

J.P. Morgan Italian Conference

1H 2020 Results

October 2nd, 2020



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Executive Summary

Covid-19 update

- Covid-19 **health situation in Italy currently under control**, with around 200-300 new positives per day and less than 50 people still in intensive care across the Country
- After ~2 months of lockdown in Italy, one of the strictest in Western Countries, Phase 3 started in June with **gradual return to “normality”**. International travel recently reopened with some Country-specific restrictions
- 1H20 Transaction volumes (acquiring + issuing) at 186 €B, -16.9% y/y with a **gradual recovery across all components from May 2020**. Travel/tourism and International travelers contribution still behind last year although gradually recovering
- Acquiring volumes **in the last week rolling (7th-13th September)** at -4% y/y with a **strong recovery across categories¹**. **Acquiring volumes on Italian cards now back to pre-Covid levels, while foreign cards still very much behind but recovering**
- Progressive reopening of commercial activities with **transacting merchants now similar to pre-Covid and 2019 levels**
- **E-commerce strong acceleration net of high impact consumption sectors** (e.g. travel/tourism related sectors and restaurants): +35% y/y in 1H20 and +43% y/y in 2Q20¹. Overall 1H20 performance less impacted by Covid-19 compared to physical sales (-2.8% y/y transaction value)
- **Early signals of acceleration of the structural shift from cash to digital payments**

Executive Summary

1H20 results highlights

- **ISP merchant book deal successfully completed on June 30th**
- **EBITDA** at 261.8 €M, **-3.9% y/y** including organic contribution from ISP merchant acquiring book. On a standalone basis EBITDA at 214.2 €M, -8.0% y/y
- **Revenues** at 478.7 €M, **-6.3% y/y** including organic contribution from ISP merchant acquiring book. On a standalone basis Revenues at 427.7 €M, -8.5% y/y

Key business update

- **Merchant Services & Solutions** (51% of Revenues): commercial activity going back to pre-Covid levels, new “NexiGo” proposition to support SMEs’ sales digitalization across channels, accelerated pipeline of large merchants omnichannel projects and step up on e-commerce gateway activations
- **Cards and Digital Payments** (38% of Revenues): commercial activities from banks gradually recovering, acceleration of banks interest on International Debit and continued progress on YAP mobile payment app
- **Digital Banking Solutions** (11% of Revenues): Nexi Open ecosystem proposition fully launched, banks go-to-market progressing; continued roll out of new higher value advanced self banking and digital corporate banking solutions
- **Costs -9.1% y/y** including organic contribution from ISP merchant acquiring book thanks to the 100+ €M cash cost containment plan well in execution and the continued focus on efficiency
- **1H20 Net financial Debt/EBITDA 4.0x** pro-forma for ISP merchant acquiring book, 2.9x on a standalone basis

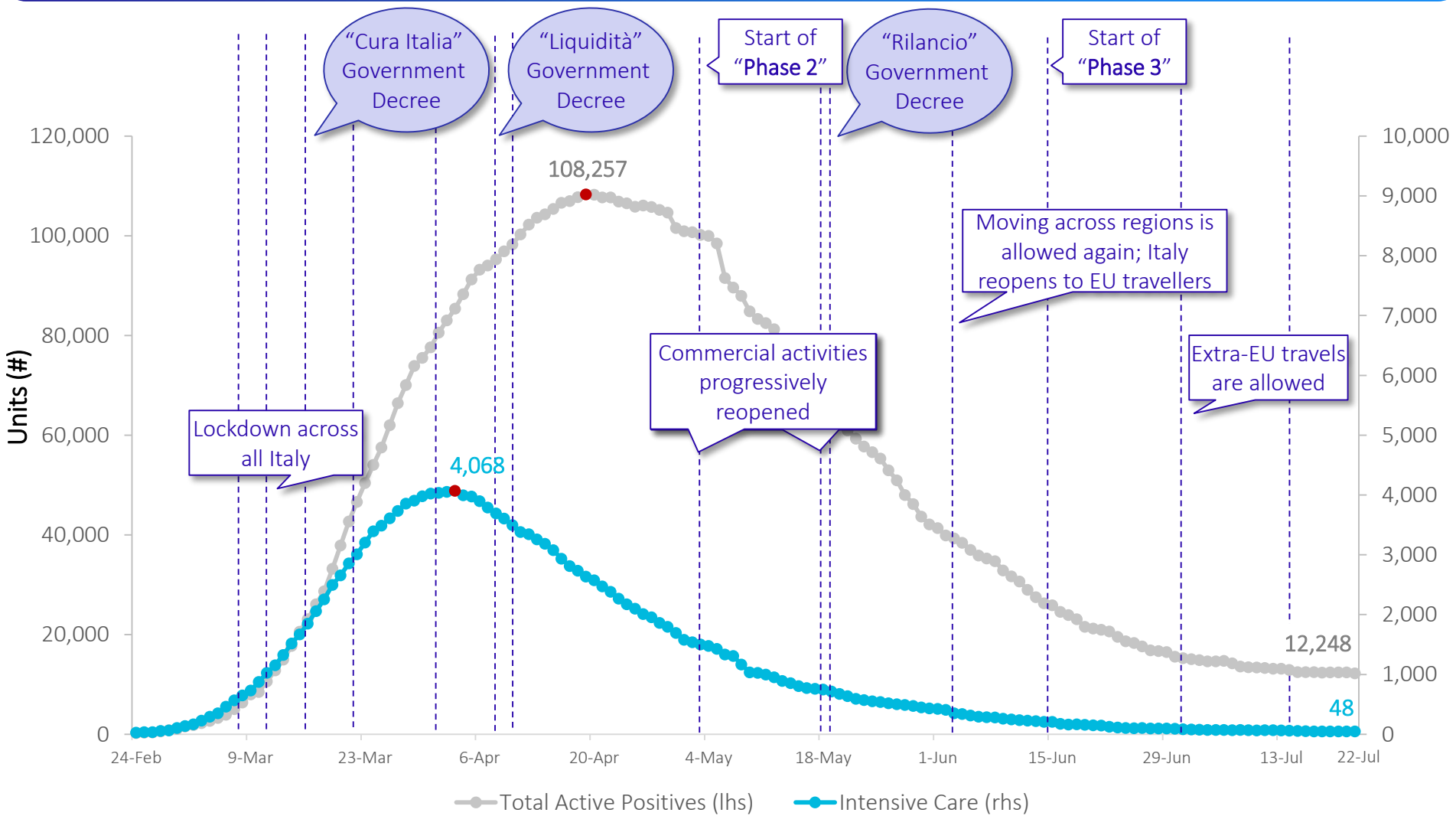
Financial guidance

- Financial guidance conservatively suspended in April 2020
- Assuming continued path of recovery at current trajectory, **possible return to revenue growth by year-end**
- **Ambition to grow EBITDA vs 2019** including organic ISP book contribution (broadly in line without), with **FY2020 EBITDA close to ~600 €M; expected growth in EBITDA – Capex vs 2019** with and without ISP. **Strong cash position confirmed**

Covid-19 emergency now under control.

Phase 3 started in June with gradual return to “normality”

Evolution of Active Positives and Intensive Care Cases in Italy



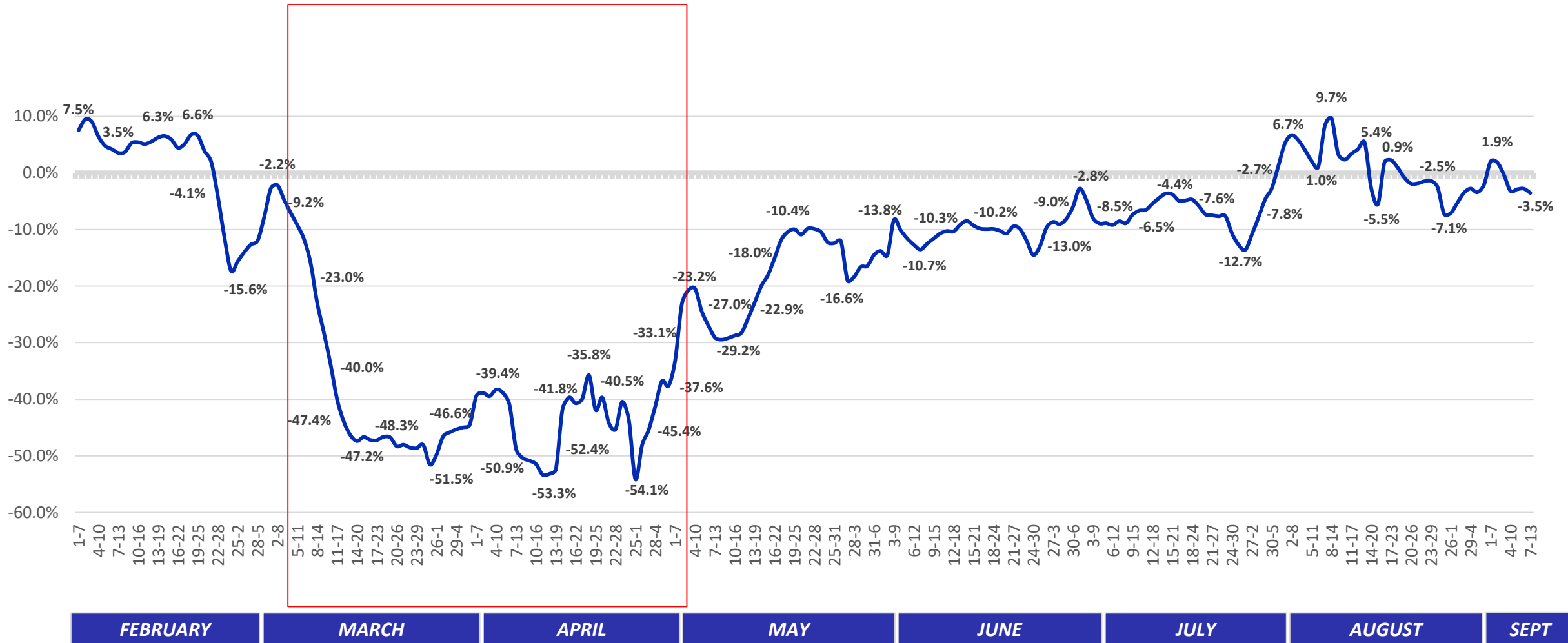
“Phase 2 and 3” Key Dates

- 18-May**
Re-opening of retail businesses and restaurants with certain restrictions
- 3-June**
Free travel across Italian regions allowed again.
Reopening to EU travellers
- 15-June (Phase 3)**
Travel across EU frontiers reopened.
Reopening of entertainment activities with certain restrictions
- 1-July**
Extra-EU travel allowed with Country-specific restrictions
- New additional 25 €B economy support government package under approval. 209 €B EU recovery fund support decided**

Transaction volumes recovering after the easing of lockdown measures

Updated as of Sep 13th 2020

Total Acquiring and Issuing volumes - 7-days rolling % change Y/Y



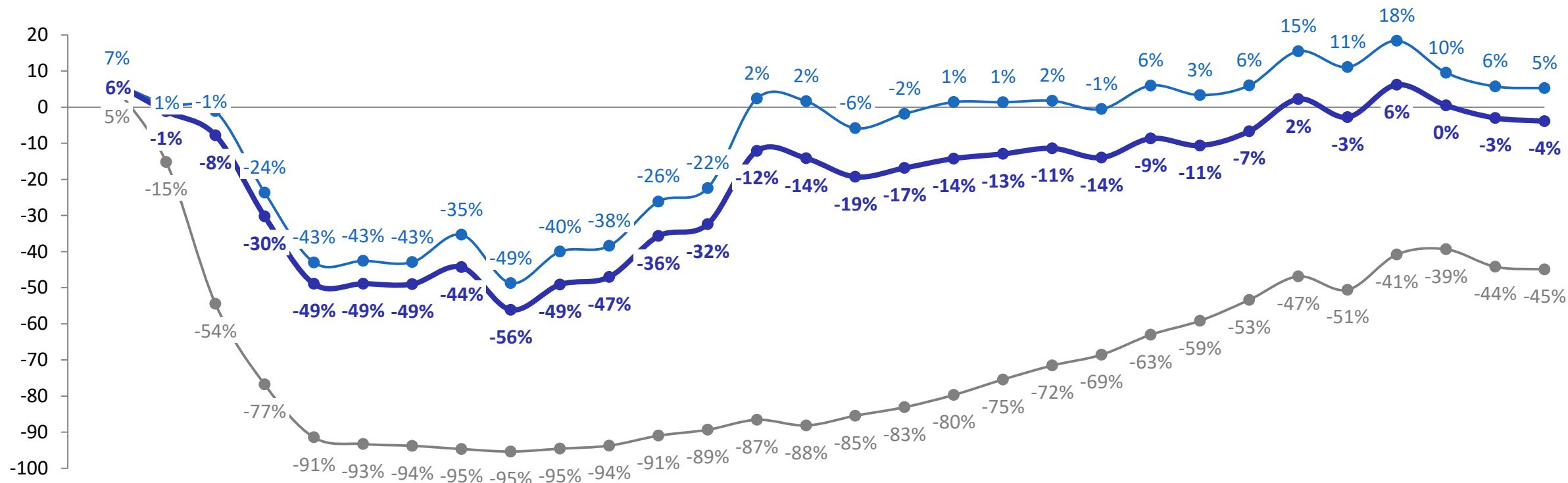
Covid-19 lockdown in Italy

Acquiring volumes recovery driven by Italian Cards, now back to pre-Covid levels; Foreign Cards still negative but recovering

Updated as of Sep 13th 2020

Acquiring volumes – Italian Cards vs Foreign Cards – Y/Y trend

Italian Cards Foreign Cards Total



17-23 FEBRUARY 24-1 2-8 9-15 16-22 23-29 30-5 6-12 13-19 20-26 30-6 7-13 12-18 19-25 25-31 2-8 8-14 15-21 22-28 29-5 6-12 13-19 20-26 27-2 3-9 10-16 17-23 24-30 31-6 7-13

FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST SEPT

2019 monthly weight Foreign Cards on total volumes

12%

12%

15%

16%

18%

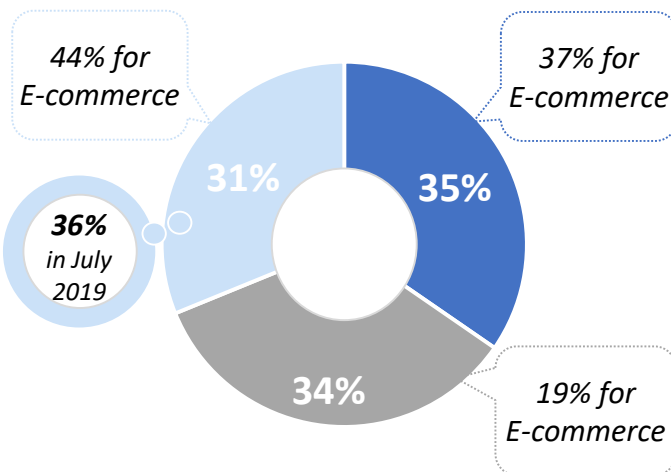
21%

21%

Volume recovery across categories starting from May after the easing of lockdown measures

Updated as of Sep 13th 2020

Acquiring volumes by category¹



Basic consumption

Groceries, medical retail, utilities and services (e.g. insurance, bank services)

Generic/discretionary consumption

Clothing, household, other non-alimentary retail and other services (e.g. laundries, beauty)

High-impact consumption

Hotels and restaurants, travel and transports, entertainment, etc.

Product category

Basic consumption

of which Physical
of which E-commerce

Generic/discretionary consumption

of which Physical
of which E-commerce

High-impact consumption

of which Physical
of which E-commerce

Total

of which Physical
of which E-commerce

% change Y/Y

| | Jan + Feb | March | April | May | June | July | August | LWR ² |
|--|------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|
| Basic consumption | 15% | 13% | 11% | 13% | 14% | 12% | 13% | 11% +12% |
| of which Physical | 15% | 12% | 9% | 12% | 11% | 10% | 12% | 10% |
| of which E-commerce | 27% | 31% | 42% | 29% | 55% | 44% | 32% | 24% |
| Generic/discretionary consumption | 6% | -62% | -77% | -33% | -11% | -13% | -1% | -7% +4% |
| of which Physical | 5% | -65% | -81% | -37% | -13% | -14% | -2% | -8% |
| of which E-commerce | 25% | 8% | 47% | 47% | 51% | 32% | 36% | 29% |
| High-impact consumption | 10% | -68% | -89% | -70% | -46% | -29% | -13% | -17% -3% |
| of which Physical | 10% | -67% | -89% | -69% | -46% | -29% | -12% | -15% |
| of which E-commerce | 10% | -75% | -90% | -81% | -42% | -22% | -32% | -47% |
| Total | 11% | -35% | -48% | -27% | -14% | -10% | -1% | -4% +5% |
| of which Physical | 10% | -36% | -50% | -28% | -15% | -12% | -1% | -4% |
| of which E-commerce | 19% | -21% | -17% | -14% | 7% | 11% | 2% | -5% |

○ % change Y/Y on Italian Cards

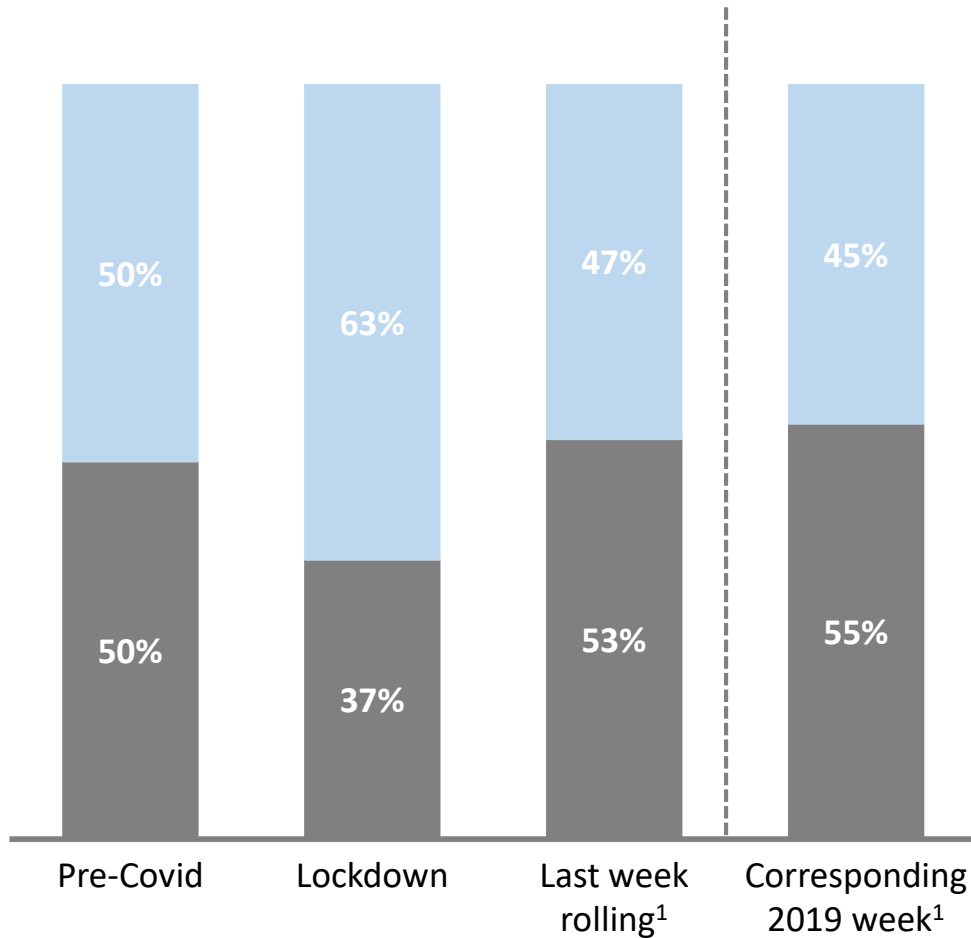
2020 Acquiring volumes: split between Physical and E-commerce

| | Jan + Feb | March | April | May | June | July | August | LWR ² |
|------------|-----------|-------|-------|-----|------|------|--------|------------------|
| Physical | 93% | 92% | 90% | 92% | 92% | 93% | 95% | 94% |
| E-commerce | 7% | 8% | 10% | 8% | 8% | 7% | 5% | 6% |

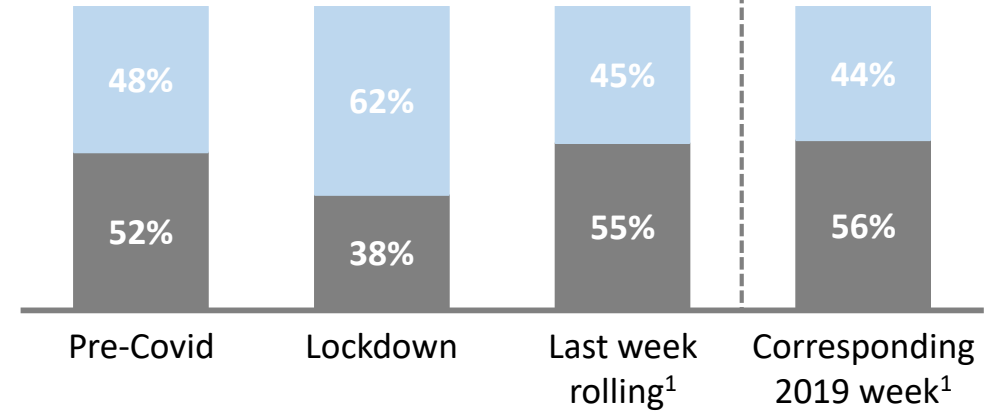
SME volume share back to pre-Covid situation, broadly in line with 2019

Acquiring volumes – Large merchants vs SME

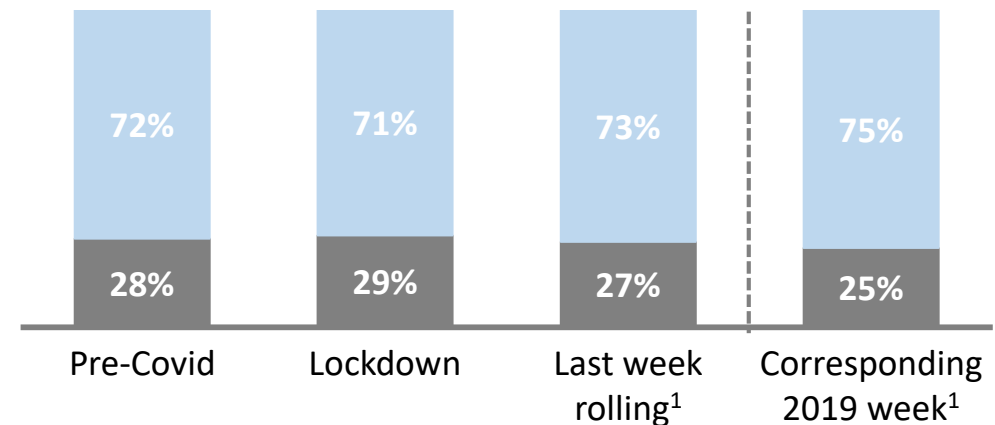
Large merchants SME



Physical volumes



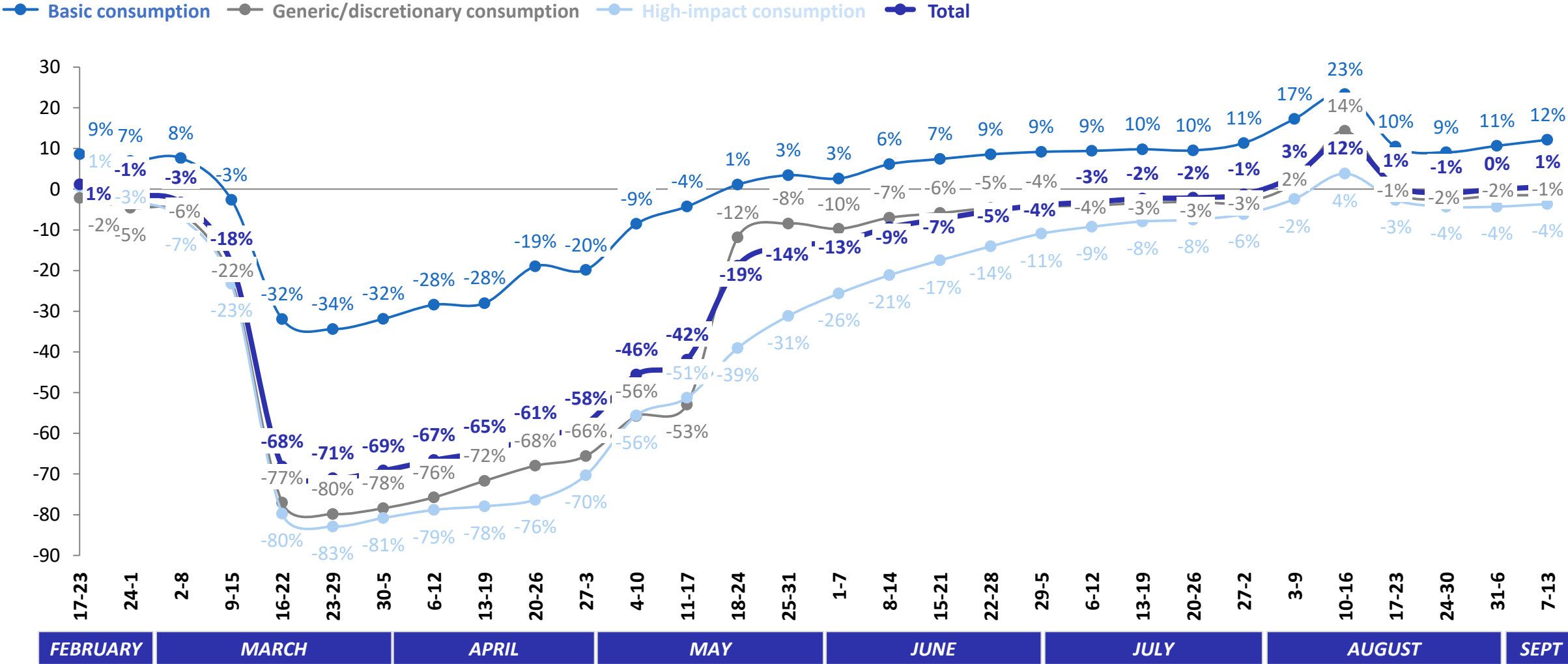
E-commerce volumes



Progressive recovery of transacting merchants across all categories, now similar to 2019 levels

Updated as of Sep 13th 2020

Weekly transacting merchants – Y/Y trend

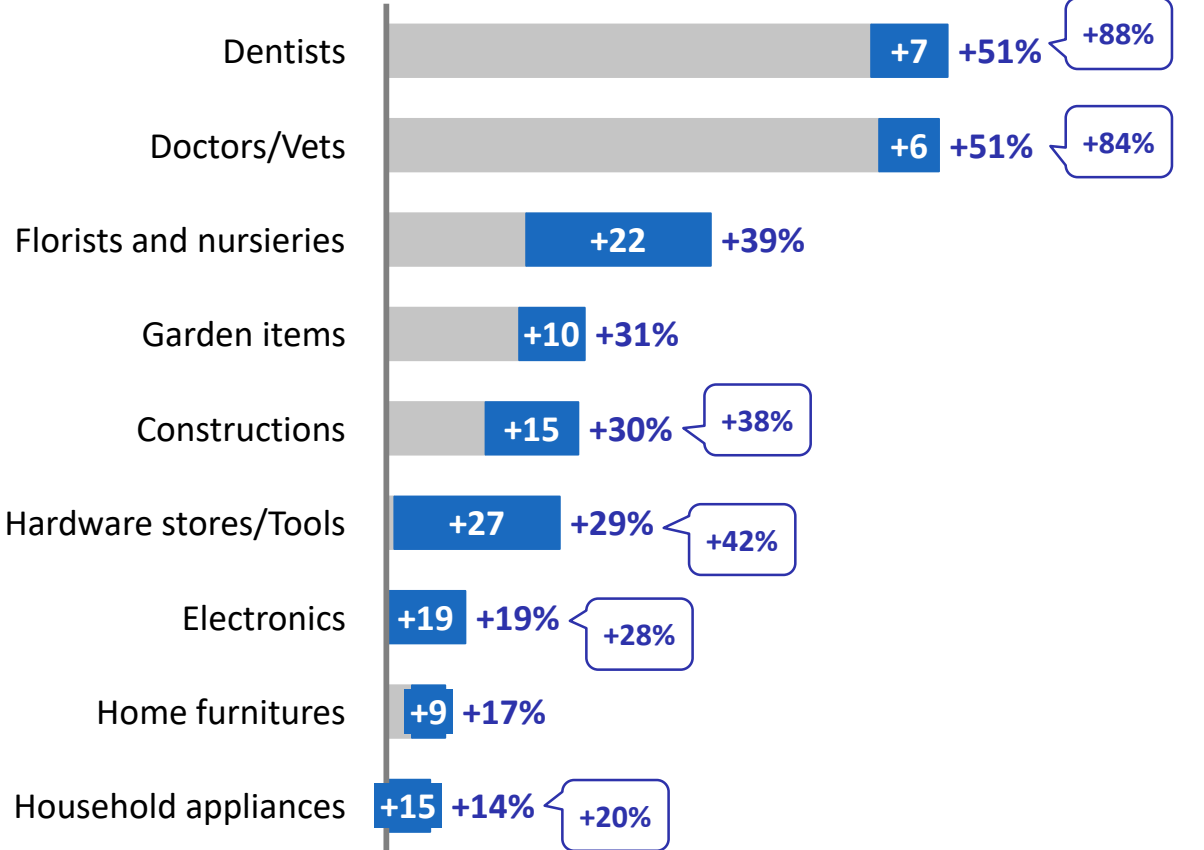


Consumer habits: acceleration of digital payments in less affected categories

Updated as of Aug 30th 2020

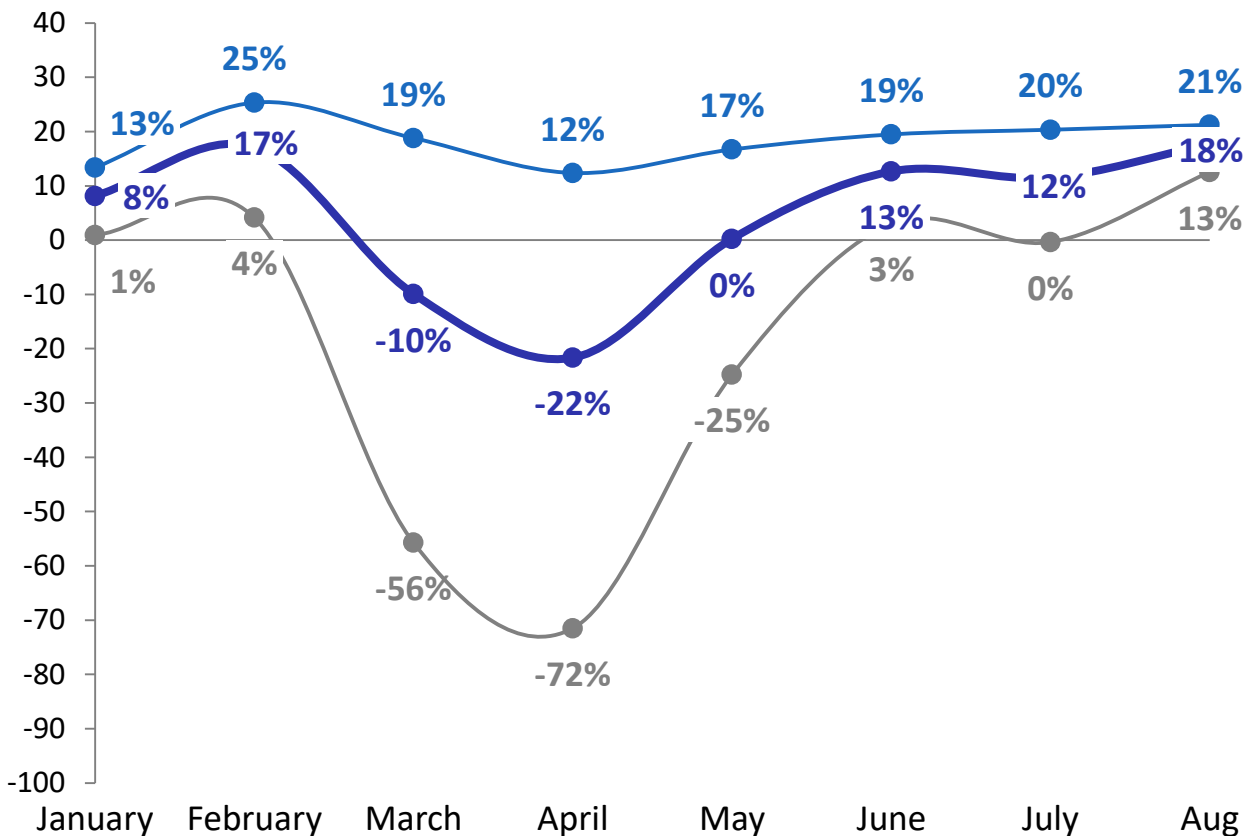
Acceleration in digital payments volumes: specific industries trend (y/y last four weeks rolling)¹

y/y Pre-Covid
 additional p.p. growth - last four weeks rolling



Digital payments volumes for Italian consumer cards net of high impact consumption²

● Basic consumption
● Generic/discretionary consumption
● Total



1H Business update: commercial activities back to more normal levels with Covid-19 related accelerations

Merchant Services & Solutions

- Commercial activity going **back to “normal” pre-Covid levels**
- **Growth of POS installations** after the slowdown experienced during lockdown (+23% y/y in June)
- **Strong mPOS demand** for small/micro merchants
- Launch of new **“NexiGo” proposition to support SMEs’ sales digitalization**, packaging omnichannel acceptance, Pay-by-link and e-/social commerce capabilities
- Accelerated pipeline of **large merchants omnichannel projects**
- **Step up on E-commerce** with gateway activations (x2 2Q20 vs 2Q19, x9 including Pay-by-link)
- **Nexi Business app** reaching almost 50% penetration on enabled merchants (+60% y/y active users in June 2020)

Cards & Digital Payments

- **Commercial activities from banks gradually recovering**, also supported by Nexi specific campaigns
- Renewed bank interest on **International Debit** as a mass market ecommerce-enabled product
- **Continued evolution on National Debit digital capabilities**; Next generation platform tender ongoing
- Strong demand for **commercial cards and corporate payments products**
- **Continued ‘natural organic growth’ on YAP mobile payment app** (no marketing push in the quarter), now at ca. 850k enrolled clients
- **Acceleration of digital onboarding/digital issuing projects** for banks
- **Extension of no-PIN contactless limits** from 25€ to 50€ - live from 2021

Digital Banking Solutions






- Progress on advanced ATMs (+4.2% 2Q20 vs 2Q19). Continued **New ATM front-end rollout**, with new customer wins
- **Continued growth of Digital Corporate Banking installed workstations** (+6.8% 2Q20 vs 2Q19)
- **Instant Payments** progress continuing despite lockdown, with new relevant players adopting Nexi platform
- **Nexi Open ecosystem proposition fully launched**, banks go-to-market progressing. **CBI Globe open banking gateway activity-based accelerated**
- Robust commercial pipeline for innovative **corporate payments** solutions (insurance, utilities,..)

Closing of ISP Merchant Book deal successfully executed at the end of 2Q, despite Covid-19 emergency

Key components of the transaction

- Transaction completed on June 30th, 2020 with clean EU Antitrust approval
- ~180k merchants and ~€68bn of transaction volumes in 2019
- Marketing and distribution agreement for merchant acquiring. Extension of remaining existing processing contract related to issuing and ATM acquiring services until 2044
- 1 €B cash consideration (plus potential earn-out payable in 2025)
- Implied multiples: 10.5x EV/EBITDA 2020E, 16.4x P/E 2020E
- 60+ €M cash flows generated by the acquiring book in 1H20 and transferred to Nexi

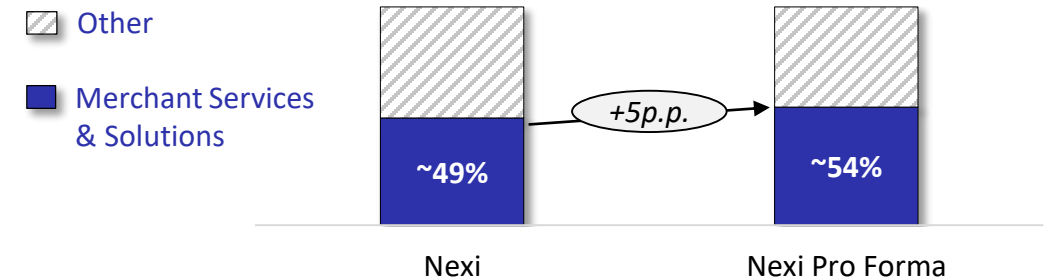
A strategic transaction

-  Enhanced platform and positioning in the acquiring segment
-  Greater coverage of the acquiring value chain and enhanced ability to drive further innovation and value for merchants
-  Increased scale with diversification of revenue streams
-  Value enhancing transaction with cash EPS accretion in the high teens from 2020E
-  Deepening of partnership across businesses with the largest bank in Italy

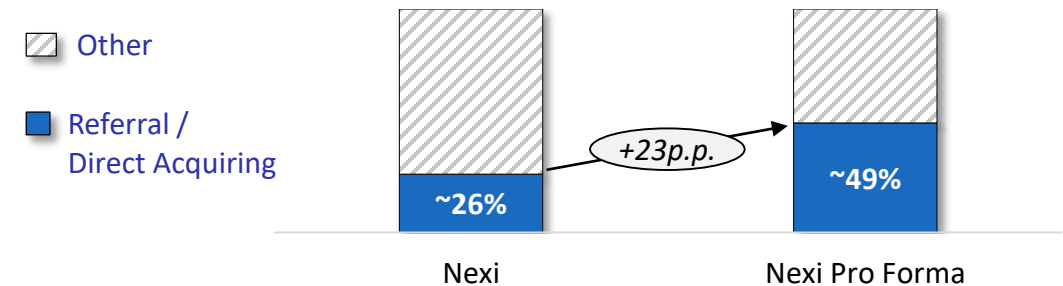
Key 2020 P&L Figures¹: Incremental economics for Nexi



Nexi Net Revenues Mix 2020³



Merchant Services & Solutions Net Revenues Mix 2020³

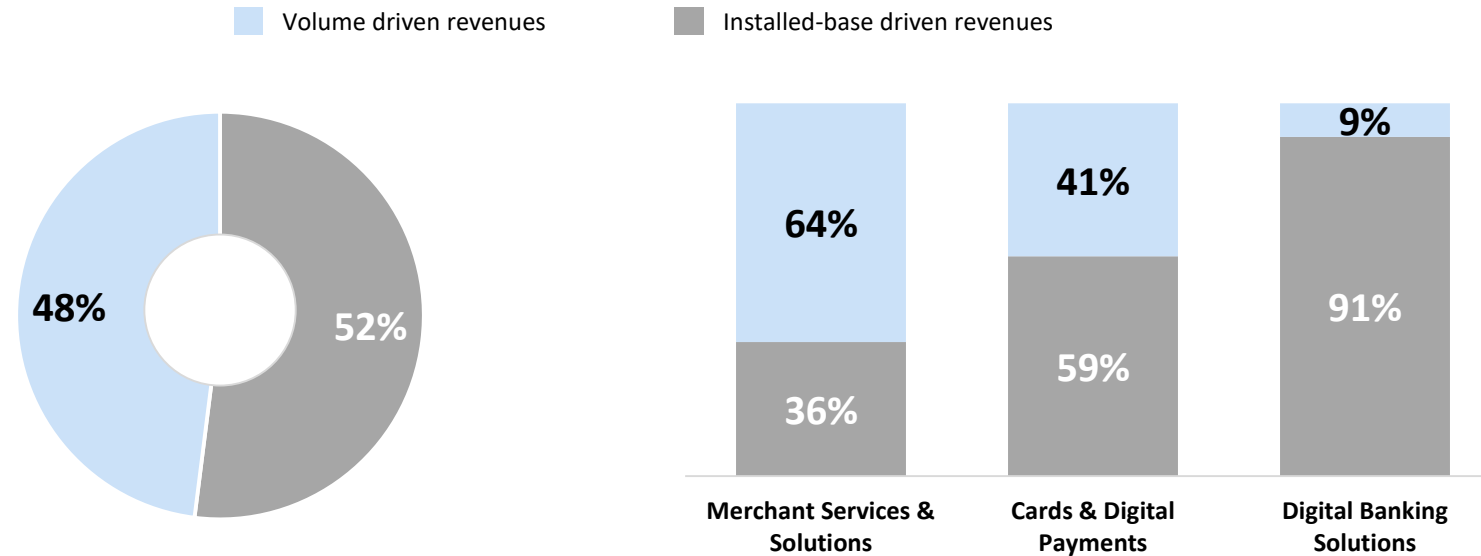


Focus on 1H20 Results

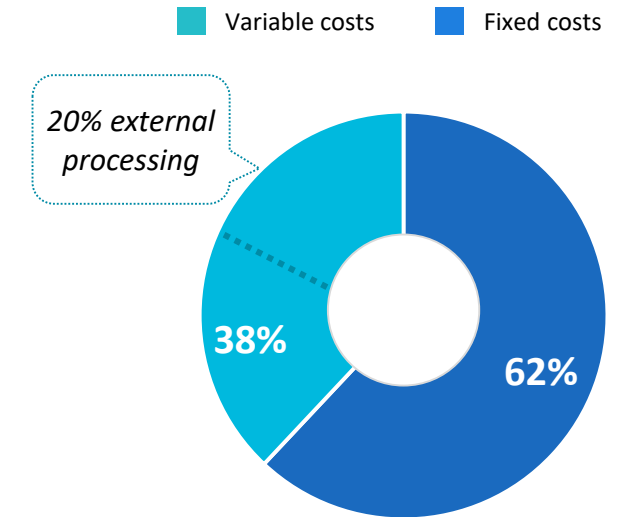


Resilient business model with 50+% revenues not impacted by volumes and 38% variable and semi-variable costs

Revenues breakdown¹



Operating costs breakdown¹



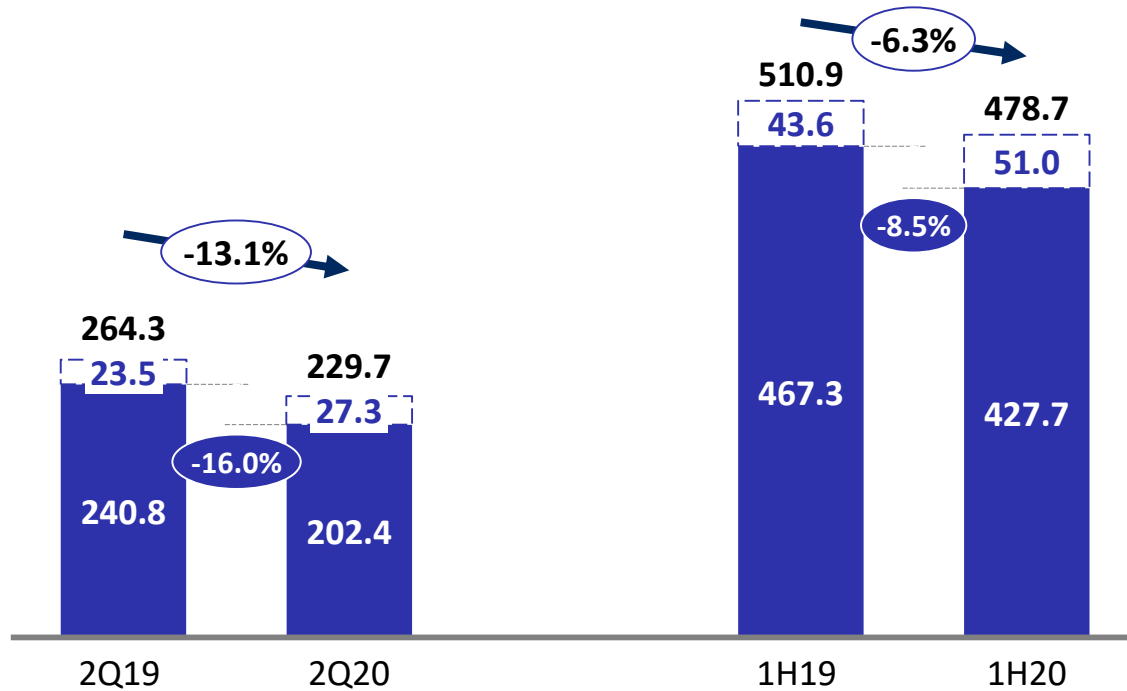
- **Installed Base Driven revenues** are subscription-like and linked to n. of POS terminals, n. of merchants, managed cards, n. of ATMs, etc.
 - No material expected impacts in the short term.
 - Closely monitoring the evolution to confirm the expected limited medium/long term impact due to POS installation slowdown and SMEs potential distress
 - Possible rephasing of certain projects
- **Volume Driven revenues** driven by n. of transactions and value of transactions
 - Direct impact from volume contraction due to Covid-19

- **Variable costs** linked to:
 - Volumes of transactions (e.g. external and internal processing)
 - Level of activities (e.g. variable compensation, external contact center, POS and ATM management, operations,..);
- **Fixed costs**
(e.g. personnel, running IT costs, g&a,..)

Net Revenues affected by Covid-19 lockdown measures in 2Q. Strong organic ISP deal contribution and cash cost containment plan support to EBITDA margin

Net Revenues (€M)

■ Nexi standalone
 □ ISP contribution



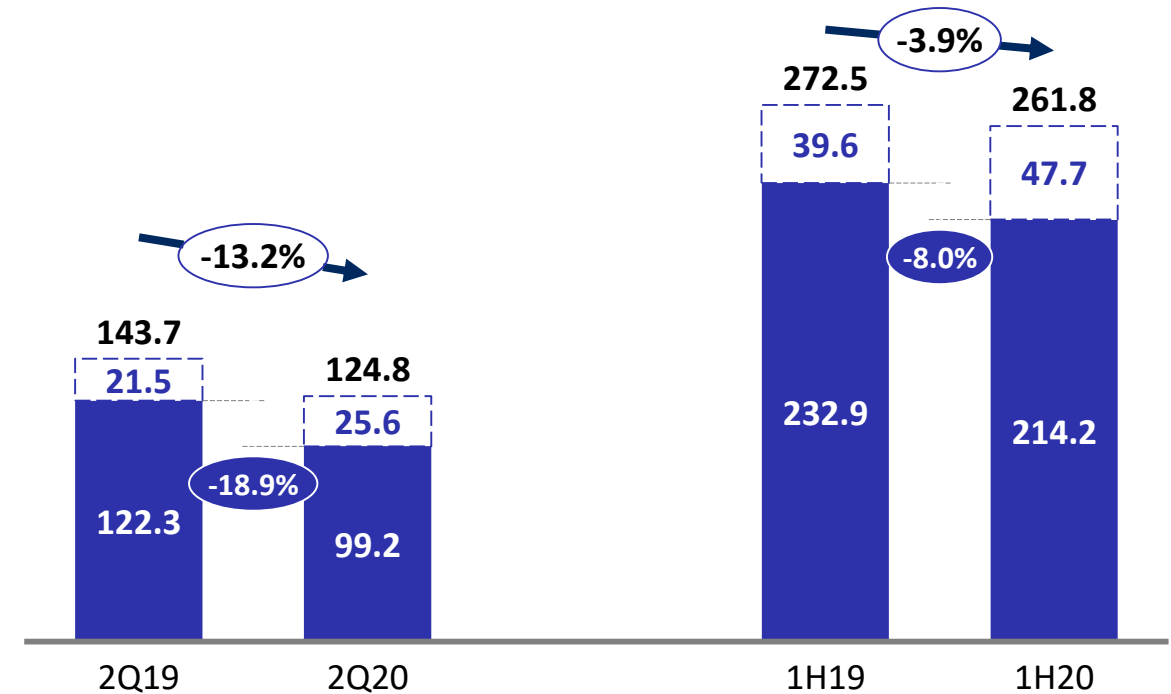
EBITDA (€M)

■ Nexi standalone
 □ ISP contribution

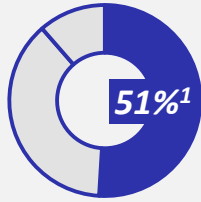
Margin – incl. ISP contribution

53%

55%



Merchant Services & Solutions: ~40% of revenues not impacted by Covid-19

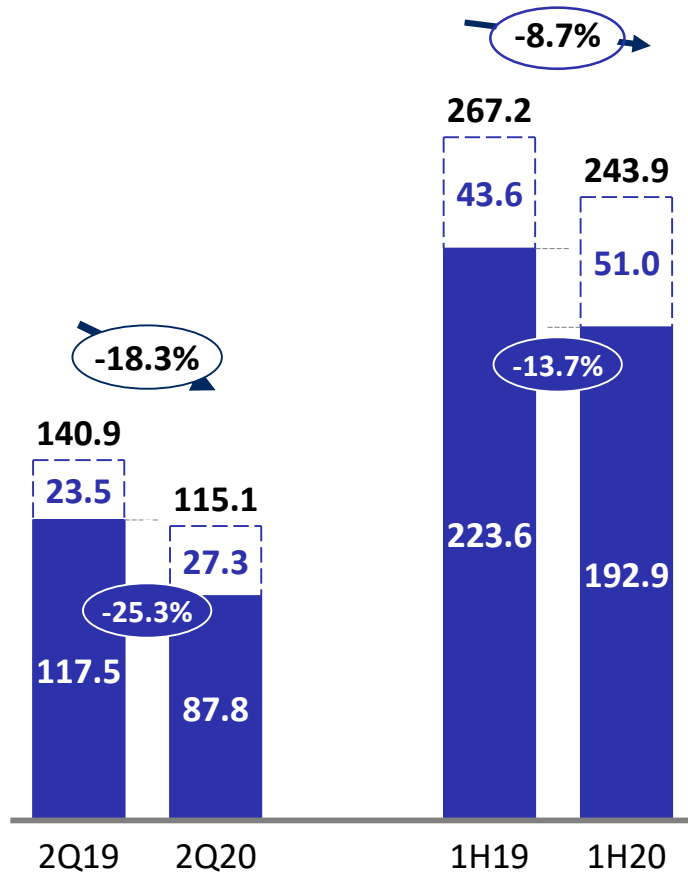


Merchant Services & Solutions



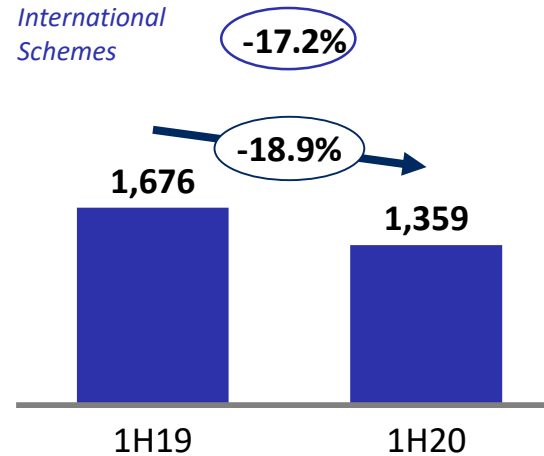
Net Revenues (€M)

■ Nexi standalone
 □ ISP contribution



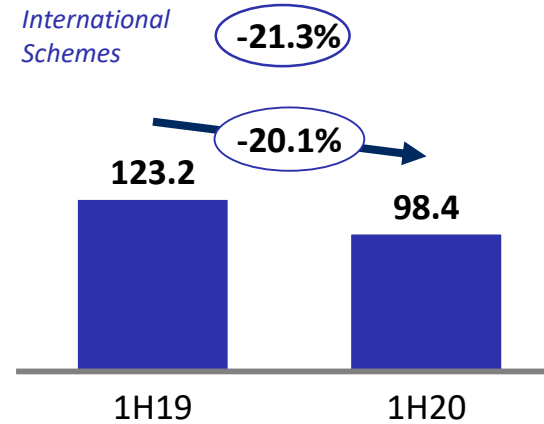
Managed Transactions (#M)

International Schemes



Value of Managed Transactions (€B)

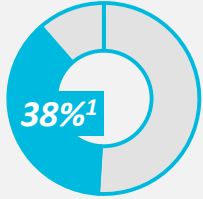
International Schemes



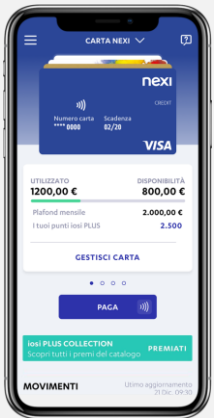
Key Highlights

- Managed transactions and Value of managed transactions affected by extensive lockdown measures. Progressive recovery starting from May
- E-commerce performance well supported by non travel/tourism related sectors (+35% y/y in 1H20 and +43% y/y in 2Q20)²; overall 1H20 performance less impacted by Covid-19 compared to physical sales (-2.8% y/y transaction value)
- Net Revenues affected by volume mix more skewed towards large merchants than SMEs during lockdown and weak contribution from International travellers.

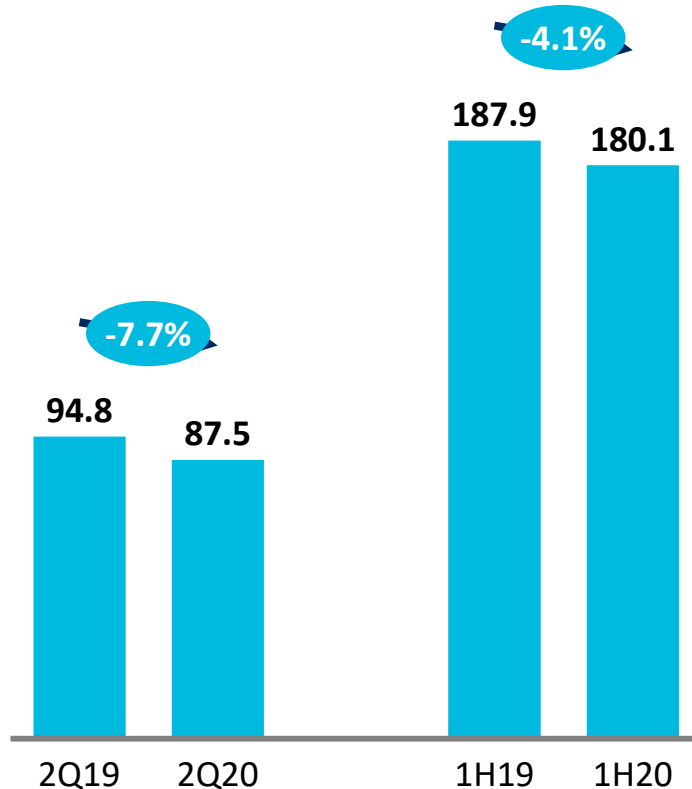
Cards & Digital Payments: ~60% of revenues not impacted by Covid-19



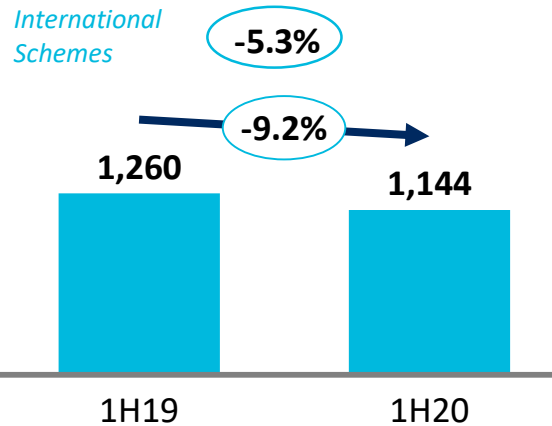
Cards & Digital Payments



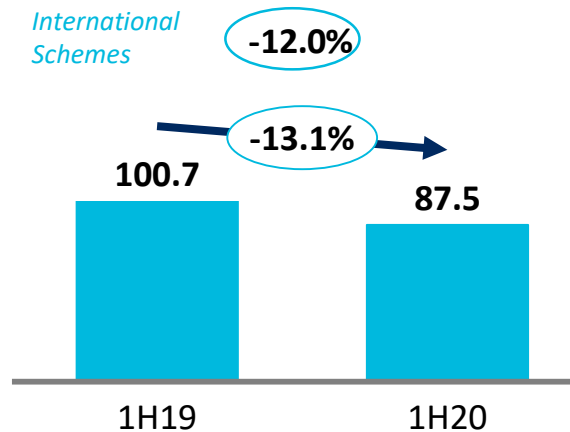
Net Revenues (€M)



Managed Transactions (#M)



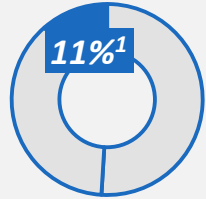
Value of Managed Transactions (€B)



Key Highlights

- Managed transactions and Value of managed transactions affected by extensive lockdown measures. Progressive recovery starting from May
- Managed transactions on international schemes back to growth in June 2020
- Continued push on international debit, with increasing cards stock and Value of managed transactions (+10% y/y in June)
- Net Revenues affected by lower domestic travellers spending extra EU and lower commercial cards volumes

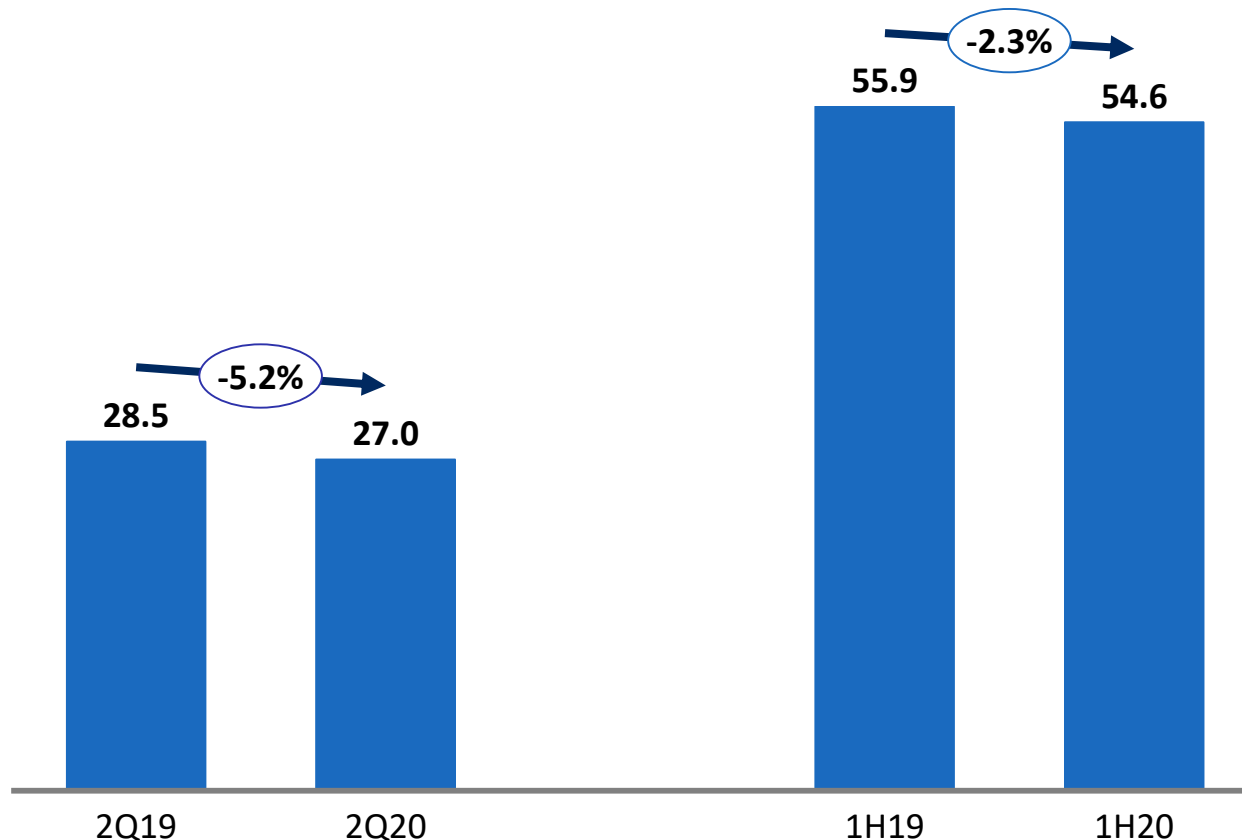
Digital Banking Solutions: marginally impacted by Covid-19 lockdown



Digital
Banking
Solutions



Net Revenues (€M)



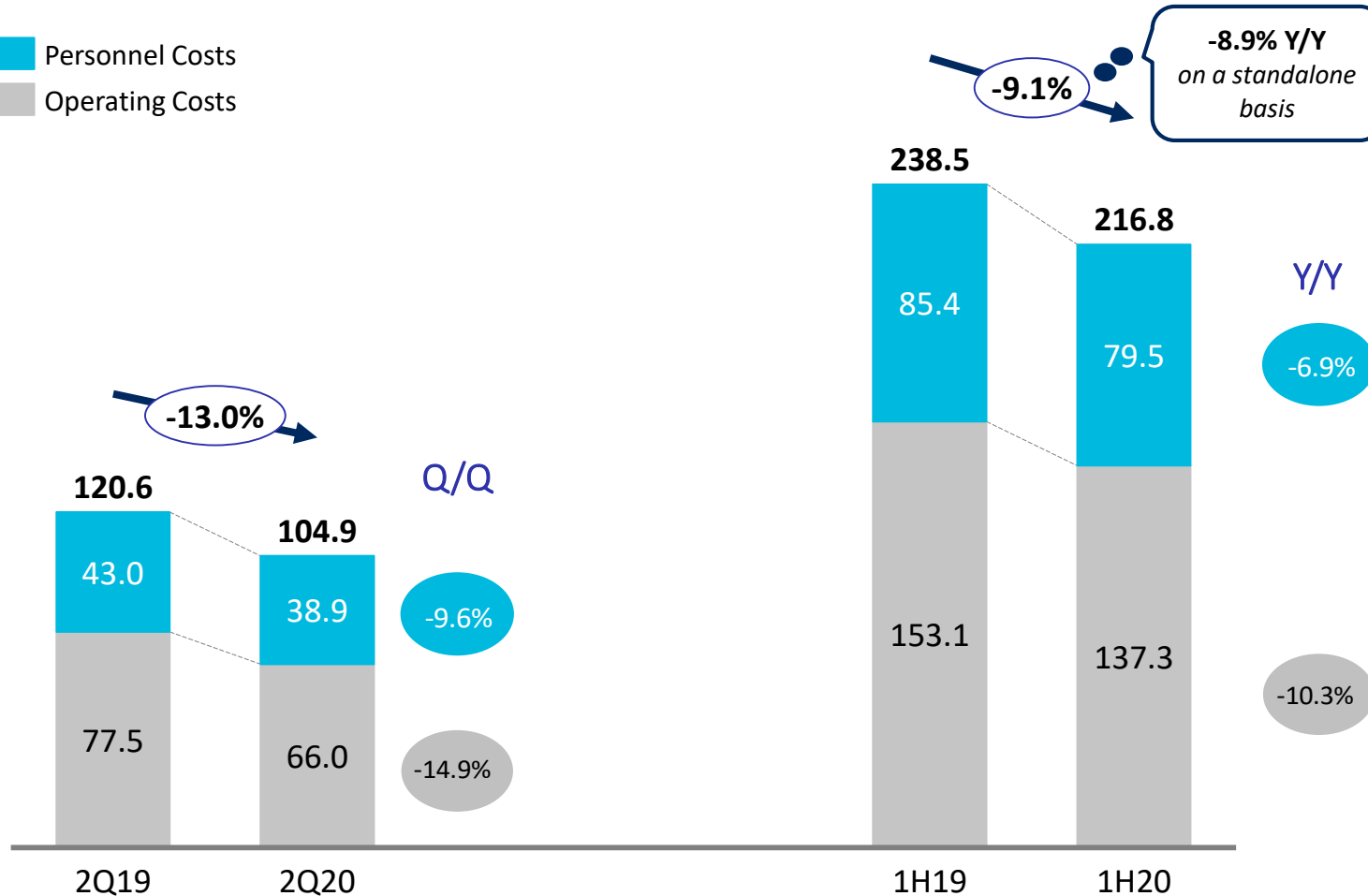
Key Highlights

- 2Q performance mainly affected by phasing of certain low margin banks-related projects. Expected return to growth in 2H
- Continued roll out of new higher value advanced self banking products/solutions and continued growth of advanced ATMs
- Completed the first wave of the new advanced Digital Corporate Banking platform with partner banks. Live with mobile app
- Nexi Open ecosystem proposition fully launched, banks go-to-market progressing

Strong costs reduction in the quarter to mitigate the financial impact of Covid-19

Total Costs (€M)

Personnel Costs
Operating Costs



Key Highlights

Decrease in total costs (-21.7 €M) mainly driven by:

- well progression on the announced 100+ €M cash cost containment plan
- continued focus on efficiency
- early impacts from implementation of IT strategy

Limited credit risk exposure (1H20 LLPs: 2.1 €M acquiring and 2.4 €M issuing, not Covid-19 related)

- **Merchant Services & Solutions:**
Diversified exposure across sectors and no direct exposure to riskier sectors (e.g. airlines)
- **Cards & Digital Payments:**
Credit risk limited to direct issuing model (~48k cards, equal to ~0.1% of Group total cards) and corporate cards

Well progressing on 100+ €M cash cost containment plan to mitigate EBITDA and cash flow impact. 27% already delivered in 1H

% % realized in 1H20



Cost containment plan

Volume-base costs

55%

- Personnel expenses (variable compensation, other related costs)
- Processing: reduction in line with volume trends
- External contact center calls

Discretionary spending

Operating Expenses

- Hiring
- Consulting expenses
- Internal and external events, travels, etc..
- Voluntary waiver by Top management of their 2020 short term variable compensation

Transformation Costs

Postponement of few activities:

- YAP development
- Other transformation projects

46%

Capex

In 2H20

- Postponement of non strategic project spending (e.g. IT systems optimization)
- Limited re-phasing of IT strategy
- Postponement of real-estate investments

Confirmed continued focus and investments on key initiatives to drive future growth and efficiency

Continued investments to support quality, innovation and IT transformation

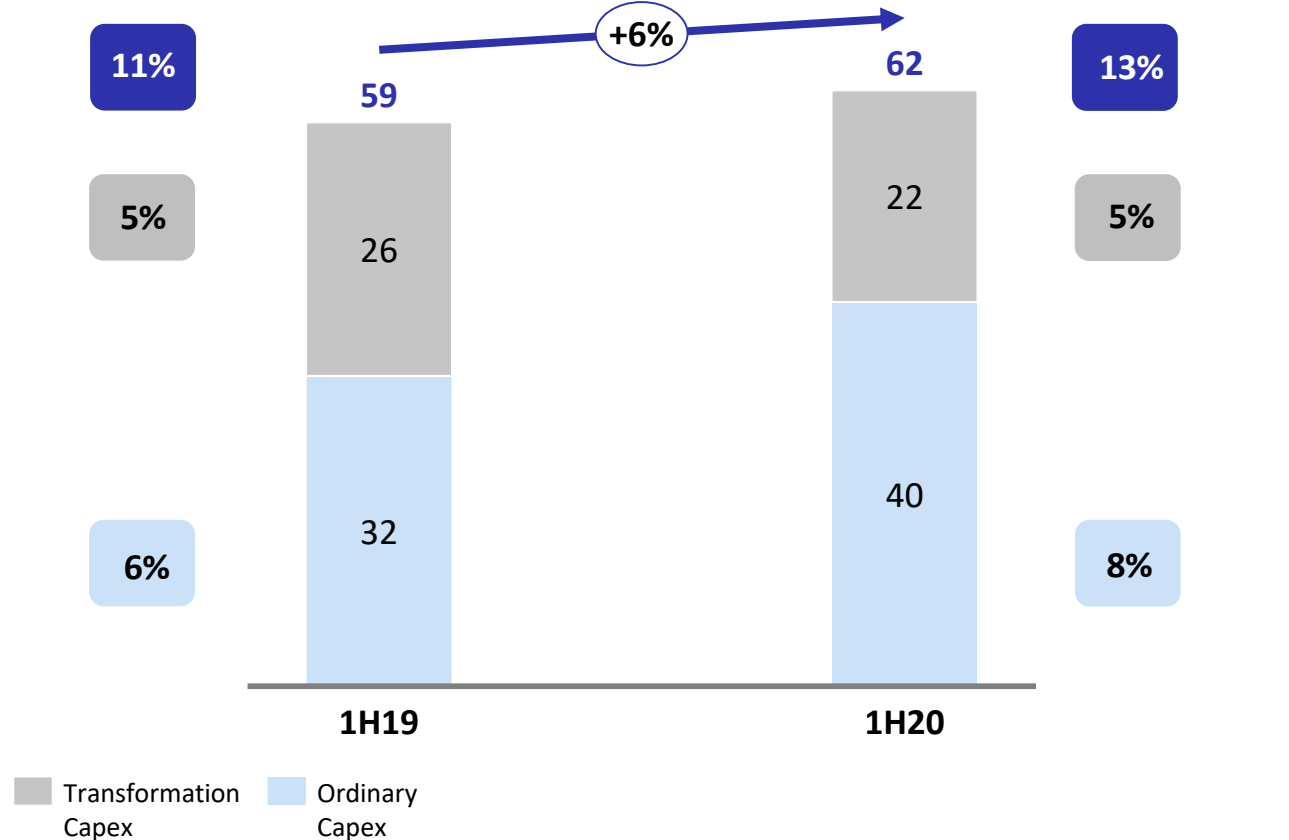
Capital Expenditure (€M)

FY19 Total Capex: 167€M

FY20 Current Plan
Total Capex: 125-135 €M

% of 1H19 net revenues

% of 1H20 net revenues



Ongoing investments (1H 2020): key examples

Transformation Capex 22

Extraordinary Innovation:

- ✓ Open Banking Gateway & Corporate Banking
- ✓ Next generation omni-channel payment gateway

Next Generation Platform:

- ✓ Network infrastructure completion
- ✓ New GT POS Platform completion
- ✓ New CRM and channel management platforms
- ✓ New Acquiring Core Platform – 1st release
- ✓ New Data Lake infrastructure & analytics

Ordinary Capex 40

Continuous Innovation and Delivery:

- ✓ Digital properties evolution
- ✓ SMEs digitalization
- ✓ POS ecosystem evolution
- ✓ Cards and digital payments new VAS
- ✓ Banks migrations/integrations
- ✓ PSD2 compliance, AML & GDPR

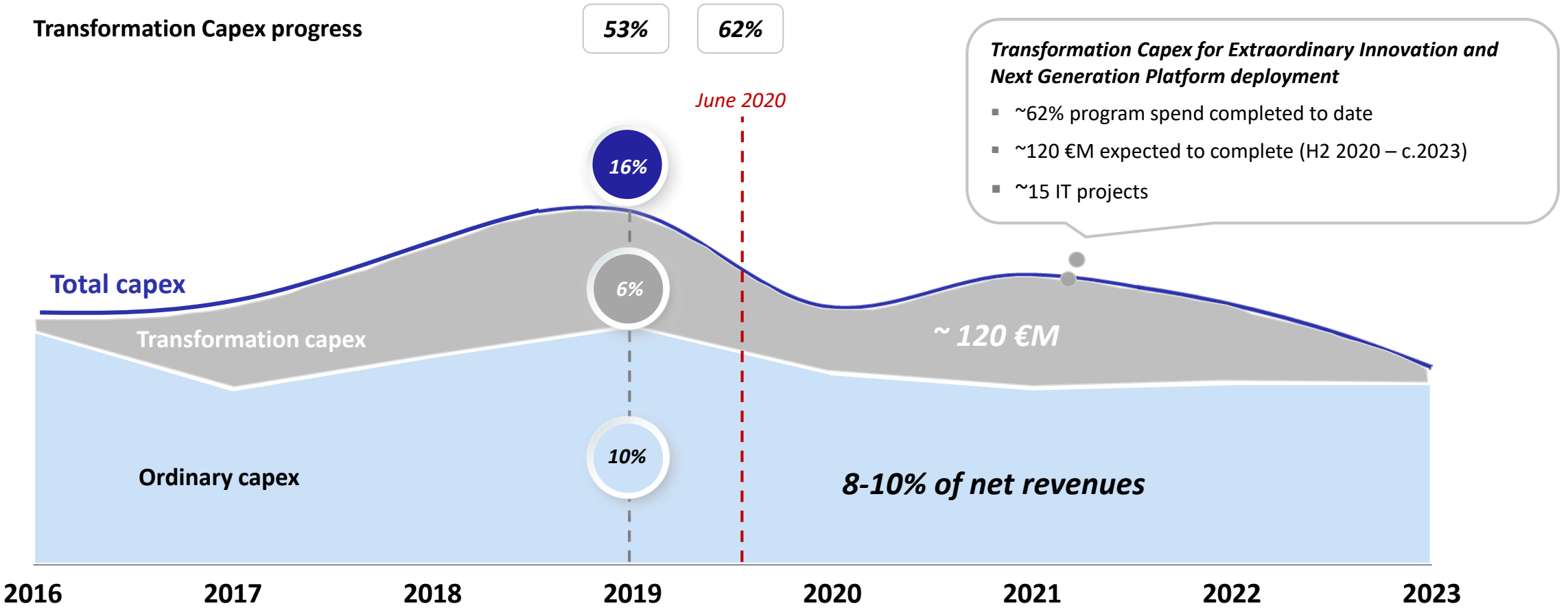
Running and Maintenance/ Quality/ Security:

- ✓ Cyber security continuous improvement
- ✓ Hardware upgrade/refresh
- ✓ Acquisition & Enterprise software licences agreement
- ✓ Facility investments and other assets

POS and ATM purchase

IT strategy progress now above 60%. ~120 €M expected to completion

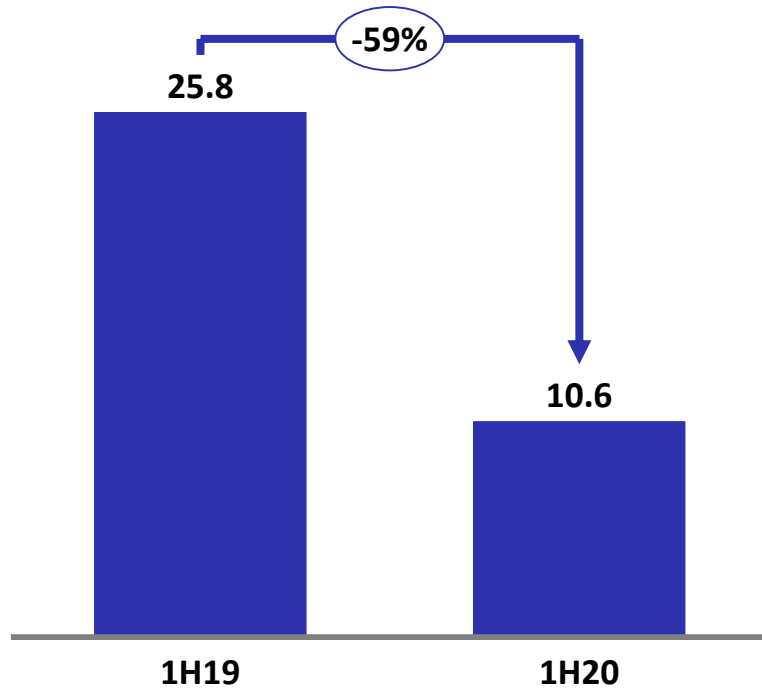
Capital Expenditure (€M)



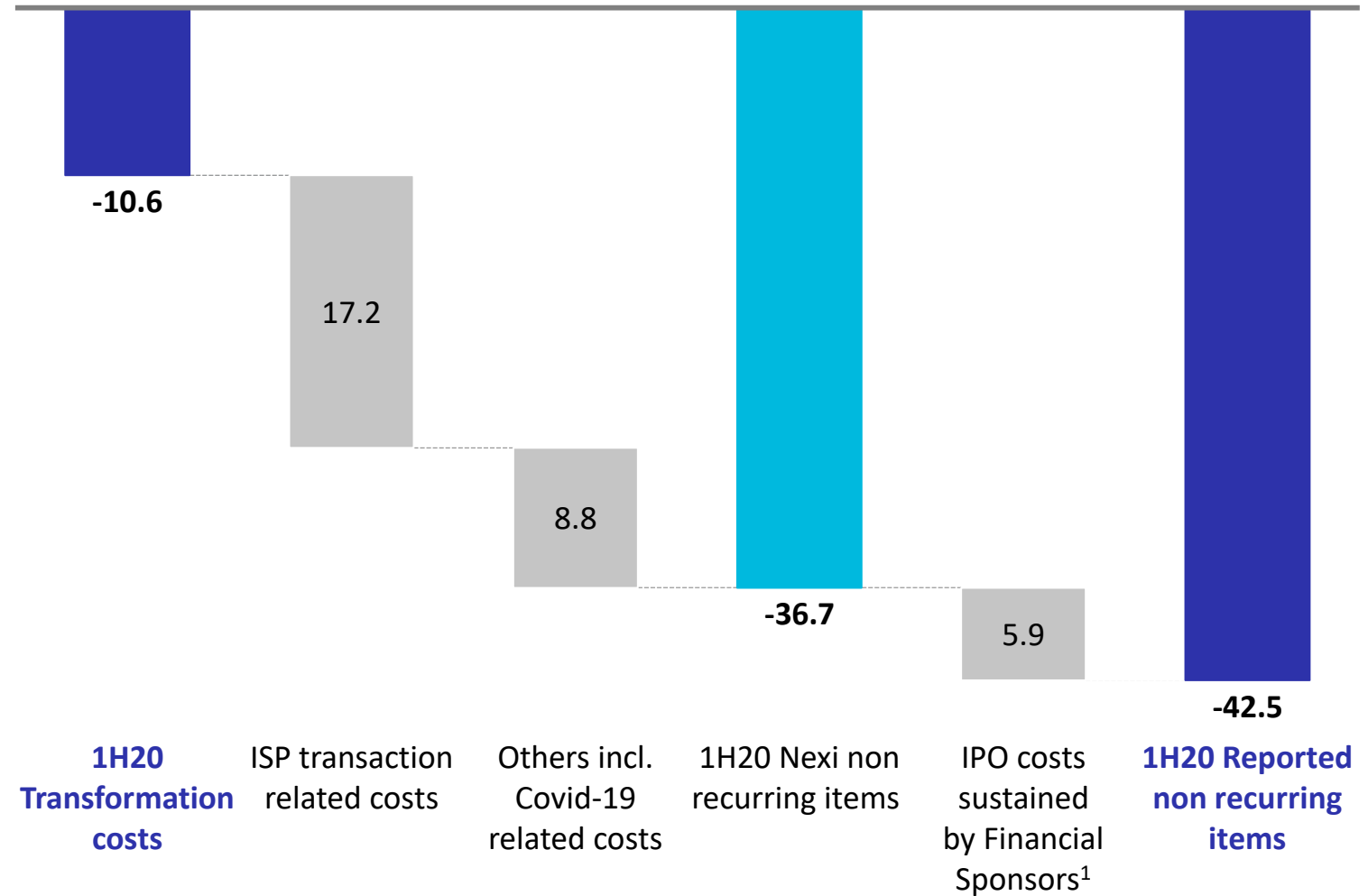
% Capex in % of net revenues

Transformation Costs down by 59% Y/Y in 1H20

Transformation Costs (€M)

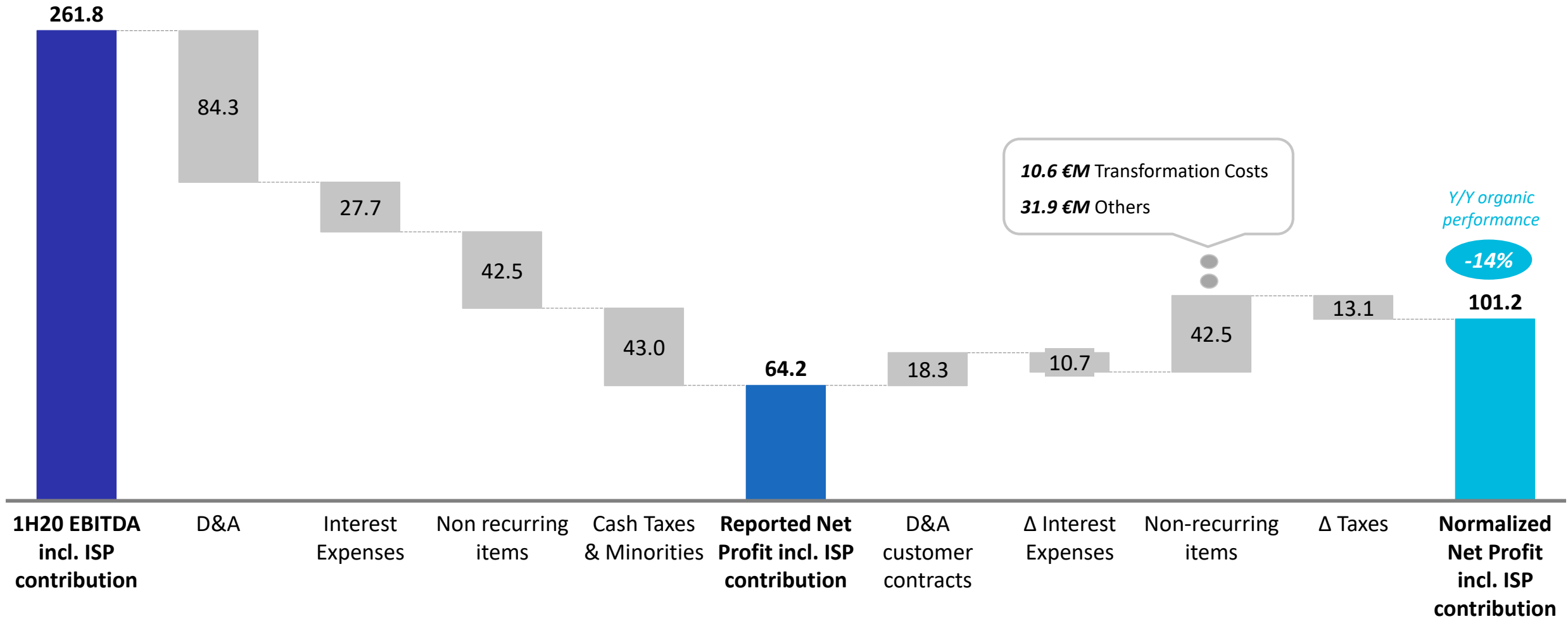


Bridge from 1H 2020 Transformation Costs to Reported non recurring items (€M)



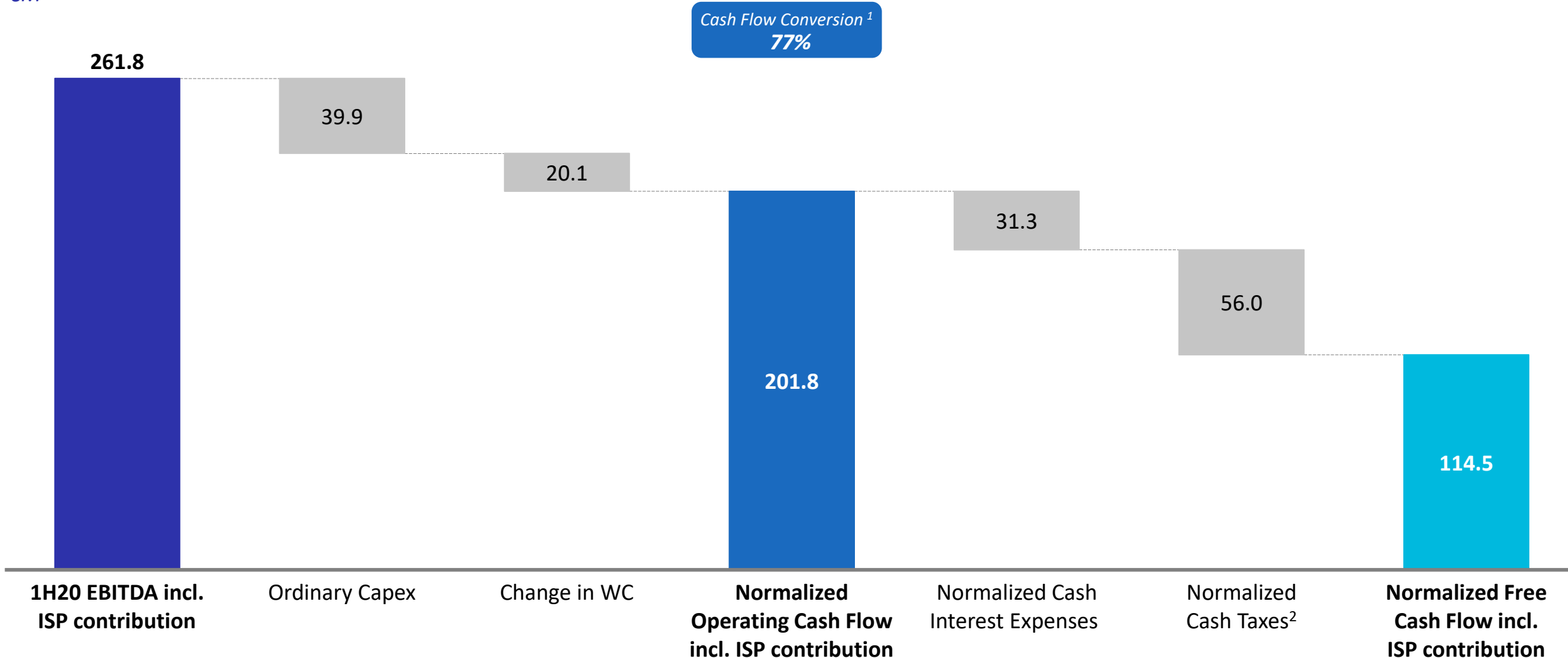
Normalized Net Profit at 101.2 €M including ISP merchant acquiring book contribution, down by 14% Y/Y

€M



Cash Flow conversion at 77% including ISP merchant acquiring book contribution

€M

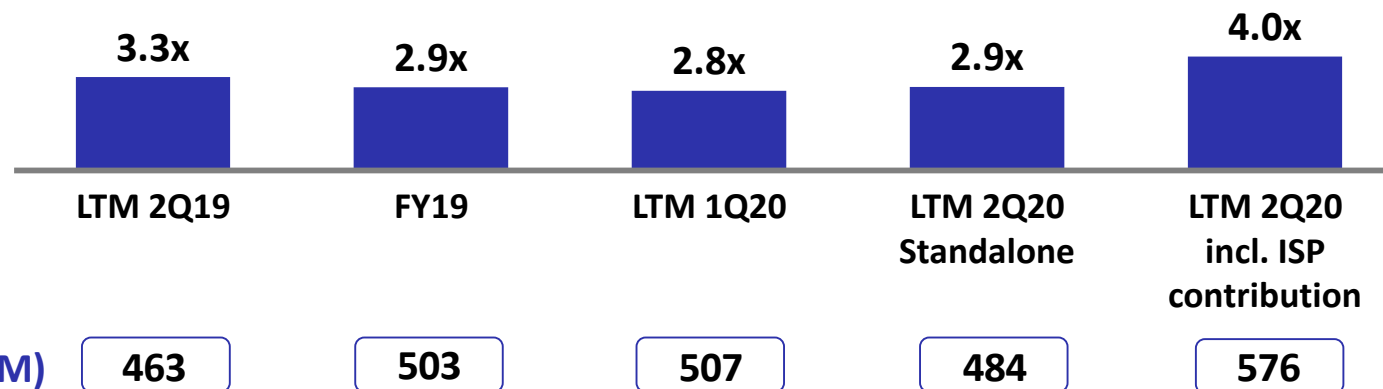


Strong cash position. Net Financial Debt / EBITDA temporarily affected by Covid-19

Net Financial Debt (€M)

| | June 19 | Dec 19 | Mar 20 | June 20 Standalone | June 20 incl. ISP contribution |
|-------------------------------------|--------------|--------------|--------------|--------------------|--------------------------------|
| Gross Financial Debt | 1,845 | 1,840 | 1,843 | 1,838 | 2,741 |
| Cash | (231) | (248) | (307) | (297) | (316) |
| Cash Equivalents¹ | (92) | (123) | (116) | (118) | (118) |
| Net Financial Debt | 1,523 | 1,470 | 1,420 | 1,423 | 2,307 |

Net Financial Debt / EBITDA (€M)



Key Highlights

Acquisition of the merchant acquiring business of ISP successfully financed by:

- 500 €M equity-linked bond placed in April 2020 (maturity April 2027) and 466.5 €M term loan, granted on June 30th 2020 by a pool of banks (maturity June 2025), which replaced the original 1 €B bridge loan
- Nexi's own cash for the difference

Current Debt structure also includes:

- 1 €B Term Loan due 2024
- 825 €M Fixed-Rate Note due 2024
- Other residual debt (mainly IFRS 16)

Nexi benefits of an **undrawn** 350 €M Revolving Credit Facility, committed to 2024, that further supports its liquidity profile

Weighted average pre-tax cash coupon per annum stable at 1.9%, still well below 3.8% post reorganization in July 2018 and 3.1% post IPO

2020 Guidance suspended. Ambition to grow EBITDA and EBITDA - Capex vs 2019, including ISP book organic contribution

Previous Guidance¹: suspended

| | |
|--|--|
| Net Revenues | 5-7% annual net revenue growth over medium term, targeting higher end of the range |
| EBITDA | <ul style="list-style-type: none"> 13-16% annual EBITDA growth over medium term Continued strong operating leverage |
| Non-recurring Items | Rapid further decrease of non-recurring items affecting reported EBITDA |
| Capex | <ul style="list-style-type: none"> 8-10% ordinary capex as % of net revenues over long term Transformation capex on top of ordinary capex of 142 €M cumulative (2020 – c.2023) |
| Capital Structure & Capital Allocation | <ul style="list-style-type: none"> Organic de-leveraging with target net debt of ~2.0-2.5x EBITDA over medium to long term Progressive moderate dividend policy, targeting pay-out ratio of 20-30% of distributable profits in medium to long term |

2020 Ambition

- 2020 volume-driven revenues depending on speed of recovery and dynamics by sector



- **Possible return to revenue growth by year-end assuming continued path of recovery at current trajectory**

- 100+ €M cash cost (Opex/Capex) containment plan to mitigate the impact on EBITDA and cash flow targeting:



- **EBITDA growth vs 2019 including organic ISP book contribution, broadly in line without. FY2020 EBITDA close to ~600 €M.**

- **Material growth in EBITDA – Capex with and without ISP contribution**

- Strong cash position

Annex



Including organic contribution from ISP

| €M | 1H19 | 1H20 | Δ% vs. 1H19 | 2Q19 | 2Q20 | Δ% vs. 2Q19 |
|----------------------------------|----------------|----------------|---------------|----------------|----------------|---------------|
| Merchant Services & Solutions | 267.2 | 243.9 | -8.7% | 140.9 | 115.1 | -18.3% |
| Cards & Digital Payments | 187.9 | 180.1 | -4.1% | 94.8 | 87.5 | -7.7% |
| Digital Banking Solutions | 55.9 | 54.6 | -2.3% | 28.5 | 27.0 | -5.2% |
| Operating revenue | 510.9 | 478.7 | -6.3% | 264.3 | 229.7 | -13.1% |
| Personnel & related expenses | (85.4) | (79.5) | -6.9% | (43.0) | (38.9) | -9.6% |
| Operating Costs | (153.1) | (137.3) | -10.3% | (77.5) | (66.0) | -14.9% |
| Total Costs | (238.5) | (216.8) | -9.1% | (120.6) | (104.9) | -13.0% |
| EBITDA | 272.5 | 261.8 | -3.9% | 143.7 | 124.8 | -13.2% |
| D&A | (52.8) | (66.1) | +25.1% | | | |
| Interests & financing costs | (38.4) | (38.4) | +0.0% | | | |
| Normalized Pre-tax Profit | 181.2 | 157.3 | -13.2% | | | |
| Income taxes | (63.3) | (55.4) | -12.5% | | | |
| Minorities | (0.3) | (0.8) | <i>n.m.</i> | | | |
| Normalized Net Profit | 117.6 | 101.2 | -14.0% | | | |

Nexi standalone

| €M | 1H19 | 1H20 | Δ% vs. 1H19 | 2Q19 | 2Q20 | Δ% vs. 2Q19 |
|----------------------------------|----------------|----------------|---------------|----------------|----------------|---------------|
| Merchant Services & Solutions | 223.6 | 192.9 | -13.7% | 117.5 | 87.8 | -25.3% |
| Cards & Digital Payments | 187.9 | 180.1 | -4.1% | 94.8 | 87.5 | -7.7% |
| Digital Banking Solutions | 55.9 | 54.6 | -2.3% | 28.5 | 27.0 | -5.2% |
| Operating revenue | 467.3 | 427.7 | -8.5% | 240.8 | 202.4 | -16.0% |
| Personnel & related expenses | (84.1) | (78.3) | -7.0% | (42.4) | (38.3) | -9.8% |
| Operating Costs | (150.3) | (135.2) | -10.1% | (76.1) | (64.9) | -14.8% |
| Total Costs | (234.5) | (213.5) | -8.9% | (118.6) | (103.1) | -13.0% |
| EBITDA | 232.9 | 214.2 | -8.0% | 122.3 | 99.2 | -18.9% |
| D&A | (52.8) | (66.1) | +25.1% | | | |
| Interests & financing costs | (32.8) | (20.8) | -36.7% | | | |
| Normalized Pre-tax Profit | 147.3 | 127.3 | -13.5% | | | |
| Income taxes | (51.5) | (43.9) | -14.9% | | | |
| Minorities | (0.0) | (0.4) | <i>n.m.</i> | | | |
| Normalized Net Profit | 95.7 | 83.0 | -13.3% | | | |

Methodological note

- **Including organic contribution from ISP:** reported P&L excluding one-offs and including ISP merchant acquiring book and assuming the current debt structure since January 1st, 2020. Delta y/y: organic delta, i.e. including ISP contribution also in 2019
- **Nexi standalone:** reported P&L excluding one-offs

Reported P&L vs Normalized P&L

| €M | Reported 1H20 | Delta | Normalized 1H20 | ISP merchant book contribution | Normalized 1H20 incl. ISP |
|-------------------------------|----------------|-------------|-----------------|--------------------------------|---------------------------|
| Merchant Services & Solutions | 192.9 | | 192.9 | 51.0 | 243.9 |
| Cards & Digital Payments | 180.1 | | 180.1 | | 180.1 |
| Digital Banking Solutions | 54.6 | | 54.6 | | 54.6 |
| Revenues | 427.7 | | 427.7 | 51.0 | 478.7 |
| Personnel & related expenses | (78.3) | | (78.3) | (1.3) | (79.5) |
| Operating Costs | (135.2) | | (135.2) | (2.1) | (137.3) |
| Total Costs | (213.5) | | (213.5) | (3.3) | (216.8) |
| EBITDA | 214.2 | | 214.2 | 47.7 | 261.8 |
| D&A | (84.3) | 18.3 | (66.1) | | (66.1) |
| Interests & financing costs | (27.7) | 7.0 | (20.8) | (17.7) | (38.4) |
| Non recurring items | (42.5) | 42.5 | - | | - |
| Pre-tax Profit | 59.6 | 67.7 | 127.3 | 30.0 | 157.3 |
| Income taxes | (26.5) | (17.4) | (43.9) | (11.5) | (55.4) |
| Minorities | (0.4) | | (0.4) | (0.3) | (0.8) |
| Net Profit | 32.6 | 50.4 | 83.0 | 18.2 | 101.2 |

*Transformation costs*¹ (10.6) (10.6) (10.6)

Delta Reported vs Normalized

D&A: D&A customer contracts

Interests & financing costs: ~3 €M interest expenses on ISP convertible bond (April-June) and ~4 €M bridge facility

Non recurring items: detailed bridge on slide 24



Investor Relations

investor.relations@nexi.it

Stefania Mantegazza

stefania.mantegazza@nexi.it