

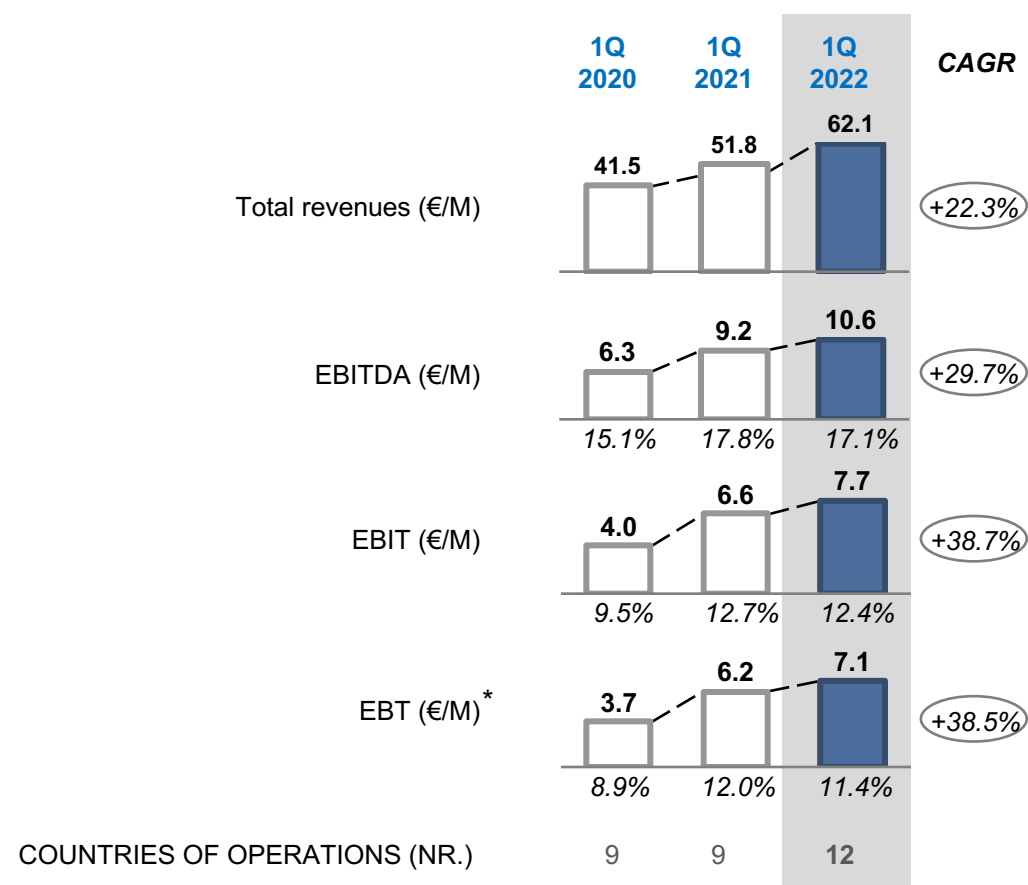
Be Shaping The Future
Corporate Presentation
1Q 2022

Milan | March 2022

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- Manuela Mascarini, the Manager in charge of preparing the corporate accounting documents, declares that, pursuant to art. 154-bis, paragraph 2, of the Legislative Decree no. 58 of February 24, 1998, the accounting information contained herein correspond to document results, books and accounting records.

Total Revenues at €62,1 M (+20% vs 2021).
EBITDA +15% and EBT +14% vs 2021.



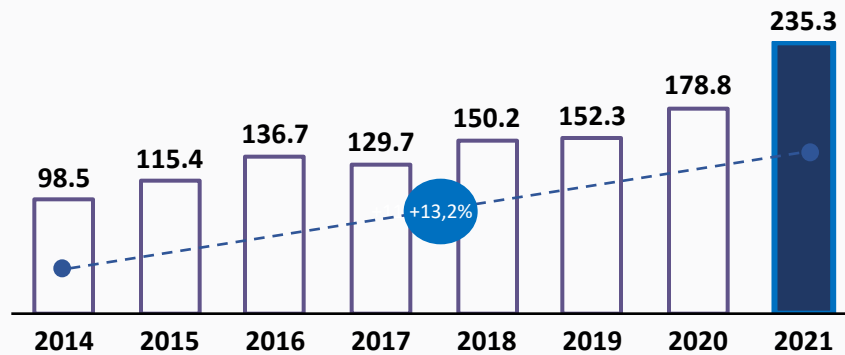
1Q 2022 RESULT HIGHLIGHTS

- **Sales grew strongly** in Q1 compared to 2021 (+ 20%) with **Business Consultancy in Italy, Germany and the UK as main growth drivers**.
- Continuing organic growth of ICT Solutions in Italy. Digital being relaunched after the exit of DOOM from the consolidation perimeter and the acquisition of Crispy Bacon. Organic growth of 57 net resources since the beginning of the year, in spite of exit of 17 DOOM resources from the consolidation perimeter. Increasingly diversified client portfolio with **large International Institutions**, with continuing significant development prospects in the medium term.
- The **Gross Operating Margin (EBITDA)** at € 10.6 million, +15.2% on 2020 (€ +1.4 million), with an EBITDA margin of 17.1%, compared to 17.8% of the previous year.
- **EBT, inclusive of minorities, amounted to € 7.1 million, up 14.5%** compared to € 6.2 million in 2021.
- **Seasonal NFP improved on Q1 2021 with -€34.6 million vs -€40.4 million of 2021, with a €6.0 million decrease in working capital financing.**

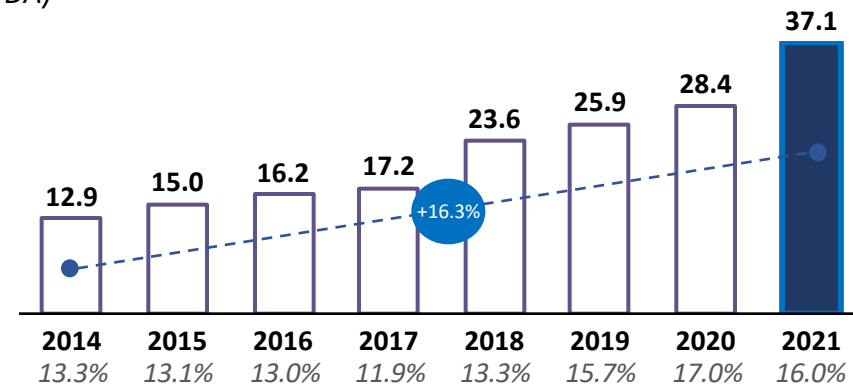
* EBT includes minorities (1Q2020 for 0,28 €/M, 1Q2021 for 0,4 €/M and 1Q2022 for 0,3 €/M)

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

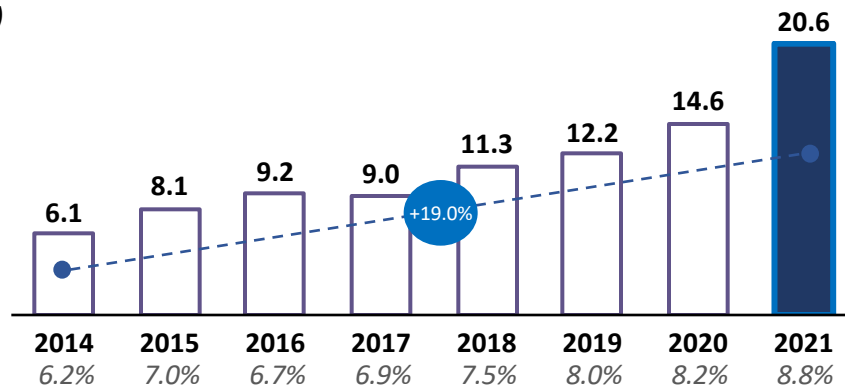
FY Total Revenues



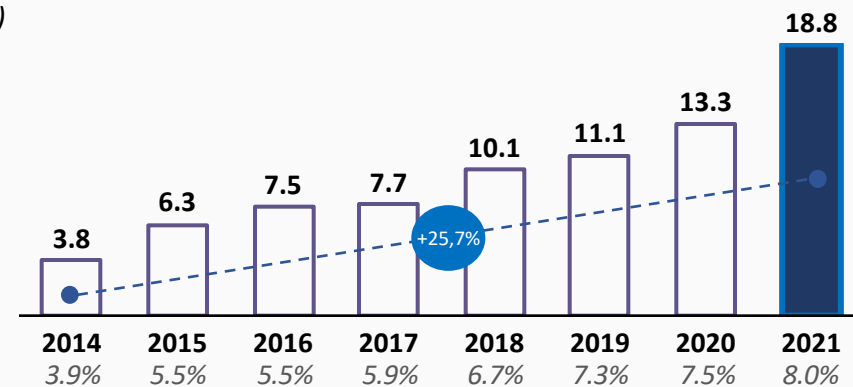
**FY Gross Operating Margin
(EBITDA)**



**FY Operating Profit
(EBIT)**

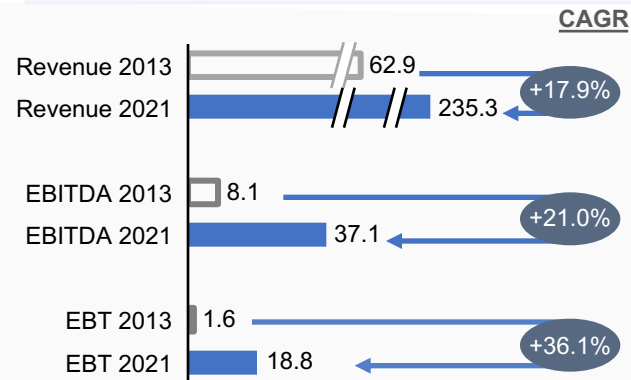


**FY Profit before Tax
(EBT)**

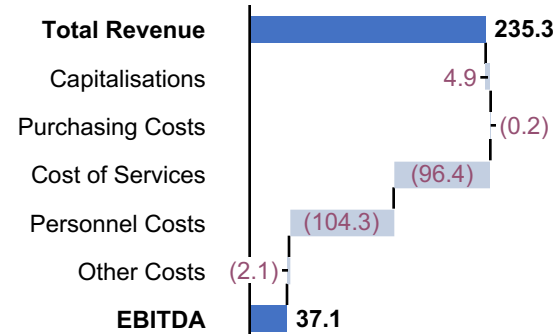


The goal is to become an increasingly specialized Group capable of supporting the entire value chain of the financial industry in Europe with special excellence in digital engagement

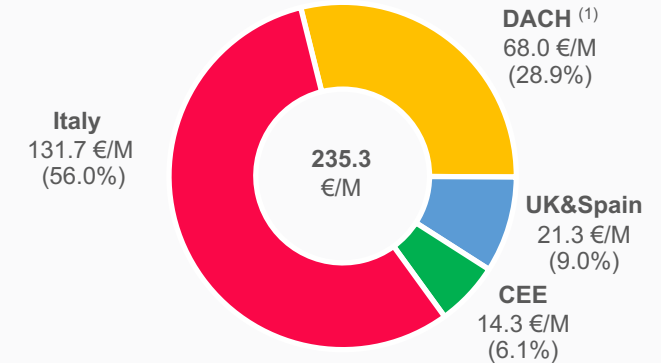
2013-2021 Performance Trend (€/M)



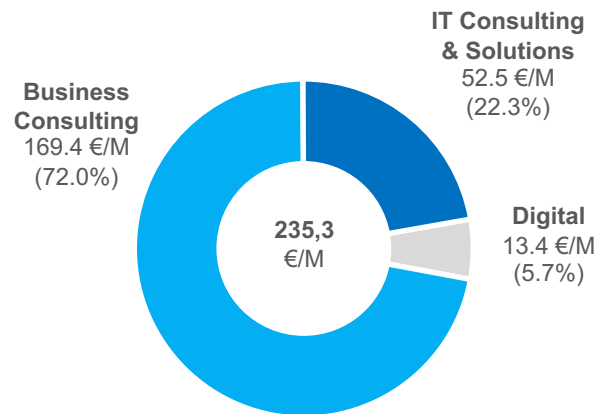
2021 EBITDA Bridge (€/M)



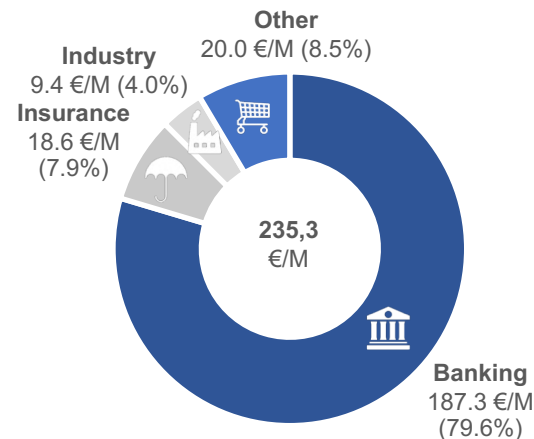
2021 Revenues by Region (€/M)



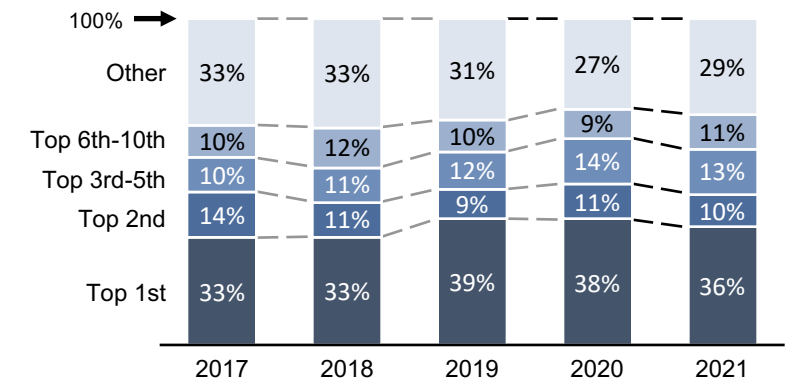
2021 Revenues by Segment (€/M)



Customer composition by industry (%)



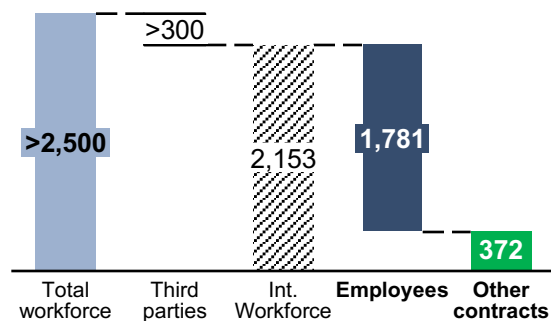
Revenue distribution on client portfolio (%)



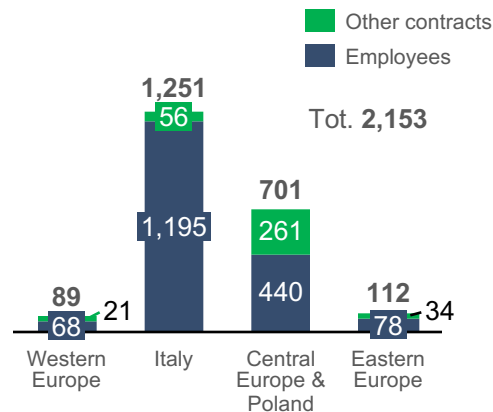
(1) DACH = Germany, Austria & Switzerland | (2) CEE Poland, Ukraine, Romania
 (2) Romania including in the consulting business

Keeping on growing workforce in a challenging hiring environment

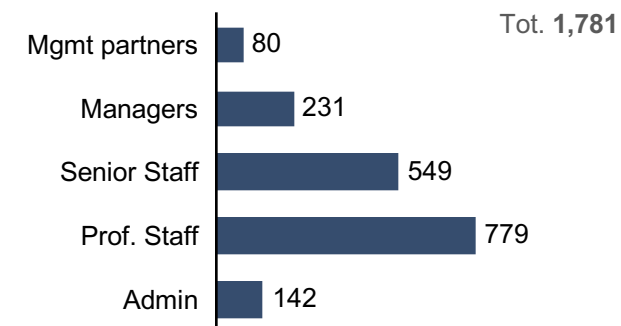
Workforce composition (HCs)



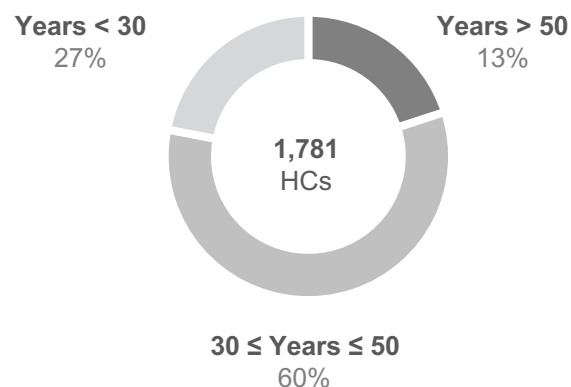
Internal Workforce by Region (HCs)



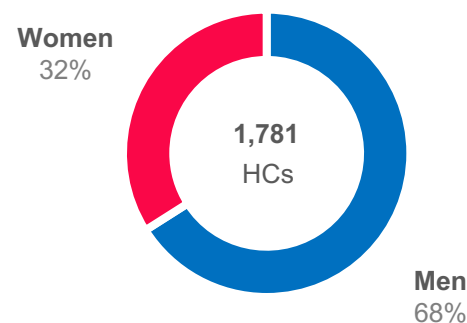
Employees by Role (HCs)



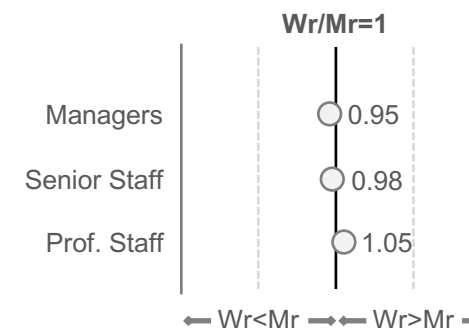
Employees by Age (%)



Employees by Gender (%)



Gender Pay Gap Italy (Ratio Wr/Mr¹)



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

Our Business Consulting Area

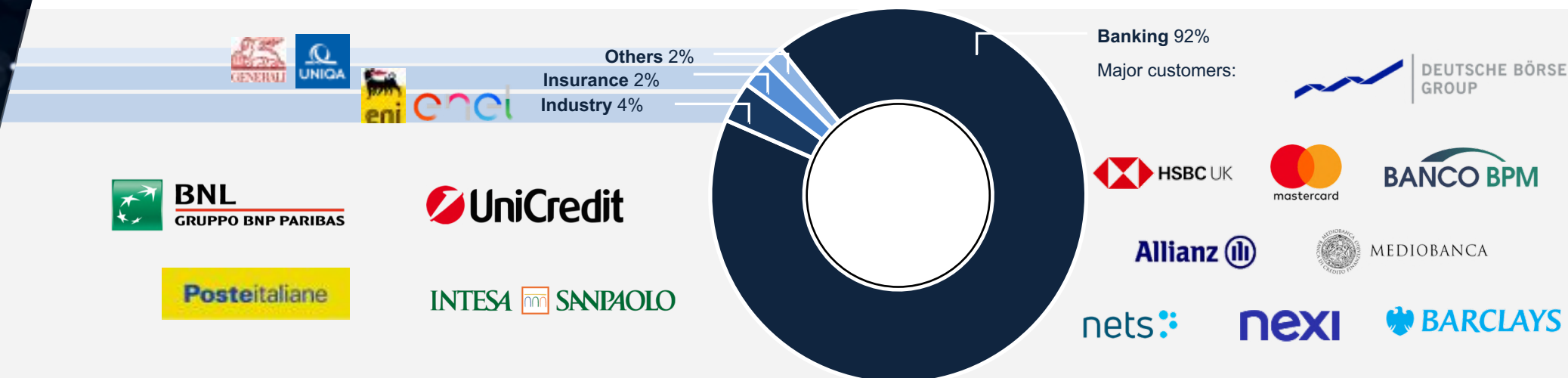
 **> €169**
 revenues (m)

 **> 1.0k**
 int. workforce (#)

PEOPLE

Team of expert consultants on banking, Insurance and industry, we help our clients in rethinking their business models, align with industry and regulatory requirements, engage customers, monetise assets, identify new revenue streams and monitor performance. We advise our customers on Transaction Banking, Investment banking, Digital transformation, Regulatory & Compliance, Risk management, Data science and recently have also launched a practice on Cyber security. We constantly invest in our consultants to ensure best client service that is adaptable, reliable and responsive

PLATFORMS:



Our ICT Solutions Area



€53

revenues (m)



> 490

int. workforce (#)

PEOPLE

BANKING AND INSURANCE ADVISORY

Team of expert consultants on core business, banking, insurance and bancassurance issues, and in the design, development and testing of Core Insurance, Digital Insurance and Customer Engagement platforms to support companies, distribution networks.

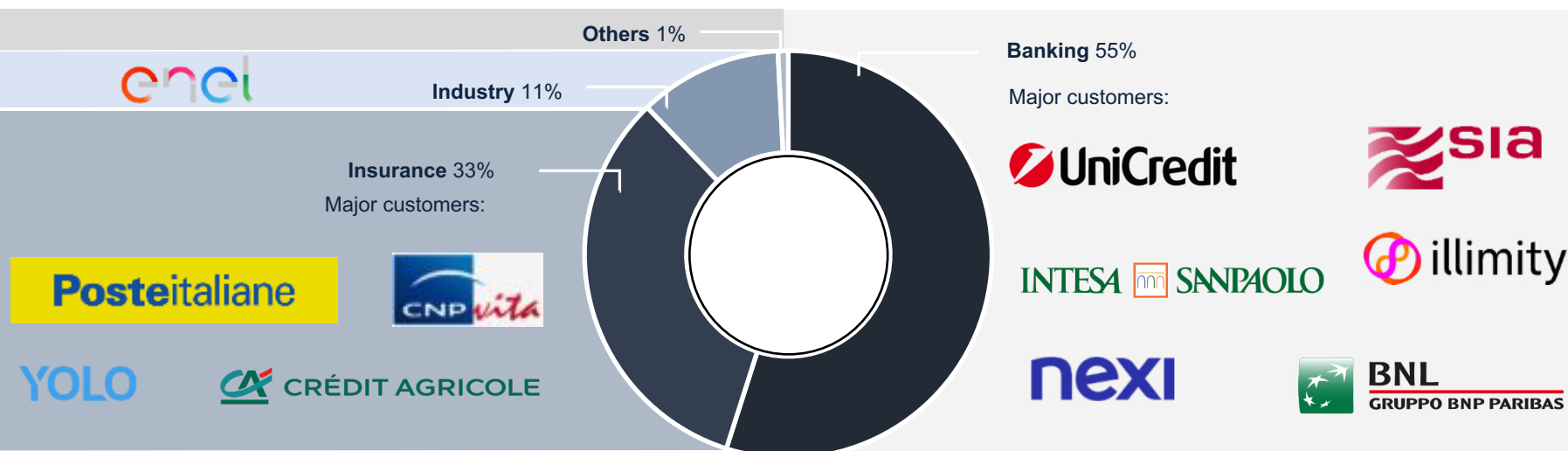
DIGITECH FACTORY

Digital Factory specialised in the realization of the technological interventions necessary to implement the digital transformation of our customers, also enhancing the solutions of our strategic partners.

PLATFORMS:

Core Insurance and Digital Insurance (Life and General) and Customer Engagement platforms, developed to ensure the best performance, flexibility, native functionality and compliance with Italian regulatory requirements

PARTNERSHIPS:



Our Digital Solutions Area



> €13

revenues (m)



> 170

int. workforce (#)

PEOPLE

Our digital proposition includes an end-to-end suite of digital services and platforms. Our team has expertise on Social strategy, Social engagement, Loyalty design, Fan engagement, Data enrichment, CRM and Campaigns. By leveraging our Talents and platforms, we support clients on event design, festivalization, event management and event operations.

Our digital engagement business area has main focus on Europe's Financial Industry, dealing with talent research & development, image management & digital presence, production of content, creation & launch of brands, and personal coaching of artists.

In January 2022 a demerger project of the subsidiary Doom S.r.l was approved in favour of a newly established company that will take the name of Be World of Wonders S.r.l and that will be held 75% by Be and 25% by Fedez's ZDF S.r.l.. Be World of Wonders S.r.l will focus on activities related to the business segment whose target customers are banking, financial and insurance clients.

PLATFORMS:

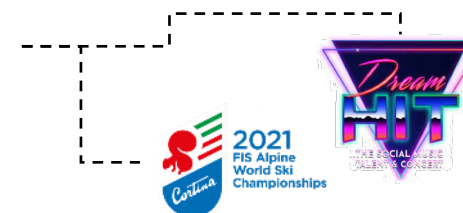
Our platform catalogue includes:

1. Fanize (Fan Engagement Suite)
2. Sport XP
3. Event Builder
4. Advanced ticketing platform
5. Social distancing platform
6. Real estate management

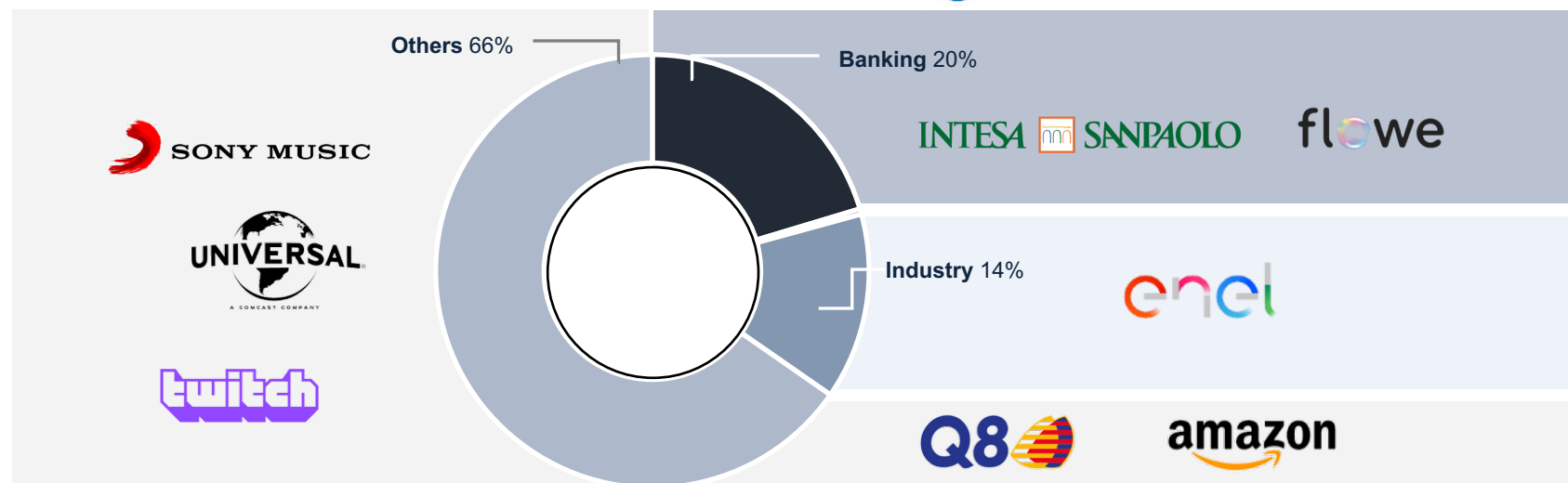
Fanize

SPORT XP
FAN EXPERIENCE PLATFORM

EventBuilder



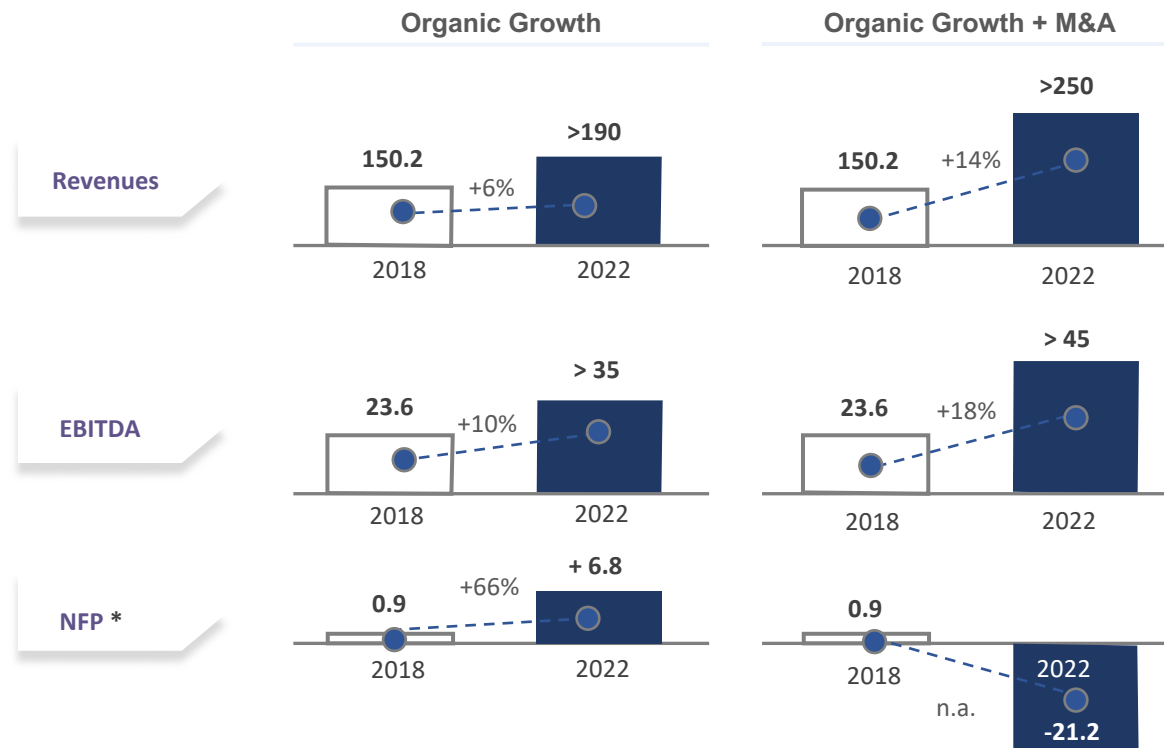
Sport and others



In light of Q1 2022 along with FY 2021 results, we confirm 2020-2022 Business Plan Targets. In an unchanged macroeconomic scenario, it is reasonable to expect further growth in 2022.

Business Plan 2020-2022 (€/M)

• % CAGR



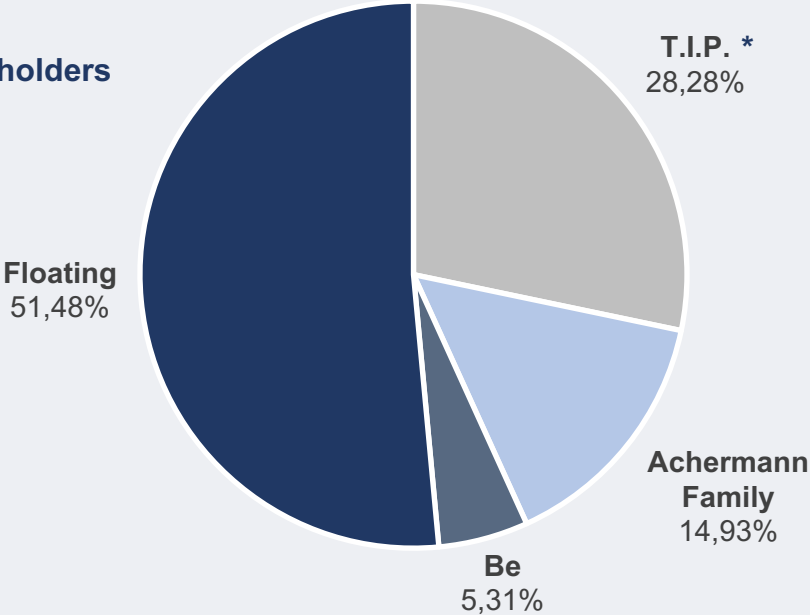
A full presentation of the assumptions underlying the 2020-2022 Industry Plan is available on www.be-tse.it in the Investor Relations section.

* Positive Net Financial Position indicates positive balance

OUTLOOK 6-12 MONTHS

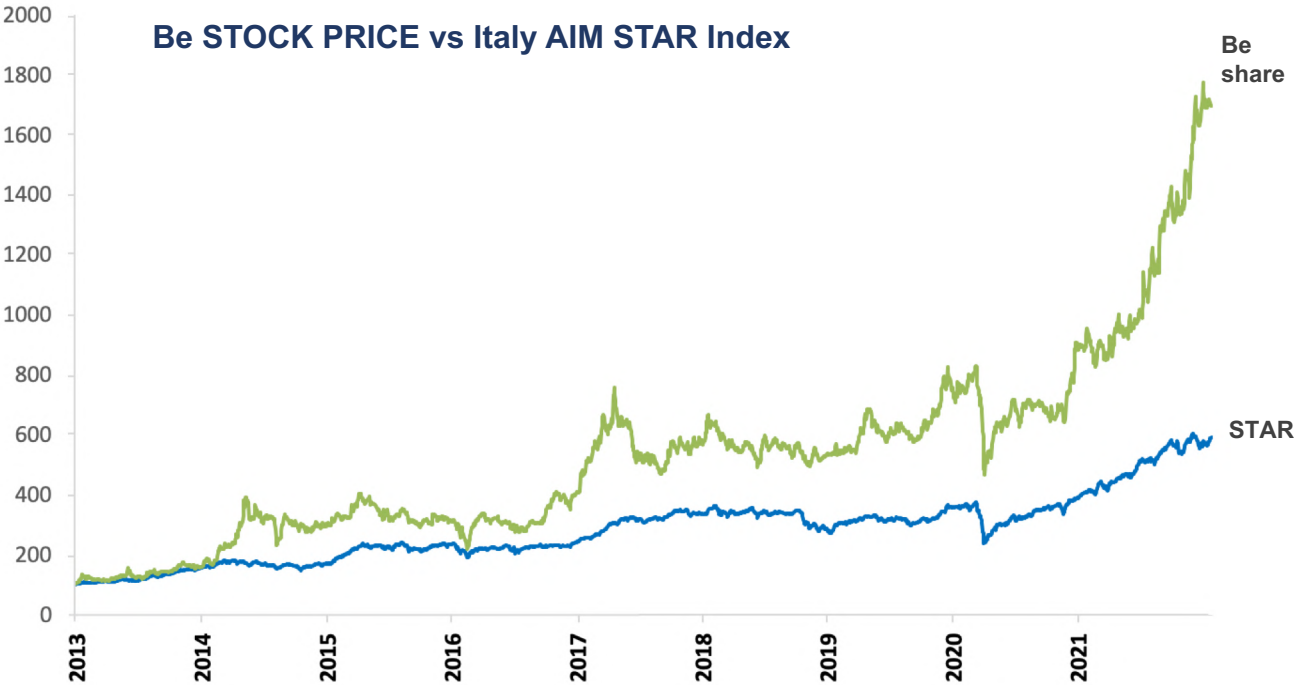
- **Good prospects for organic growth due to consistent demand flows** and significant positioning in the business consulting segment, **increased penetration of some of the major industry players** also thanks to highly visible and sizeable projects.
- Possible **increased use of financial leverage to accelerate growth through M&A**. The Company's solid financial position allows it to evaluate more ambitious objectives compared to the Business Plan. **Main focus on growth in Europe in the Consulting segment**. Spain, Switzerland, Germany and Austria are the most interesting geographies. **Focus on targets with turnover between 15 and 30ml/€**.
- Minimum impact from ongoing conflict between Russia and Ukraine, Be Group present in Kiev through **Be Ukraine** (40 direct employees and about 1 ml/€ of turnover).

Shareholders



*On 11 February 2022, TIP disclosed, also on behalf of Achermann Family, the essential terms of a possible transaction concerning, among other things, the sale of shares representing approximately 43.209% of the Company's capital

Be STOCK PRICE vs Italy AIM STAR Index



Source: CONSOB as of December 31, 2021

Corporate Calendar

March, Tuesday 15	Board of Directors	Approval of the draft Financial Statements as of December 31, 2021
April, 21 (first call) 22 (second call)	Shareholders' Meeting	Approval of the Financial Statements as of December 31, 2021
May, Tuesday 10	Board of Directors	Approval of the Interim Financial Reports as of March 31, 2022
July, Friday 29	Board of Directors	Approval of the Interim Financial Reports as of June 30, 2022
November, Tuesday 8	Board of Directors	Approval of the Interim Financial Reports as of September 30, 2022

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

