Almaviva

2020 Q2
Results Presentation

August 2020

Legal Disclaimer

- This presentation and the information contained herein (unless otherwise indicated), has been provided by Almaviva S.p.A. (together with its subsidiaries, referred to as “AlmavivA”) solely for informational purposes. By attending this presentation or otherwise viewing this presentation, or having access to the corresponding information, you are agreeing to be bound by the following conditions.

- This presentation and its contents are strictly confidential and may not be distributed or passed on to any other person or published or reproduced, in whole or in part, by any medium or in any form for any purpose.

- This presentation contains forward-looking statements. Forward-looking statements include, but are not limited to, all statements other than statements of historical facts contained in this presentation, including, without limitation, those regarding AlmavivA’s results of operations, strategy, plans, objectives, goals and targets. The forward-looking statements in this document can be identified, in some instances, by the use of words such as “expects,” “anticipates,” “intends,” “believes,” and similar language or the negative thereof or similar expressions that are predictions of or indicate future events or future trends. By their nature, forward-looking statements involve known and unknown risks and uncertainties and other factors that may cause AlmavivA’s actual results, performance or achievements to be materially different from those expressed in, or implied by, such forward-looking statements. All forward-looking statements apply only as of the date hereof and AlmavivA undertakes no obligation to update this information.

- The information contained in this presentation is provided as of the date of this presentation and is subject to change without notice. The information contained in this document may be updated, completed, revised and amended and such information may change materially in the future. AlmavivA is under no obligation to update or keep current the information contained in this presentation. The information contained in this presentation has not been independently verified. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. AlmavivA nor any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with the presentation. Any proposed terms in this presentation are indicative only and remain subject to contract.

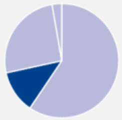
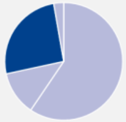
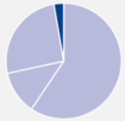
- Certain financial data included in this presentation consists of “non-IFRS financial measures.” These non-IFRS financial measures, as defined by AlmavivA, may not be comparable to similarly-titled measures as presented by other companies, nor should they be considered as an alternative to the historical financial results or other indicators of the performance based on IFRS.

- AlmavivA obtained certain industry and market data used in this presentation from publications and studies conducted by third parties and estimates prepared by AlmavivA based on certain assumptions. While AlmavivA believes that the industry and market data from external sources is accurate and correct, neither AlmavivA nor the Initial Purchaser has independently verified such data or sought to verify that the information remains accurate as of the date of this presentation and Almaviva makes no representation as to the accuracy of such information. Similarly, AlmavivA believes that its internal estimates are reliable, but these estimates have not been verified by any independent sources.

- This presentation does not constitute or form part of, and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of AlmavivA in the United States or in any other jurisdiction. No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever.

Overview of AlmavivA

AlmavivA

Business Area	IT Services	CRM		New Technology
		CRM Europe	CRM International	
Brand	AlmavivA	AlmavivA CONTACT		Almawave Conversation in action
LTM(1) Revenue (% of Total)	*€ 532 m* 59% 	*€ 109 m* 12% 	*€ 230 m* 26% 	*€ 25 m* 3% 
Countries				
Products & Services Offering	■ Cloud Computing & Consulting ■ Digital Change ■ Knowledge of Everything ■ System Integration ■ Cyber Security ■ Passenger Information Systems solutions & devices ■ Virtual & Augmented Reality ■ Real Time CGI	■ In- and outbound services ■ Multi-channel solutions ■ Back-office document management ■ Consulting and process reengineering ■ Advanced analytics ■ Process automation		■ AI and NLU ■ AI Core Technologies ■ Speech and text (>30 languages) ■ Knowledge Management and Link Analysis ■ Customer Experience Platforms (front end) ■ Conversational Platforms (voice and text)
Business Areas	■ Transport ■ Public administration ■ Finance ■ Utilities ■ Industry ■ Other	■ Telco & Media ■ Transport ■ Utilities ■ Government ■ Finance ■ Others		■ Telco & Media ■ Transport ■ Government ■ Finance ■ Utilities ■ Energy

Source: Company Information and financials.
2019 and 2020 figures consider the effects of the adoption of the new accounting principles IFRS 16 that came into effect on 1st January 2019.
(1) As of June 30, 2020, excluding €16.1m of intragroup eliminations.

Key Financial Highlights

H1 2020

Key Highlights

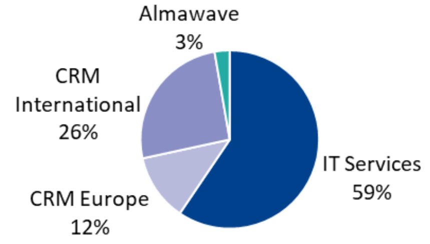
- Group Revenue at €431.8m, increased by €12.2m (+2.9%) compared to H1 2019, +€39.9m at constant currency (€459.5m, +9.5%); like-for-like(1) Group Revenues at €409.2m, at constant currency €431.3m (+2.8% vs H1 2019)
- Group Reported EBITDA at €56.5m, increased by €6.3m (+12.6%) compared to H1 2019, +€10.2m at constant currency (€60.4m, +20.3%); like-for-like(1) Group EBITDA at €52.9m (+5.5% vs H1 2019), at constant currency €56.0m (+11.6% vs H1 2019)
- H1 2020 EBITDA margin at 13.1% (+110 bps vs H1 2019)
- Capex at €13.6m (if not considering IFRS16 effect, Capex at €11.1m, in line with H1 2019 Capex at €11.6m)
- Positive Net Result at €19.9m (+€13.1m, +192.5% vs H1 2019); at constant currency, Net Result at €22.3 (+€15.5m, +228.6%)

Key Statistics

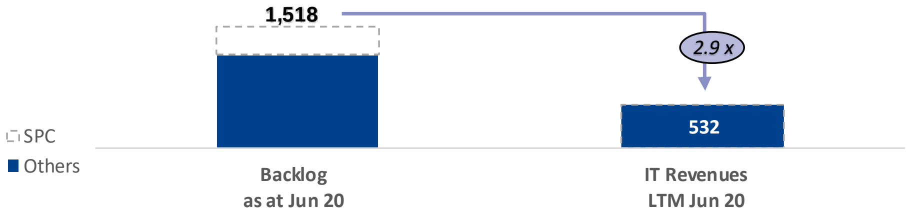
- IT backlog covers ~3 times the LTM Jun-2020 IT Services Revenues (with Revenues grown by €67.6m or 14.6% vs LTM Jun-2019)
- Continuous LTM Revenue growth (CAGR 6.3%)
- Net Debt at current currency at €239.0m, notwithstanding the acquisition of Chain (~ €11.0m)
- Leverage at 2.2x, 0.8x better than 3.0x as at June 30th 2019
- Cash position increased vs H1 2019 (€91.8m vs €47.8m, +92.1%) notwithstanding the negative FX exchange effect (€104.9m at constant currency)

LTM Jun-2020 Revenue Breakdown and Current Backlog

By Division

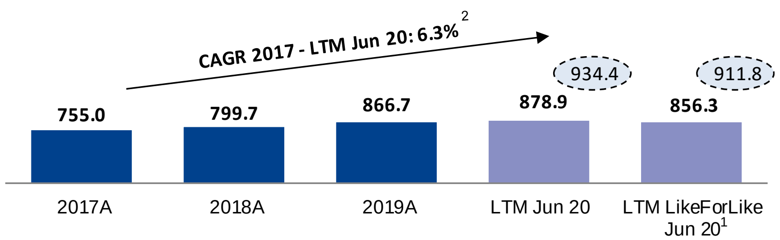


IT Services Backlog as at 30-Jun-20 (€m)



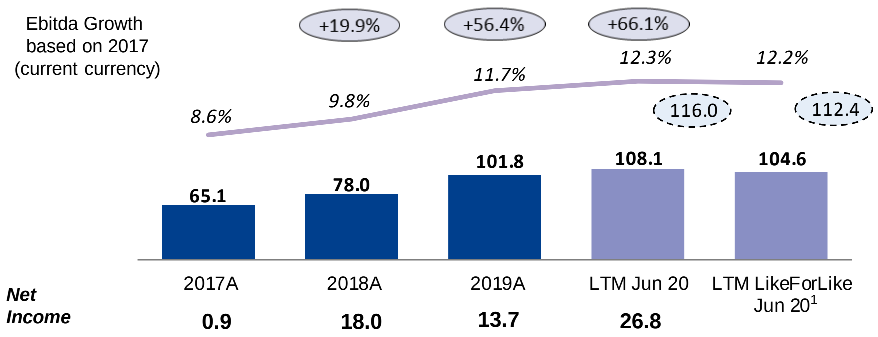
Key Financials (€m)

Revenue



constant currency 2019

EBITDA and EBITDA Margin



2019 and 2020 figures consider the effects of the adoption of the new accounting principles IFRS 16 that came into effect on 1st January 2019.

(1) Like-for-like perimeter before the acquisition of Chain.

(2) At current currency.

Key Operating Performance Highlights

Q2 2020

ITC Services

- Extension in February of current Gruppo Ferrovie dello Stato contract until Dec-21 (up to €700m, of which 63% - up to €441m - Almaviva share)
- Extension in May 2020 of SPC L4 framework agreement (€90.0M, 72.75% Almaviva Group share)
- Around €680m new contracts signed in 1H 2020 (€130m in Q2 2020) in the IT division (including the renewal of the contract with Gruppo Ferrovie dello Stato), of which around 14% under the SPC framework agreements, 70% Transportation, 10% Finance and 6% other sectors
- Increased penetration in public central and local administration; as of July 2020, €485m contracts already signed with PA on the back of the SPC L3 and L4 framework agreements (€94m in 1H 2020). New clients acquired both in central (26) and local PA (111, mainly Regions), 5 in Q2 2020
- With reference to Gruppo Ferrovie dello Stato delayed tender process, as of today:
  - the 1st tender issued by RFI has been awarded to Almaviva (regarding “Traffic planning and management”, €90m, 52.6% share, 5y)
  - a 2nd one has been issued (€380m regarding “Smart Stations”, expected bid postponed to Q3 2020; a 3rd one (€558m regarding “ICT Infrastructure Systems Management”) has been suspended, a 4th one (€27m regarding “Contact Center”) has been issued with expected bid in Q4 2020
  - albeit a comprehensive plan of the tenders is not yet available, we expect that the other tenders will be issued within 2020
- Around €2.5b new tenders in Public Administration already issued or awaited during 2020
- New contract awarded in UK with a major rolling-stock builder for the supply of onboard information systems (€20.0m, 3y)
- Awarding in Q1 2020 of a significant EU contract with the EEAS - External Action Services (€32m, €10m Almaviva share, 4y) plus a project CRI (IT Consultancy Services for EU Institutions), up to €2.5m, 4y. These two new contracts shall increase the current activities (TAXUD, DIGIT, SRB, Europol and IFAD) and expand the international footprint in IT services and technologies
- Small acquisitions in the radar screen focused on enhancing the offering and presence in some specific verticals, both in private and public customers

Almawave

- Strong revenues increase (+35.2% vs Q2 2019), also thanks to the development of the SPC framework agreements
- Strong Ebitda performance (€2.9m vs €2.2m, +31.8%) not considering R&D tax credits in H1 2019 (€0.7m)
- In 2020, more than 40 clients acquired in finance, utilities and large distribution. As of June 2020, within the scope of the SPC framework agreements, 42 clients acquired both in central and local PA (5 new ones in 2020)
- Introduction of IRIDE® Aware and IRIDE® Wavebot in different public administrations, both at central and local level
- Development of new algorithms of Deep Learning, based on Transformers for pre-training models language analysis with domain adaptations and transfer learning; introduction of new algorithms of Machine Learning for Question Answering, inferences analysis and textual entailment in NLU
- New contract acquired by Pervoice (Aug-2020) regarding real time NLU translation and transcription for the European Parliament
- The percentage of direct / third party revenues keeps growing vis a vis intercompany revenues (80% vs 68% in Q2 2019)

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

Key Operating Performance Highlights

Q2 2020

CRM

CRM EUROPE

- The actions launched in previous quarters in order to improve efficiency and to promote costs containment, as well as the immediate set up of smart-working (85% of the workforce delivering services in smart-working modalities) and the use of social buffers connected to the covid-19 emergency have led to a positive EBITDA in Q2 2020 (€1,5m)
- Focus on cost by reducing dependency on third party suppliers and be more efficient in deployment of own personnel (e.g. team leaders solving more complex issues instead of operators currently)
- Rightsizing actions focused on profitable services/products and clients as well as no longer pursuing some existing less profitable contracts
- Workforce in constant reduction in Italy: 3,852 in July 2020 vs 7,906 in December 2015 (-4,054 employees, -51.3%); 4,079 employees in June 2020 vs 5,284 in June 2019 (-1,205 or -22,8%) and vs 4,578 in March 2020 (-499, or -10,9%). Employees layoffs connected to the dismissal of negative marginality contracts
- Regarding the Palermo site, ongoing activities with clients, Government and trade unions to re-shore volumes to Italy with guaranteed fair tariffs to ensure economic viability

CRM INTERNATIONAL

- Following the Covid-19 outbreak, the Brazilian Federal Government enacted provisional measures (Medidas Provisórias) aimed to assist the country’s economy (through the injection of 1.2 trillion reais liquidity and the allocation of resources to health) and to support employment (contract prorogations and welfare programs)
- Almaviva do Brasil expects a positive impact on financial and economic performance deriving from Government measures that postpone tax payment deadlines and implement instalment plans and the temporary payroll tax reduction of “Sistema S”
- In June 2020 Selic rate at 2.25% (a historical minimum), 225 bps reduction vs year-end 2019
- Start-up of the activities related to Chain (ex Bradesco Group), a company acquired at the end of 2019 and focused on financial sector. Thanks to this acquisition Almaviva will expand its strategic positioning in the financial sector, increasing customer diversification and optimizing its portfolio
- Start-up of an important operation for a new customer in the financial sector
- Strong Q2 2020 Ebitda margin performance at 14.4%

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

Summary P&L

€m

€ million	2019A	YTD Jun 19	YTD Jun 20	LTM Jun 20
	IFRS 16	IFRS16	IFRS16	IFRS16
Revenues	**866.7**	**419.6**	**431.8**	**878.9**
% Growth	*8.4%*		*2.9%*	*9.9%*
Total of Revenues and Other Income	**886.8**	**425.3**	**439.9**	**901.4**
% Growth	*7.8%*		*3.4%*	*9.6%*
Operating Costs	**(785.0)**	**(375.2)**	**(383.4)**	**(793.2)**
% Revenues	*90.6%*	*89.4%*	*88.8%*	*90.3%*
Adjusted EBITDA	**101.8**	**50.2**	**56.5**	**108.1**
% Margin	*11.7%*	*12.0%*	*13.1%*	*12.3%*
Non-Recurring Items	-	-	-	-
% Revenues	*0.0%*	*0.0%*	*0.0%*	*0.0%*
EBITDA	**101.8**	**50.2**	**56.5**	**108.1**
% Margin	*11.7%*	*12.0%*	*13.1%*	*12.3%*
D&A	**(41.6)**	**(20.3)**	**(19.7)**	**(40.9)**
% Revenues	*4.8%*	*4.8%*	*4.6%*	*4.7%*
EBIT	**60.3**	**29.9**	**36.9**	**67.2**
% Margin	*7.0%*	*7.1%*	*8.5%*	*7.7%*
Interest Expense	**(37.9)**	**(16.2)**	**(16.0)**	**(37.8)**
% Revenues	*4.4%*	*3.9%*	*3.7%*	*4.3%*
EBT	**22.3**	**13.7**	**20.8**	**29.5**
% Margin	*2.6%*	*3.3%*	*4.8%*	*3.4%*
Taxes	**(8.7)**	**(6.9)**	**(0.9)**	**(2.7)**
Group Net Income	**13.7**	**6.8**	**19.9**	**26.8**

Key comments

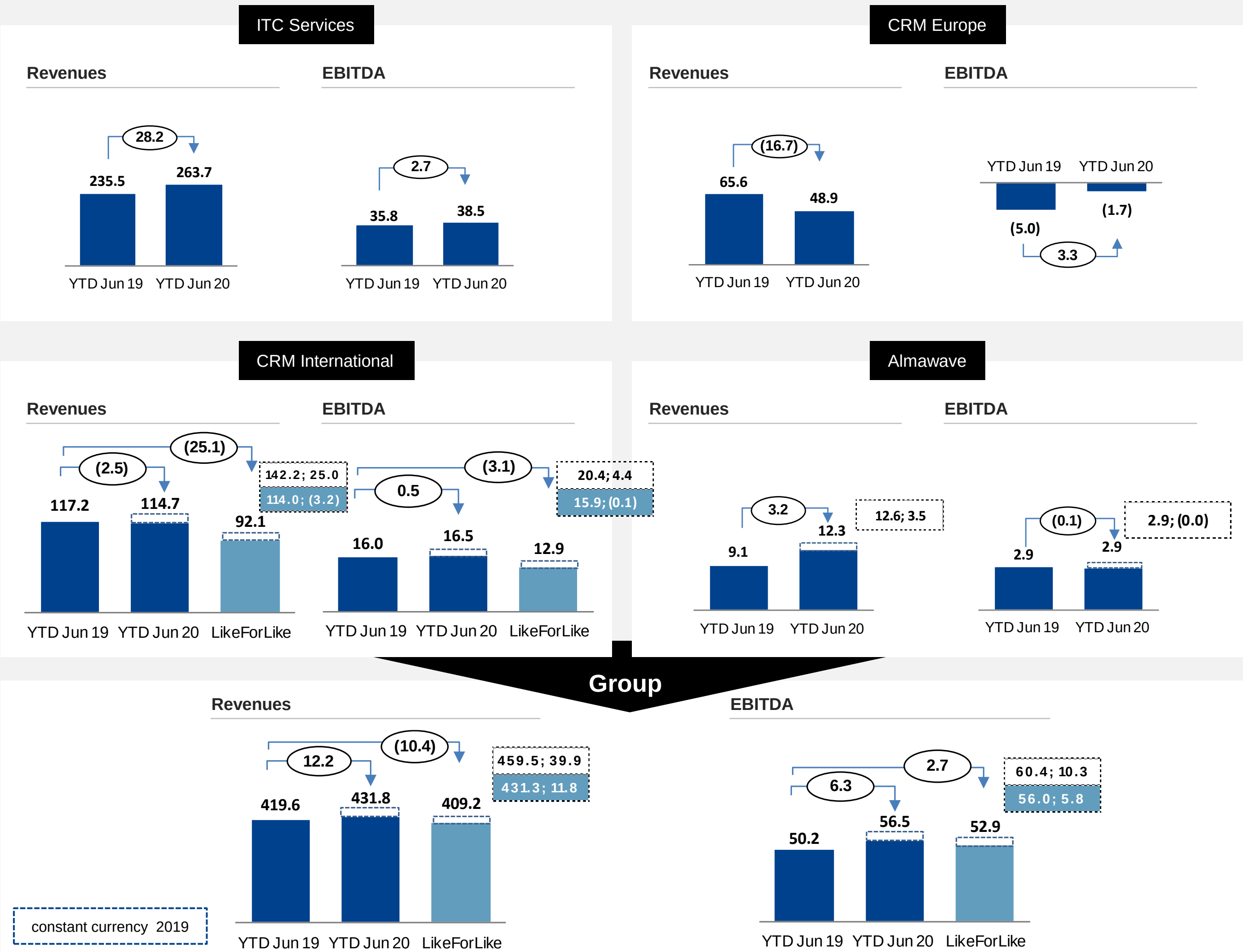
- H1 2020 Revenues increased by €12.2 m compared to H1 2019 (+2.9%)
- H1 2020 EBITDA increased by €6.3m, +12.6% vs H1 2019
- Operating costs as a percentage of Revenues better than H1 2019
- H1 2020 EBIT better than H1 2019 (€36.9m vs €29.9m, +23.4%);
- D&A, mainly related to fixed assets, in IT Division and Brazil, in line with H1 2019
- H1 2020 EBT at €20.8m (+51.8% vs H1 2019)
- Interest expense decreasing vs H1 2019 if not considering the FX change effect (€15.2m vs €16.2m)
- Taxes affected by CRM International (Brasil, due to FX impact) and CRM Europe

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.
(1) Interest Expense includes FX change effect of €0.9m in H1 2020.
(2) Like-for-like perimeter before the acquisition of Chain.

Key Financials By Division

€m

Jun-2020 Year To Date Performance



Key comments

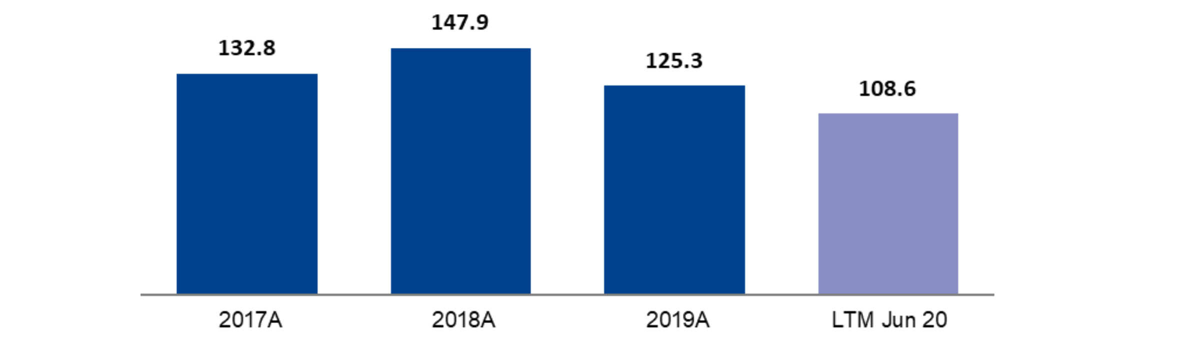
- In H1 2020 growth in Group Revenues (+€12.2m, +2.9%) and EBITDA (+€6.3m, +12.6%) compared to H1 2019
- Group performance impacted by FX effect. At constant currency H1 2019, +€39.9m in Revenues (€459.5m vs €419.6m in H1 2019, +9.5%), +10.3m in EBITDA (€60.4m vs €50.2m in H1 2019, +20.3%)
- Group EBITDA margin increased (13.1% vs 12.0% in H1 2019, +110 bps)
- IT Services keeps growing in H1 2020 both in Revenues (+€28.2m, +12.0%) and EBITDA (+€2.7m, +7.5%) compared to H1 2019
- CRM Europe Revenues impacted by right-sizing, while Ebitda improved vs H1 2019 (+3.3m)
- CRM International Revenues and Ebitda in line with H1 2019 (respectively -2.1% and +3.1%) while marginality improved (14.4% in H1 2020 vs 13.7% in H1 2019)
- CRM International like-for-like Revenues and Ebitda in line with H1 2019 at constant currency and marginality increase (30 bps, from 13.7% to 14.0%)
- Almawave significant growth in Revenues (+35.2%) vs H1 2019 and also in Ebitda (+31.8%) not considering the effect of €0.7m R&D tax credits in H1 2019

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

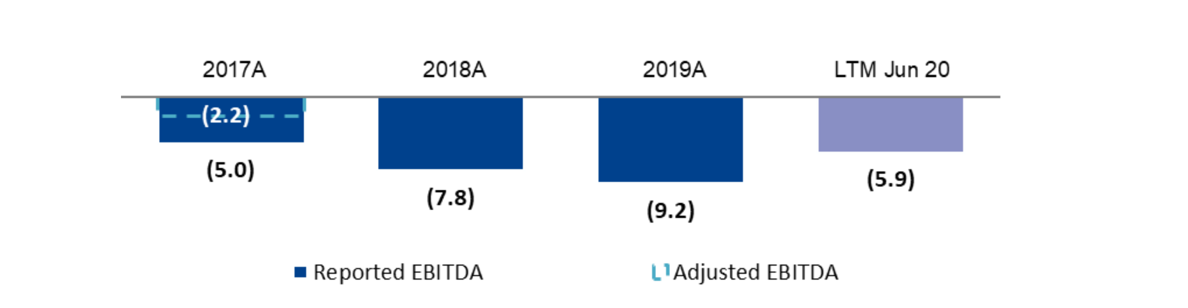
CRM Europe

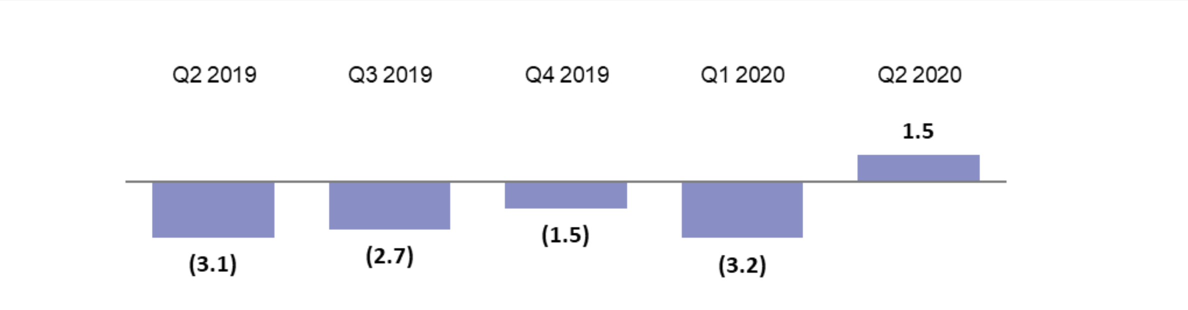
Key Financials

Revenue (€m)



EBITDA (€m)





Key comments

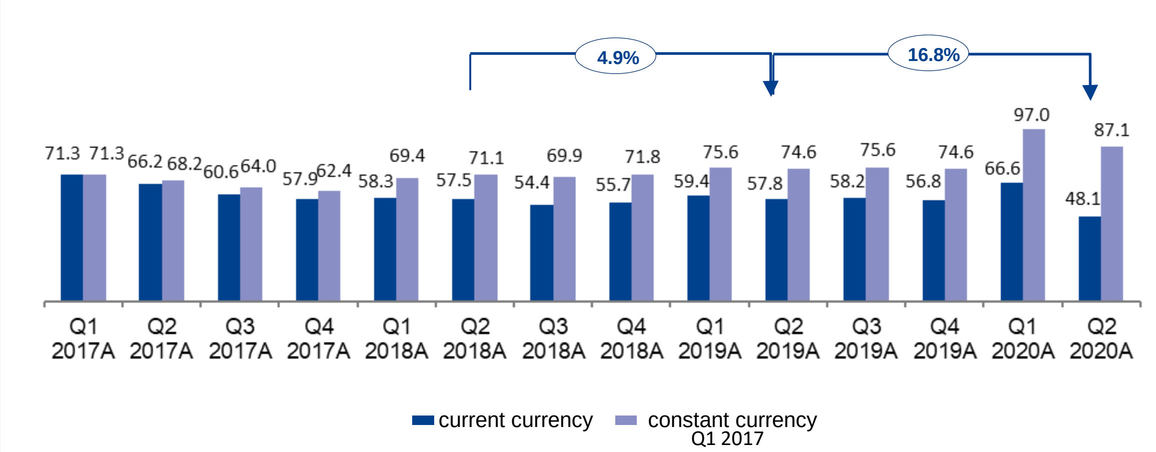
- Q2 2020 positive Ebitda at 1.5m€ and marginality of 6.1%
- Actions launched in previous quarters meant to improve the sites overall operational structure efficiency and to promote costs containment
- Q2 2020 EBITDA includes some extraordinary costs related to the management of Covid-19 emergency for €0.4m
- 85% of the workforce delivering services in smart-working (including the dedicated information service number 1500)
- Since 2015, CRM Europe's workforce has been consistently reduced in line with "rightsizing" of business operations and focus on only profitable relationships and products. As at July 2020, workforce reduction of 929 (-15.7%) vs December 2019 and of 4,054 vs December 2015 (-51.3%)
- Regarding the Palermo site, current agreement concerning the CIGS (social buffer) valid until September 2020. The parties involved (government, trade unions, clients) will further discuss volumes reshoring and fair tariffs in line with labor costs

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

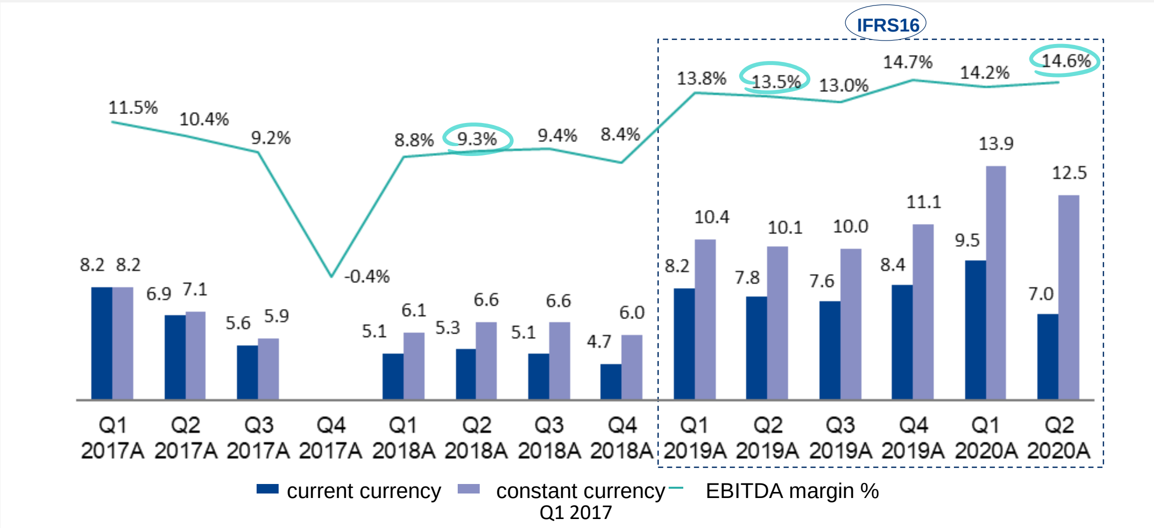
CRM International

Key Financials

Revenue (€m)

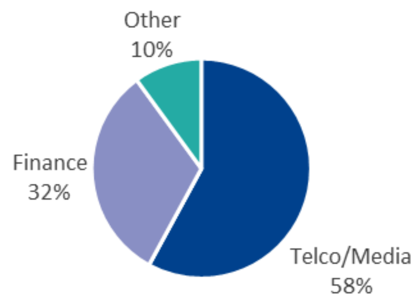


EBITDA (€m)

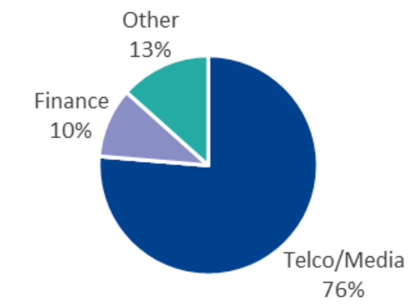


Revenue Breakdown

H1 2020



H1 2019



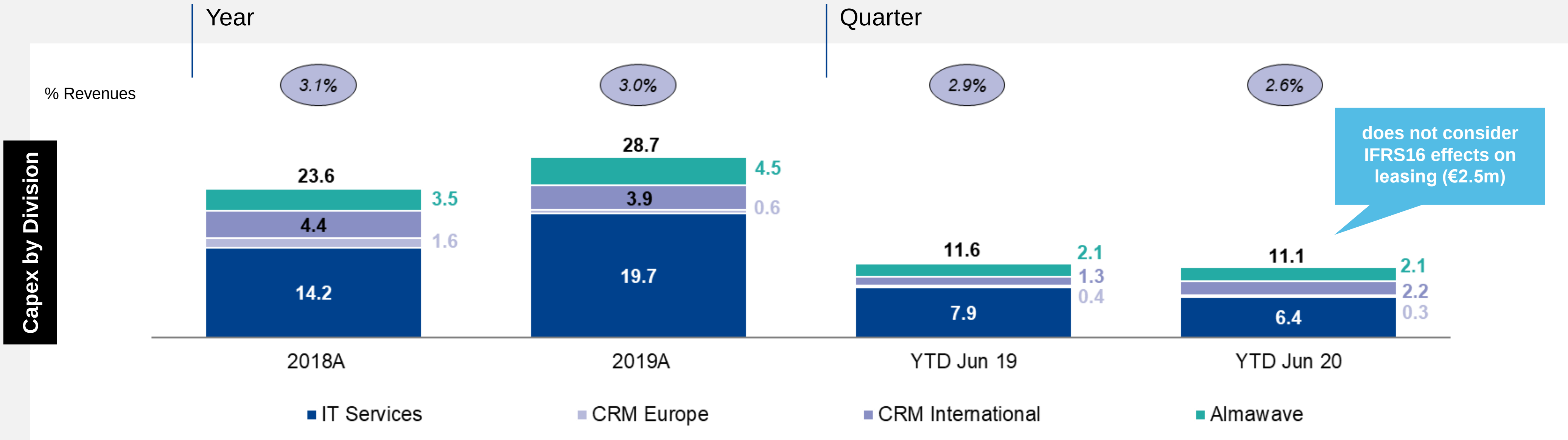
Key comments

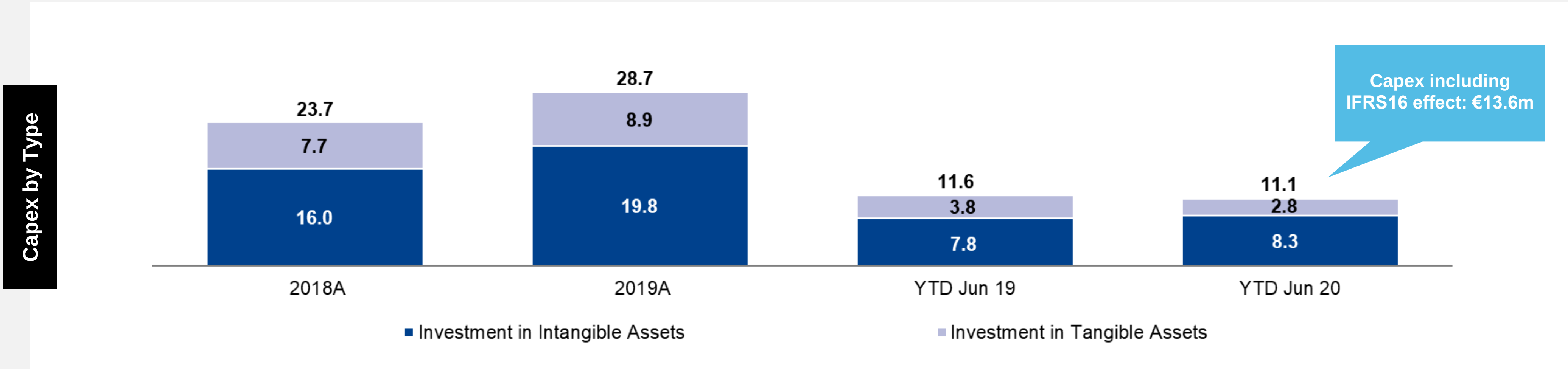
- Q2 2020 Revenues better than Q2 2019 (+€12.5m, +16.8%) at constant currency
- Q2 2020 EBITDA better than Q2 2019 (+€2.4m, +23.6%) at constant currency
- Q2 2020 EBITDA margin better than Q2 2019 (+14.6% vs 13.5%, +110 bps)
- Extraordinary performance with an EBITDA margin higher than 14% in the last 3 quarters
- Customers and industries diversification thanks to the completion of the acquisition of Chain with a strong reduction of telco/media weight on the overall portfolio

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

Capex Overview

€m





Capex do not consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.
2018 Investment in Intangible Assets does not include the financial acquisition of Sadel.

Summary Cash Flows

€m

€ million	YTD Jun 19	YTD Jun 20
Adjusted EBITDA	**50.2**	**56.5**
(Increase) / Decrease in Normalised Working Capital	**(41.7)**	**2.8**
Capex	**(11.6)**	**(11.1)**
Adjusted Operating Cash Flow	**(3.2)**	**48.2**
% Adjusted EBITDA	***(6.3)%***	***85.4%***
Taxes	**(2.3)**	**(2.0)**
Non-Recurring Items	**-**	**-**
Adjusted Free Cash Flow for Debt Service ante Dividend Payments and Other Items	**(5.4)**	**46.3**
Dividend Payments	**(0.6)**	**-**
Other Items(1)	**-**	**(10.2)**
Adjusted Free Cash Flow for Debt Service	**(6.0)**	**36.1**

A new representation has been adopted in order to consider exchange rate effect and a different consolidation perimeter after the acquisition of Chain

Key comments

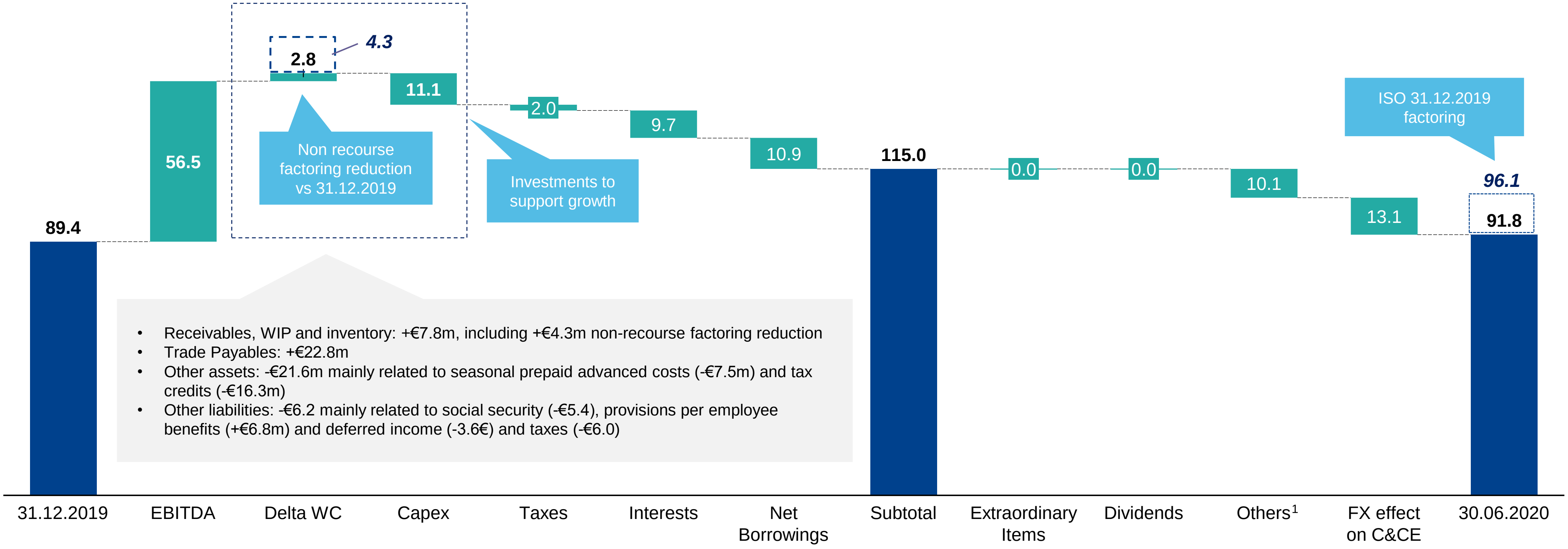
- Strong Free Cash Flow for Debt Service in H1 2020 with a total generation of €36.1m
- H1 2020 Capex at €11.1m without considering the IFRS16 effect, in line with H1 2019
- Change in working capital is mainly driven by receivables, other current assets and liabilities (taxes) reduction, trade payables and decrease in other liabilities
- Tax benefit in Italy from the recovery of fiscal losses carried forward at consolidated level; tax payment decrease, following the FX effect on CRM International
- Other Items include the acquisition of Chain

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.
(1) Includes equity investments, proceeds from non-controlling interests, change in assets held for sale and disinvestments.

Cash Flow

Strong operative performance with outstanding cash flow generation

Cash Balance (€m)



- Receivables, WIP and inventory: +€7.8m, including +€4.3m non-recourse factoring reduction
- Trade Payables: +€22.8m
- Other assets: -€21.6m mainly related to seasonal prepaid advanced costs (-€7.5m) and tax credits (-€16.3m)
- Other liabilities: -€6.2 mainly related to social security (-€5.4), provisions per employee benefits (+€6.8m) and deferred income (-3.6€) and taxes (-€6.0)

Key comments

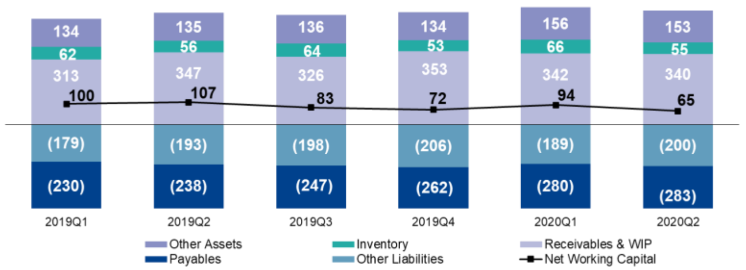
- Strong operative performance with EBITDA increase (+€6.3m, +12.6% at Group level vs H1 2019)
- Minor impact on working capital needs notwithstanding the support to revenues increase (+€12.2m at Group level vs H1 2019) mainly in IT sector
- Impact on working capital needs of non-recourse factoring utilization for €4.3m vs December 2019
- Decrease of RCF utilization in Q2 2020 (-€5.0m vs Q1 2020) and in line with December 2019

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.
(1) Includes the acquisition of Chain.

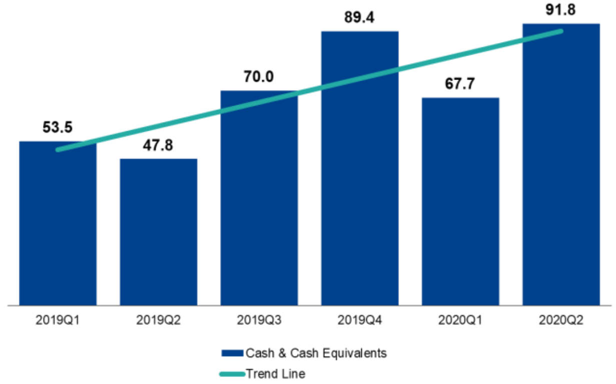
Financial Highlights

Solid liquidity position with several undrawn resources available

Working Capital (€m)

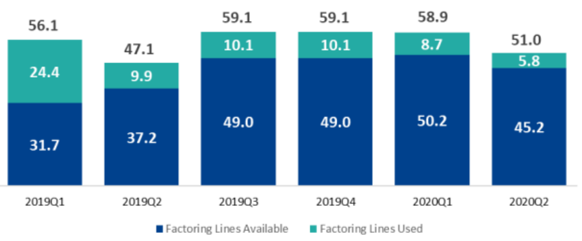


Cash & Cash Equivalents (€m)

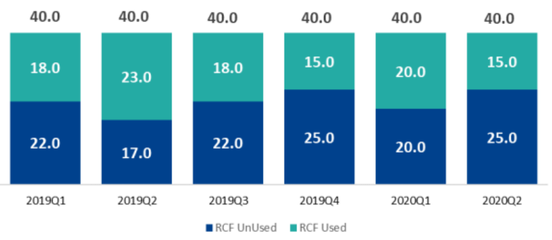


Factoring without Recourse & RCF (€m)

Factoring WO Recourse



RCF



Net Debt (€m)

	2019Q2	2019Q3	2019Q4	2020Q1	2020Q2
Net Debt	(298.9)	(274.3)	(259.0)	(278.9)	(239.0)
Delta vs Previous Q		24.6	15.3	(19.9)	39.9
Delta vs 2019Q2		24.6	39.9	20.0	59.9

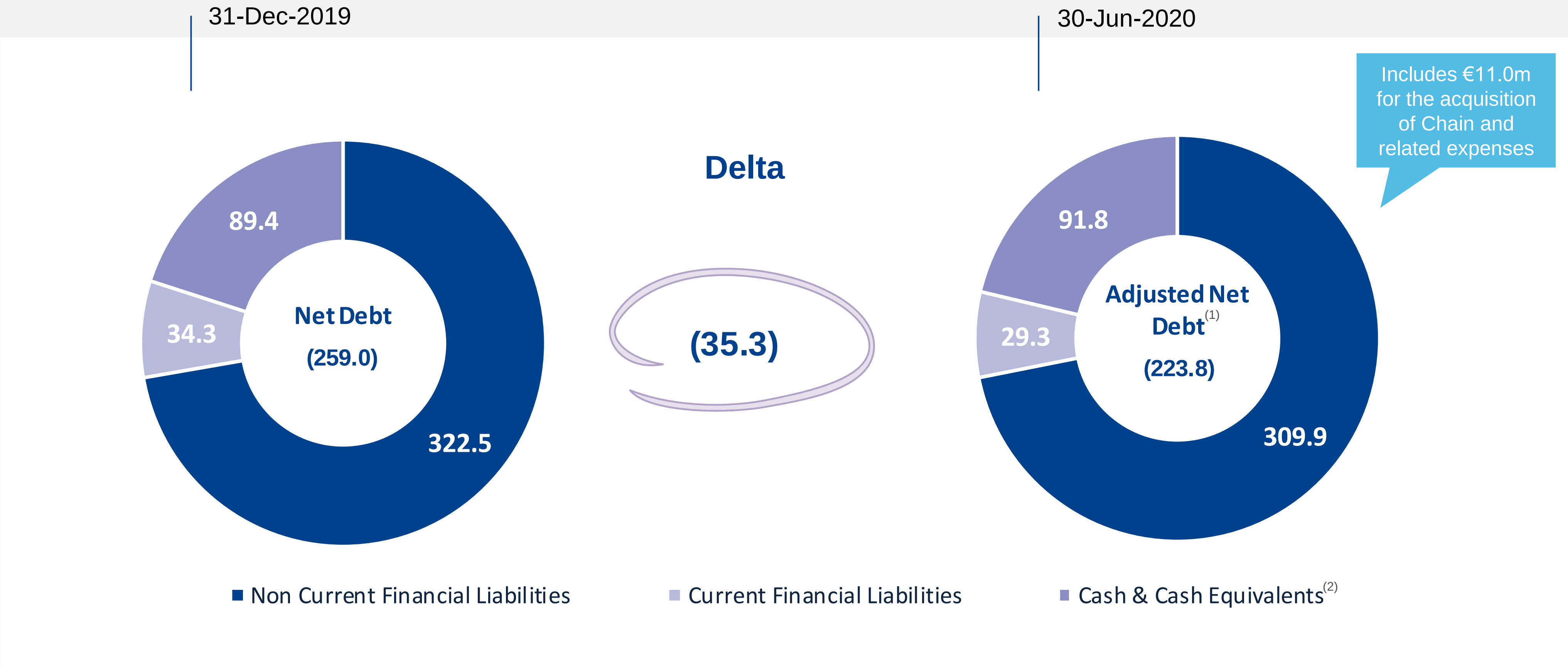
Net Debt | **C&CE** | **Credit lines available** | **Credit lines used**

2020Q2 vs 2019Q2 strong cash generation, extraordinary liquidity position, high credit lines availability with utilization slow down

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

Financial Debt

Adjusted Net Debt(1) Reduction, Considering Non-recourse Factoring Reduction and Acquisition of Chain (€m)



- Strong Net Debt reduction compared to H1 2019 (improvement of €60m)
- Outstanding Cash Balance position
- Extraordinary Leverage reduction (2.2x vs 3.0x in June 2019)

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

(1) Net Debt adjusted considering the reduction of non-recourse factoring vs 31.12.2019 and the net cash-out for the acquisition of Chain (€11.0m)

(2) Includes non-recourse factoring reduction vs 31.12.2019 (€4.3m) and the net cash-out for the acquisition of Chain (€11.0m)

Capitalisation Structure as at 30-Jun-20

€m	Amount	LTM Jun 20 Adj. EBITDA	Pricing	Maturity
Cash and cash equivalents	(91.8)			
Total current and non-current financial assets[1]	(8.3)			
Senior Secured Notes	**250.0**		**7.25%**	**Oct-2022**
Super Senior RCF (Drawn)	15			
Other financial liabilities[2]	74			
Total Gross Debt	**339.2**	**3.1x**		
Total Net Debt	**(239.0)**	**2.2x**		
LTM Jun 20 Adjusted EBITDA		**107.9**		
Super Senior RCF (Undrawn)	25.0		E+450bps	feb-22

Key Credit Stats (YTD Jun-20)

- Net Total Leverage: 2.2x
- Interest Coverage Ratio: 3.0x
- €15.0m RCF drawdown driven by working capital cycle

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.
(1) Include financial credits.
(2) Other financial liabilities include SIMEST participation, Government subsidized financings, accrued interests on coupon paid in October 2020 (€3.8m) and leasing.

Q2 2020 Performance

Final remarks

Almaviva business model more than resilient notwithstanding Covid-19, also considering that the impact of the lockdown at worldwide level was deeper in Q2 than Q1 2020

Backlog continues to be very strong

Positive outlooks on market trends and public procurement

Solid operative performance in every sector, including CRM Europe

Strong margin in every division both at current and constant currency

Extraordinary Leverage Reduction

Outstanding cash balance position

Appendix

Adoption of the New IFRS 16 Accounting Principle

Focus on the Impact on Consolidated Financial Statements as of June 30, 2020

Backup

	Financial Highlights Ante IFRS 16 Adoption	IFRS 16 Adoption Impact	Financial Highlights Post IFRS 16 Adoption	
Tangible Assets	**40.0 m€**	**41.0 m€**	**81.0 m€**	Accounting of *right-to-use assets*
Net Debt	**189.2 m€**	**49.9 m€**	**239.0 m€**	Accounting of *lease liabilities*
EBITDA	47.7 m€	8.8 m€	56.5 m€	Decreased accounting of *operating lease costs*
EBIT	35.6 m€	1.3 m€	36.9 m€	Increased accounting of *amortization* on right-to-use assets
Interests	(13.7) m€	(2.3) m€	(16.0) m€	Increased accounting of *interests* on lease liabilities
Net Result	21.0 m€	(1.1) m€	19.9 m€	
Gross Debt on LTM EBITDA	**3.3x**	**(0.1)x**	**3.1x**	
Net Debt on LTM EBITDA	**2.1x**	**0.1x**	**2.2x**	
Interest Coverage Ratio	**3.2x**	**0.1x**	**3.3x**	

IFRS 16 is effective for annual reporting periods beginning on or after 1 January 2019. The objective is to report information that faithfully represents lease transactions. IFRS 16 requires a lessee to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligation to make lease payments, for all leases with a term of more than 12 months, unless the underlying asset is of low value. As a consequence, the lessee recognises depreciation of the right-of-use asset and interest on the lease liability, instead of the lease cost recognized before the IFRS16 adoption.

2019 and 2020 figures consider the adoption of the new accounting principle IFRS 16 that came into effect on 1st January 2019.

Financing Facilities

Solid liquidity position with several undrawn resources available

Backup

	Permitted Indebtedness[1]	Used[2]	Features
Super Senior Revolving Credit Facility	**€40.0m (€40.0m committed)**	**€15.0m**	Fully committed, no clean-down Repayment in February 2022
Factoring Without Recourse	**Unlimited (€51.0m committed)**	**€5.8m**	Easy access with large clients and contracts
Factoring With Recourse	**€50.0m**	**-**	Easy access with large clients and contracts
General Basket	**€25.0m**	**€0.0m**	Additional debt for general purpose
Local Facilities Basket	**€15.0m**	**€10.1m**	Amortizing repayment

(1) According to Senior Secured Notes Indenture and to the Revolving Credit Facility Agreement.
(2) As of 30-Jun-2020.