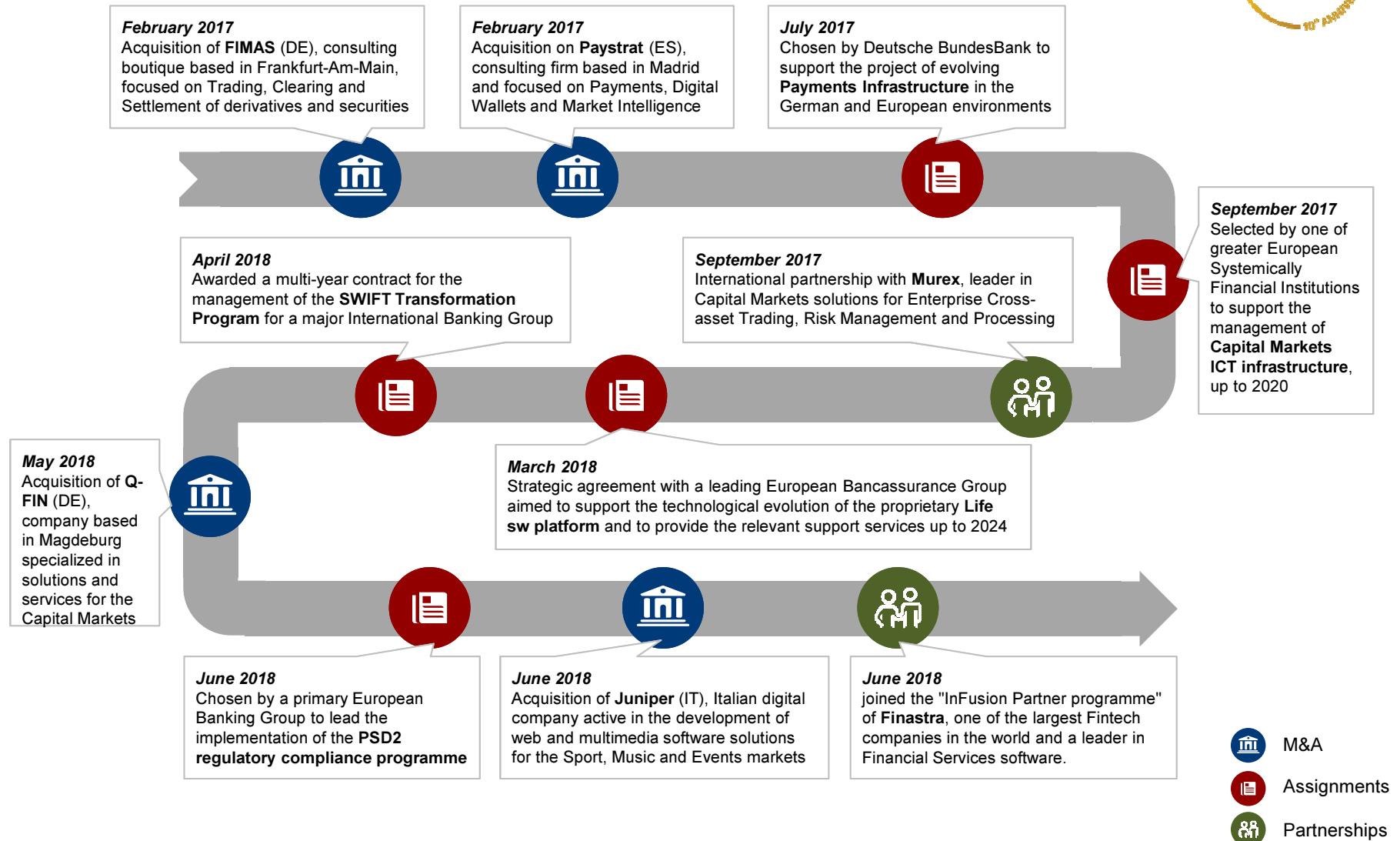
115,4

136,7

129,7



## Our major achievements in the past 18 months





## People Care, Diversity and improved care on Training are our areas of excellence: this is reflected in our first Non Financial Statement published in 2018



- **First consolidated non financial information statement** published for 2017 to provide more transparency to Be stakeholders on Corporate Social Responsibility (CSR)
- **Main recipients:** Investors and shareholders, Clients, Local communities, Suppliers, Universities and research centres
- **Contents:**
  - Group profile and evolution
  - Economic performance and direct economic value generated and distributed
  - Employees and related labor practices (e.g. diversity, training, ethics and integrity, etc.)
  - Be Group impacts on environment
  - CSR Risks management
- **Assured** for conformity to Italian Legislative Decree 254/2016 **by an external auditor**



### Total employees

**1.114 HC** (+3% vs 2016), all covered by formal contracts



### Average employees age

~ **20% under 30 years**  
~ 80% under 50 years



### Diversity and equal opportunity

**40%** of employees composed **by Women**



### Gender Pay Gap

**Remuneration for Women and Men of professional staff** of domestic companies (~ 70% of total employees) **substantially equal**



### Training

**15.174 hours** (+20% vs 2016)  
**13 hours avg** per employee (vs 11 hours in 2016)



### Paper consumptions

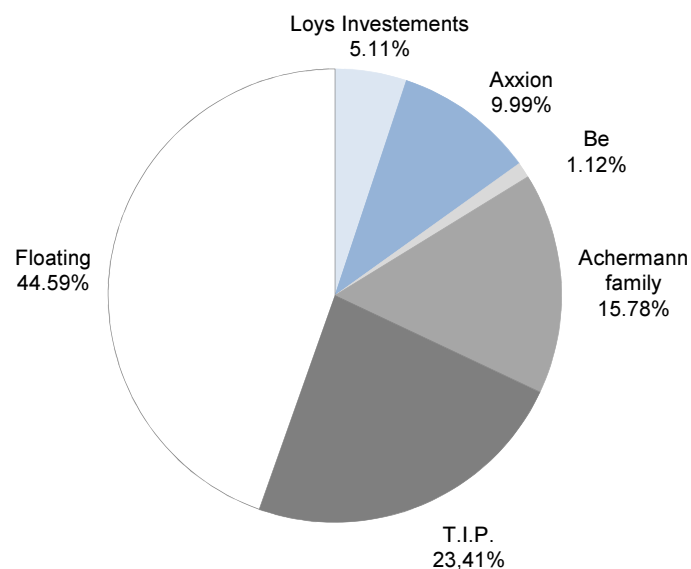
**13.548 Kg** (-28% vs 2016)



# Shareholders and Equity story



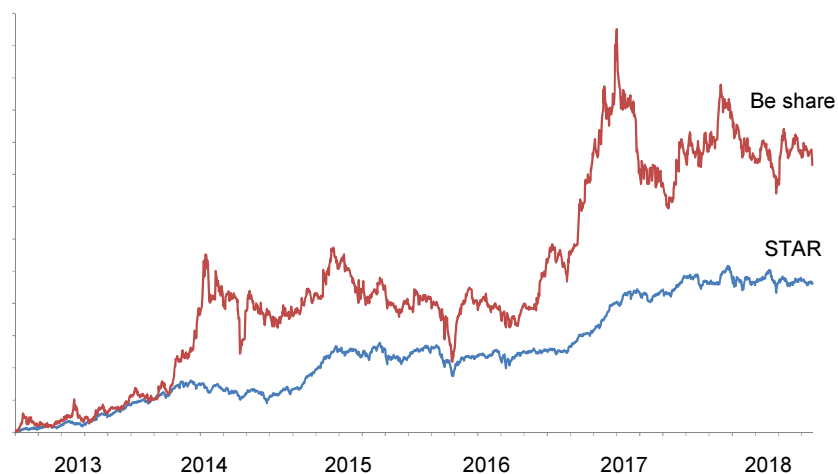
## Shareholders



### Corporate calendar

15.03 Board Meeting, 2017 FY results  
24.04 Shareholders Meeting, 2017 FY results  
10.05 Board Meeting, 1Q results  
02.08 Board Meeting, 1H results  
08.11 Board Meeting, 3Q results

## Share value vs FTSE Italy STAR index trends



### Next Investors meetings

26.09 Milan, BancalMI - Italian stock market conference  
24.10 London, Borsa Italiana - Star Conference  
14.11 Madrid, Intermonte – European Mid Cap event  
dd.11 Milan, Intermonte – Small Cap conference  
12.12 Munich, GBC – Capital Market Conference

# The business targets for 2017-2019, a significant step in the growth of an increasingly international Group

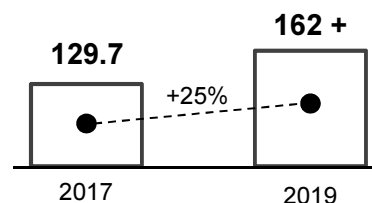
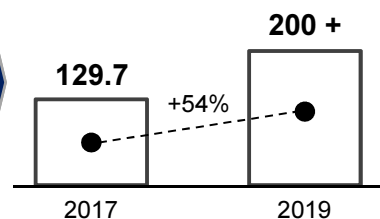


## Target overview

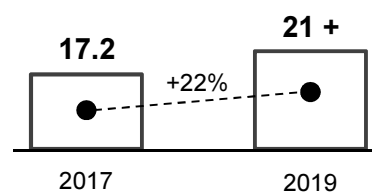
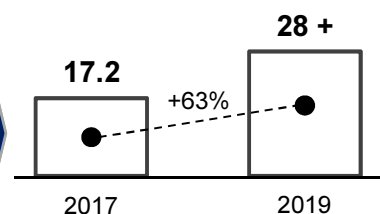
### Organic growth + M/A

### Organic growth only

Value of  
Production



EBITDA



Figures in €/mln

## Assumptions

- Organic growth up to about 162 €/mln at the end of the period in addition to 38 €/mln of expansion arising from M&A
- 75% of expected EBITDA deriving from the Consulting industry and 25% from ICT perimeters
- Italy remains the Group's engine, but, at the end of the plan, about 50% of revenue will come from non-domestic perimeters
- Eastern European markets are being developed. Poland is the country with the highest growth potential
- Uninterrupted flow of dividends during 3Y Plan