



# **SHAPING THE FUTURE OF FINANCIAL SERVICES**

Advisory, Technology, Digital

Borsa Italiana STAR Conference  
London, 22<sup>nd</sup> – 23<sup>rd</sup> October 2019



This presentation contains forward-looking statements regarding the timing and financial impact of Be SpA's ability to implement its business plan, expected revenues and future success. These statements involve a number of risks and uncertainties and are based on assumptions involving judgments with respect to future economic, competitive and market conditions and future business decisions, all of which are difficult or impossible to predict accurately and many of which are beyond Be SpA's control. Some of the important factors that could cause actual results to differ materially from those indicated by the forward-looking statements are general economic conditions, failure to achieve expected revenue growth, changes in our operating expenses, or legal developments, competitive pressures, changes in customer and market requirements and standards, and risk factors detailed from time to time in Be SpA's statutory filings, including without limitation, Be SpA's Annual Reports. The forward-looking statements in this document are based upon management's reasonable belief as of the date hereof. Be SpA undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

01

Leading «**Business Consulting & Advanced IT Service Platform**» for Financial Institutions. Consulting & ICT. Expenditure in Banking sector is expected to keep on growing, reaching over € 50 bln in 2020 with an 8% Y/Y growth.

02

In only 10 years, starting from zero, becomes one of the top 5 consulting firms for revenues in Financial Industry in a G8 Country with an increasing international footprint (operations in 9 countries, ~40% of non domestic revenues in 2018).

03

A **wide range of value added services** offered to Banks, Insurance companies, Processors and new players (GAFA) in Financial Industry; leveraging on strong and valuable **partnerships with leading technology market leaders**.

04

Focus on **Top Multinational Financial Groups operating in Europe**: growing share of wallet among the **top 20 Banks in Europe**. Reducing portfolio concentration on Top5 clients from 74% to 53% in 3 years.

05

New areas of investment: **experiences and passions** are increasingly driving the propensity for digital spending. Being excellent in **managing this eco-system** opens up important opportunities as a stand-alone business and as a booster for our financial services portfolio.

06

Full **interest alignment** among **shareholders** and an experienced **management team**. More than 1,600 professionals, of which nearly 1,200 internal. We build on talented people forming leading specialists in Financial Industry. Be is a unique investment opportunity for investing in the area of professional services.

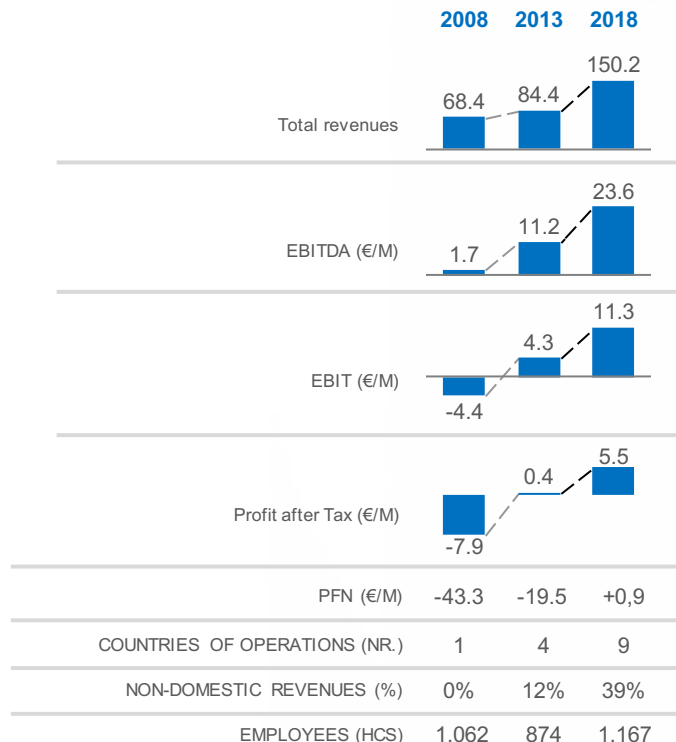
07

**1-year acceleration in achievement of 2019 profitability target**, with consolidated 2018 EBITDA at € 23.6 mln and **NFP > 0. Constant Dividends flow** (dividend yield 2018: 2.44%).

08

We laid the foundation for the future growth. **2020-2022 3-year Plan** is designed around internal and M&A-driven growth.

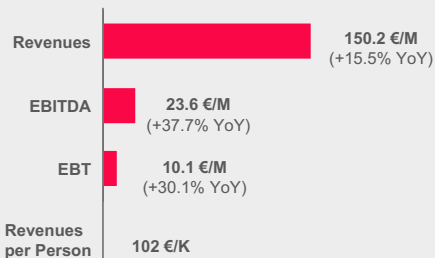
## 10 YEARS OF GROWTH: FROM RESTRUCTURING, TO DOMESTIC LEADERSHIP ON TO EUROPEAN EXPANSION



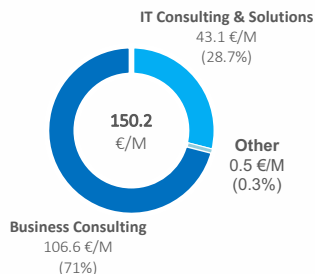
### A consistent Track record

- **Doubling of turnover every 5 years** while steering from local “Back Office & Operation Company” to European Consultancy Firm supporting leading Financial Institutions.
- The only company to have progressed across **all the segments of the MTA in just three years**. Listed on the STAR Segment - MSE since 2014 with a **public company profile and international shareholders**
- In 6 year we have changed our profile **from domestic player to regional player** operating in 9 different European countries (40% of total revenues)
- A **constant dividend flow** from 2012 with more than 2% of dividend yield per year

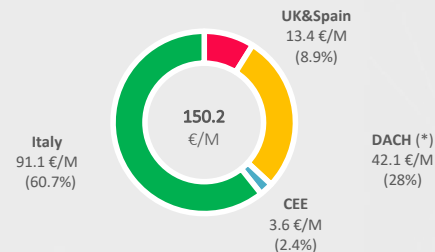
## 2018 Results



## 2018 Revenues by Segment (€/M)

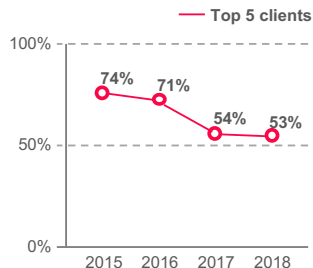


## 2018 Revenues by Region (€/M)



(\*) DACH = Germany, Austria &amp; Switzerland

## Customer base composition (%)



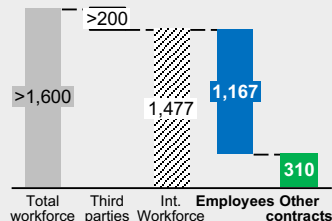
## Strategic Partnerships



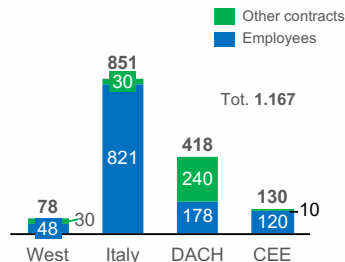
## Main Clients

- ALLIANZ
- BANCO BPM
- BAWAG
- BAYERN LB
- BNP PARIBAS
- CARIGE
- CASSA DEPOSITI E PRESTITI
- CNP
- CREDIT AGRICOLE
- CREDIT SUISSE
- DEUTSCHE BANK
- DEUTSCHE BOERSE
- DEUTSCHE BUNDESBANK
- DZ BANK
- ENEL
- FIRST DATA
- GENERALI
- INTESA SAN PAOLO
- LBBW
- LLOYDS
- MASTERCARD
- MEDIOBANCA
- POSTE ITALIANE
- RAIFFEISEN
- SBERBANK
- SIA
- SOCIETÀ GENERALE
- UNICREDIT GROUP
- UNIQA
- WESCOT

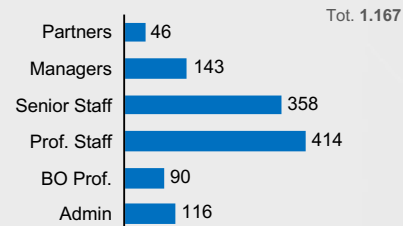
## Internal Workforce composition (HCs)



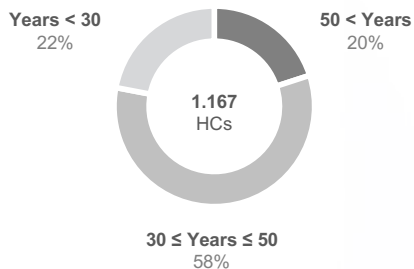
## Internal Workforce by Region (HCs)



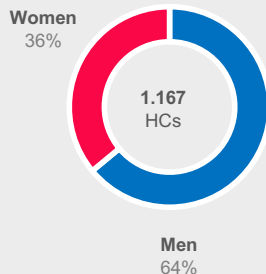
## Employees by Role (HCs)



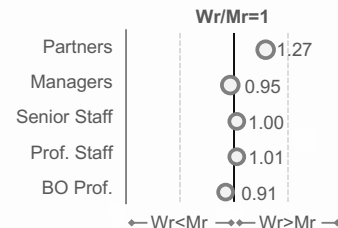
## Employees by Age (%)



## Employees by Gender (%)



## Gender Pay Gap Italy (Ratio Wr/Mr<sup>1</sup>)

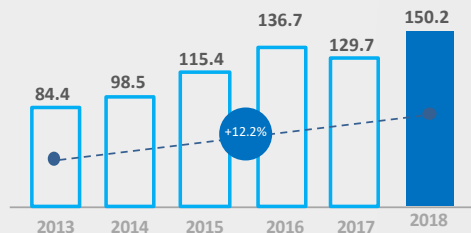


<sup>1</sup> Ratio of remuneration of Women/remuneration of Men; representation related to personnel involved in core business (admin personnel excluded)

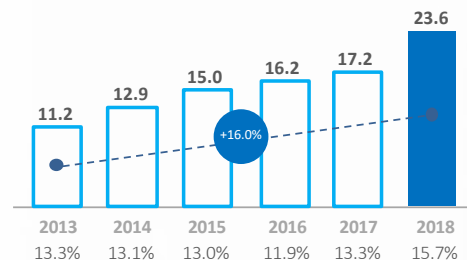
Business practices	Advisory	Solutions	Near shoring	Main areas of activity
<b>Transaction Banking</b>	✓	✓		<ul style="list-style-type: none"> <li>• Payment Schemes &amp; Networks (Swift, Mastercard,...),</li> <li>• Card based products (Issuing, Acquiring),</li> <li>• Digital Payments &amp; Wallets (Apple Pay, Google Pay,...),</li> <li>• VAS &amp; Open Banking models.</li> </ul>
<b>Investment Banking</b>	✓	✓	✓	<ul style="list-style-type: none"> <li>• Advanced products and processes design,</li> <li>• Industry Regulations, Risk Management &amp; Compliance,</li> <li>• Front-Middle &amp; Back Office systems,</li> <li>• Market Accounting systems &amp; Brokerage OTC Platforms</li> </ul>
<b>Digital Trasformation</b>	✓	✓	✓	<ul style="list-style-type: none"> <li>• Large Transformational Program &amp; Project management,</li> <li>• Omnichannel strategies and industry platforms Development</li> <li>• Domain Functional specifications (Finance, Loans, Current Accounts,...),</li> </ul>
<b>Regulatory &amp; compliance</b>	✓	✓		<ul style="list-style-type: none"> <li>• Industry regulations management: Privacy &amp; GDPR,...</li> <li>• Methodologies for Capital Requirements &amp; Liquidity</li> <li>• ECB/ABI/EBA /ESMA requirements,</li> </ul>
<b>Risk Management &amp; Actuarial Science</b>	✓			<ul style="list-style-type: none"> <li>• Risk Engines and Quantitative teams for risk analysis</li> <li>• Life Insurance Actuarial Laboratories,</li> <li>• Life &amp; General Insurance Product Design,</li> <li>• Solvency &amp; IDD requirements.</li> </ul>
<b>Data Science, Machine Learning &amp; AI</b>	✓	✓		<ul style="list-style-type: none"> <li>• Machine Learning Algorithms Design &amp; Implementation,</li> <li>• Data Scientist Team for bespoke analysis,</li> <li>• Artificial Intelligence Systems applief to Finance and Insurance,</li> <li>• Predictive models and Advanced Analytics</li> </ul>
<b>Insurance Core Systems</b>		✓		<ul style="list-style-type: none"> <li>• End to End Management of Life/General Insurance Bancassurance</li> <li>• IVASS Regulatory Requirements,</li> <li>• Branch &amp; Digital Sales Bancassurance Front End,</li> <li>• Certified Core System for Insurance Companies.</li> </ul>

## A CONTINUOUS GROWTH DURING THE LAST YEARS, ON THE MAJOR BUSINESS INDICATORS

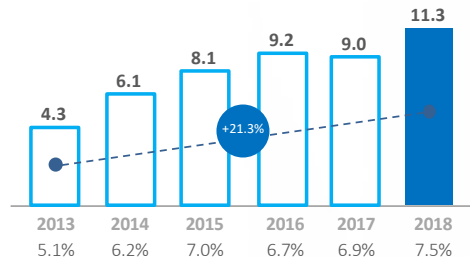
FY Total Revenues



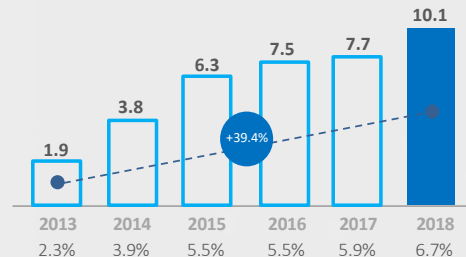
FY Gross Operating Margin (EBITDA)



FY Operating Profit (EBIT)



FY Profit before Tax (EBT)



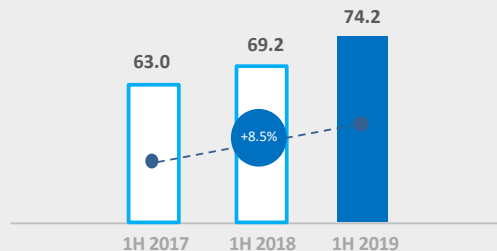
Figures in € mln

CAGR

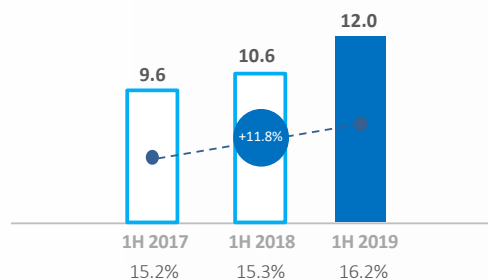


## 1H 2019: THE BEST FIRST HALF RESULT EVER

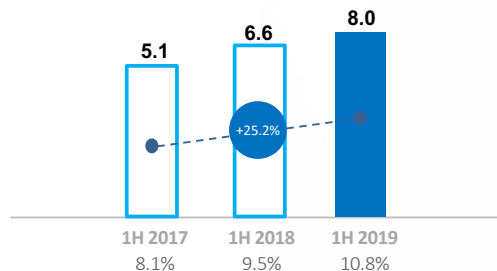
### 1H Total Revenues



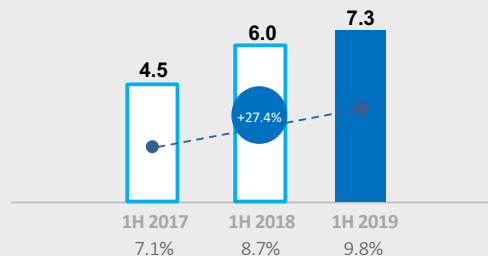
### 1H Gross Operating Margin (EBITDA)



### 1H Operating Profit (EBIT)



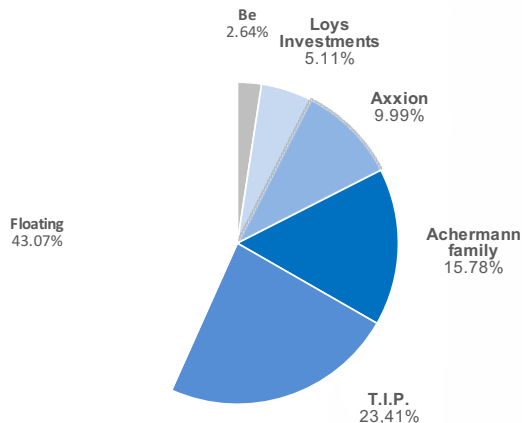
### 1H Profit before Tax (EBT)



Figures in €/mln, 2017 and 2018 restated with IFRS16 impact

CAGR

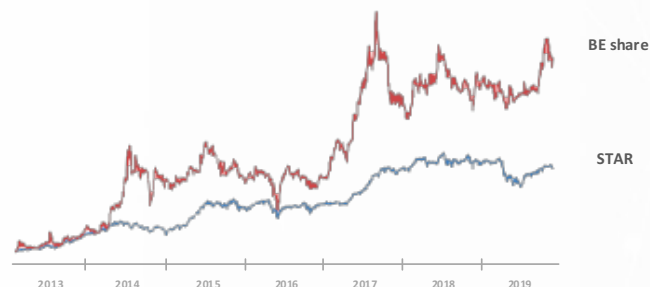
## Shareholders



## CORPORATE CALENDAR

12.03 Board Meeting, 2018 FY results  
 18.04 Shareholders Meeting, 2018 FY results  
 09.05 Board Meeting, 2019 1Q results  
 01.08 Board Meeting, 2019 1H results  
**07.11 Board Meeting, 2019 3Q results**

## Share value vs FTSE Italy STAR index trends



## INVESTORS MEETINGS

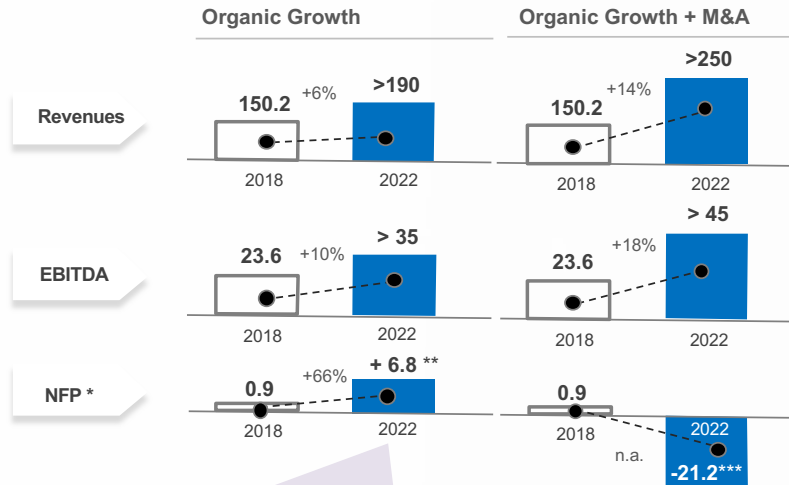
12.02 Frankfurt - European Mid Cap Event, Intermonte  
 25.02 Milan - IT Day, Banca IMI  
 20.03 Milan - Star Conference, Borsa Italiana  
 14.05 London - Small Mid Cap Forum, Lond Capital  
 16.05 Turin - Eccellenze del Made in Italy, Intermonte  
 21-22.05 Dublin - Investors Road show  
 12-13.06 Frankfurt/Dusseldorf Road Show, Intermonte  
 18.06 Paris - European Mid Cap Event, Intermonte  
 27.09 Lugano - Investor day, IRTOP  
 22-23.10 London - Star Conference, Borsa Italiana  
**dd.12 Geneve - European Mid Cap Event, Intermonte**

## Main Assumption

- Expected organic growth > of 190 ml/€ in 2022 inclusive of > 60 ml/€ resulting from M&A operations.
- Expected EBITDA generation contributed by Consulting services for 70% and ICT for 30%.
- Non-domestic revenues > 40%. Germany, Spain and UK as markets of greatest interest for M&A operations on Core Business.
- Strong reinforcement of the Digital Engagement business line, with the objective of reaching a share of wallet > 10% on total group volumes.

## Industrial Plan 2020-2022

••• CAGR



### NFP Assumption on organic growth:

- Costant flow of dividends over the period (9.0 ml/€)
- Investments on own shares buy back (4.5 ml/€)
- Cash out for "Minorities Earn out" (5.0 ml/€)
- Investments on products/platforms (13.5 ml/€)
- Other Working capital variations (9.3 ml/€)

- NFP from Organic Growth (6.8 ml/€)
- Investments in M&A (-31.8 ml/€)
- Other Working capital variations (-0.8 ml/€)

\* Positive Net Financial Position indicates positive balance

\*\* +13,2 €/M net of IFRS16 effect

\*\*\* -14,8 €/M net of IFRS16 effect

