



# Group Presentation

Milan, September 27, 2023

Intermonte - Le Eccellenze del Made in Italy

**Alessandro Fabbroni**  
*Chief Executive Officer*

**Elisa Gironi**  
*Corporate Governance, Integration and M&A  
Director*

# Agenda

- **Business model and strategic achievements**
- **Group Results as of July 31, 2023 and FY 2024E Guidance**
- **Group Structure and Business Sectors VAD, SSI, BS**
- **Annexes Financial Statements**

# Business Model and Strategic Achievements

## Leading digital partner for Enterprises and Organizations

- **Leading digital partner for the business segment:** technology, digital services and business applications
- **About 40,000 customers (o/w 4,000 abroad) and over Eu 2.9 Bn revenues in FY as of April 30, 2023**
- HR and digital skills development (**5,188 employees as of July 31, 2023, +19.6% Y/Y, 800 new internal hires LTM**) as driver of organic growth

## Continuous growth embracing digitalization path

- **Outstanding 4Y period 2020-23 CAGR: revenues +17.0%, EBITDA +29.6%, EAT Adjusted +33.6%**, thanks to the focus on main digital trends as cloud, security, vertical applications, digital platforms, data science
- Long-Term Track Record: 12Y 2012-23 CAGR revenues +12.0%, EBITDA +16.2%, EAT Adjusted +19.8%
- **Great start of FY 2024 (Q1 as of July 31, 2023: revenues +15.9% Y/Y<sup>1</sup>, EBITDA +17.2% Y/Y<sup>1</sup>, EAT Adjusted +11.1% Y/Y<sup>1</sup>)** after a strong FY 2023 growth (Eu 2.9 Bn revenues +21.7% Y/Y; Eu 209.4 Mn Ebitda, +24.9% Y/Y)
- **Positive FY 2024 outlook confirmed, with expected double-digit growth in revenues and operating profit**

## Solid organic growth boosted by Bolt-on M&As

- M&As annual average contribution to historical Group growth equal to about 30%, with solid 70% organic growth
- Skills-intensive bolt-on M&As as booster of organic long-term growth with **over 60 M&As in 2015-23 period** totalling 2,400 HRs and over Eu 600 Mn annual revenues at acquisition time (over Eu 1 Bn in FY 2024E)
- **18 M&As in 2022 Year** (Eu 160 Mn revenues, Ebitda margin 15%, 550 new employees), **9 M&As in Jan-Jul 2023** (Eu 51.5 Mn revenues, Ebitda margin 18%, 450 new employees)

## Commitment to long-term sustainable growth

- **Steady cash flow generation:** average 70% Ebitda Cash Conversion in the last 4 Year period
- Long-term commitment of Group key people, involved in Sesa share capital through the holding company ITH S.p.A.

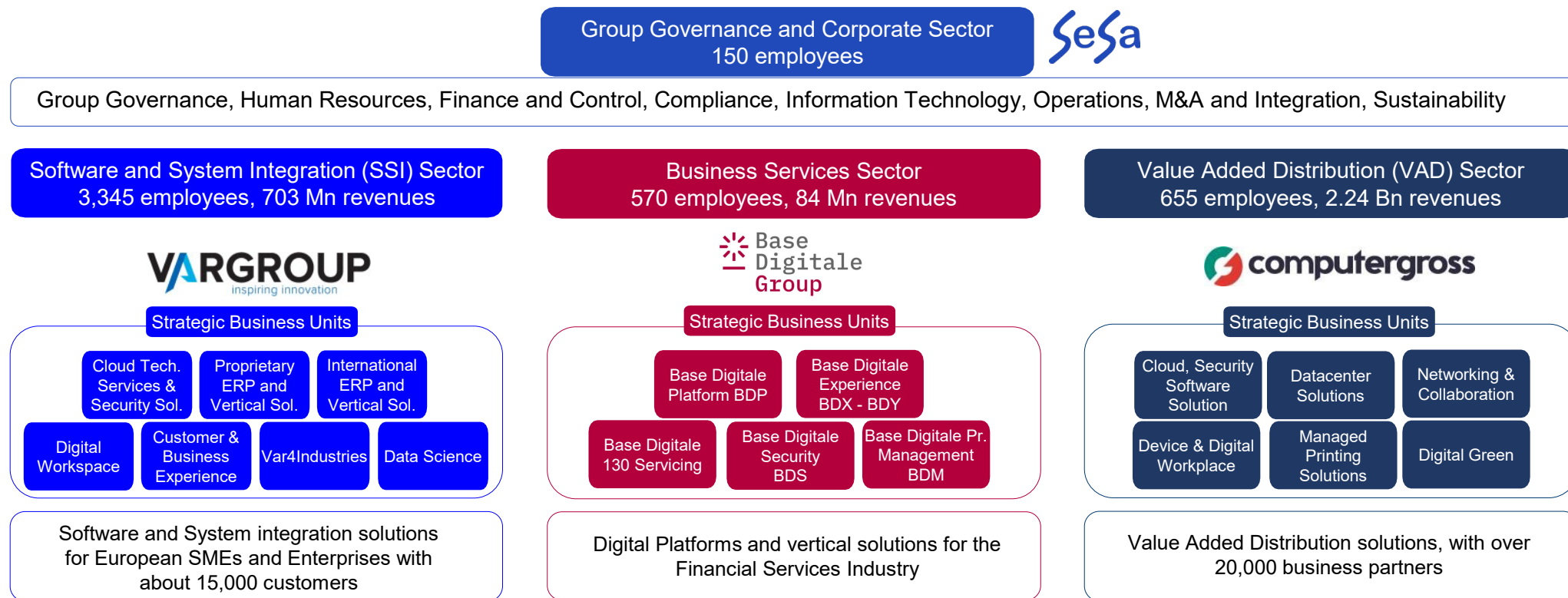
# Technology innovation and digital services for the Business segment

Italian leading player in technological innovation and digital services with 4,720 employees and Eu 2.908 Bn revenues in the FY 2023

Outstanding Growth in the last 4Y period 2020-23: **CAGR revenues +17.0%, EBITDA +29.6%, EAT Adjusted +33.6%**

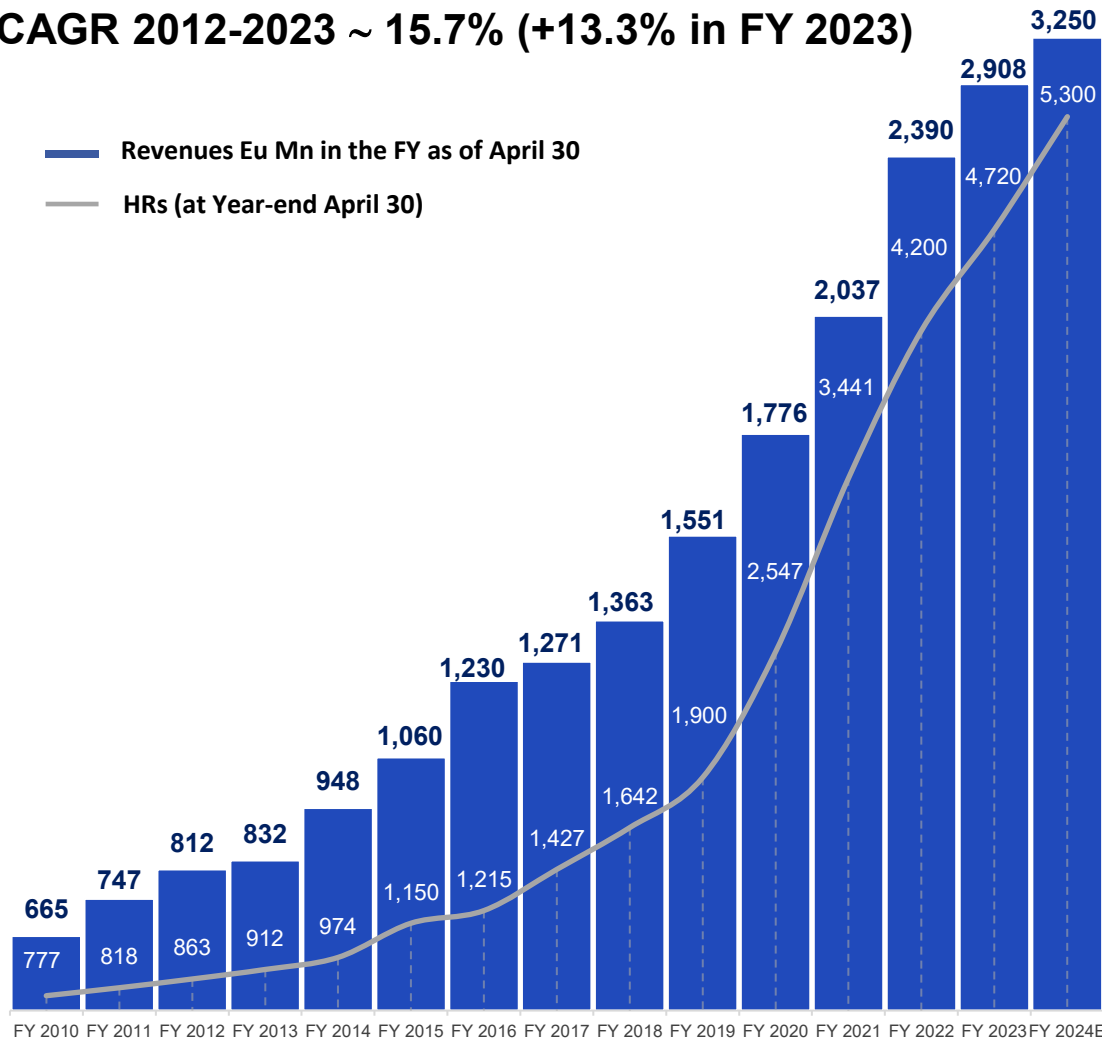
**5,188 employees as of July 31, 2023 and revenues expected in FY2024 in the range Eu 3.2 - Eu 3.3 Bn**

Group Strategic Business Units' organisation focusing on Vertical Applications, Technology and Digital Services for the Business segment



# Human capital and skills development programs

**CAGR 2012-2023 ~ 15.7% (+13.3% in FY 2023)**



## Hiring programs

- **166** hires in Jan-Dec 2018
- **245** hires in Jan-Dec 2019 (+48% Y/Y)
- **322** hires in Jan-Dec 2020 (+31% Y/Y)
- **467** hires in Jan-Dec 2021 (+45% Y/Y)
- **647** hires in Jan-Dec 2022 (+40% Y/Y)
- **460** hires in the 7M Period Jan-Jul 2023

## M&As contribution

- **2015-17:** 7 M&As, 355 HRs
- **2018-19:** 5 M&As, 199 HRs
- **Jan-Dec 2020:** 10 M&As, 618 HRs
- **Jan-Dec 2021:** 15 M&As, 325 HRs
- **Jan-Dec 2022:** 18 M&As, 547 HRs
- **Jan-Jul 2023:** 9 M&As, 450 HRs

## Hiring, Training and Retention Programs

- Human Resources CAGR 2012-2023 equal to 15.7%, thanks to continuous improvement of Group hiring programs
- Integration of bolt-on M&As (over 60 M&As starting from Year 2015) with about new 2,400 skilled human resources
- Extensive welfare programs to improve well-being and work-life balance of Group human resources
- Professional development and education plans: training programs on Technical, Soft Skills, Compliance (Security and ESG) totalling 69,511 hours in FY23, +14% Y/Y

# Bolt-on industrial M&As to accelerate long-term organic growth

To attract and integrate skills and competences, enhancing long-term organic growth:

- **Over 60 M&As starting from 2015** with additional 2,400 HRs and over Eu 600 Mn annual revenues at acquisition time (Eu 1 Bn in the FY23)
- **18 M&As in 2022 Year** (Eu 160 Mn revenues, Ebitda margin 15%, 550 new employees), **9 M&As in Jan-Jul 2023** (Eu 51.5 Mn revenues, Ebitda margin 18%, 450 new employees)

Group Business Sectors	2015-2017 <sup>1</sup>	2018-2019 <sup>1</sup>	Jan - Dec 2020 <sup>1</sup>	Jan - Dec 2021 <sup>1</sup>	Jan - Dec 2022 <sup>1</sup>	Jan - Jul 2023 <sup>1</sup>	FY April 30, 2023
Value Added Distribution	2 M&As 68 Mn 20 HR	1 M&A 20 Mn 23 HR	2 M&As 12 Mn 29 HR	2 M&As 80 Mn 65 HR	2 M&As 65 Mn <sup>2</sup> 50 HR	1 M&A <sup>3</sup> 4 Mn 40 HR	Eu 1 billion revenues and 2,400 HRs  (2015-2023 M&As combined perimeter of operations)
Software and System Integration	5 M&As 41 Mn 335 HR	4 M&As 41 Mn 176 HR	6 M&As 45 Mn 277 HR	8 M&As 41 Mn 131 HR	10 M&As 55 Mn 390 HR	7 M&As <sup>3</sup> 32.5 Mn 275 HR	
Business Services	New Group Sector starting from March 2020		2 M&As 47 Mn 312 HR	5 M&As 20 Mn 129 HR	6 M&As 40 Mn 107 HR	1 M&A <sup>3</sup> 15 Mn 133 HR	
	7 M&As 109 Mn 355 HR	5 M&As 61 Mn 199 HR	10 M&As 104 Mn 618 HR	15 M&As 141 Mn 325 HR	18 M&As 160 Mn 547 HR	9 M&As 51.5 Mn 450 HR	

- **M&As annual average contribution to Group's historical growth equal to about 30%**, with solid 70% organic growth
- Deal structure focused on the long-term commitment of skills and key people of the target companies, **with entry value EV/Ebitda equal to ~ 5x**, progressive share capital acquisition and integration with the Group Strategic Business Units (M&A and Corporate Integration dedicated Team at Corporate Sector)

# Long-term commitment of key people and value generation

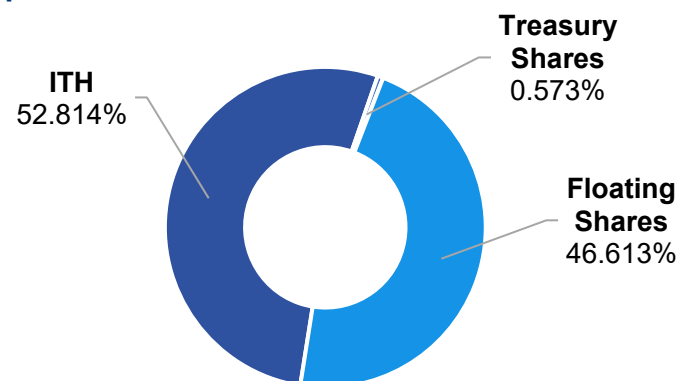
## Key people equity commitment and sustainable growth

Sesa Group equity partners' focus on long term Group development under long-term equity commitment program:

- Chairman and Sesa Founder in 70s **Paolo Castellacci**, Vice Chairman and Sesa partner **Giovanni Moriani**, joining Sesa since 80s;
- Group CEO **Alessandro Fabbroni**, Sesa partner since 2008;
- Business Sectors managing partners.

**Sesa Group main key people jointly own ~ 80% of ITH S.p.A. capital** (Sesa majority stakeholder with 52.8%), with ~ 20% stake held by T.I.P., long term industrial partner since 2019

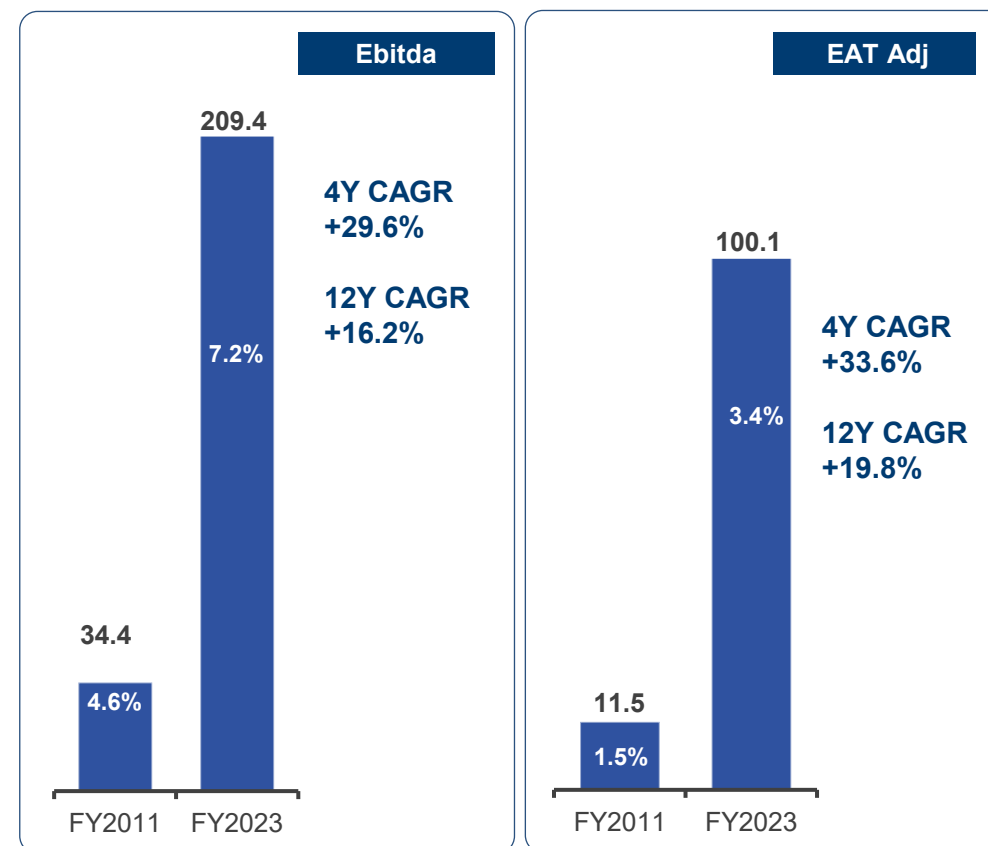
## Sesa share capital



Sesa treasury shares as of July 31, 2023

## Group Long-term track record achievements

<b>REVENUES FY11</b>	Eu 747 Mn	<b>EAT Adj FY11</b>	Eu 12 Mn
<b>REVENUES FY23</b>	Eu 2,908 Mn	<b>EAT Adj FY23</b>	Eu 100 Mn
<b>EBITDA FY11</b>	Eu 34 Mn	<b>EBITDA margin FY11</b>	4.6%
<b>EBITDA FY23</b>	Eu 209 Mn	<b>EBITDA margin FY23</b>	7.2%





# Market Trends confirm digitalization path

## Worldwide ICT market

- After the acceleration of 2021 Year (+13.4% Y/Y), driven by Devices (+17.4% Y/Y) and Enterprise Software (+44.4% Y/Y), the ICT market in 2022 and 2023E have been reporting a deceleration trend (+3.0% Y/Y in 2022 and +4.3% Y/Y in 2023) with Enterprise Software and IT Services that continue to growth about 10% Y/Y
- In the 2Y period 2023-24 Global ICT Market is expected to growth with an annual average rate of 6.5%, strongly overperforming the pre-Covid trends, driven by IT Services and Enterprise Software, representing Sesa Group core business

## IT Italian market

- The Italian market continues to growth with a pace significantly higher than the pre-Covid one: 2022-24E average growth rate equal to 4.5%, compared with 2.6% average annual rate in 2017-19 period
- Italian IT demand driven by the positive trend of Management Services segment (+10.3% Y/Y in 2023 and +12.4% Y/Y in 2024) despite the deceleration of Hardware (-2.7% Y/Y in 2023)

ICT Worldwide Market, source Gartner September 2023

Bn Dollars	2018	2019	2020	2021	2022	2023E	2024E
Data Centre Systems	210	203	208	190	221	218	236
Enterprise Software	419	457	507	732	811	923	1,053
Devices	712	682	688	808	766	700	748
IT Services	993	1,031	1,088	1,208	1,306	1,421	1,585
Communication Services	1,380	1,365	1,386	1,459	1,423	1,462	1,518
<b>Total</b>	<b>3,714</b>	<b>3,738</b>	<b>3,877</b>	<b>4,396</b>	<b>4,528</b>	<b>4,723</b>	<b>5,140</b>

% YoY growth	19/18	20/19	21/20	22/21	23E/22	24E/23E
Data Centre Systems	-3.3%	2.5%	-8.9%	16.7%	-1.5%	8.1%
Enterprise Software	9.1%	10.9%	44.4%	10.9%	13.7%	14.1%
Devices	-4.2%	0.9%	17.4%	-5.1%	-8.6%	6.9%
IT Services	3.8%	5.5%	11.0%	8.1%	8.8%	11.6%
Communication Services	-1.1%	1.5%	5.3%	-2.5%	2.7%	3.8%
<b>Total</b>	<b>0.6%</b>	<b>3.7%</b>	<b>13.4%</b>	<b>3.0%</b>	<b>4.3%</b>	<b>8.8%</b>

IT Italian Market, source Sirmi September 2023

Mn Euro	2017	2018	2019	2020	2021	2022	2023E	2024E
Hardware	6,044	6,025	6,172	6,266	6,770	6,392	6,216	6,221
Software	3,833	3,845	3,861	3,792	3,922	4,073	4,123	4,261
Development services	3,436	3,500	3,588	3,640	3,854	4,019	4,082	4,211
Management services	5,504	5,900	6,350	6,797	7,597	8,534	9,410	10,573
<b>TOTAL IT</b>	<b>18,817</b>	<b>19,270</b>	<b>19,972</b>	<b>20,496</b>	<b>22,143</b>	<b>23,017</b>	<b>23,832</b>	<b>25,266</b>
<b>o/w Cloud</b>	<b>1,862</b>	<b>2,302</b>	<b>2,830</b>	<b>3,409</b>	<b>4,240</b>	<b>5,259</b>	<b>6,291</b>	<b>7,548</b>
<b>Cloud growth %</b>	<b>23.3%</b>	<b>23.6%</b>	<b>23.0%</b>	<b>20.4%</b>	<b>24.4%</b>	<b>24.0%</b>	<b>19.6%</b>	<b>20.0%</b>

% YoY growth	17/16	18/17	19/18	20/19	21/20	22/21	23E/22	24E/23E
Hardware	0.6%	-0.3%	2.4%	1.5%	8.1%	-5.6%	-2.7%	0.1%
Software	-0.4%	0.3%	0.4%	-1.8%	3.4%	3.8%	1.2%	3.3%
Development services	0.4%	1.9%	2.5%	1.5%	5.9%	4.3%	1.6%	3.2%
Management services	6.0%	7.2%	7.6%	7.0%	11.8%	12.3%	10.3%	12.4%
<b>TOTAL IT</b>	<b>1.9%</b>	<b>2.4%</b>	<b>3.6%</b>	<b>2.6%</b>	<b>8.0%</b>	<b>3.9%</b>	<b>3.5%</b>	<b>6.0%</b>



# Sustainability programs improvement

- Sustainable growth in corporate bylaws as **strategic target of Sesa BoD** (since Jan 2021)
- Sesa **Group certifications and ESG Rating**:
  - **SA 8000** (Social Accountability Int. Std)
  - **UNI Pdr 125/2022** (Gender Equality)
  - **Environmental certification ISO 14001**
  - **UN Global Compact membership**
  - **Ecovadis CSR rating: Gold medal**
  - **MSCI ESG rating: BBB**
  - **CDP rating: D** achieved in December 2022
- **ESG Targets** in Group Integrated Annual Report
- Continuous enforcement of **welfare programs** for well-being of co-workers:
  - Scholarships for employees' children
  - Sustainable mobility programs
  - Work-life balance programs
  - Education programs (~ **70,000 training hours** in FY22, +14% Y/Y)
- Inclusion of ESG targets in the MBO of the Group key people
- Diversity & Inclusion programs



- **Carbon Neutrality programs** in line with EU Agenda
- **Environmental performance in FY 2023**: emissions per capita 1.22 tCO<sub>2</sub> (10.3% reduction Y/Y); waste per capita 0.03 t (26.7% reduction Y/Y)
- **Renewable energy production** 1.3 million kWh in FY 2023, up by 25% Y/Y; green electricity program adoption (93% of total supplies FY 2023)
- **Lines of business dedicated to renewable energy** and circular economy (**over Eu 300 Mn** revenues in FY 2023)
- **Value generation in a responsible way** for social communities and all stakeholders
- Improving quality life of people, organizations and environment through **digital transformation**
- **Sesa Foundation**: no-profit corporate organization committed to charity, welfare and social community programs
- **Stakeholder Relations Team** dedicated to stakeholder engagement as an integral part of the Sesa Group ESG strategy

**Alessandro Fabbroni**  
*Chief Executive Officer*

**Elisa Gironi**  
*Corporate Governance, Integration and M&A  
Director*

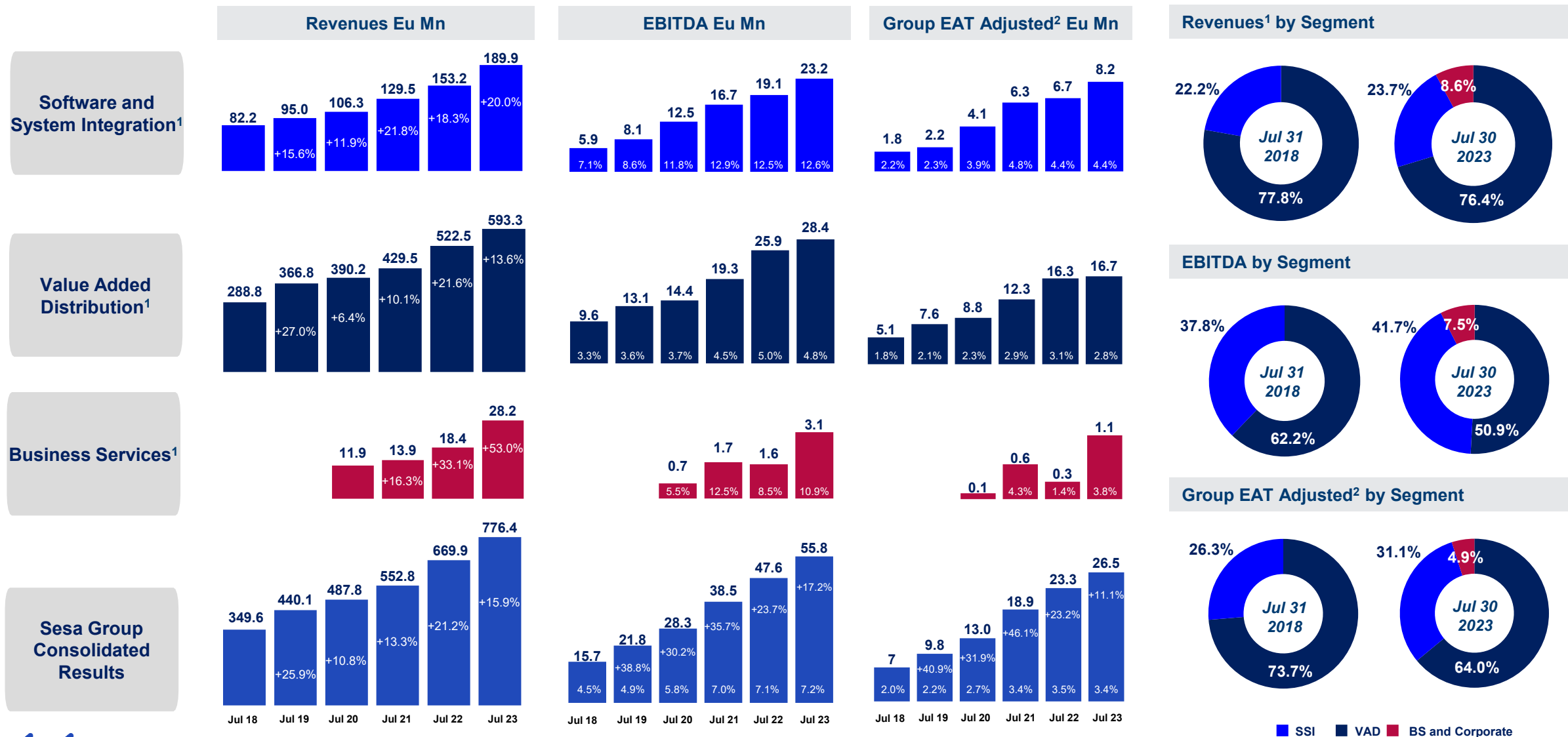
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- Annexes Financial Statements

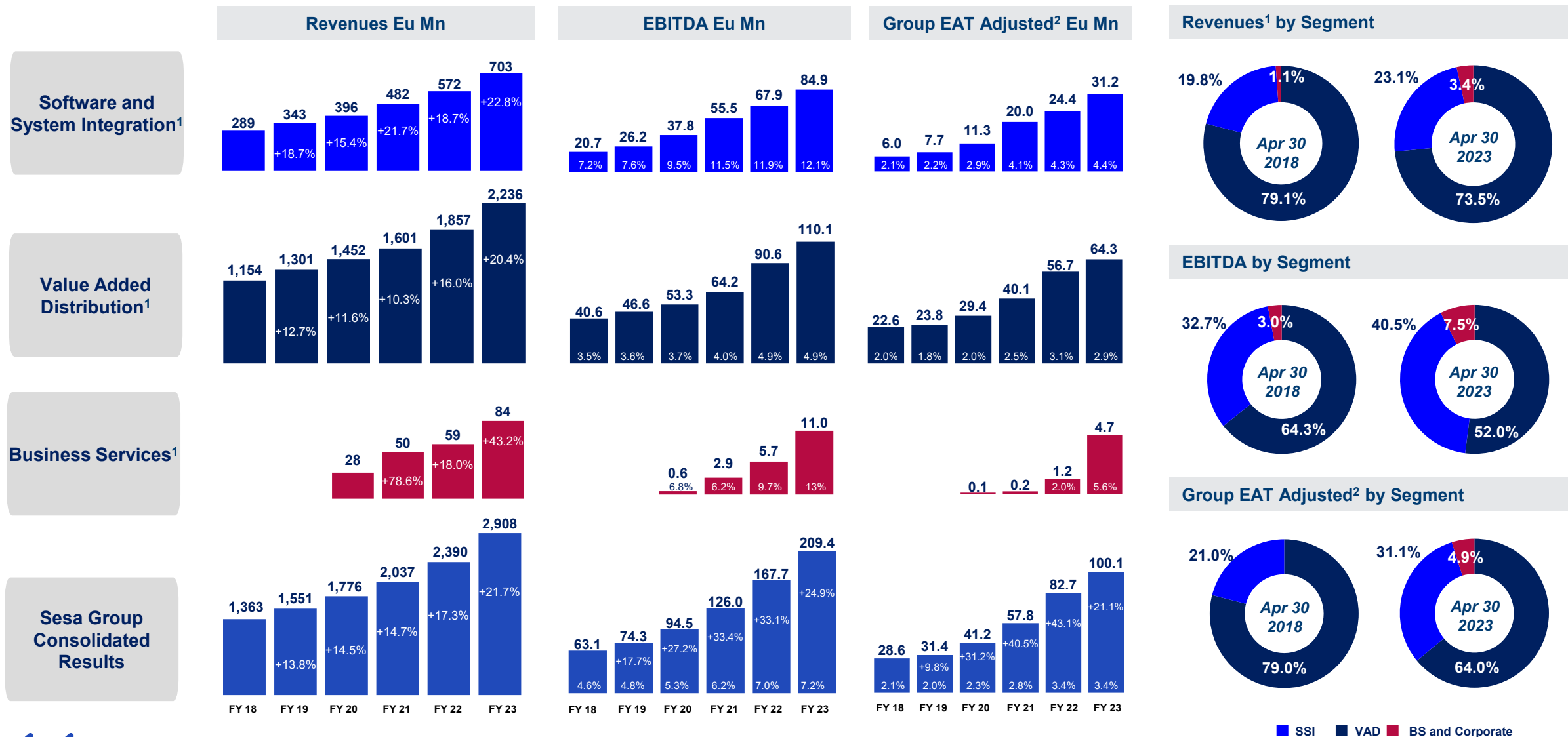
# Steady growth in Q1 2024

	Revenues	Ebitda	Group EAT Adj <sup>1</sup>	
<b>Q1 2024</b> (May - Jul 23)	<b>Eu 776.4 Mn</b> (+15.9% Y/Y)	<b>Eu 55.8 Mn</b> (+17.2% Y/Y) Ebitda Margin 7.2% (vs 7.1% Q1 23)	<b>Eu 26.5 Mn</b> (+11.1% Y/Y) EAT Adj margin 3.4% (vs 3.6% Q1 23)	<b>NFP<sup>2</sup></b> <b>Eu 208.5 Mn (net cash)</b> <b>vs</b> <b>Eu 208.3 Mn (net cash)</b> <b>as of July 31, 2022</b>
<b>FY 2023</b> (May 22 - Apr 23)	<b>Eu 2,907.6 Mn</b> (+21.7% Y/Y)	<b>Eu 209.4 Mn</b> (+24.9% Y/Y) <b>Ebitda Margin</b> 7.2% (vs 7.0% FY 22)	<b>Eu 100.1 Mn</b> (+21.1% Y/Y) <b>EAT Adj margin</b> 3.4% (vs 3.5% FY 22)	<b>NFP<sup>2</sup></b> <b>Eu 239.5 Mn (net cash)</b> <b>vs</b> <b>Eu 245.3 Mn (net cash)</b> <b>as of April 30, 2022</b>
<b>CAGR 2012-23</b> o/w external growth	<b>+12.0%</b> ~ 20%	<b>+16.2%</b> ~ 22.5%	<b>+19.8%</b> ~ 22.5%	<b>Avg market growth ~ 2%</b>
<b>CAGR 2020-23</b> o/w external growth	<b>+17.0%</b> ~ 30%	<b>+29.6%</b> ~ 35%	<b>+33.6%</b> ~ 35%	<b>Avg market growth ~ 5%</b>
<b>Q1 2024 on Q1 2023</b> o/w external growth	<b>+15.9%</b> ~ 30%	<b>+17.2%</b> ~ 35%	<b>+11.1%</b> ~ 35%	<b>Market growth ~ 3.5%</b>
<b>REMARKS</b>	<p>→ <b>Steady organic growth in Q1 2024, with a contribution from M&amp;A equal to about 30% in revenues and 35% in operating profit (in line with the average 30% over the 4Y period 2020-23)</b></p> <p>→ <b>Sesa capability to overperform the market trend in the phases of economic deceleration, gaining market share</b></p>			

## Revenues, EBITDA and EAT improvement by segment (Q1 2018-24)



# FY 2018-2023 Revenues, EBITDA and EAT by segment



(1) Sales and other revenues, Ebitda and EAT Adjusted gross of intercompany eliminations

(2) Adjusted EAT after minorities, gross of amortisation of intangible assets (client lists and know-how) deriving from PPA and gross of 3Y-Stock Grant Plan costs (for the FY 2022 and 2023), net of tax effect

# Q1 2024 Financial Results and FY 2024 Outlook

Eu million	Results FY 2022 - FY 2023			Results Q1 2024			Group CAGR		FY 2024 Guidance	
	FY 2022 12M	FY 2023 12M	FY 2023 Y/Y	Q1 2023 3M	Q1 2024 3M	Quarter Growth Y/Y	12Year CAGR 2012-23	4Year CAGR 2020-23	FY 2024 <sup>3</sup>	FY 2024 Y/Y
Revenues	2,389.8	2,907.6	+21.7%	669.9	776.4	+15.9%	+12.0%	+17.0%	3.2-3.3 Bn	+10%-15%
Ebitda	167.7	209.4	+24.9%	47.6	55.8	+17.2%	+16.2%	+29.6%	240-250 Mn	+15%-20%
Ebitda Margin	7.0%	7.2%		7.1%	7.2%				7.1% - 7.6%	
EBIT Adj <sup>1</sup>	125.9	160.9	+27.8%	37.5	44.7	+19.4%	+16.6%	+30.4%	185-193 Mn	+15%-20%
EBIT Adj Margin	5.3%	5.5%		5.6%	5.8%					
Group EAT Adj <sup>1</sup>	82.7	100.1	+21.1%	23.3	26.5	+11.1%	+19.8%	+33.6%	110-115 Mn	+10%-15%
EAT Adj Margin	3.5%	3.4%		3.5%	3.4%				3.3% - 3.6%	
Human Resources	4,163	4,720	+13.3%	4,339	5,188	+19.6%	+15.7%	+25.5%	5,300	+12%
Dividend per share	0,9	1,0	+11.1%							
Total dividend	13.9	15.5	+11.1%							
NFP <sup>2</sup> (Net liquidity)	(245.3)	(239.5)	+5.8 Mn	(208.3)	(208.5)	-0.2 Mn	Ebitda Cash Conversion 70%			
NFP Reported (Net liquidity)	(92.0)	(33.7)	+58.3 Mn	(40.5)	11.4	+51.9 Mn				

- After strong FY 2023 (revenues +21.7% Y/Y, Ebitda, +24.9% Y/Y), **great trend also in Q1 2024: revenues +15.9% Y/Y<sup>4</sup>, EBITDA +17.2% Y/Y<sup>4</sup>, EAT Adjusted +11.1% Y/Y<sup>4</sup> (Ebitda margin up to 7.2% vs 7.1% of the prior Year)**
- **Positive FY 2024 outlook** with expected double-digit growth in revenues (Eu 3.2-3.3 Bn, +10%-15% Y/Y) and operating profit (Ebitda, Eu 240-250 Mn, +15%-20% Y/Y)
- **Operating Cash Flow generation for Eu 130 Mn LTM** with LTM Capex and M&A investments equal to about Eu 160 Mn (of which Eu 40 Mn capex)
- Net Financial Position as reported includes Eu 219.9 Mn (compared to Eu 167,7 Mn ad of July 2022) of Ifrs Debt mainly referring to deferred liability towards minorities for M&As Earn Out and Put Option
- **2023 Year dividend distribution:** Eu 1.0 per share (+11.1% Y/Y), total dividends Eu 15.5 Mn (record date Sept. 19, 2023). FY 2024E Buy Back up to about Eu 10 Mn



(1) EBIT Adjusted and Group EAT Adjusted, gross of amortisation of intangible assets (client lists and know-how) deriving from PPA and gross of Stock Grant costs, net of tax effect (for Group EAT Adjusted)

(2) Net Financial Position gross of IFRS Liabilities to minorities for Earn Out and Put Option M&As and IFRS 16 debt (Eu 219.9 Mn as of July 31, 2023 compared to Eu 167.8 Mn as of July 31, 2022)

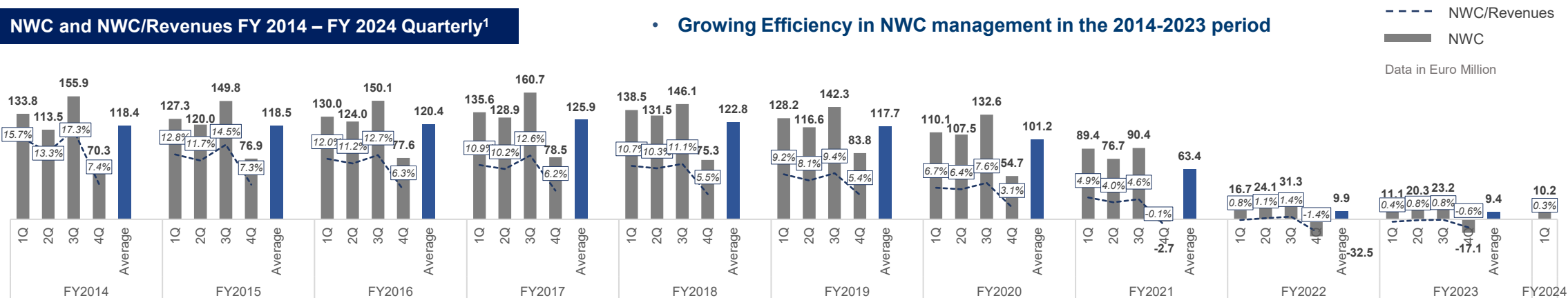
(3) Sesa Group Guidance for the Full Year as of April 30, 2024

(4) Change of revenues and profitability in Quarter 1 2024 (3M period as of July 31, 2023) compared to Quarter 1 2023 (3M period as of July 31, 2022)

# Cash Flow generation and NWC management FY 2014-24 by Quarter

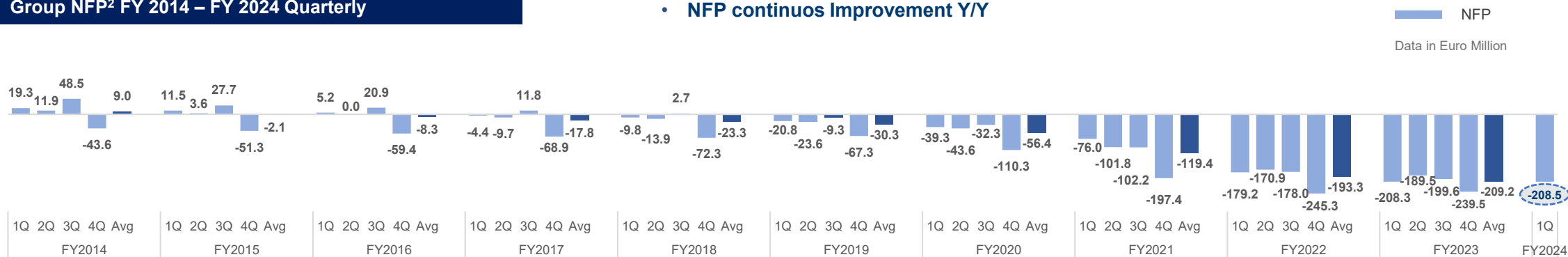
## NWC and NWC/Revenues FY 2014 – FY 2024 Quarterly<sup>1</sup>

- Growing Efficiency in NWC management in the 2014-2023 period

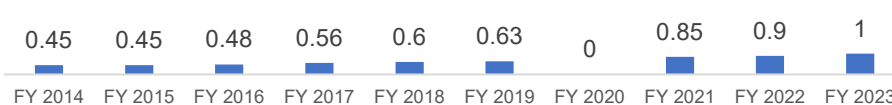


## Group NFP<sup>2</sup> FY 2014 – FY 2024 Quarterly

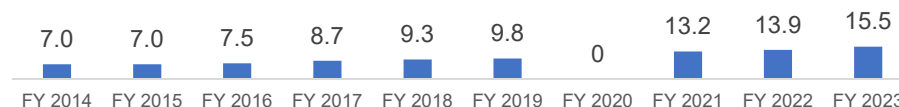
- NFP continuous Improvement Y/Y



## Dividend per share (Eu)<sup>3</sup>



## Overall Dividend (Eu Mn)



(1) Net Financial Position gross of IFRS Liabilities to minorities for Earn Out and Put Option M&As and IFRS 16 debt (Eu 219.9 Mn as of July 31, 2023 compared to Eu 167.8 Mn as of July 31, 2022)

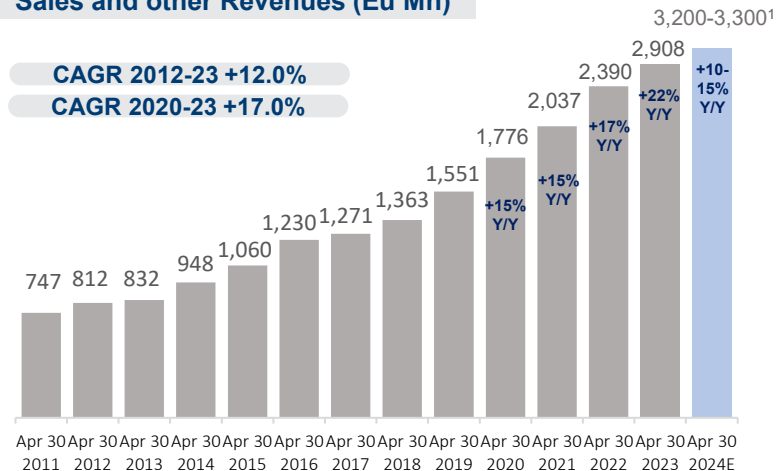
(2) Quarterly Net Working Capital on Revenues (rolling LTM)

(3) Sesa Shareholders' Meeting as of 28 August 2020 resolved not to distribute dividends considering the pandemic emergency

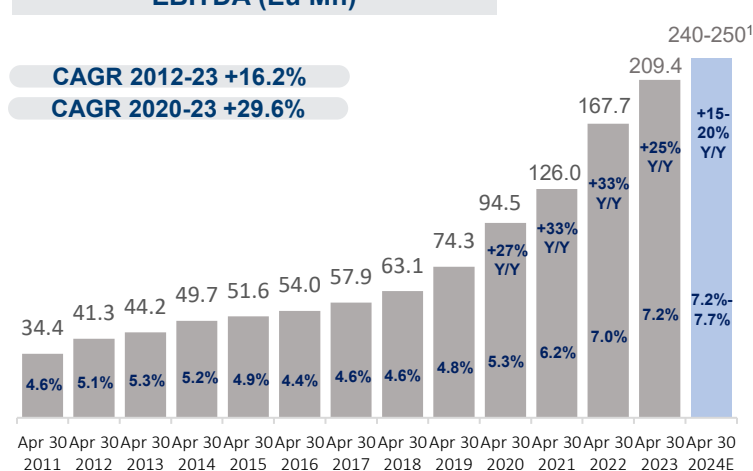


# Group sustainable long-term growth

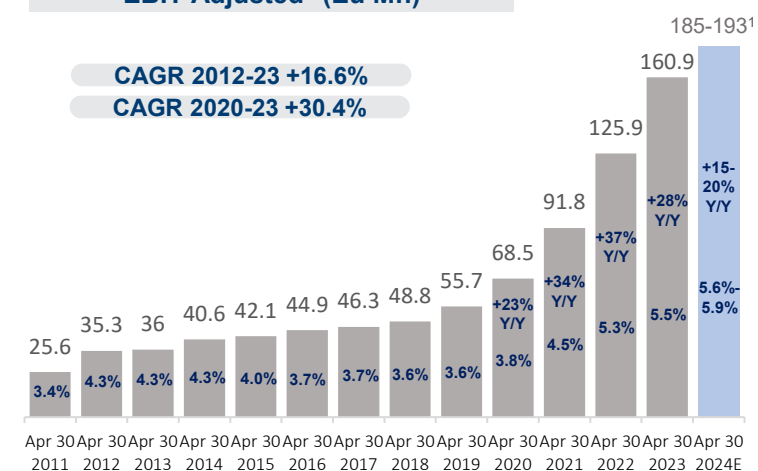
## Sales and other Revenues (Eu Mn)



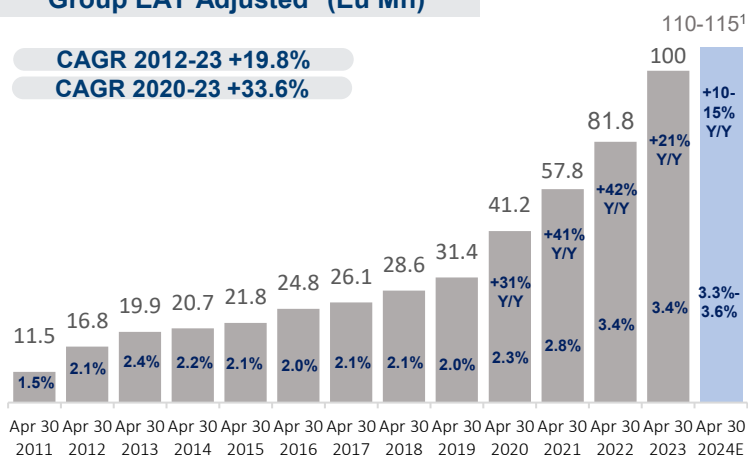
## EBITDA (Eu Mn)



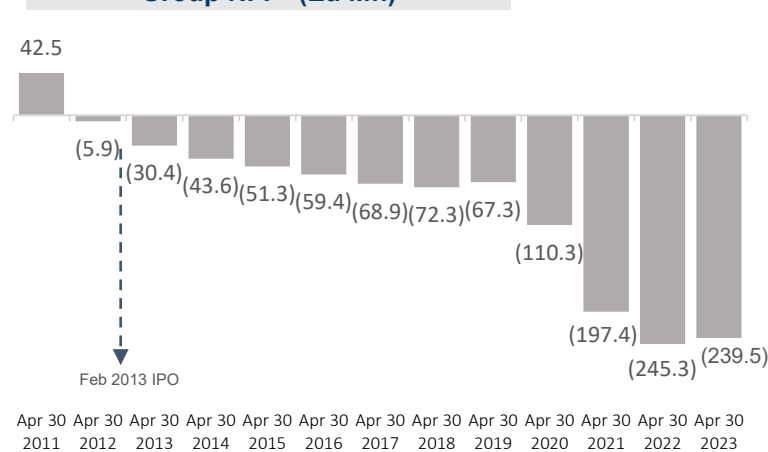
## EBIT Adjusted<sup>2</sup> (Eu Mn)



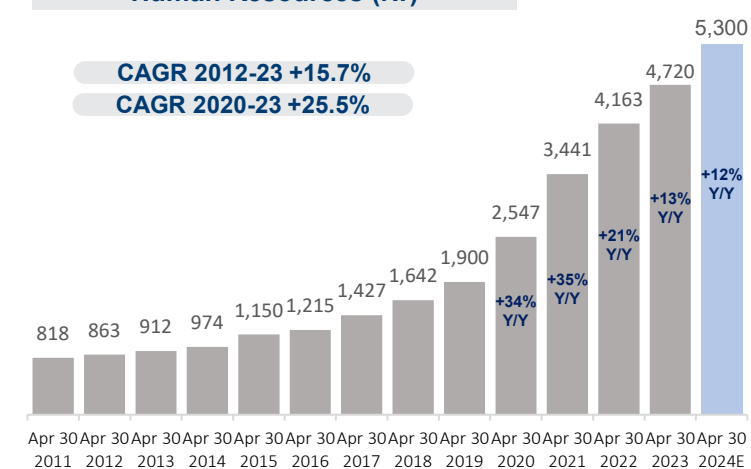
## Group EAT Adjusted<sup>2</sup> (Eu Mn)



## Group NFP<sup>3</sup> (Eu Mn)



## Human Resources (Nr)



**Alessandro Fabbroni**  
*Chief Executive Officer*

**Elisa Gironi**  
*Corporate Governance, Integration and M&A  
Director*

## Agenda

- Business model and strategic achievements
- Group Results as of July 31, 2023 and FY 2024E Guidance
- **Group Structure and Business Sectors VAD, SSI, BS**
- Annexes Financial Statements

# SSI: Digital Partner for European SMEs and Enterprises



**703 Mn revenues, Ebitda margin ~ 12% and 3,345 employees<sup>1</sup>**

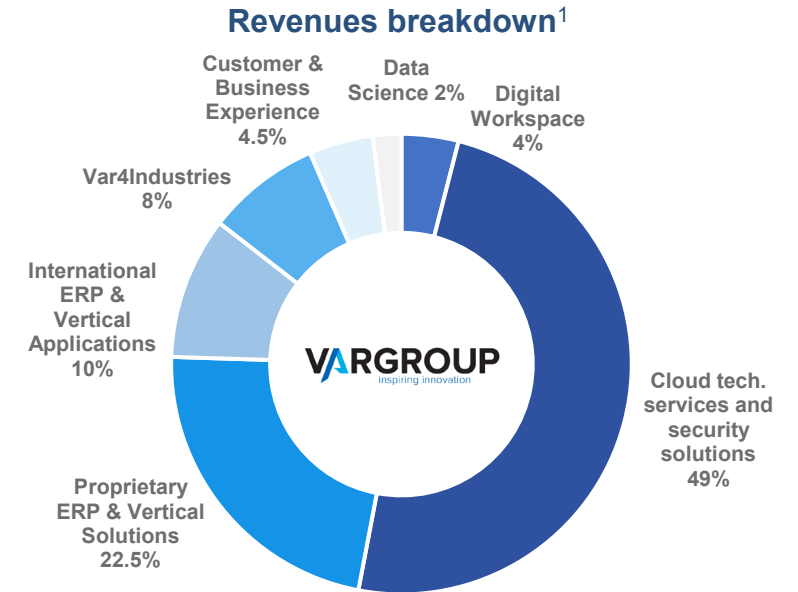
Customer base of around 15,000 Enterprises and SMEs of which over 2,500 abroad. Coverage of all Italian territory and of some foreign countries as Germany, Switzerland, Spain, France, Romania, China (digital marketing on Chinese market)

Vertical Strategic Business Units focused on digital services and business applications: Cloud Technology Services and Security Solutions, Proprietary ERP & Vertical Applications, International ERP & Vertical Applications, Var4Industries, Customer & Business Experience, Data Science, Digital Workspace

Hybrid Cloud services (SaaS, PaaS, IaaS) integrating public cloud and datacenter services

Proprietary ERP & Vertical Applications for SMEs and Enterprises (Mechanics, Automotive, Pharma, Furniture, Fashion, Textile, Tissue, Food & Wine, Retail)

Leadership in cyber security with about 300 people specialized team (Yarix Digital Security) based in Italy, Spain and Germany and a great focus on manufacturing industry.



## CLOUD TECHNOLOGY SERVICES AND SECURITY SOLUTIONS

**49% of FY 23 revenues**

- Datacenter evolution
- Hybrid Cloud Solution
- Serverless applications
- Network Operations Center (NOC)
- Cyber Security and Compliance consulting
- Dedicated Security Operation Center (SOC)
- Cyber Intelligence

## PROPRIETARY ERP & VERTICAL SOLUTIONS

**22.5% of FY 23 revenues**

- Proprietary ERP & Vertical applications for SMEs and Enterprises (Distribution, Fashion, Food, Furniture, Mechanics, Wine)

## INTERNATIONAL ERP & VERTICAL SOLUTIONS

**10% of FY 23 revenues**

- ERP Solutions on International platforms (SAP, Microsoft )

## VAR4INDUSTRIES

**8% of FY 23 revenues**

- Product Lifecycle Management (PLM)
- Smart Industry Solutions (MES Scheduling)
- 6 branches in Italy, 5 in the DACH region, 1 in France, 1 in Spain

## CUSTOMER & BUSINESS EXPERIENCE

**4.5% of FY 23 revenues**

- Marketing & Digital Strategy
- Omnichannel e-commerce
- Digital export on Chinese digital market and social media (1 branch in China)

## DIGITAL WORKSPACE

**4% of FY 23 revenues**

- Unified Communication
- Digital workplace and Collaboration
- Digitization of workstations
- Optimizing audio and video functions

## DATA SCIENCE

**2% of FY 23 revenues**

- Analytics Intelligence
- Predictive corporate performance management
- Integrated Solutions
- Analytics Applications

# Business Services: Digital Transformation for Financial Services

**84 Mn revenues, Ebitda margin ~ 13% and 570 employees<sup>1</sup>**

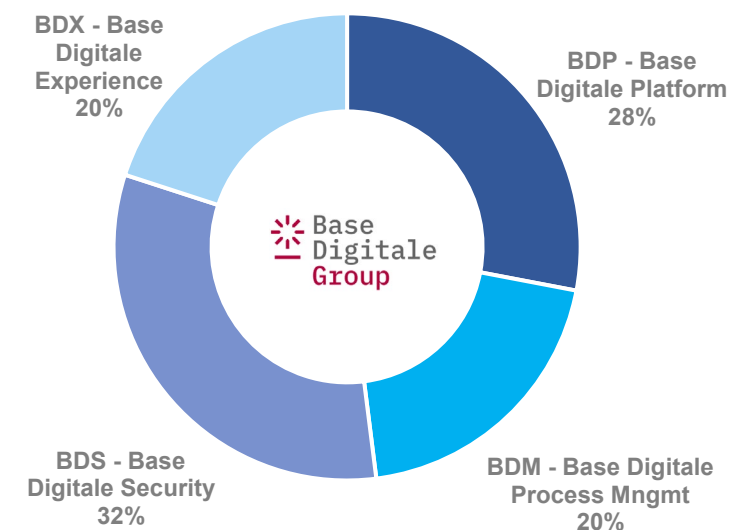
Group Sector started on February 2020 and focused on digital transformation, business applications and digital platforms for Financial Services Industry.

Four vertical Strategic Business Units: BDX (Experience), BDP (Platform), BDS (Security), BDM (Business Process Management):

- Integrated Security Solutions for financial services industry
- Digital Platform Solutions for data management and process automation: Enterprise Information Management, Digital Invoicing, Digital Process Management and Customer Management
- Business Process Outsourcing and back-office digitalization solutions
- Vertical Banking Applications for Treasury, Finance, Derivates departments

Start of consolidation since May 2023 of Base Digitale 130 Servicing, leading Italian company on master services securitization.

**Revenues breakdown<sup>1</sup>**



## **BDS – BASE DIGITALE SECURITY**

**32% of FY 23 revenues**

- Reference player in Italy in integrated security management solutions for Financial Services Industry
- Open-PSIM (Physical Security Information Management) and open-BMS (Building Management System) solutions

## **BDP – BASE DIGITALE PLATFORM**

**28% of FY 23 revenues**

- Digital Platforms for digitalization of operations and processes (contact, document management, business process management, digital invoicing)
- Digital Invoicing and document composition solutions

## **BDM – BASE DIGITALE PROCESS MANAGEMENT**

**20% of FY 23 revenues**

- Digital process management
- Business Process Outsourcing for Financial Services Industry

## **BDX – BASE DIGITALE EXPERIENCE**

**20% of FY 23 revenues**

- Treasury and Finance department Software solutions
- Vertical Banking Applications for banking operations

# VAD: Digital partner of ICT ecosystems



**2.24 Bn revenues, Ebitda margin ~ 5% and 655 employees<sup>1</sup>**

Full offering of value-added technology (enterprise software, networking, data center, green, cloud, security) and consulting, marketing and training services to habilitate and orchestrate the innovation across ICT ecosystems

~ 20,000 Business Partners (Software Houses, System Integrators, MSP, CSP) of which 2,000 abroad in the DACH Region

Long-term partnerships with over 100 major IT Vendors (no historic termination of any significant Vendor), organization based on specialized business units

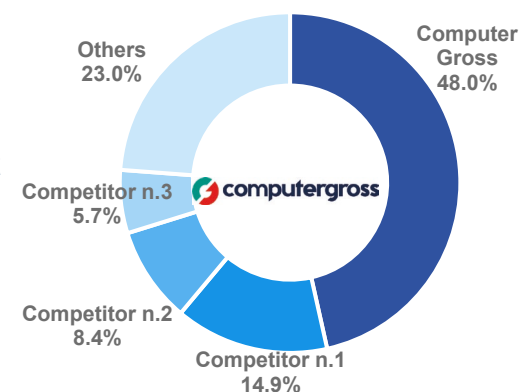
Over 650 highly skilled human resources, ~ 500 technical certifications on main IT Vendors solutions, education and training programs with a dedicated business unit

Progressive adoption and offering of cloud solutions (SaaS, IaaS and XaaS solutions), through a dedicated market-place and as a service and recurring business model

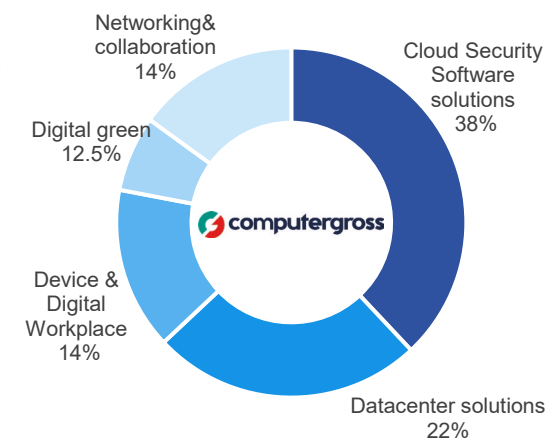
Digital Green SBU through the subsidiary PM Service (started on May 2021)

Leadership in Italian VAD market<sup>1</sup>, ~ 48% market share (64% in Cloud & Enterprise Software)

**VAD Italian market share<sup>2</sup>**



**Revenues breakdown<sup>1</sup>**



## CLOUD, SECURITY SOFTWARE SOLUTIONS 38% of FY 23 revenues

- SaaS and Cloud program development
- New agreements in Security and Hybrid Cloud
- Education, marketing and technical services to enable new customers' ecosystems

## DATACENTER SOLUTIONS 22% of FY 23 revenues

- Long-Term partnerships with main players on Data Center technology
- Supporting main Vendors on XaaS (Everything as a Service) evolution

## NETWORKING & COLLABORATION 14% of FY 23 revenues

- Collaboration and connectivity
- Digital Workplace for Multi-Cloud & Hybrid organizations

## DEVICE & DIGITAL WORKPLACE 14% of FY23 revenues

- Growing demand of Collaboration and Digital Work-Place
- New generation Devices with innovative Digital Platforms
- Smarter add-on and IoT

## DIGITAL GREEN 12.5% of FY 23 revenues

- Technology and integration services to renewable energy and saving of natural resources
- Refurbished Technology Solutions

**Alessandro Fabbroni**  
*Chief Executive Officer*

**Elisa Gironi**  
*Corporate Governance, Integration and M&A  
Director*

## Agenda

- Business model and strategic achievements
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# Group Q1 Results as of July 31, 2023 by segment

3-Months as of July 31, 2023 (Q1) Y/Y											
Segment Information	3M period as of July 31, 2023 (Q1)					3M period as of July 31, 2022 (Q1)					
In Euro Mn	VAD	SSI	BS	Corporate	Group	VAD	SSI	BS	Corporate	Group	
<b>Total Revenues and Other Income</b>	<b>593.3</b>	<b>183.9</b>	<b>28.2</b>	<b>4.7</b>	<b>776.4</b>	<b>522.5</b>	<b>153.2</b>	<b>18.4</b>	<b>4.2</b>	<b>669.9</b>	
Change Y/Y	13.6%	20.0%	53.0%	11.3%	15.9%						
Gross Margin	51.9	125.2	25.8	4.6	198.4	46.3	106.1	17.0	4.2	166.3	
Opex	(23.6)	(102.0)	(22.7)	(3.6)	(142.6)	(20.4)	(87.0)	(15.4)	(3.2)	(119.4)	
<b>Ebitda</b>	<b>28.4</b>	<b>23.2</b>	<b>3.1</b>	<b>1.1</b>	<b>55.8</b>	<b>25.9</b>	<b>19.1</b>	<b>1.6</b>	<b>0.9</b>	<b>47.6</b>	
Ebitda Margin	4.8%	12.6%	10.9%	23.0%	7.2%	5.0%	12.5%	8.5%	22.2%	7.1%	
Change Y/Y	9.4%	21.4%	97.8%	15.3%	17.2%						
D&A	(1.0)	(7.1)	(1.2)	(0.1)	(9.5)	(1.1)	(6.3)	(0.8)	(0.1)	(8.3)	
Provisions	(0.9)	(0.6)	(0.1)	(0.0)	(1.6)	(0.9)	(0.9)	(0.0)	(0.0)	(1.8)	
<b>EBIT Adjusted<sup>1</sup></b>	<b>26.5</b>	<b>15.5</b>	<b>1.8</b>	<b>1.0</b>	<b>44.7</b>	<b>23.9</b>	<b>11.9</b>	<b>0.8</b>	<b>0.8</b>	<b>37.5</b>	
Ebit Adjusted Margin	4.5%	8.4%	6.3%	20.8%	5.8%	4.6%	7.7%	4.2%	20.0%	5.6%	
Change Y/Y	10.4%	30.8%	127%	15.2%	19.4%						
PPA-related amortisation and Stock Grant costs	(0.6)	(3.4)	(1.4)	(1.0)	(6.4)	(0.4)	(2.5)	(0.7)	(0.8)	(4.4)	
<b>Ebit</b>	<b>25.9</b>	<b>12.1</b>	<b>0.3</b>	<b>0.0</b>	<b>38.4</b>	<b>23.6</b>	<b>9.4</b>	<b>0.1</b>	<b>0.1</b>	<b>33.1</b>	
Ebit Margin	4.4%	6.6%	1.2%	0.0%	4.9%	4.5%	6.1%	0.4%	1.6%	4.9%	
Net Financial Charges	(3.7)	(2.1)	(0.5)	(0.0)	(6.3)	(1.4)	(0.6)	(0.2)	(0.0)	(2.2)	
Income Taxes	(5.7)	(3.1)	0.1	(0.0)	(8.8)	(5.9)	(2.6)	0.0	(0.0)	(8.5)	
<b>EAT</b>	<b>16.5</b>	<b>6.9</b>	<b>(0.1)</b>	<b>0.0</b>	<b>23.2</b>	<b>16.3</b>	<b>6.2</b>	<b>(0.2)</b>	<b>0.05</b>	<b>22.4</b>	
PPA amortisation and SG costs (net of taxes)	0.4	2.4	1.0	0.7	4.5	0.3	1.8	0.5	0.6	3.1	
<b>EAT Adjusted</b>	<b>16.9</b>	<b>9.3</b>	<b>0.9</b>	<b>0.6</b>	<b>27.8</b>	<b>16.6</b>	<b>8.0</b>	<b>0.3</b>	<b>0.05</b>	<b>25.5</b>	
Minorities	(0.2)	(1.2)	0.2	-	(1.3)	(0.3)	(1.2)	(0.1)	-	(1.6)	
<b>Group EAT Adjusted<sup>2</sup></b>	<b>16.7</b>	<b>8.2</b>	<b>1.1</b>	<b>0.6</b>	<b>26.5</b>	<b>16.3</b>	<b>6.7</b>	<b>0.3</b>	<b>0.6</b>	<b>23.9</b>	
Group EAT Adj Margin	2.8%	4.4%	3.8%	13.9%	3.4%	3.1%	4.4%	1.4%	14.3%	3.6%	
Change Y/Y	2.2%	22.4%	314%	8.4%	11.1%						

## Highlights

### Q1 2024 results (May 2023 – July 2023)

Consolidated revenues up by 15.9% Y/Y, Ebitda +17.2% Y/Y, Group Eat Adjusted +11.1% Y/Y

Positive contribution from all Group sectors:

- VAD revenues up by 13.6% Y/Y, Ebitda +9.4% Y/Y, Group EAT Adjusted<sup>2</sup> +2.2% Y/Y;
- SSI revenues up by 20.0% Y/Y, Ebitda +21.4% Y/Y, Group EAT Adjusted<sup>2</sup> +22.4% Y/Y, Ebitda margin equal to 12.6% (12.5% in Q1 23);
- BS revenues up by 53.0% Y/Y, Ebitda +97.8% Y/Y, Group EAT Adjusted<sup>2</sup> +314% Y/Y.

Group Ebitda margin improved to 7.2% in Q1 24 compared to 7.1% in Q1 23

Group Eat Adjusted<sup>2</sup> equal to Eu 26.5 Mn (+11.1%), driven by the SSI and Business Services Sectors growth



# Income Statement as of July 31, 2023 as reported

Consolidated reclassified Income Statement (Euro/thousand)	Q1 July 31, 2022	%	Q1 July 31, 2023	%	Change Q12024 vs Q12023
<b>Revenues</b>	<b>663,717</b>		<b>767,490</b>		<b>15.6%</b>
Other income	6,220		8,910		43.2%
<b>Total Revenues and Other Income</b>	<b>669,937</b>	<b>100.0%</b>	<b>776,400</b>	<b>100.0%</b>	<b>15.9%</b>
Purchase of goods	502,980	75.1%	578,003	74.4%	14.9%
Costs for services and leased assets	60,895	9.1%	70,610	9.1%	16.0%
Personnel costs	57,258	8.5%	70,276	9.1%	22.7%
Other operating charges	1,233	0.2%	1,748	0.2%	41.8%
<b>Total Purchase of goods and Operating Costs</b>	<b>622,366</b>	<b>92.9%</b>	<b>720,637</b>	<b>92.8%</b>	<b>15.8%</b>
<b>EBITDA</b>	<b>47,571</b>	<b>7.1%</b>	<b>55,763</b>	<b>7.2%</b>	<b>17.2%</b>
Amortisation tangible and intangible assets	8,301		9,468		14.1%
Accruals to provision for bad debts and risks	1,805		1,561		-13.5%
<b>EBIT Adjusted<sup>1</sup></b>	<b>37,465</b>	<b>5.6%</b>	<b>44,734</b>	<b>5.8%</b>	<b>19.4%</b>
Amortisation client lists and technological know-how and other non-monetary costs	4,375		6,380		45.8%
<b>EBIT</b>	<b>33,090</b>	<b>4.9%</b>	<b>38,354</b>	<b>4.9%</b>	<b>15.9%</b>
Net financial income and charges	(2,247)		(6,342)		182.2%
<b>EBT</b>	<b>30,843</b>	<b>4.6%</b>	<b>32,012</b>	<b>4.1%</b>	<b>3.8%</b>
Income taxes	8,458		8,772		3.7%
<b>EAT</b>	<b>22,385</b>	<b>3.3%</b>	<b>23,240</b>	<b>3.0%</b>	<b>3.8%</b>
<b>EAT attributable to the Group</b>	<b>20,749</b>		<b>21,971</b>		<b>5.9%</b>
EAT attributable to non-controlling interests	1,636		1,269		-22.4%
<b>EAT Adjusted<sup>2</sup></b>	<b>25,499</b>	<b>3.8%</b>	<b>27,781</b>	<b>3.6%</b>	<b>8.9%</b>
<b>EAT Adjusted<sup>2</sup> attributable to the Group</b>	<b>23,863</b>	<b>3.6%</b>	<b>26,512</b>	<b>3.4%</b>	<b>11.1%</b>

# Income Statement as of April 30, 2023 as reported

Consolidated reclassified Income Statement (Euro/thousand)	April 30, 2021	%	April 30, 2022	%	April 30, 2023	%	Change FY 2023/22
<b>Revenues</b>	<b>2,022,454</b>		<b>2,362,603</b>		<b>2,867,700</b>		21.4%
Other income	14,769		27,220		39,939		46.7%
<b>Total Revenues and Other Income</b>	<b>2,037,223</b>	<b>100.0%</b>	<b>2,389,823</b>	<b>100.0%</b>	<b>2,907,639</b>	<b>100.0%</b>	<b>21.7%</b>
Purchase of goods	1,590,272	78.1%	1,818,391	76.1%	2,201,582	75.7%	21.1%
Costs for services and leased assets	153,774	7.5%	199,493	8.3%	243,353	8.4%	22.0%
Personnel costs	162,972	8.0%	197,673	8.3%	238,426	8.2%	20.6%
Other operating charges	4,200	0.2%	6,569	0.3%	14,836	0.5%	125.8%
<b>Total Purchase of goods and Operating Costs</b>	<b>1,911,218</b>	<b>93.8%</b>	<b>2,222,126</b>	<b>93.0%</b>	<b>2,698,197</b>	<b>92.8%</b>	<b>21.4%</b>
<b>EBITDA</b>	<b>126,005</b>	<b>6.2%</b>	<b>167,697</b>	<b>7.0%</b>	<b>209,442</b>	<b>7.2%</b>	<b>24.9%</b>
Amortisation tangible and intangible assets	24,664		30,006		35,346		17.8%
Accruals to provision for bad debts and risks	9,520		11,796		13,153		11.5%
<b>EBIT Adjusted</b>	<b>91,821</b>	<b>4.5%</b>	<b>125,895</b>	<b>5.3%</b>	<b>160,943</b>	<b>5.5%</b>	<b>27.8%</b>
Amortisation client lists and technological know-how and other non-monetary costs	7,819		11,700		18,278	0.6%	56.2%
<b>EBIT</b>	<b>84,002</b>	<b>4.1%</b>	<b>114,195</b>	<b>4.8%</b>	<b>142,665</b>	<b>4.9%</b>	<b>24.9%</b>
Net financial income and charges	(3,176)		(5,112)		(14,386)		181.4%
<b>EBT</b>	<b>80,826</b>	<b>4.0%</b>	<b>109,083</b>	<b>4.6%</b>	<b>128,279</b>	<b>4.4%</b>	<b>17.6%</b>
Income taxes	24,040		30,464		38,062		24.9%
<b>EAT</b>	<b>56,786</b>	<b>2.8%</b>	<b>78,619</b>	<b>3.3%</b>	<b>90,217</b>	<b>3.1%</b>	<b>14.8%</b>
<b>EAT attributable to non-controlling interests</b>	<b>4,514</b>		<b>5,100</b>		<b>5,764</b>		<b>13.0%</b>
<b>EAT attributable to the Group</b>	<b>52,272</b>	<b>2.6%</b>	<b>73,519</b>	<b>3.1%</b>	<b>84,453</b>	<b>2.9%</b>	<b>14.9%</b>
Amortisation client lists and technological know-how (net of taxes)	5,566		9,137		15,608		70.8%
<b>EAT Adjusted</b>	<b>62,532</b>	<b>3.1%</b>	<b>87,756</b>	<b>3.7%</b>	<b>105,825</b>	<b>3.6%</b>	<b>20.6%</b>
<b>EAT Adjusted attributable to the Group</b>	<b>57,838</b>	<b>2.8%</b>	<b>82,656</b>	<b>3.5%</b>	<b>100,061</b>	<b>3.4%</b>	<b>21.1%</b>

# Balance Sheet as of July 31, 2023 as reported

Consolidated Reclassified Balance Sheet (Euro/thousand)	Q1 July 31, 2021	Q1 July 31, 2022	Q1 July 31, 2023	Change 2023/22
Intangible assets	171,452	259,701	417,079	157,378
Property, plant and equipment	99,712	116,306	129,794	13,488
Investments valued at equity	14,396	15,445	23,543	8,098
Other non-current receivables and deferred tax assets	29,753	34,036	45,458	11,422
<b>Total non-current assets</b>	<b>315,313</b>	<b>425,488</b>	<b>615,874</b>	<b>190,386</b>
Inventories	110,122	162,264	181,831	19,567
Current trade receivables	389,049	483,624	559,743	76,119
Other current assets	68,106	131,390	141,062	9,672
<b>Current operating assets</b>	<b>567,277</b>	<b>777,278</b>	<b>882,636</b>	<b>105,358</b>
Payables to suppliers	402,875	546,128	635,339	89,211
Other current payables	147,707	220,031	237,064	17,033
<b>Short-term operating liabilities</b>	<b>550,582</b>	<b>766,159</b>	<b>872,403</b>	<b>106,244</b>
<b>Net working capital</b>	<b>16,695</b>	<b>11,119</b>	<b>10,233</b>	<b>(886)</b>
Non-current provisions and other tax liabilities	46,492	75,472	114,278	38,806
Employee benefits	40,935	46,611	50,024	3,413
<b>Non-current liabilities</b>	<b>87,427</b>	<b>122,083</b>	<b>164,302</b>	<b>42,219</b>
<b>Net Invested Capital</b>	<b>244,581</b>	<b>314,524</b>	<b>461,805</b>	<b>147,281</b>
<b>Shareholders Equity</b>	<b>292,556</b>	<b>354,989</b>	<b>450,434</b>	<b>95,445</b>
Financing current and not current	285,863	264,189	302,177	37,988
Liquidity	(465,104)	(472,498)	(510,685)	(38,187)
<b>Net Financial Position</b>	<b>(179,241)</b>	<b>(208,309)</b>	<b>(208,508)</b>	<b>(199)</b>
IFRS 16 liabilities	42,025	42,942	34,944	(7,998)
Liabilities to minorities shareholders and Earn Out for M&A	89,241	124,902	184,935	60,033
<b>Net Financial Position Reported</b>	<b>(47,975)</b>	<b>(40,465)</b>	<b>11,371</b>	<b>51,836</b>

# Balance Sheet as of April 30, 2023 as reported

Consolidated Reclassified Balance Sheet (Euro/thousand)	April 30, 2021	April 30, 2022	April 30, 2023	Change 2023/22
Intangible assets	142,826	228,280	368,488	140,208
Property, plant and equipment	99,942	111,943	125,901	13,958
Investments valued at equity	13,850	14,593	24,884	10,291
Other non-current receivables and deferred tax assets	27,921	32,855	37,086	4,231
<b>Total non-current assets</b>	<b>284,539</b>	<b>387,671</b>	<b>556,359</b>	<b>168,688</b>
Inventories	86,920	144,034	158,736	14,702
Current trade receivables	355,781	434,579	530,268	95,689
Other current assets	63,395	90,775	131,274	40,499
<b>Current operating assets</b>	<b>506,096</b>	<b>669,388</b>	<b>820,278</b>	<b>150,890</b>
Payables to suppliers	366,101	525,879	586,074	60,195
Other current payables	142,690	176,031	251,318	75,287
<b>Short-term operating liabilities</b>	<b>508,791</b>	<b>701,910</b>	<b>837,391</b>	<b>135,482</b>
<b>Net working capital</b>	<b>(2,695)</b>	<b>(32,522)</b>	<b>(17,114)</b>	<b>15,408</b>
Non-current provisions and other tax liabilities	38,273	67,573	100,612	33,039
Employee benefits	40,897	44,379	48,264	3,885
<b>Non-current liabilities</b>	<b>79,170</b>	<b>111,952</b>	<b>148,876</b>	<b>36,924</b>
<b>Net Invested Capital</b>	<b>202,674</b>	<b>243,197</b>	<b>390,369</b>	<b>147,172</b>
<b>Shareholders Equity</b>	<b>297,355</b>	<b>335,159</b>	<b>424,050</b>	<b>88,891</b>
Financing current and not current	229,548	253,613	306,004	52,391
Liquidity	(426,905)	(498,905)	(545,500)	(46,595)
<b>Net Financial Position</b>	<b>(197,357)</b>	<b>(245,292)</b>	<b>(239,496)</b>	<b>5,796</b>
IFRS 16 liabilities	43,871	44,933	50,075	5,142
Liabilities to minorities shareholders and Earn Out for M&A	58,805	108,397	155,740	47,343
<b>Net Financial Position Reported</b>	<b>(94,681)</b>	<b>(91,962)</b>	<b>(33,681)</b>	<b>58,281</b>
<b>Total Shareholders Equity and Net Financial Position</b>	<b>202,674</b>	<b>243,197</b>	<b>390,369</b>	<b>147,172</b>

# Sesa Group M&As starting from 2015

	SSI Sector		Business Services Sector		VAD Sector	
	Company	Revenues	Company	Revenues	Company	Revenues
2015-2019 <sup>1</sup>	<ul style="list-style-type: none"> <li>• APRA</li> <li>• VAR BMS</li> <li>• VAR PRIME</li> <li>• SAILING</li> <li>• YARIX</li> <li>• PANTHERA</li> <li>• TECH VALUE</li> <li>• GENCOM</li> <li>• PBU CAD S. GMBH</li> </ul>	Eu 16 Mn Eu 14 Mn Eu 5 Mn Eu 2.5 Mn Eu 4 Mn Eu 6.5 Mn Eu 16 Mn Eu 10 Mn Eu 9 Mn	New Group Sector since March 2020		<ul style="list-style-type: none"> <li>• ACCADIS</li> <li>• ICOS</li> <li>• PICO</li> </ul>	Eu 18 Mn Eu 50 Mn Eu 20 Mn
Jan – Dec 2020 <sup>1</sup>	<ul style="list-style-type: none"> <li>• INFOLOG</li> <li>• DI.TECH</li> <li>• AN. NETWORK e SPSS</li> <li>• ZERO12</li> <li>• WSS</li> <li>• PRAGMA</li> </ul>	Eu 4.2 Mn Eu 20 Mn Eu 6 Mn Eu 2.5 Mn Eu 5 Mn Eu 7 Mn	<ul style="list-style-type: none"> <li>• BASE DIGITALE GROUP</li> <li>• ELMAS</li> </ul>	Eu 45 Mn Eu 2 Mn	<ul style="list-style-type: none"> <li>• CLEVER CONSULTING</li> <li>• SERVICE TECHNOLOGY</li> </ul>	Eu 6 Mn Eu 6 Mn
Jan – Dec 2021 <sup>1</sup>	<ul style="list-style-type: none"> <li>• MERSY</li> <li>• PALITALSOFT</li> <li>• ADIACENT CHINA</li> <li>• AIDA</li> <li>• CADLOG</li> <li>• CIMTEC</li> <li>• DATEF</li> <li>• ADDFOR IND.LE</li> </ul>	Eu 4 Mn Eu 5 Mn Eu 2 Mn Eu 1 Mn Eu 15 Mn Eu 2 Mn Eu 12 Mn R&D	<ul style="list-style-type: none"> <li>• IFM INFOMASTER</li> <li>• TECNIKE'</li> <li>• DIGITAL STORM</li> <li>• CITEL</li> <li>• A-PLUS</li> </ul>	Eu 9 Mn Eu 1 Mn Eu 4.2 Mn Eu 5 Mn Eu 1 Mn	<ul style="list-style-type: none"> <li>• P.M. SERVICE</li> <li>• KOLME</li> </ul>	Eu 30 Mn Eu 50 Mn
Jan – Dec 2022 <sup>1</sup>	<ul style="list-style-type: none"> <li>• ADACTO</li> <li>• DURANTE</li> <li>• NGS</li> <li>• EUROLAB</li> <li>• YOCTO.IT</li> <li>• ALBALOG</li> <li>• ALFASAP</li> <li>• ALDEBRA</li> <li>• MEDIAMENTE CONS.</li> <li>• CYRES CONS. GMBH</li> </ul>	Eu 4.5 Mn Eu 16.5 Mn Eu 6.5 Mn Eu 4 Mn Eu 4 Mn Eu 2.5 Mn Eu 2 Mn Eu 4.5 Mn Eu 5 Mn Eu 5.5 Mn	<ul style="list-style-type: none"> <li>• OMIGRADE – BDX</li> <li>• BDY<sup>2</sup></li> <li>• EUROFINANCE<sup>2</sup></li> <li>• EMMEDI</li> <li>• DVR ITALIA</li> <li>• EVERGREEN</li> </ul>	Eu 10 Mn Eu 20 Mn Eu 1.5 Mn Eu 2 Mn Eu 2 Mn Eu 4 Mn	<ul style="list-style-type: none"> <li>• BRAINWORKS</li> <li>• ALTINIA DISTRIBUZIONE<sup>3</sup></li> </ul>	Eu 15 Mn Eu 50 Mn
Jan – Jul 2023 <sup>1</sup>	<ul style="list-style-type: none"> <li>• AMAECO</li> <li>• ASSIST INFORMATICA</li> <li>• NEXT STEP</li> <li>• VISUALITICS<sup>4</sup></li> <li>• INFORMETICA<sup>4</sup></li> <li>• SANGALLI TECH.<sup>4</sup></li> <li>• WISE SECURITY<sup>4</sup></li> </ul>	Eu 1.5 Mn Eu 2.5 Mn Eu 1.5 Mn Eu 4.0 Mn Eu 6.0 Mn Eu 7.0 Mn Eu 10 Mn	<ul style="list-style-type: none"> <li>• CENTOTRENTA SERVICING<sup>4</sup></li> </ul>	Eu 15 Mn	<ul style="list-style-type: none"> <li>• MAINT SYSTEM<sup>4</sup></li> </ul>	Eu 4 Mn
	40 M&As	Rev: Eu 256 Mn	14 M&As	Rev: Eu 121 Mn	10 M&As	Rev: Eu 250 Mn



(1) Revenues of target companies at acquisition time (LTM before acquisition)

(2) Starting of consolidation from March 2023

(3) Starting of consolidation from May 2023

(4) Starting of consolidation from First Half of FY 2024

*THANK YOU FOR YOUR  
KIND ATTENTION*

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