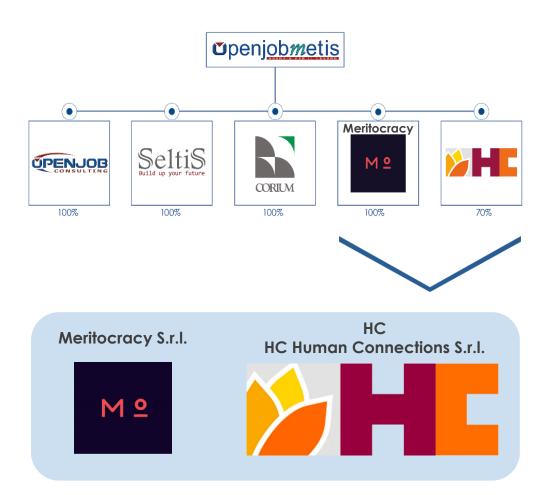


9M 2018 Results Conference Call

Milan, 13 November 2018

THE GROUP AND THE SERVICES





In June Openjobmetis acquired 100% of **Meritocracy S.r.l.** (ex Coverclip S.r.l.), a digital platform for personnel recruitment, in particular for digital professions

In July Openjobmetis acquired 70% of HC Human Connections S.r.l.. HC is an educational company that carry out interventions dedicated to the development and coaching of Human Resources in organizations

WIDESPREAD PRESENCE THROUGHOUT ITALY



31/12/17 127 Branches



2018

Openings

- Gallarate F. C.
- Bologna F. C.
- Rimini
- Schio
- Siracusa
- Sarezzo
- Bibbiena



Closures

- Mantova
- Curno
- · Milano Bazzini

3

RESULTS 9M 2018 VS 9M 2017





+3,3%

REVENUES

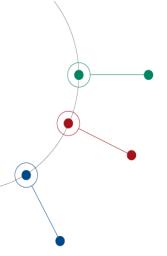
+25 bps

GROSS MARGIN % Better $\sim 12 \text{ mln}$

vs NFP 31/12/17



#RESULTS at 30 September **2018**





FINANCIALS

Dr. Alessandro Esposti CFO and Investor Relator

REVENUES BY BUSINESS AREA

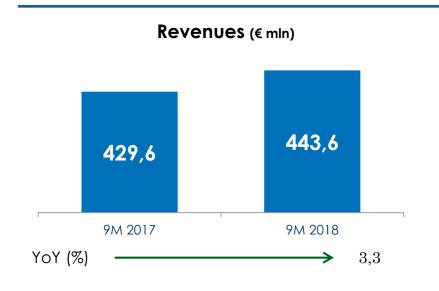


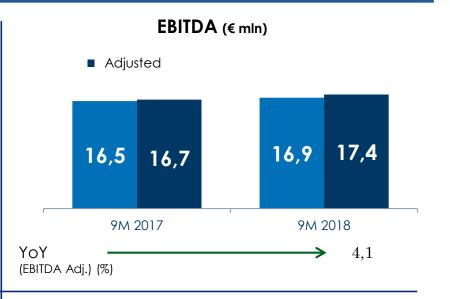
Company	Business Area	Revenues 9M 2017 (€ '000)	Revenues 9M 2018 (€ '000)	Var %
tis	Revenue from temporary work	424.002	437.323	3,1%
Selfis Build up your future	Personnel research and "research and selection"; focus on middle and top management	1.349	2.120	57,1%
ESPENSION OF THE PROPERTY OF T	Temporary workers training and active policies	3.866	3.661	(5,3%)
CORIUM	Outplacement	338	456	35,1%
Group revenues		429.555	443.560	3,3%

Note: revenues net of intercompany

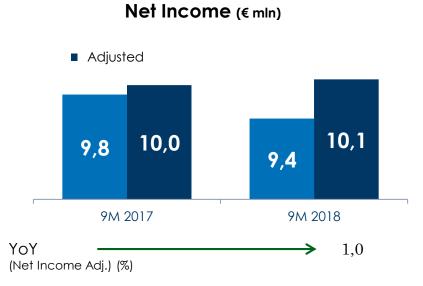
ECONOMIC INDICATORS 9M 2018 VS 9M 2017











INCOME STATEMENT 9M 2018 VS 9M 2017



Euro Millions	Q1 18	Q2 18	Q3 18	9M 2018	9M 2017
Revenue	140,1	159,8	143,7	443,6	429,6
YoY	7,7%	3,4%	(0,9%)	3,3%	30,0%
First Contr. Margin	17,6	20,4	17,6	55,6	52,7
Gross Margin%	12,5%	12,8%	12,3%	12,5%	12,3%
EBITDA	5,0	6,3	5,6	16,9	16,5
EBITDA margin	3,6%	3,9%	3,9%	3,8%	3,8%
EBIT	4,3	5,4	4,7	14,4	14,7
Net Income	2,9	3,3	3,2	9,4	9,8

INCOME STATEMENT 9M 2018 VS 9M 2017



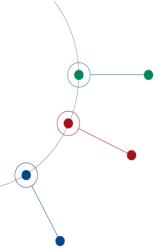
Euro thousands	9M 2017	9M 2018	DELTA
REVENUE	429.555	443.560	14.005
Temporary work cost	(376.840)	(388.005)	(11.165)
FIRST CONTRIBUTION MARGIN	52.715	55.555	2.840
% Revenue	12,3%	12,5%	0,2%
Other income	8.906	9.181	275
Overheads	(45.124)	(47.790)	(2.666)
EBITDA	16.498	16.946	448
% Revenue	3,8%	3,8%	-
Provisions and impairment losses Amortisation/depreciation	(1.301) (515)	(1.842) (659)	(541) (144)
EBIT	14.681	14.445	(236)
% Revenue	3,4%	3,3%	(0,1%)
Net financial income	(668)	(318)	227
PROFIT (LOSS) BEFORE TAXES	14.013	14.004	(9)
% Revenue	3,3%	3,2%	(0,1%)
Taxes	(4.204)	(4.609)	(405)
PROFIT (LOSS) FOR THE YEAR % Revenue	9.809 2,3%	9.395	(414)
% Revenue	2,3%	2,1%	(0,2%)

BALANCE SHEET INDICATORS



	31/12/16	30/09/17	31/12/17	30/09/18
NWC (Euro millions)	38,3	41,8	45,5	38,1
NFP (Euro millions)	40,8	33,7	35,0	22,6*
DSO (days) Credits/Revenue *360 or *270 (9M)	81	75	76	70
PFN / EQUITY	0,54	0,39	0,40	0,24
	Quarterly DSO	Quarterly DSO	Quarterly DSO	Quarterly DSO
	Q1: Q2: Q3: Q4: 71 67 70 72	Q1: Q2: Q3: 74 72 74	Q1: Q2: Q3: Q4: 74 72 74 72	Q1: Q2: Q3: 76 72 74

^{*} penalized by Eur 2,9 mln due to buy back





Thank you for your Attention

INCOME STATEMENT 9M 2018 VS 9M 2017



Euro ('000)	At 30 September				Variation 2018/2017		
	2018	% on revenues	2017	% on revenues	Value	%	
Revenue	443.560	100,0%	429.555	100,0%	14.005	3,3%	
Costs of temporary work	(388.005)	(87,5%)	(376.840)	(87,7%)	(11.165)	3,0%	
First contribution margin	55.555	12,52%	52.715	12,3%	2.840	5,4%	
Other income	9.181	2,1%	8.906	2,1%	275	3,1%	
Employee costs	(24.192)	(5,5%)	(22.649)	(5,3%)	(1.543)	6,8%	
Cost of raw materials and consum.	(195)	(0,0%)	(160)	(0,0%)	(35)	21,6%	
Costs for services	(22.815)	(5,1%)	(21.715)	(5,1%)	(1.100)	5,1%	
Other operating expenses	(588)	(0,1%)	(600)	(0,1%)	12	(2,0%)	
EBITDA	16.946	3,8%	16.498	3,8%	448	2,7%	
Provisions and impairment losses	(1.842)	(0,4%)	(1.301)	(0,3%)	(541)	41,6%	
Amortisation/depreciation	(626)	(0,1%)	(482)	(0,1%)	(144)	29,8%	
EBITA	14.479	3,3%	14.715	3,4%	(236)	(1,6%)	
Amortisation of intangible assets	(33)	(0,0%)	(33)	(0,0%)	(0)	0,7%	
EBIT	14.445	3,3%	14.681	3,4%	(236)	(1,6%)	
Financial income	38	0,0%	70	0,0%	(32)	(46,2%)	
Financial expense	(479)	(0,1%)	(738)	(0,2%)	259	(35,0%)	
Pre-tax profit (loss)	14.004	3,2%	14.013	3,3%	(9)	(0,1%)	
Income taxes	(4.609)	(1,0%)	(4.204)	(1,0%)	(405)	9,6%	
Profit (loss) for the year	9.395	2,1%	9.809	2,3%	(414)	(4,2%)	

BALANCE SHEET 9M 2018 VS 2017



Euro ('000)				Variation 2018/2017		
	30/09/2018	% on NIC* / Total sourc.	31/12/2017	% on NIC* / Total sourc.	Value	%
Intangible assets and goodwill	76.149	64,2%	74.472	59,8%	1.677	2,3%
Property, plant and equipment	2.364	2,0%	2.300	1,8%	64	2,8%
Other net non-current assets and liabilities	1.996	1,7%	2.163	1,7%	(167)	(7,7%)
Total non-current assets/liabilities	80.509	67,9%	78.935	63,5%	1.574	2,0%
Trade receivables	118.302	99,7%	123.312	99,1%	(5.010)	(4,1%)
Other receivables	7.360	6,2%	7.209	5,8%	151	2,1%
Current tax assets	37	0,0%	23	0,0%	14	62,1%
Trade payables	(7.402)	(6,2%)	(6.946)	(5,6%)	(456)	6,6%
Current employee benefits	(45.824)	(38,6%)	(39.835)	(32,0%)	(5.989)	15,0%
Other payables	(30.182)	(25,4%)	(32.696)	(26,3%)	2.514	(7,7%)
Current tax liabilities	(2.210)	(1,9%)	(2.662)	(2,1%)	452	(17,0%)
Current provisions for risks and charges	(1.948)	(1,6%)	(2.948)	(2,4%)	1.000	(33,9%)
Net working capital	38.133	32 ,1%	45.458	36,5%	(7.325)	(16,1%)
Total loans - net invested capital	118.642	100,0%	124.393	100,0%	(5.751)	(4,6%)
Equity	94.926	80,0%	88.308	71,0%	6.618	7,5%
Net financial indebtedness	22.643	19,1%	35.021	28,1%	(12.378)	(35,3%)
Employee benefits	1.073	0,9%	1.064	0,9%	9	0,9%
Total sources	118.642	100,0%	124.393	100,0%	(5.751)	(4,6%)

^{*} Net invested capital

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