



## **1H 2021 RESULTS**

13.09.2021

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WE DESIGN BUSINESS  
EVOLUTION THROUGH DATA,  
TECHNOLOGY & CREATIVITY

Alkemy was founded in 2012 with the aim of supporting the **top management** of large companies in the **process of digitizing** their business model.

The market in which Alkemy insists is the **digital transformation market** which today is worth over **6 billion euros** in Italy and **grows** at a rate of between **7 and 10% per year**.

In this market, Alkemy has developed a **differentiated positioning** that has allowed it to grow with a **CAGR of 33%** (>2x the market), to move from the 23 starting resources to a team of over **650 people** and a turnover of **74.9M€**.

In these 8 years, Alkemy has **successfully** used the **M&A lever** (8 acquisitions) using the IPO proceeds in less than nine months, and the **EBITDA growth** of the four acquisitions made in Italy from 2013 to 2018 was between **70 and 500%**.

Alkemy has developed a **new organization** and a new Go-to-Market strategy that have laid the foundations for the **industrialization** and expansion of the business scale, resulting in **strong organic growth and higher marginality**.

We help companies to  
evolve their business in the  
post-digital scenario

# 1H 2021 – DOUBLE DIGIT ORGANIC GROWTH AND EBITDA MARGIN



The **industrialization** of business model strengthens **marginality** and boosts **organic growth**



## 1H 2021

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- > **Double digit organic growth**, up by +16% compared to 1H 2020
- > **Further improvement in marginality** compared to 1H 2020 (+3pps)
- > **New Business** activity & **growth** of TOP 50 clients' revenues
- > Positive **cash generation** over the period (€M 3.9 operative cash flow)
- > **Positive Group Result** of €M 1.6

# FINANCIAL HIGHLIGHTS



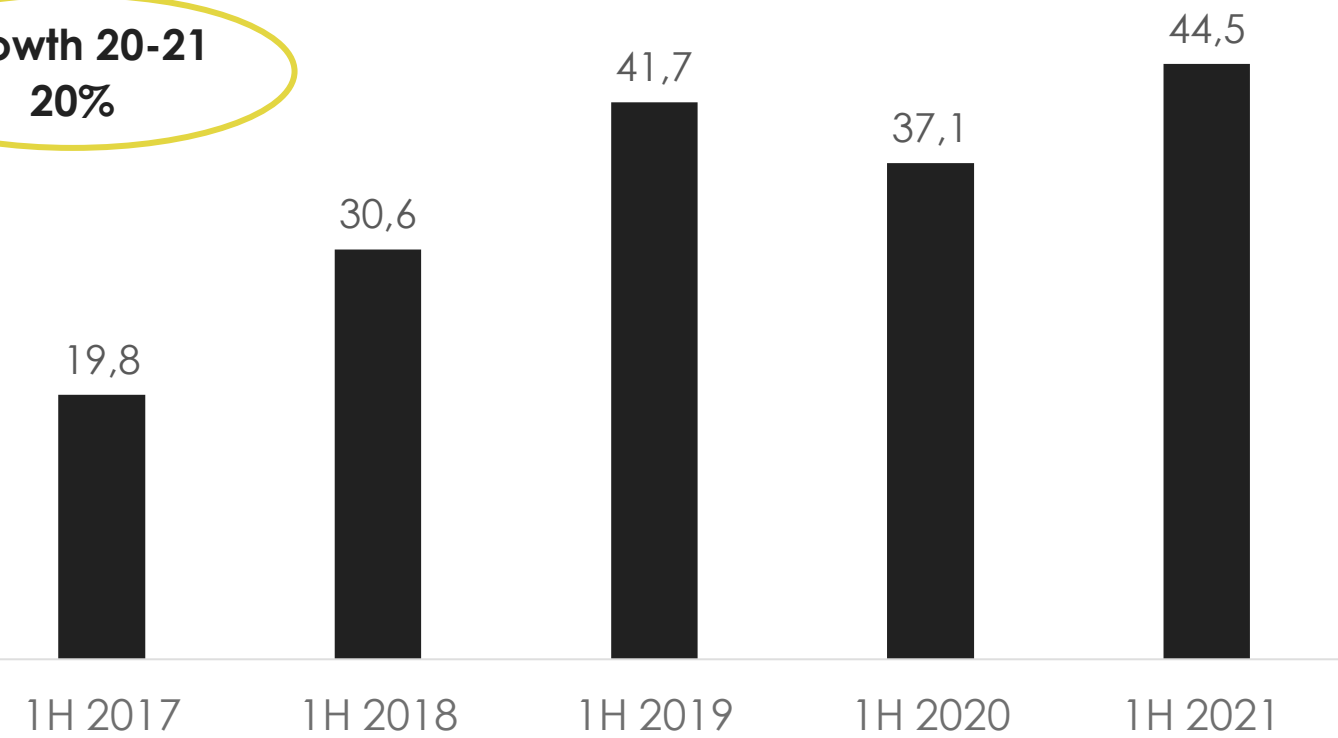
€M	1H 2021	1H 2020	
<b>Turnover</b>	<b>44.5</b>	<b>37.1</b>	> +20% vs.1H 2020, thanks to a first recovery of new business activities, the new Go-to-Market highly focused on main clients' projects, and the strong recovery of foreign subsidiaries
<b>Adj. EBITDA</b>	<b>5.0</b>	<b>2.9</b>	> +72% vs.1H 2020, thanks to the better mix and efficiencies arising from the new organization. EBITDA margin up by +3pps
<b>EBIT</b>	<b>3.2</b>	<b>1.7</b>	> +85% vs. 1H 2020, thanks to the better operating result. EBIT margin up by +2.6 pps
<b>EBT</b>	<b>2.6</b>	<b>1.2</b>	> +124% vs. 1H 2020, thanks to the better performance over the period
<b>Group Net Income</b>	<b>1.6</b>	<b>0.6</b>	> +145% vs. 1H 2020, thanks to the better operative result and to the efficiencies arising from the new organization
<b>Operating Cash Flow</b>	<b>3.9</b>	<b>3.4</b>	> Increase of €M 0.5 compared to 1H 2020 mainly thanks to the better operating result and cash release from Net Trade Working Capital
<b>NFP</b>	<b>-24.1</b>	FY 2020 <b>-12.4</b>	> €M -11.7 since 31 December 2020 of mostly related to the change in the Group's perimeter

# REVENUES

## DOUBLE DIGIT ORGANIC GROWTH

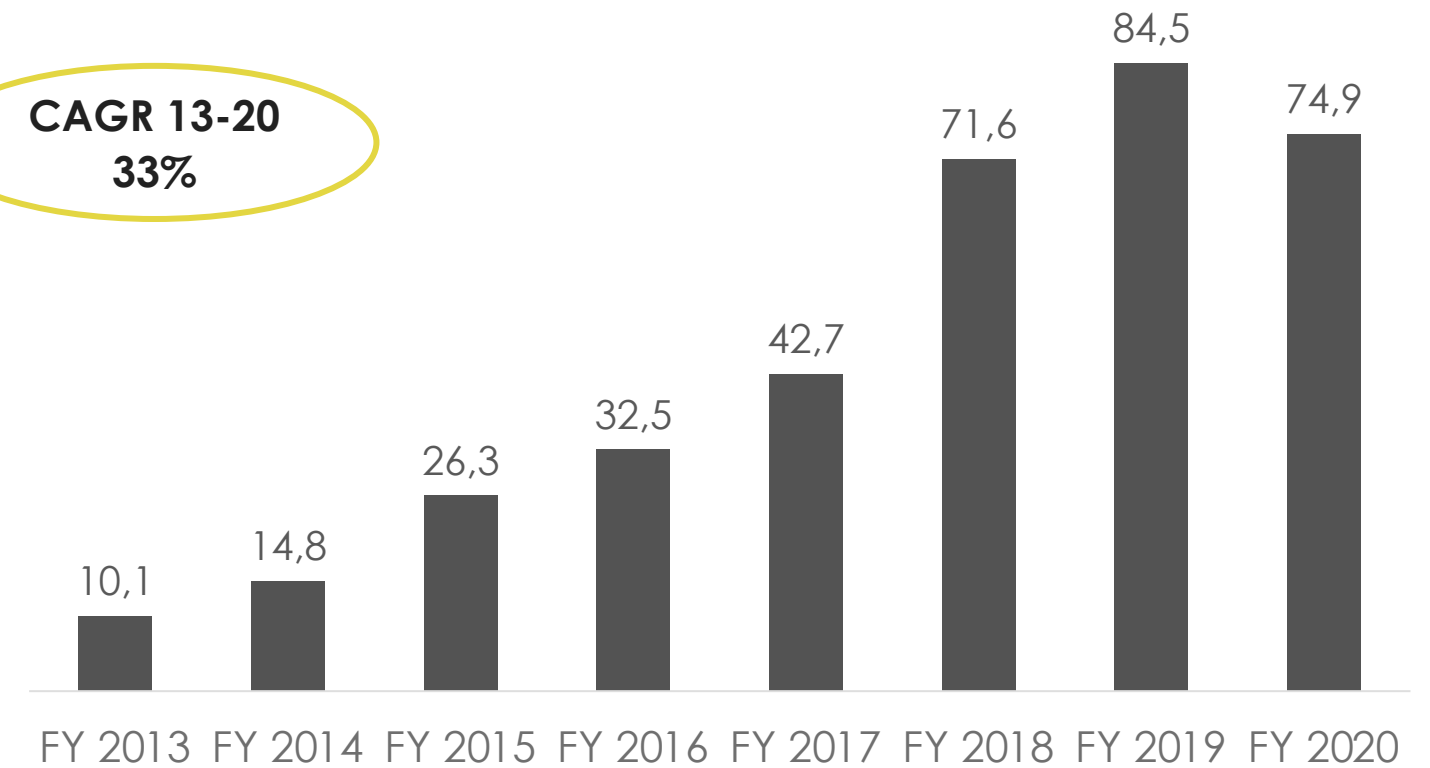
### 1H REVENUES (€M) – IAS /IFRS

Growth 20-21  
20%

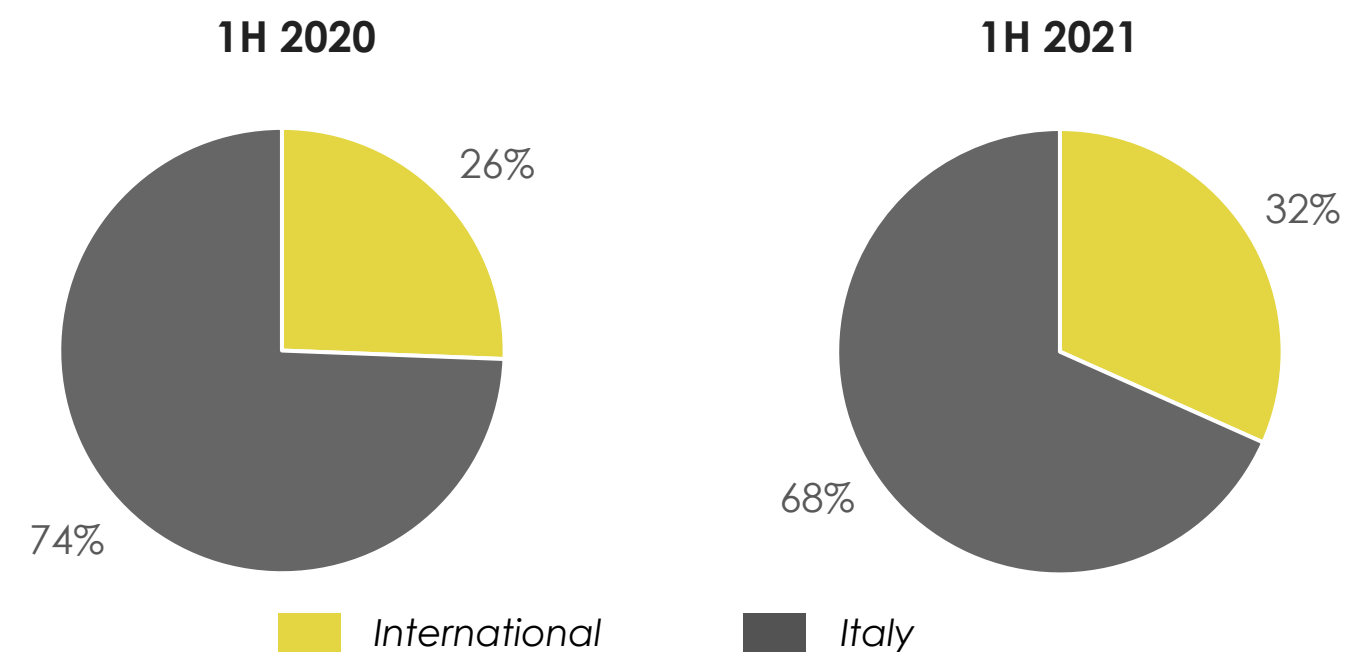


### FY REVENUES (€M) – IAS /IFRS <sup>(1)</sup>

CAGR 13-20  
33%



### ALKEMY INTERNATIONAL TURNOVER (%)



- › 1H 2021 revenues at €M44.5, +20% compared to 1H 2020 which were €M37.1. 16% of organic growth.
- › 1H 2021 Italian turnover is €M 30.4 up by 10% compared to €27.6 M in 1H 2020. The growth is mainly organic, thanks to the new Go-to-Market strategy, the holding of current customers and the acquisition of new contracts and customers.
- › International revenues in 1H 2021 at €M 14.1, up by 49% vs. €M 9.5 in 1H 2020, mainly thanks to Spain and Mexico subsidiaries, which are recovering from COVID-19 related turnover decline in 2020.

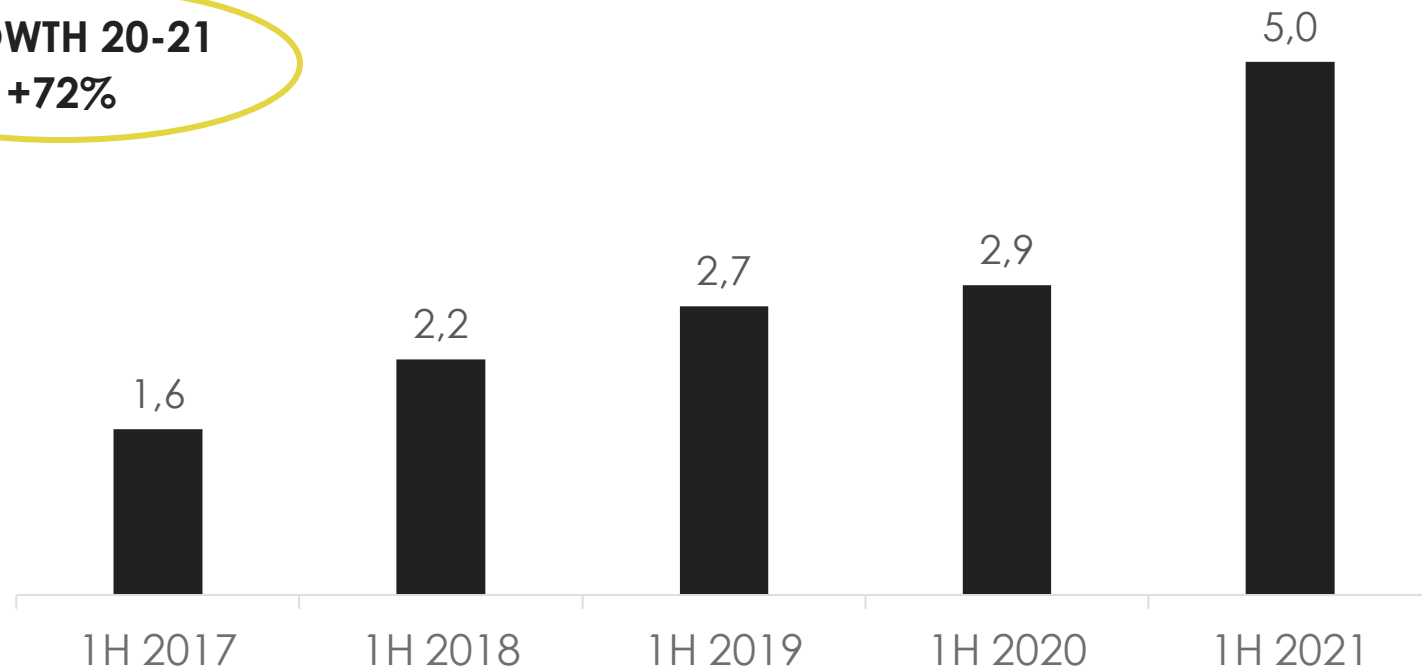
<sup>(1)</sup>Revenues 2013-14-15-16 are Management estimates and are not audited, following the introductions of IFRS in 2018.

# Adj. EBITDA

CONSISTENT IMPROVEMENT IN MARGINALITY

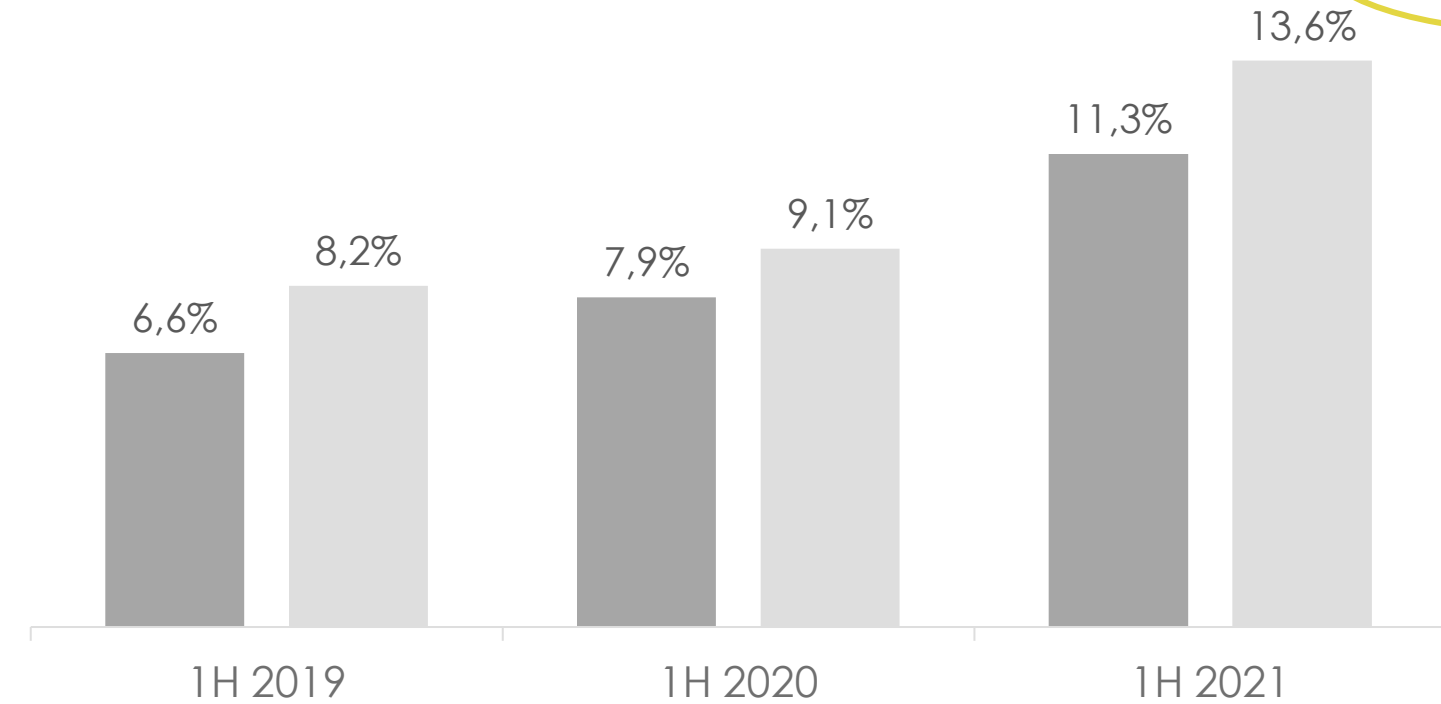
1H ALKEMY Adj. EBITDA (€M) – IAS/IFRS

GROWTH 20-21  
+72%



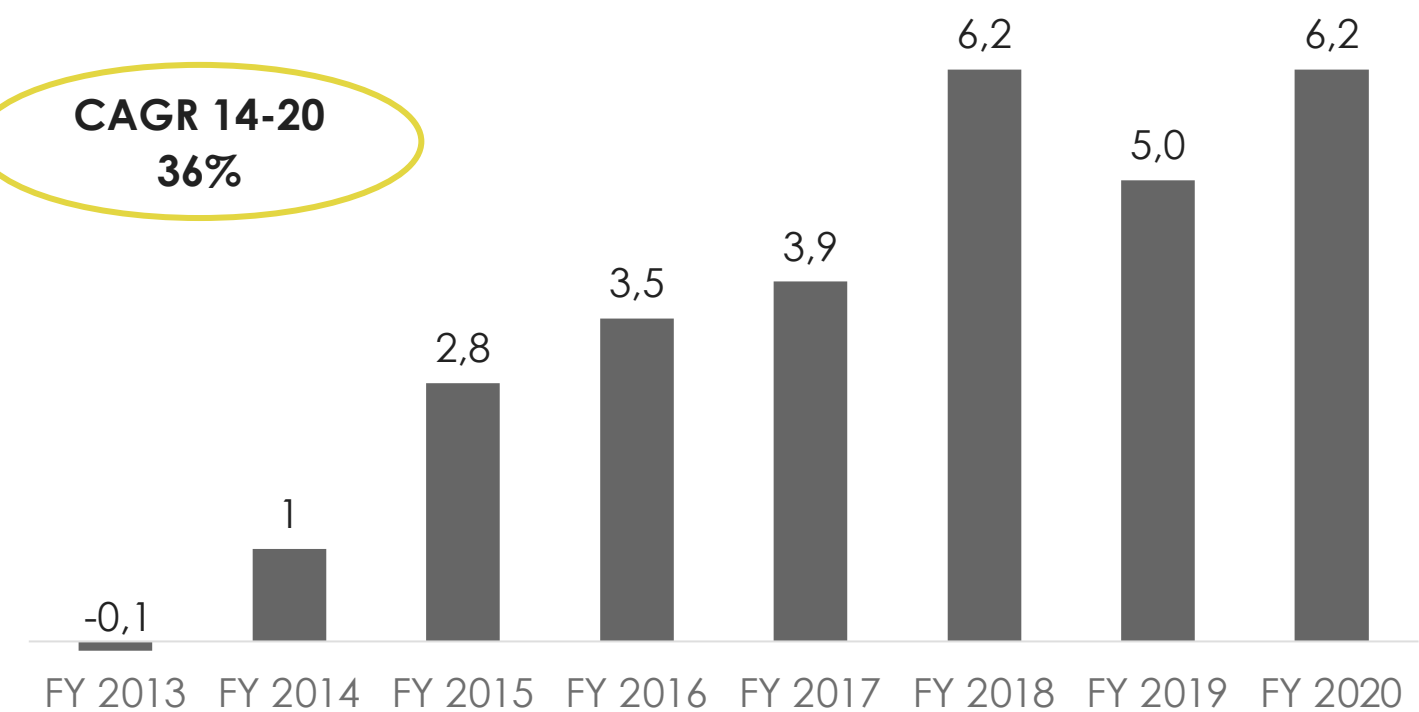
1H EBITDA MARGIN – EBITDA MARGIN NET MEDIA (%) <sup>(1)(2)</sup>

MARGIN 20-21  
+3 pps



FY ALKEMY Adj. EBITDA (€M) – IAS/IFRS

CAGR 14-20  
36%



- › 1H 2021 Adj. EBITDA is €M 5.0, +72% compared to 1H 2020 of €M 2.9, thanks to the better mix of the new Go-to-Market strategy and the efficiency and razionalization of the new organization.
- › EBITDA Margin is 11% in 1H 2021 vs 8% in 1H 2020 with an increase of 3 pps, thanks to lower operative costs impact on revenues (-3.4 pps), achieved through to the industrialization process started in 2020
- › EBITDA Margin net media is 13.6% in 1H 2021 vs. 9.1% in 1H 2020

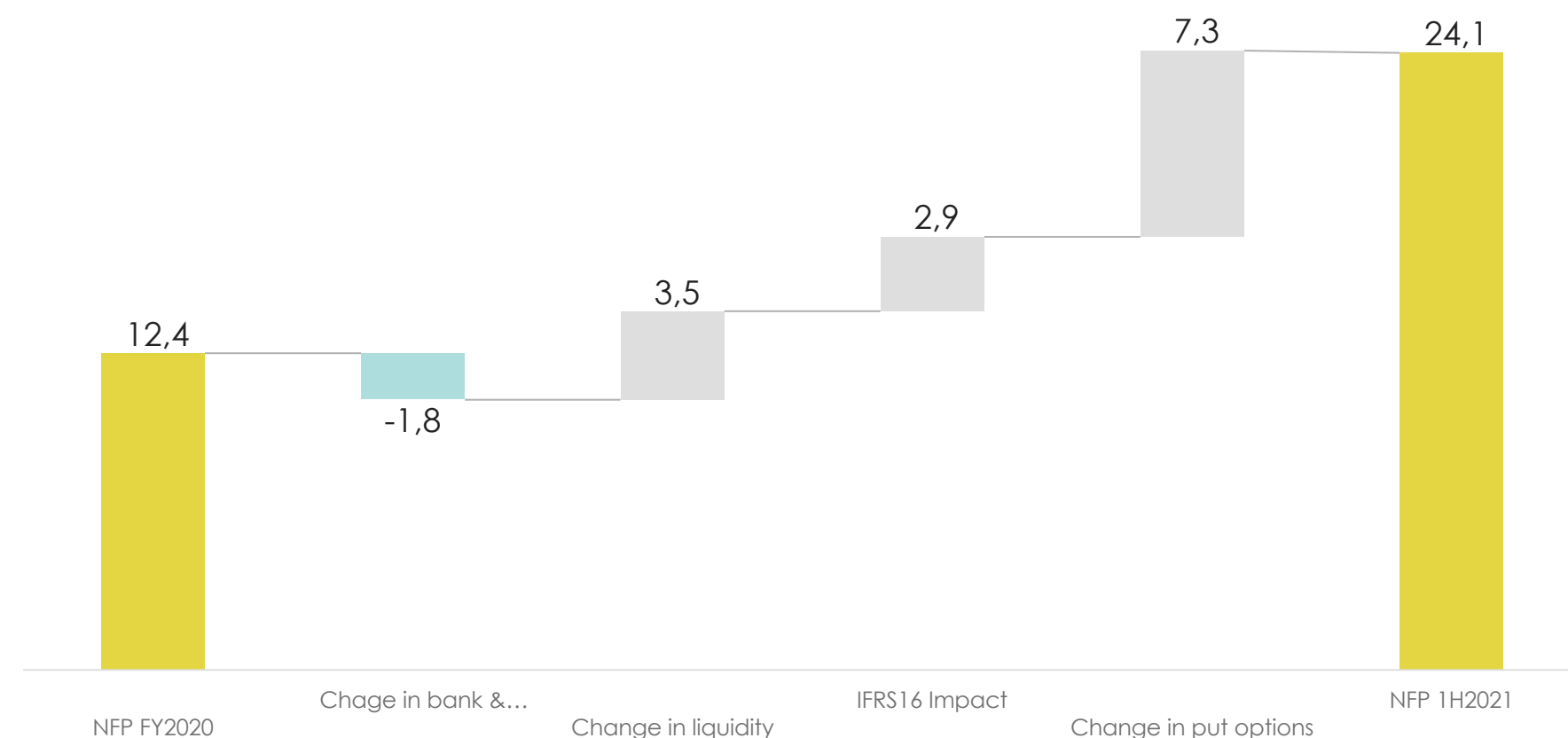
<sup>(1)</sup>Ebitda margin is calculated relating the EBITDA to the revenues of the period

<sup>(2)</sup>Ebitda margin net media is calculated relating the EBITDA to the revenues of the period net of Media related revenues from Spain and Mexico companies



# NET FINANCIAL POSITION BRIDGE AND DETAILS

## Net Financial Position Bridge 1H 2021 (€M)

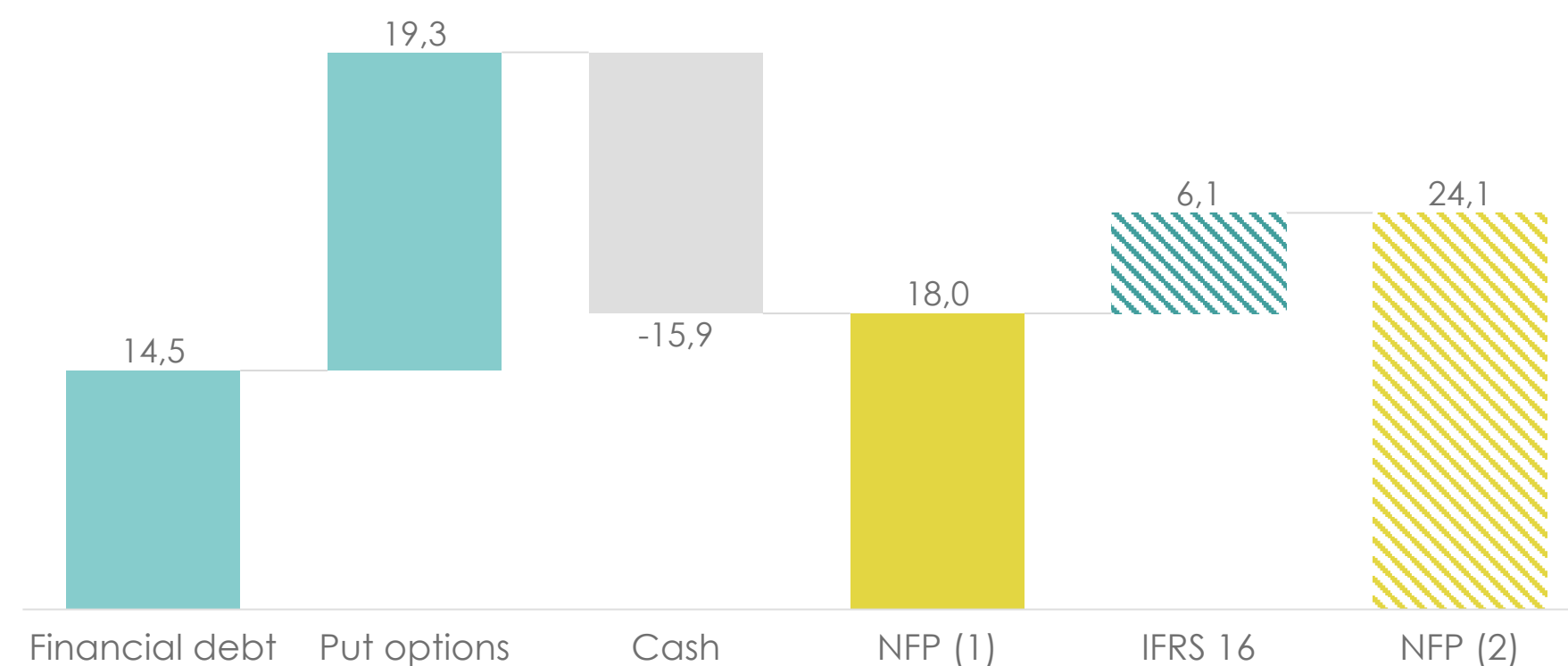


› **Net Financial Position** NFP (2) at June 30<sup>th</sup> 2021 decreased by €M -11.7 compared to €M -12.4 at December 31<sup>st</sup>, 2020, mainly due to the change in the Group perimeter

› **Variation** mainly due to: (i) decrease in liquidity on bank accounts (€M -3.5) due to the two acquisitions, treasury shares buyback and dividends paid to minorities, (ii) decrease in bank loans (€M +1.8), (iii) IFRS 16 impact due to change in Group perimeter (€M -3.0), (iv) increase in put options liabilities due to the acquisition of the period (€M -7.3).

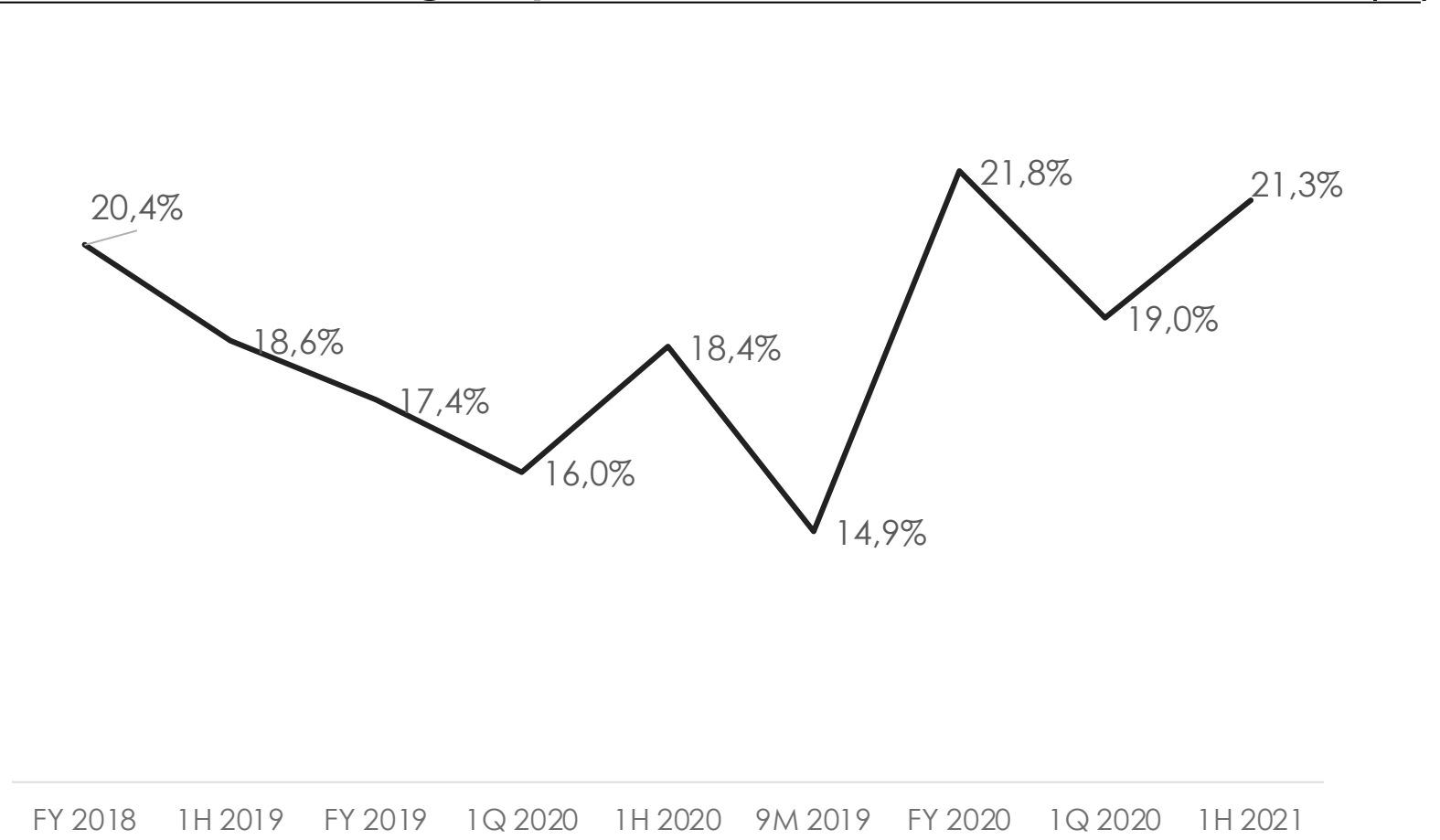
- › **Gross debt** is composed by €M 14.5 of financial debt (of which €M 10.2 LT, €M4.3 ST), €M 19.31 put options liabilities deriving from M&A (of which €M 7.4 ST) and €M 6.1 IFRS16 financial leases
- › 1H 2021 NFP (1) ex IFRS16 is €M 18.0
- › 1H 2021 cash and equivalents is €M 15.9

## Net Financial Position Break Down 1H 2021 (€M)

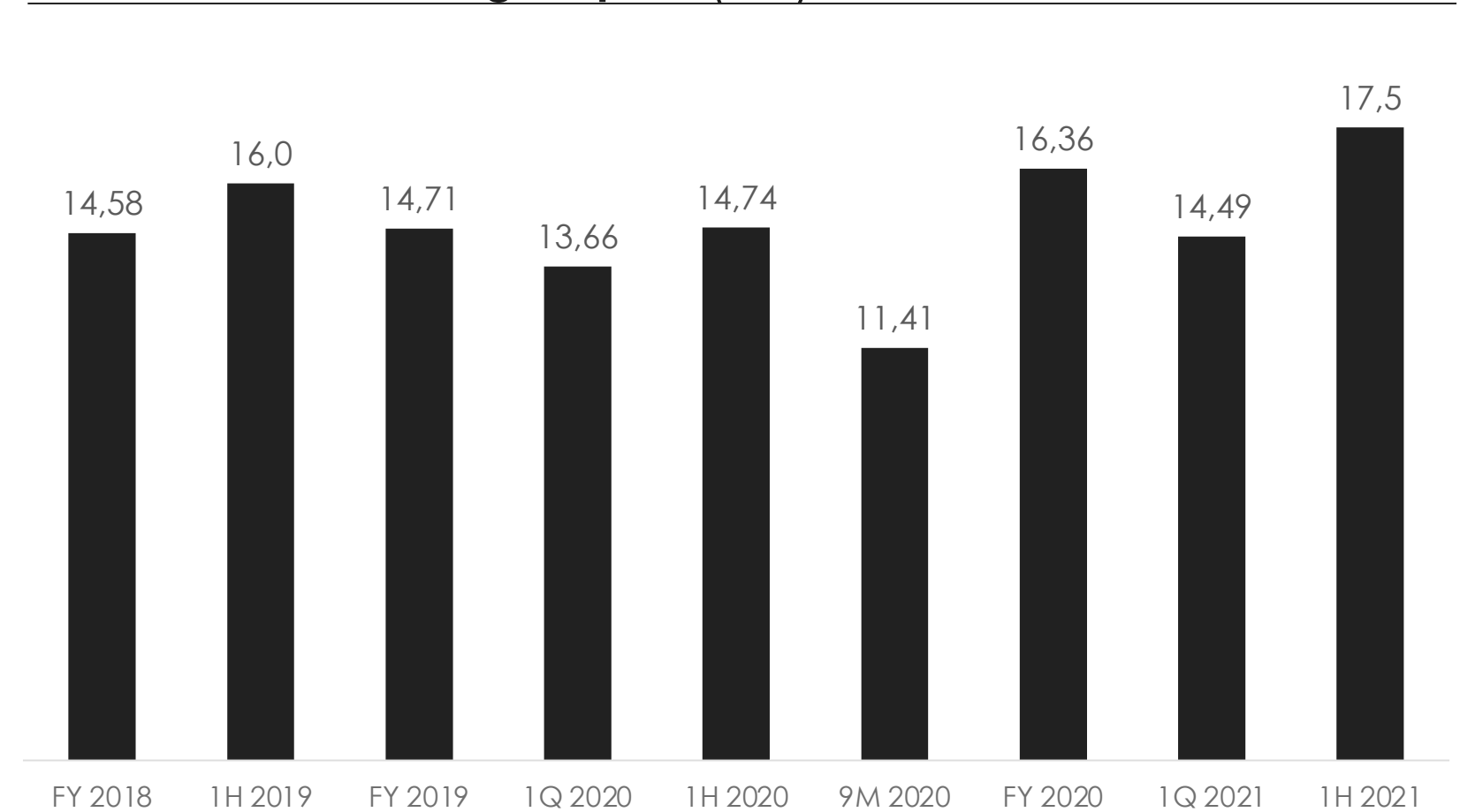


# NET TRADE WORKING CAPITAL DYNAMICS

Net Trade Working Capital over Last 12 Months Revenues (%)

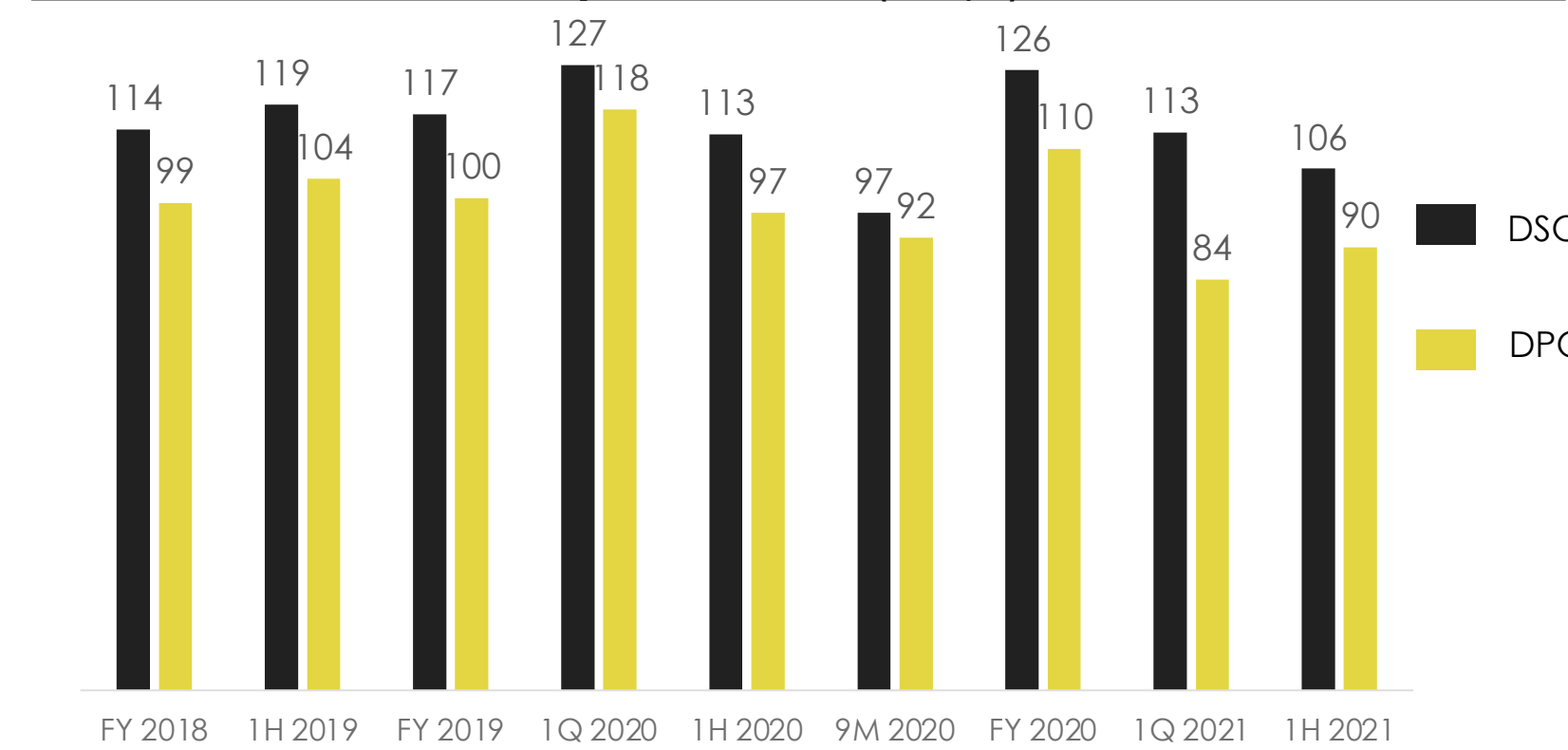


Net Trade Working Capital (€M)



- > 1H 2021 Net Trade Working capital is 19% higher than 1H 2020, due to higher revenues growth in the period.
- > Cash release from **Net Trade Working Capital** decrease (€M +2.2 million) compared to €M -0.3 in 1H 2020, thanks to payables and receivables dynamics
- > 1H 2021 DSO at 106 -6% vs. 1H 2020; 1H 2021 DPO -7% vs. 1H 2020

Cash Conversion Cycle Details (days)



# 1H 2021 P&L – IAS/IFRS



## Consolidated Profit & Loss

Profit and Loss (€000) - IAS/IFRS	1H 2020	1H 2021
<b>Revenues</b>	<b>37.115</b>	<b>44.549</b>
Service costs, consum. & goods	(20.036)	(22.211)
Personnel	(14.154)	(18.152)
<b>EBITDA</b>	<b>2.925</b>	<b>4.186</b>
% Revenues	7,9%	9,4%
Non recurrent costs	0	(855)
<b>Adj. EBITDA</b>	<b>2.925</b>	<b>5.041</b>
% Revenues	7,9%	11,3%
D&A	(858)	(1.005)
Bad debts/ claims/ provisions	(348)	(3)
<b>EBIT</b>	<b>1.719</b>	<b>3.178</b>
% Revenues	4,6%	7,1%
Financial charges	(557)	(580)
<b>EBT</b>	<b>1.162</b>	<b>2.598</b>
Taxes	(518)	(1.022)
% Tax rate	44,6%	39,3%
<b>Net Profit (Loss)</b>	<b>644</b>	<b>1.576</b>
o/w Minorities	(11)	18
<b>o/w Group Net Profit (Loss)</b>	<b>655</b>	<b>1.558</b>

- 1H 2021 **Revenues** at €M 44.5, up by 20% compared to €M 37.1 of 1H 2020. The increase is mostly organic, attributable to the recovery of **New Business** activities and the strong focus on main clients. **Italian revenues up by 10%** yoy, related just for a limited extent to the acquisitions of the majority stake in DGI (consolidated for one month) and XCC (consolidated for three months), and it is mainly the result of the new Go-to-Market strategy, the holding of current customers and the acquisition of new contracts and customers. **Foreign turnover up by 49%**, mainly thanks to Spain and Mexico subsidiaries, which recovered from Covid-19 related loss in turnover in 1H 2020.
- Operative costs** decreased reduced the impact on revenues by 3.4 pps compared to 1H 2020. **Services costs** increased by 11% yoy, but **reduced the impact on revenues by 4 pps**. This **efficiency** is mostly achieved thanks to the actions taken to internalize tech activities. **Personnel costs** increased incidence on revenues by 1 pp compared to 1H 2020, attributable to the higher FTE for the period (from 518 in 1H 2020 to 590 in 1H 2021), as a confirmation of the positive expectations of management on future business performances.
- 1H 2021 **Adj. EBITDA** at €M 5.0 +72% compared to €M 2.9 in 1H 2020, with a margin increase of 3 pps (**EBITDA margin 11%**). **EBIT** is equal to €M 3.2 +85% compared to €M 1.7 in 1H 2020, with an increase of 2.6 pps in EBIT margin.
- EBT** at €M 2.6. 1H 2021, +124% compared to €M 1.2 in 1H 2020. **Group Net Profit** is €M 1.6 +145% vs €M 0.6 in 1H 2020.

# 1H 2021 BALANCE SHEET – IAS/ IFRS



## Consolidated Balance Sheet

Balance Sheet (€000) - IAS/IFRS	FY 2020	1H 2021
Tangible assets	855	1.208
Intangible assets	7.093	10.455
<i>o/w rights of use (IFRS16)</i>	3.122	6.007
Goodwill	31.755	41.250
Financial assets	1.174	5
<b>Fixed Assets</b>	<b>40.877</b>	<b>52.918</b>
Inventories	0	0
Trade Receivables	31.044	30.937
Trade Payables	(14.688)	(13.437)
<b>Net Trade Working Capital</b>	<b>16.356</b>	<b>17.500</b>
Other Current Assets	4.207	4.584
Other Current Liabilities	(12.579)	(11.677)
Employees' leaving entitlement	(5.087)	(6.248)
<b>Total Capital Invested</b>	<b>43.774</b>	<b>57.077</b>
<b>Total Equity</b>	<b>31.396</b>	<b>32.580</b>
o/w Group Equity	31.142	32.308
o/w Minorities	254	272
Cash & current financial assets	(18.922)	(15.471)
Bank Debts	16.071	14.544
Put Option Liabilities	12.038	19.316
Other Financial Debts (IFRS16)	3.191	6.108
<b>Net Debt (Cash)</b>	<b>12.378</b>	<b>24.497</b>
<b>Total Funds</b>	<b>43.774</b>	<b>57.077</b>

- › **Net Invested Capital** at €M 57.1 (€M 44.0 at FY 2020) and consisted of approx. € 17.5 million of **Net Trade Working Capital** (€M 16.4 FY 2020), €M 53.0 of fixed assets (€M 41.0 FY 2020) of which €M 41.2 of **Goodwill** (32,0 in FY 2020) and €M 6.0 of IFRS 16 **rights of use** (3.1 in FY 2020).
- › **Shareholders' equity** increased in the period by €M 1.2 since 31 dec. 2020 (+4%), mainly thanks to the positive result of the period (€M +1.6), the increase of LTIP reserve (€M +0.6), the dividends paid to minorities (€M -0.7), and treasury shares buyback (€M -0.5).
- › **Net Financial Position** at June 30th 2021 negative for €M -24.1 (ante-IFRS 16 at €M -18.0) with decreasing by €M -11.7 compared to FY 2020, mainly due to the change in the Group perimeter. More specifically the **variation** is mainly due to: decrease in liquidity on bank accounts (€M -3.5), due to (i) the two acquisitions, (ii) treasury shares buyback, (iii) dividends paid to minorities; decrease in bank loans (€M +1.8); IFRS 16 impact due to change in Group perimeter (€M -3.0); increase in put options liabilities due to the two acquisitions of the period (€M -7.3).

# 1H 2021 CASH FLOW GENERATION – IAS/IFRS

## Consolidated Cash Flow

Cash Flow Statement (€000) - IAS/IFRS	1H 2020	1H 2021
<b>Net Profit (Loss)</b>	<b>644</b>	<b>1.576</b>
Adjustments (cash tax, interest and other)	1.075	1.602
Non cash items	1.566	1.398
<b>Gross Cash Flow</b>	<b>3.285</b>	<b>4.576</b>
Change in inventories	31	0
Change in trade receivables	3.868	3.565
Change in trade payables	(4.233)	(1.443)
<b>Total change in NTWC</b>	<b>(334)</b>	<b>2.122</b>
Total change in other asset/liabilities	435	(2.833)
<b>Operating Cash Flow</b>	<b>3.386</b>	<b>3.865</b>
Capex	(115)	(562)
<b>Free Cash Flow before Acquisition</b>	<b>3.271</b>	<b>3.303</b>
Acquisitions and other financial assets	(126)	(2.175)
<b>Free Cash Flow</b>	<b>3.145</b>	<b>1.128</b>
Change in treasury shares	0	(456)
Dividends to minorities	(334)	(1.023)
Change in bank & fin. Debts	2.051	(2.500)
IFRS 16 effect	(480)	(600)
Changes in equity	0	0
Change in put/option	(90)	0
<b>Change in Cash</b>	<b>4.292</b>	<b>(3.451)</b>
Initial Cash	9.581	18.840
Final Cash	13.873	15.389

- › 1H 2021 **Gross Cash Flow** at **€M 4.6**, compared to €M 3.3 in 1H 2020. The increase yoy is mostly due to higher positive result of the period.
- › 1H 2021 **Operating cash flow** at **€M 3.9** compared to €M 3.4 of 1H 2020. The positive variation is mostly due to the better operating result of the period and to cash release from Net trade working capital dynamics, thanks to DSO decrease.
- › Ordinary **Capex** of the period is 5.0x higher than 1H 2020, and it's mostly related to hardware equipment for the Group. 1H 2021 **Free Cash Flow before Acquisitions** is equal to **€M 3.3**, mostly stable compared to €M 3.3 in 1H 2020.
- › 1H 2021 **Free Cash Flow** is **€M 1.1**, compared to €M 3.1 in 1H 2020. The variation is related to the **acquisition** of the majority stake in DGI S.r.l, and in XCC S.r.l. in the period (€M -2.2).
- › Total change in **cash** for the period was **€M -3.5** compared to €M 4.3 in 1H 2020. Cash decrease is mostly due to the decrease in financial debts (€M -2.5), dividends to minorities (€M -1.0), treasury shares buyback (€M -0.5).

# OUTLOOK

- > The evolution of management expected during the second half of 2021 will depend mainly on exogenous factors related, as a priority, to the completion of the vaccination plan, as the only effective solution to overcome the difficulties generated by the pandemic and confirm the economic recovery of the country, and therefore the resilience of client companies, government support in support of the economy in general and investments in the digitalization of companies.
- > Taking into account the results achieved in 1H 2021, the business current trading, except for the occurrence of further aggravating events that are not always foreseeable (ie resumption of infections with spread of further pandemic variants, with possible new lockdowns, delays in the vaccination plan), it is confirmed that the Group's expectation is to resume the path of organic growth, both in terms of revenues and above all margins, benefiting both from the rationalization and efficiency work carried out in the previous year, and from the new organization of the national companies.

# A PUBLIC COMPANY LISTED ON MTA – STAR SEGMENT

## Issuer & Tickers

- Alkemy S.p.A. (ALK) | ISIN: IT0005314635
- REUTERS ALK.MI | BLOOMBERG ALK.IM

## Market

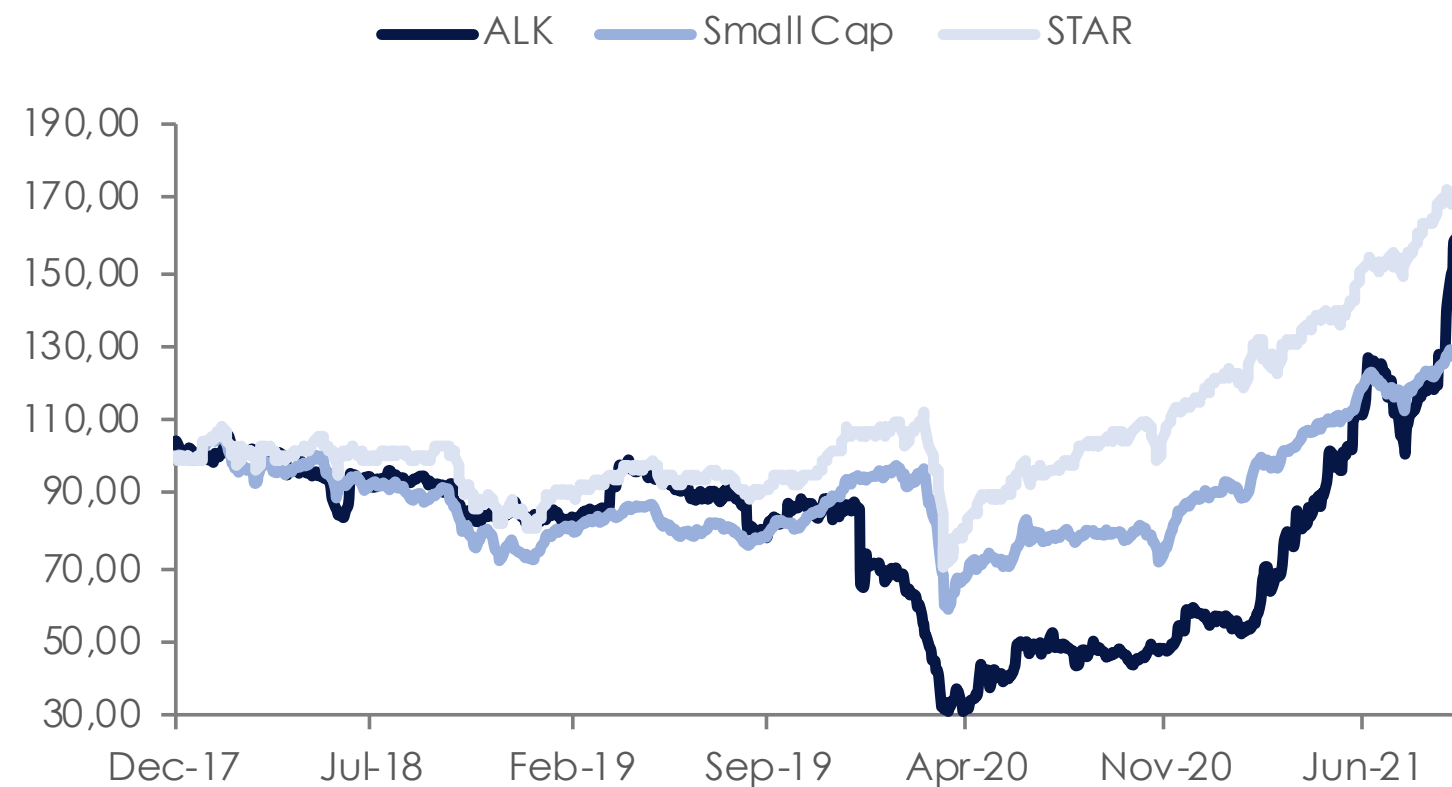
- Borsa Italiana, MTA – STAR Segment

## Specialist

- Intermonte

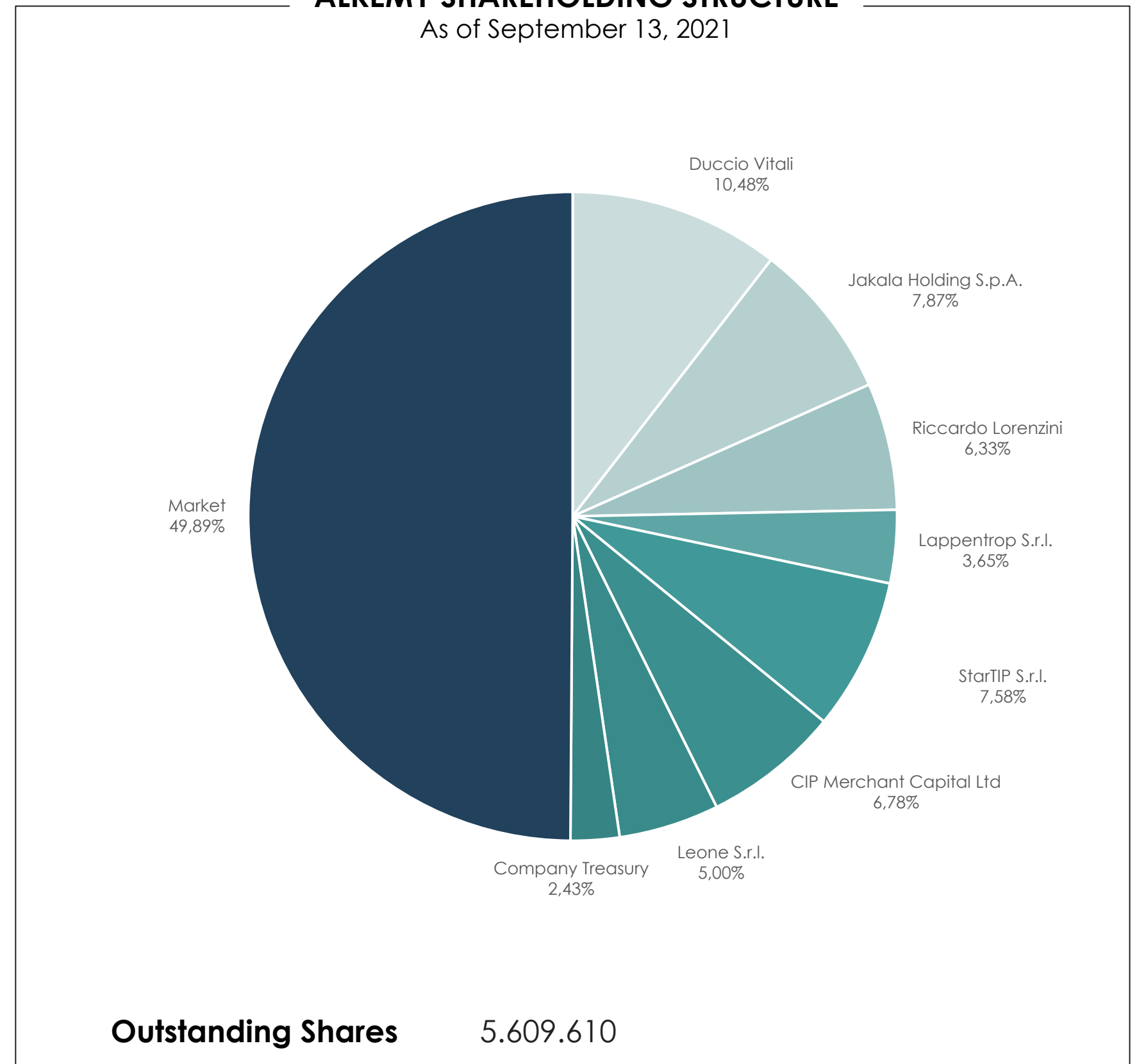
## Analyst Coverage

- Intermonte
- Banca Imi
- Mediobanca



## ALKEMY SHAREHOLDING STRUCTURE

As of September 13, 2021



(1) Lappentrop Srl belongs to Alessandro Mattiacci

(2) Other Managers: Alkemy and founders of new acquired companies

(3) Buy Back plan was in place until November 2020

# A SOLID CORPORATE GOVERNANCE



## BOARD OF DIRECTORS

Chairman	Alessandro Mattiacci
Chief Executive Officer	Duccio Vitali
Deputy Chairman	Vittorio Massone
General Manager	Massimo Canturi
Director	Riccardo Lorenzini
Independent Director	Giorgia Albeltino
Independent Director	Giulia Bianchi Frangipane
Independent Director	Andrea Di Camillo
Independent Director	Serenella Sala

## BOARD OF STATUTORY AUDITORS

Chairman	Mauro Dario Bontempelli
Standing Auditor	Gabriele Gualeni
Standing Auditor	Daniela Bruno
Alternate Auditor	Marco Garrone
Alternate Auditor	Mara Sartori

Independent Audit Firm: KPMG S.p.A.

- The Board of Directors, the Board of Statutory Auditors and the Independent Audit Firm were appointed by the Shareholders' Meeting on June 25, 2017.
- Vittorio Massone was appointed by the Shareholders' Meeting on April 24, 2020.
- Massimo Canturi was appointed by the Shareholders' Meeting on April 26, 2021.





Alkemy enabling evolution  
Via San Gregorio 34 20124 Milano, Italy  
Tel: +39 02 92894 1 - Fax: +39 02 92894 500  
[info@alkemy.com](mailto:info@alkemy.com)

INVESTOR RELATIONS  
[ir@alkemy.com](mailto:ir@alkemy.com)