

**Sao Paulo, August 12, 2015.** Senior Solution S.A. (BM&FBOVESPA: SNSL3) ("**Company**"), the leading provider on the development of software applications for the financial sector in Brazil, announces today its consolidated results for the second quarter of 2015 ("2Q15").

# 2Q15 - Earnings Release



### **Conference call in Portuguese**

August 13, 2015 (Thursday) 10 am (Brasília) / 9 am (New York) Telephone: +55 (11) 2188-0155 Replay: +55 (11) 2188-0400 Password: Senior Solution Webcast: click here

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### **2Q15 Highlights**

- Necord net revenues of R\$ 19,059k (7.5% up on 2Q14) due to the expansion of Software, Outsourcing and Consulting business units and the consolidation of Aquarius Tecnologia, acquired in February.
- Second recurring revenues of R\$ 15,748k (17.8% up on 2Q14), coming from the records of Software (22.5% up on 2Q14) and Outsourcing (10.1% up on 2Q14) units.
- Gross profit of R\$ 6,751k (1.2% up on 2Q14), highlighting the rapid expansion of Aquarius Tecnologia gross margin (14.2 p.p. up on 1Q15) and proving the successful operational integration in record time.
- EBITDA of R\$ 2,108k (18.1% down on 2Q14), impacted by extraordinary expenses of R\$ 367k related to operational structure adjustment, seeking to start the 3Q15 with a new level of profitability.

Financial Highlights										
R\$ '000	2Q15	2QT14	Change	1Q15	Change	1H15	1H14	Change		
Net Revenues	19,059	17,723	7.5%	18,454	3.3%	37,512	34,386	9.1%		
EBITDA	2,108	2,574	-18.1%	2,079	1.4%	4,187	4,860	-13.9%		
EBITDA Margin	11.1%	14.5%	-3.5 p.p.	11.3%	-0.2 p.p.	11.2%	14.1%	-3.0 p.p.		
Net Income	2,820	3,560	-20.8%	1,871	50.7%	4,692	7,813	-40.0%		
Net Margin	14.8%	20.1%	-5.3 p.p.	10.1%	4.7 p.p.	12.5%	22.7%	-10.2 p.p.		

<sup>&</sup>lt;sup>1</sup> The figures from the quarter and half year disclosed in the charts and tables correspond to the values from section "Financial Statements and Performance Indicators".

### Message from Management

We ended 2Q15 with record net revenues of R\$ 19,059k, 7.5% up on 2Q14. The Software business unit also posted record revenues, with growth of 22.5%, primarily fueled by revenues from Aquarius Tecnologia, acquired in February.

Given the more challenging economic environment, buyers are increasingly seeking efficiency gains, repressing demand for technology projects and accelerating the trend towards outsourcing. Consequently, revenues from the Services unit, where projects are concentrated, fell by 42.9%, while Outsourcing revenues grew by 10.1%, reaching a new quarterly record. The Consulting unit recorded growth of 9.9%.

As a result of this new mix, recurring revenues came to R\$ 15,748k, 17.8% more than in 2Q14 and another new record, representing 82.6% of total revenues, versus 75.4% in the same period last year.

Gross profit totaled R\$ 6,751k, 1.2% up on 2Q14, although the gross margin narrowed by 2.2 p.p. due to the temporary loss of profitability in certain businesses, especially Services. The successful operational integration of Aquarius Tecnologia led to the rapid expansion of its gross margin, which recorded a 14.2 p.p. gain over 1Q15. And we see opportunities for further gains in the midterm.

Operating expenses totaled R\$ 5,115k, 16.6% higher than in 2Q14, due to their organic growth and addition of Aquarius Tecnologia's expenses. We continued to invest in the sales and marketing areas, albeit cautiously given the economic scenario.

We started foreseeing a more conservative outlook for the sector's annual growth, despite the robust pipeline of commercial opportunities. We decided to adapt our operational structure to this scenario and reduced our workforce in the business units and main administrative areas in May, generating extraordinary layoff expenses amounting R\$ 367k. The first effects have already become apparent, with June recording the best monthly result of the year to date.

EBITDA totaled R\$ 2,108k, 18.1% down on 2Q14. EBITDA was impacted by the layoff expenses, the upturn in extraordinary expenses associated with M&A and the increase in provisions for contingencies following the change in the independent auditor. Without these effects, EBITDA would have remained flat on 2Q14.

Net income came to R\$ 2,820k, 20.8% less than in 2Q14, also due to extraordinary events, including the impact of the so-called "Good Law" (Lei do Bem) on taxes, which varied in magnitude between the two periods, given that income tax credits arising from R&D expenditures in 2012 were fully recognized in 2Q14, while the credits from 2013 were partially booked in 2Q15 and the remainder part will be recognized in 3Q15.

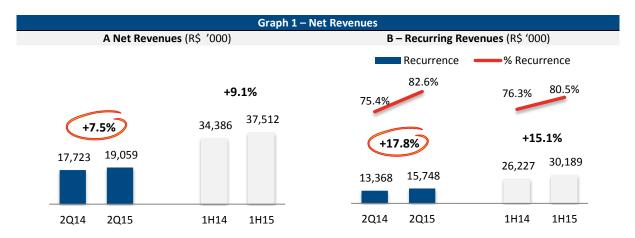
We are beginning 3Q15 with a healthy level of profitability. Although the challenging economic scenario is likely to continue, the preventive measures adopted in the second quarter will permit the convergence of reported results with management's expectations for the second half.

### Operating and Financial Performance

#### **Net Revenues**

The Company reported record net revenues of R\$ 19,059k (7.5% up on 2Q14) due to the expansion of Software (22.5% up on 2Q14), Outsourcing (10.1% up on 2Q14) and Consulting (9.9% up on 2Q14) business units. The first two account for the recurring revenues, which also hit a record of R\$ 15,748 (17.8% up on 2Q14) and represented 82.6% of the total, compared to 75.4% in the same period last year.

This growth was mainly due to net revenues from the acquisition of Aquarius Tecnologia in February, which totaled R\$ 1.470k in the quarter. The total number of clients came to 185 (vs. 144 in 2Q14), but the average ticket fell to R\$ 103k (16.3% down on 2Q14), given that clients in the Software for Consortium segment (from Aquarius Tecnologia's acquisition) have a lower average ticket than the others.



### **Software**

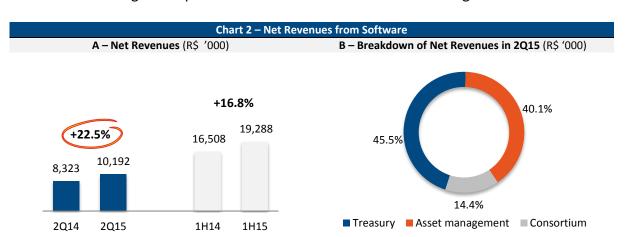
Net revenues from Software reached the record of R\$ 10,192k (22.5% up on 2Q14), the number of clients increased to 138 (vs. 91 in 2Q14) and the average ticket fell to R\$ 74k (19.2% down on 2Q14). These variations were chiefly due to the addition of the Consortium segment as a result of the acquisition. The variations in each Software segment were due to the following factors:

- Treasury<sup>1</sup>: Net revenues totaled R\$ 4,633k (4.8% up on 2Q14), due to increase in the average ticket to R\$ 116k (12.6% up on 2Q14) and a slight reduction in the number of clients to 40 (vs. 43 in 2Q14). The adjustments of contracts by inflation was chiefly responsible for the period upturn;
- Asset Management: Net revenues came to R\$ 4,090k (4.8% up on 2Q14), result of the increase in average ticket to R\$ 93k (14.3% up on 2Q14) combined with slight

<sup>&</sup>lt;sup>1</sup> Includes solutions for the treasury (SBS and SIAN), asset management (Profit and e-Funds), life insurance and pension plans (e-Seg) and service channels (Single Sign-On).

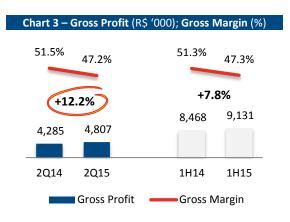
decline in the number of clients to 44 (vs. 48 in 2Q14). The adjustments of contracts by inflation was also chiefly responsible for the period upturn;

Consortium<sup>2</sup>: Net revenues amounted R\$ 1,470k (absent in 2Q14) from 54 new clients, with an average ticket of R\$ 27k, less than the other software segments, contributing to the period reduction in the unit's overall average ticket.



The unit's costs totaled R\$ 5,385k (33.4% up on 2Q14). Costs increased by R\$ 1,347k, between 2Q14 and 2Q15, of which R\$ 1,025k due to additional costs from Aquarius Tecnologia and R\$ 322k from organic growth, primarily due to an extraordinary cost of R\$ 240k from adjustment on the operational structure.

As a result, gross profit totaled R\$ 4,807k (12.2% up on 2Q14), with a gross margin of 47.2% (4.3 p.p. down on 2Q14). Since the previous quarter, the consolidation of Aquarius Tecnologia's accounts has impacted the unit's profitability, given that the new Consortium segment has a lower gross margin than the Treasury and Asset Management segments.

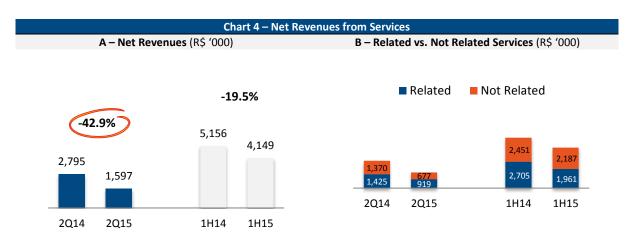


<sup>&</sup>lt;sup>2</sup> Includes solutions for consortium administrators (Siacon, Visus and Hadar) from the acquisition of Aquarius Tecnologia e Informática Ltda. on February 2, 2015.

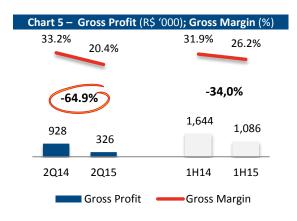
### **Services**

The Services unit posted net revenues of R\$ 1,597k (42.9% down on 2Q14), due to the reduction in the number of clients to 13 (vs. 22 in 2Q14), with net average ticket of R\$ 123k (3.3% down on 2Q14).

- <u>Related to Software</u>: Net revenues totaled R\$ 919k (35.5% down on 2Q14), due to reduced demand for technology projects as a result of the more challenging economic scenario and the conclusion of an implementation of SBS system for a client which began generating revenue for the Software unit;
- Not Related to Software: Net revenues came to R\$ 677k (50.6% down on 2Q14), impacted by the recent winding up of the main project conducted throughout last year, resulting in a temporary loss of revenues still not offset by the addiction of new clients.



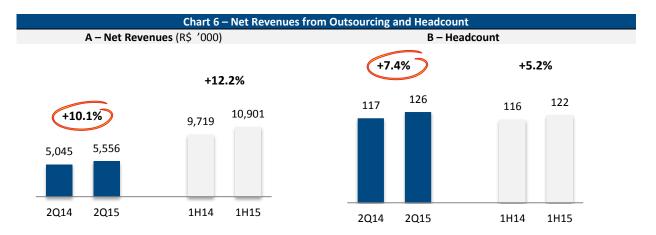
Costs totaled R\$ 1,270k (31.9% down on 2Q14) due to the adjustment of the workforce to a more appropriate level for the current volume of projects. As a result, gross profit came to R\$ 326k (64.9% down on 2Q14), with a gross margin of 20.4% (12.8 p.p. down on 2Q14). The reduction in the workforce was a preventive measure designed to maintain the unit's level of profitability in an a more challenging economic scenario.



### **Outsourcing**

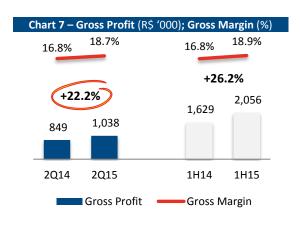
Net revenues from Outsourcing hit the record of R\$ 5,556k (10.1% up on 2Q14), confirming the favorable outlook for the business. The number of customers increased to 35 (vs. 29 in 2Q14), with the addiction of important clients with high growth potential. The average ticket

was R\$ 159k (8.8% down on 2Q14) and the average number of professionals dedicated to this activity was 126 (7.4% up on 2Q14).



Costs came to R\$ 4,517k (7.7% up on 2Q14), due to the addition of professionals to cope with the revenue increase and the pay rises from the collective bargaining agreement in January.

Gross profit totaled the record of R\$ 1,038k (22.2% up on 2Q14), with a gross margin of 18.7% (1.9 p.p. up on 2Q14), in line with the unit's historical profitability level.



#### Consulting

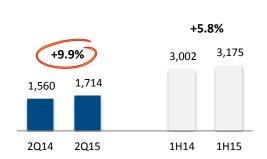
Net revenues from Consulting unit ("Controlbanc") totaled R\$ 1,714k (9.9% up on 2Q14). Despite the reduction in the number of clients to 18 (vs. 27 in 2Q14), following conclusion of the projects of authorization to operate related to Central Bank's Resolution 4282, the average ticket increased to R\$ 95k (64.8% up on 2Q14), due to the progress of major gap analysis projects related to the same Resolution, as well as the constitution of financial institutions.

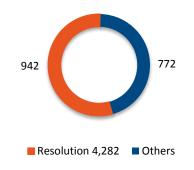
The projects related to Resolution 4282 generated revenues of R\$ 942k, or 55.0% of the unit net revenues. In accordance with the Central Bank's schedule for adapting of the payment arrangements, medium-sized institutions will have until 1Q16 and smaller institutions until 1Q17 to comply with the Resolution. After an off-season in 3Q15, we expect a greater concentration of demand as we approach the end of the year.

#### Chart 8 - Net Revenues from Consulting

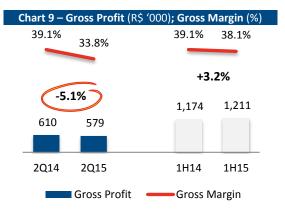
A - Net Revenues (R\$ '000)

B - Resolution 4,282 vs. other projects (R\$ '000)





Costs amounted to R\$ 1,135k (19.5% up on 2Q14) and gross profit totaled R\$ 579k (5.1% down on 2Q14), with a gross margin of 33.8% (5.3 p.p. down on 2Q14), within the unit's the historical profitability level.



#### **Gross Profit**

The Company presents gross profit of R\$ 6,751k (1.2% up on 2Q14), with a gross margin of 35.4% (2.2 p.p. down on 2Q14). The margin reduction was due to: (i) the loss of profitability, especially in the Services unit as a result of the revenue downturn; (ii) the consolidation of Aquarius Tecnologia's figures as of 1Q15, given that the new Consortium segment has a lower gross margin than the other Software segments; and (iii) a non-recurring expense of R\$ 272k as a result of the business units' layoffs.

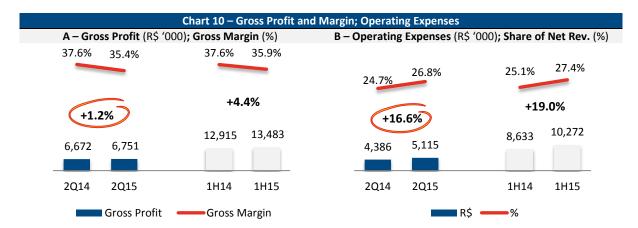
R&D costs totaled R\$ 900k (14.5% down on 2Q14), corresponding to 4.7% of net revenues, within the historical level of between 4% and 6%. Most of these funds were allocated to: (i) the development of a new coverages control module geared towards the issue of real estate and agribusiness credit bills (LCIs and LCAs, respectively) in the SBS system; (ii) SBS system performance improvements; and (iii) product customizations to meet specific client needs. It is worth noting that the Company does not capitalize R&D expenditures, which are fully booked under costs in the income statement.

#### **Operating Expenses**

Operating expenses totaled R\$ 5,115k (16.6% up on 2Q14), corresponding to 26.8% of net revenues (2.1 p.p. up on 2Q14).

General and administrative expenses came to R\$ 4,643k (13.3% up on 2Q14), growth of R\$ 544k compared to the same period last year, of which R\$ 190k from the consolidation of Aquarius Tecnologia's figures and R\$ 354k from organic growth. The main factors were a non-recurring impact of R\$ 96k from layoffs in the administrative areas, higher M&A expenses in order to accelerate the acquisition process, and higher provisions for contingencies following the change of auditors at the beginning of the year which resulted in a revision of provisioning criteria.

Depreciation and amortization expenses totaled R\$ 473k (64.6% up on 2Q14), R\$ 186k increase compared to the same period last year due to amortization of the DriveAMnet software as of 3Q14, which accounted for R\$ 155k this quarter, and to the sum of depreciation and amortization from Aquarius Tecnologia.

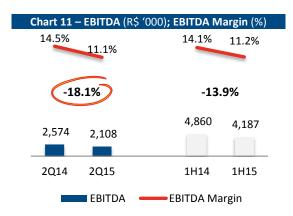


#### **EBITDA**

EBITDA came to R\$ 2,108k (18.1% down on 2Q14), with an EBITDA margin of 11.1% (3.5 p.p. down on 2Q14), impacted by expenses with layoffs, extraordinary upturn in M&A expenses and higher provisions for contingencies. Without these effects, EBITDA would have been in line with 2Q14.

The initial results of the adjustment on the operational structure have already become apparent, with June recording the best monthly result of the year to date.

We are therefore beginning 3Q15 with a healthy level of profitability.

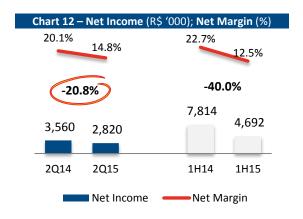


We also see opportunities for further operational gains from the consortium operation in the midterm which will contribute to increased profitability, given that rent expenses and the sharedexpenses were eliminated throughout the quarter.

#### **Net Income**

Net income amounted to R\$ 2,820k (20.8% down on 2Q14), impacted by lower EBITDA, the increase in the financial result, the reduction in tax credits in the income tax and social contribution ("IT/SC") line and higher expenses with depreciation and amortization.

The financial result totaled R\$ 762k, (18.1% up on 2Q14), due to the increase in financial income as a result of the period upturn in interest rates between 2Q14 and 2Q15.



IT/SC represented a credit of R\$ 423k (32.7% down on 2Q14). In 2Q14, we fully recognized the income tax credits arising from R&D expenditures in 2012 related to *Lei do Bem* ("Good Law") totaling R\$ 994k. In 2Q15, we partially booked the R&D credits from 2013 expenditures, amounting to R\$ 539k. Of this total, we recognized R\$ 193k in 2Q15 and the remaining R\$ 346k will be booked in 3Q15.

#### **Financial Position**

The gross cash position fell to R\$ 39,241k (R\$ 7,198k down on 1Q15), chiefly due to payments of shareholders dividends and bonus and profit-sharing to employees related to fiscal year 2014, the last on previously provisioned in the financial statements.

Gross debt remained virtually flat at R\$ 13,727k (R\$ 58k down on 1Q15) due to: (i) a reduction in the loans and financing balance due to the amortization of BNDES Prosoft<sup>3</sup> installments, totaling R\$ 280k; (ii) a reduction in the balance of acquisition-related obligations, due to the amortization of installments totaling R\$ 496k; and (iii) an increase in the balance of acquisition-related obligations, due to the booking of the probable payment of earnout from Aquarius Tecnologia totaling R\$ 718k.

As a result, the net cash position fell to R\$ 25,515k (R\$ 7,140k down on 1Q15), still sufficiently high to allows us to continue pursuing our strategy of growth through acquisitions.

<sup>&</sup>lt;sup>3</sup> BNDES Program for the Development of the National Software Industry and Information Technology Services.

On October 22, 2014, we disclosed a Material Fact announcing that we had obtained financing within the BNDES Prosoft program. In July 2015, we were informed of the imminent disbursement of the second installment of this loan, thereby strengthening our short-term financial position, even though the precise amount and date of the disbursement have not yet been defined.

### Capital Market

#### **Share Buyback Program**

On June 12, 2015, we concluded the Company's second share buyback program involving the repurchase of up to 800k shares. In the program, 143k shares have been acquired at an average weighted price of R\$ 8.52 per share<sup>4</sup>. Including the first buyback program, the Company has repurchased a total of 463k shares, equivalent to 3.9% of its capital stock, at a weighted average price of R\$ 8.04 per share<sup>2</sup>.

#### **Stock Performance**

Our shares (Bovespa Mais: SNSL3) closed 2Q15 at R\$ 9.75. Since our capital stock comprises 11,787,203 common shares, including shares held in treasury, the Company's market capitalization stood, on June 30, 2015, at R\$ 114,925,229.25.

In 2Q15, daily traded volume averaged R\$ 104k (32.3% down on 1Q15), while the number of daily trades averaged 29 (45.0% down on 1Q15), despite the Company's efforts to increase the liquidity of its shares. However, it is worth emphasizing that 1Q15 recorded the second-highest traded volume and number of trades since the IPO in 1Q13.

At the close of 2Q15, the Company had the record number of 1,765 shareholders (7.9% up on 1Q15), with free float<sup>5</sup> of 71.6%.

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<sup>&</sup>lt;sup>4</sup> Amount not adjusted for the payment of dividends and interest on capital approved by the General Shareholders' Meeting (R\$ 0.15 per share on April 30, 2014 and R\$ 0.27 per share on April 30, 2015).

<sup>&</sup>lt;sup>5</sup> Excluding shares held by Management (Board of Directors and Statutory Senior Management) and treasury shares acquired during the buyback programs.

## Financial Statements and Performance Indicators

Net revenues   19,059   17,723   7.5%   18,454   3.3%   37,512   34,386   9.1%   Software   10,192   8,323   22.5%   9,096   12.1%   19,288   16,508   16.8%   Treasury   4,633   4,421   4.8%   4,376   5.9%   9,009   8,859   1.7%   Asset management   4,090   3,902   4.8%   3,886   5.2%   7,976   7,649   4.3%   Consortium   1,470   -	Income Statement (Consolidated)								
Software   10,192   8,323   22,5%   9,096   12,1%   19,288   16,508   16,508   16,508   Asset management   4,090   3,902   4,8%   3,886   5,2%   7,976   7,649   4,3%   3,866   5,2%   7,976   7,649   4,3%   3,866   5,2%   7,976   7,649   4,3%   3,8%   7,5%   7,976   7,649   4,3%   3,8%   7,5%   7,976   7,649   4,3%   3,8%   7,5%   7,976   7,649   4,3%   3,8%   7,5%   7,976   7,649   4,3%   7,5%   7,976   7,649   4,3%   7,5%   7,976   7,649   4,3%   7,5%   7,976   7,649   4,3%   7,5%   7	(R\$ '000)			2Q15 vs			1H15	1H14	
Treasury	Net revenues	19,059	17,723	7.5%	18,454	3.3%		34,386	9.1%
Asset management	Software	10,192	8,323		9,096				
Consortium	•				•				
Services			3,902	4.8%				7,649	4.3%
Related			-	-				-	-
Not related									
Outsourcing Consulting         5,556         5,045         10.1%         5,345         3.9%         10,901         9,719         12.2%           Net revenues         19,059         17,723         7.5%         18,644         19.3%         3,751         3,002         5.8%           Neurining         15,748         13,368         17.8%         14,441         9.1%         30,189         26,227         15,1%           Variable         3,311         4,355         -24.0%         4,013         -17.5%         7,324         8,188         -10.2%           Number of custumers         185         144         28,5%         175         5,7%         195         162         20.4%           Software         138         91         51,6%         133         3.8%         142         100         420.4%           Asset management         44         48         8.3%         43         2.3%         44         49         10.2%           Services         13         222         -40.9%         18         2.78%         20         26         23.1%         20.2%         26         24.3%         20         26         24.3%         20         26         24.3%         20         26 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
Net revenues									
Net revenues	_								
Recurring         15,748         13,368         17,8%         14,411         9,1%         30,189         26,227         15,1%           Number of custumers         185         144         2,85%         -17,5%         73,24         8,158         -10,2%           Software         138         91         51,6%         133         3,8%         142         100         42,0%           Asset management         44         48         8,3%         43         2,3%         44         49         -10,2%           Consortium         54         -         -         50         8,6%         55         -         -         50         8,6%         55         -         -         -         50         8,6%         55         -         -         -         50         8,6%         55         -         -         -         50         8,6%         55         -         -         -         -         50         8,6%         55         -	Consulting	1,714	1,560	9.9%	1,461	17.3%	3,175	3,002	5.8%
Number of custumers         185         144         28.5%         175         5.7%         195         162         20.4%           Software         138         91         51.6%         133         3.8%         142         100         42.0%           Treasury         40         43         7.0%         40         0.0%         43         51         15.7%           Asset management         44         48         -8.3%         43         2.3%         44         49         -10.2%           Consortium         54         -         -         50         8.0%         55         -         -         50         8.0%         55         -         -         20         26         -23.1%         Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%         55         -         -         -         21.3         00         2.0         26         -23.1%         00         2.0         26         -23.1%         00         2.0         26         -23.1%         00         2.0         26         -23.1%         00         2.0         26         -32.1%         00         2.0         28         22	Net revenues	19,059	17,723	7.5%	18,454	3.3%	37,512	34,386	9.1%
Number of custumers   185	Recurring	15,748	13,368	17.8%	14,441	9.1%	30,189	26,227	15.1%
Software	Variable	3,311	4,355	-24.0%	4,013	-17.5%	7,324	8,158	-10.2%
Treasury         40         43         -7.0%         40         0.0%         43         51         -15.7%           Asset management         44         48         -8.3%         43         2.3%         44         49         -10.2%           Consortium         54         -         -         50         8.0%         55         -           Services         13         22         -40.9%         18         -27.8%         20         26         -23.1%           Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%           Consulting         18         27         -33.3%         17         5.9%         22         39         -43.6%           Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%	Number of custumers	185		28.5%	175		195	162	20.4%
Asset management         44         48         -8.3%         43         2.3%         44         49         -10.2%           Consortium         54         -         -         50         8.0%         55         -         -           Services         13         22         -40.9%         18         27.8%         20         26         -23.1%           Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%           Consulting         18         27         -33.3%         17         5.9%         22         39         -43.6%           Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         29.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.3         11.26         109         5.9%         210         174         20.6%           Asset management         93 <td>Software</td> <td>138</td> <td>91</td> <td>51.6%</td> <td>133</td> <td>3.8%</td> <td>142</td> <td>100</td> <td>42.0%</td>	Software	138	91	51.6%	133	3.8%	142	100	42.0%
Consortium         54         -         -         50         8.0%         55         -           Services         13         22         -40.9%         18         -27.8%         20         26         -23.1%           Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%           Consulting         18         27         -33.3%         17         5.9%         22         39         -43.6%           Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Constorium         27         -         -	Treasury	40	43	-7.0%	40	0.0%	43	51	-15.7%
Services         13         22         -40.9%         18         -27.8%         20         26         -23.1%           Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%           Consulting         18         27         -33.3%         17         5.9%         22         39         -43.6%           Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         27         -         -         17         63.4%         42         -         -         -           Outsourcing         159	Asset management	44	48	-8.3%	43	2.3%	44	49	-10.2%
Outsourcing         35         29         20.7%         31         12.9%         37         31         19.4%           Consulting         18         27         -33.3%         17         5.9%         22         39         -43.6%           Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.17.7%           Constituting         159         174         -8.8%         172         -13.4%         42           Services         123         117         -8.8%         172         -7.9%         53         87         -39.2%           Costs of Services         (12,308)	Consortium	54	-	-	50	8.0%	55	-	-
Consulting Cross sell         18         27         -33.3%         17         5.9%         22         39         -43.6% Cross sell           Net average ticket Software         103         123         -16.3%         105         -2.3%         192         212         -9.4% Software           74         91         -19.2%         68         8.0%         136         165         -17.7% Tresury         116         103         12.6%         109         5.9%         210         174         20.6% Asset management         93         81         14.3%         90         2.8%         181         156         16.1% Consortium         27         -         -         17         63.4%         42         -         -         -         5ervices         123         127         -3.3%         142         -13.4%         207         198         4.6%         0utsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           K of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.	Services	13	22	-40.9%	18	-27.8%	20	26	-23.1%
Cross sell         19         25         -24.0%         24         -20.8%         26         34         -23.5%           Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         277         -         -         17         63.4%         42         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Costs of services	Outsourcing	35	29	20.7%	31	12.9%	37	31	19.4%
Net average ticket         103         123         -16.3%         105         -2.3%         192         212         -9.4%           Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         27         -         -         17         63.4%         42         -         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Costs         (12,308)         (11,050)         14.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%	Consulting	18	27	-33.3%	17	5.9%	22	39	-43.6%
Software         74         91         -19.2%         68         8.0%         136         165         -17.7%           Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         27         -         -         17         63.4%         42         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Consulting         95         58         64.8%         86         10.8%         99         63         58.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Kofs ervices         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues	Cross sell	19	25	-24.0%	24	-20.8%	26	34	-23.5%
Treasury         116         103         12.6%         109         5.9%         210         174         20.6%           Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         27         -         -         17         63.4%         42         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           60 fte revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9,998)         14.4%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         4.7%         5.8%	Net average ticket	103	123	-16.3%	105	-2.3%	192	212	-9.4%
Asset management         93         81         14.3%         90         2.8%         181         156         16.1%           Consortium         27         -         -         -         17         63.4%         42         -         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Consulting         95         58         64.8%         86         10.8%         99         63         58.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           60 ft revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9.998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4% <td>Software</td> <td>74</td> <td>91</td> <td>-19.2%</td> <td>68</td> <td>8.0%</td> <td>136</td> <td>165</td> <td>-17.7%</td>	Software	74	91	-19.2%	68	8.0%	136	165	-17.7%
Consortium         27         -         -         17         63.4%         42         -         -           Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Consulting         95         58         64.8%         86         10.8%         99         63         58.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Kof Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9.998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         4.7%         5.8%         -1.2 p.p.           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         <	Treasury	116	103	12.6%	109	5.9%	210	174	20.6%
Services         123         127         -3.3%         142         -13.4%         207         198         4.6%           Outsourcing         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Consulting         95         58         64.8%         86         10.8%         99         63         58.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           6 of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)	Asset management	93	81	14.3%	90	2.8%	181	156	16.1%
Outsourcing Consulting         159         174         -8.8%         172         -7.9%         53         87         -39.2%           Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Costs of R&D         (900)         (1,052)         -14.5%         (859)         4.8%         (1,759)         (2,009)         -12.4%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.2 p.p.           Adjusted cost of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,029)         (21,471)         11.9%           % of Net revenues         64.6%         62	Consortium	27	-	-	17	63.4%	42	-	-
Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Costs of R&D         (900)         (1,052)         -14.5%         (859)         4.8%         (1,759)         (2,009)         -12.4%           % of Net revenues         4.7%         5.9%         -1.2 p.p.         4.7%         0.1 p.p.         4.7%         5.8%         -1.2 p.p.           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Adjusted cost of services         (11,408)	Services	123	127	-3.3%	142	-13.4%	207	198	4.6%
Costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Costs of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Costs of R&D         (900)         (1,052)         -14.5%         (859)         4.8%         (1,759)         (2,009)         -1.2 p.p.           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Adjusted cost of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%	Outsourcing	159	174	-8.8%	172	-7.9%	53	87	-39.2%
% of Net revenues       64.6%       62.4%       2.2 p.p.       63.5%       1.1 p.p.       64.1%       62.4%       1.6 p.p.         Costs of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         % of Net revenues       64.6%       62.4%       2.2 p.p.       63.5%       1.1 p.p.       64.1%       62.4%       1.6 p.p.         Adjusted cost of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%	Consulting	95	58	64.8%	86	10.8%	99	63	58.2%
Costs of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Costs of R&D         (900)         (1,052)         -14.5%         (859)         4.8%         (1,759)         (2,009)         -12.4%           % of Net revenues         4.7%         5.9%         -1.2 p.p.         4.7%         0.1 p.p.         4.7%         5.8%         -1.2 p.p.           Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Adjusted costs         (62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Adjusted cost of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Adjusted costs of R&D         (900)         (1	Costs	(12,308)	(11,050)	11.4%	(11,722)	5.0%	(24,029)	(21,471)	11.9%
% of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         % of Net revenues       64.6%       62.4%       2.2 p.p.       63.5%       1.1 p.p.       64.1%       62.4%       1.6 p.p.         Adjusted cost of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%	% of Net revenues	64.6%	62.4%	2.2 p.p.	63.5%	1.1 p.p.	64.1%	62.4%	1.6 p.p.
Costs of R&D (900) (1,052) -14.5% (859) 4.8% (1,759) (2,009) -12.4% % of Net revenues 4.7% 5.9% -1.2 p.p. 4.7% 0.1 p.p. 4.7% 5.8% -1.2 p.p.  Adjusted costs (12,308) (11,050) 11.4% (11,722) 5.0% (24,029) (21,471) 11.9% % of Net revenues 64.6% 62.4% 2.2 p.p. 63.5% 1.1 p.p. 64.1% 62.4% 1.6 p.p. Adjusted cost of services (11,408) (9,998) 14.1% (10,863) 5.0% (22,270) (19,462) 14.4% % of Net revenues 59.9% 56.4% 3.4 p.p. 58.9% 1.0 p.p. 59.4% 56.6% 2.8 p.p. Adjusted costs of R&D (900) (1,052) -14.5% (859) 4.8% (1,759) (2,009) -12.4% % of Net revenues 4.7% 5.9% -1.2 p.p. 4.7% 0.1 p.p. 4.7% 5.8% -1.2 p.p.  Adjusted costs (12,308) (11,050) 11.4% (11,722) 5.0% (24,029) (21,471) 11.9% Software (5,385) (4,038) 33.4% (4,771) 12.9% (10,157) (8,040) 26.3% Treasury (2,491) (2,177) 14.5% (2,249) 10.8% (4,741) (4,205) 12.8% Asset management (1,869) (1,862) 0.4% (1,823) 2.5% (3,692) (3,836) -3.7% Consortium (1,025) - (699) 46.6% (1,724) 58ervices (1,270) (1,866) -31.9% (1,793) -29.1% (3,063) (3,512) -12.8% Outsourcing (4,517) (4,196) 7.7% (4,328) 4.4% (8,845) (8,090) 9.3%	Costs of services	(11,408)	(9,998)	14.1%	(10,863)	5.0%	(22,270)	(19,462)	14.4%
% of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         % of Net revenues       64.6%       62.4%       2.2 p.p.       63.5%       1.1 p.p.       64.1%       62.4%       1.6 p.p.         Adjusted cost of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)<	% of Net revenues	59.9%	56.4%	3.4 p.p.	58.9%	1.0 p.p.	59.4%	56.6%	2.8 p.p.
Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           % of Net revenues         64.6%         62.4%         2.2 p.p.         63.5%         1.1 p.p.         64.1%         62.4%         1.6 p.p.           Adjusted cost of services         (11,408)         (9,998)         14.1%         (10,863)         5.0%         (22,270)         (19,462)         14.4%           % of Net revenues         59.9%         56.4%         3.4 p.p.         58.9%         1.0 p.p.         59.4%         56.6%         2.8 p.p.           Adjusted costs of R&D         (900)         (1,052)         -14.5%         (859)         4.8%         (1,759)         (2,009)         -12.4%           % of Net revenues         4.7%         5.9%         -1.2 p.p.         4.7%         0.1 p.p.         4.7%         5.8%         -1.2 p.p.           Adjusted costs of R&D         (900)         (1,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Software         (5,385)         (4,038)         33.4%         (4,771)         12.9%         (10,157)         (8,040)         26.3%           Treasury <t< td=""><td>Costs of R&amp;D</td><td>(900)</td><td>(1,052)</td><td>-14.5%</td><td>(859)</td><td>4.8%</td><td>(1,759)</td><td>(2,009)</td><td></td></t<>	Costs of R&D	(900)	(1,052)	-14.5%	(859)	4.8%	(1,759)	(2,009)	
% of Net revenues       64.6%       62.4%       2.2 p.p.       63.5%       1.1 p.p.       64.1%       62.4%       1.6 p.p.         Adjusted cost of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836) <t< td=""><td>% of Net revenues</td><td>4.7%</td><td>5.9%</td><td>-1.2 p.p.</td><td>4.7%</td><td>0.1 p.p.</td><td>4.7%</td><td>5.8%</td><td>-1.2 p.p.</td></t<>	% of Net revenues	4.7%	5.9%	-1.2 p.p.	4.7%	0.1 p.p.	4.7%	5.8%	-1.2 p.p.
Adjusted cost of services       (11,408)       (9,998)       14.1%       (10,863)       5.0%       (22,270)       (19,462)       14.4%         % of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -      <	Adjusted costs	(12,308)	(11,050)	11.4%	(11,722)	5.0%	(24,029)	(21,471)	11.9%
% of Net revenues       59.9%       56.4%       3.4 p.p.       58.9%       1.0 p.p.       59.4%       56.6%       2.8 p.p.         Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Out	% of Net revenues	64.6%	62.4%	2.2 p.p.	63.5%	1.1 p.p.	64.1%	62.4%	1.6 p.p.
Adjusted costs of R&D       (900)       (1,052)       -14.5%       (859)       4.8%       (1,759)       (2,009)       -12.4%         % of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	Adjusted cost of services	(11,408)	(9,998)	14.1%	(10,863)	5.0%	(22,270)	(19,462)	14.4%
% of Net revenues       4.7%       5.9%       -1.2 p.p.       4.7%       0.1 p.p.       4.7%       5.8%       -1.2 p.p.         Adjusted costs       (12,308)       (11,050)       11.4%       (11,722)       5.0%       (24,029)       (21,471)       11.9%         Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	% of Net revenues	59.9%	56.4%		58.9%	1.0 p.p.	59.4%	56.6%	2.8 p.p.
Adjusted costs         (12,308)         (11,050)         11.4%         (11,722)         5.0%         (24,029)         (21,471)         11.9%           Software         (5,385)         (4,038)         33.4%         (4,771)         12.9%         (10,157)         (8,040)         26.3%           Treasury         (2,491)         (2,177)         14.5%         (2,249)         10.8%         (4,741)         (4,205)         12.8%           Asset management         (1,869)         (1,862)         0.4%         (1,823)         2.5%         (3,692)         (3,836)         -3.7%           Consortium         (1,025)         -         -         (699)         46.6%         (1,724)         -         -           Services         (1,270)         (1,866)         -31.9%         (1,793)         -29.1%         (3,063)         (3,512)         -12.8%           Outsourcing         (4,517)         (4,196)         7.7%         (4,328)         4.4%         (8,845)         (8,090)         9.3%		(900)	(1,052)	-14.5%	(859)		(1,759)	(2,009)	-12.4%
Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	% of Net revenues	4.7%	5.9%	-1.2 p.p.	4.7%	0.1 p.p.	4.7%	5.8%	-1.2 p.p.
Software       (5,385)       (4,038)       33.4%       (4,771)       12.9%       (10,157)       (8,040)       26.3%         Treasury       (2,491)       (2,177)       14.5%       (2,249)       10.8%       (4,741)       (4,205)       12.8%         Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	Adjusted costs	(12,308)	(11,050)	11.4%	(11,722)	5.0%	(24,029)	(21,471)	11.9%
Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	Software	(5,385)	(4,038)	33.4%		12.9%	(10,157)	(8,040)	26.3%
Asset management       (1,869)       (1,862)       0.4%       (1,823)       2.5%       (3,692)       (3,836)       -3.7%         Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	Treasury	(2,491)	(2,177)	14.5%	(2,249)	10.8%	(4,741)	(4,205)	12.8%
Consortium       (1,025)       -       -       (699)       46.6%       (1,724)       -       -         Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%	Asset management			0.4%		2.5%			-3.7%
Services       (1,270)       (1,866)       -31.9%       (1,793)       -29.1%       (3,063)       (3,512)       -12.8%         Outsourcing       (4,517)       (4,196)       7.7%       (4,328)       4.4%       (8,845)       (8,090)       9.3%			-	-		46.6%		-	-
Outsourcing (4,517) (4,196) 7.7% (4,328) 4.4% (8,845) (8,090) 9.3%	Services		(1,866)	-31.9%		-29.1%		(3,512)	-12.8%
	Outsourcing					4.4%			
	_					36.7%			7.4%

Adjusted gross profit	6,751	6,672	1.2%	6,732	0.3%	13,483	12,915	4.4%
Adjusted gross margin	35.4%	37.6%	-2.2 p.p.	36.5%	-1.1 p.p.	35.9%	37.6%	-1.6 p.p.
Software	4,807	4,285	12.2%	4,324	11.2%	9,131	8,468	7.8%
Adjusted gross margin	47.2%	51.5%	-4.3 p.p.	47.5%	-0.4 p.p.	47.3%	51.3%	-4.0 p.p.
Treasury	2,141	2,245	-4.6%	2,127	0.7%	4,268	4,655	-8.3%
Adjusted gross margin	46.2%	50.8%	-4.5 p.p.	48.6%	-2.4 p.p.	47.4%	52.5%	-5.2 p.p.
Asset management	2,221	2,040	8.9%	2,063	7.6%	4,284	3,813	12.4%
Adjusted gross margin	54.3%	52.3%	2.0 p.p.	53.1%	1.2 p.p.	53.7%	49.9%	3.9 p.p.
Consortium	446	-	-	134	232.9%	579	-	-
Adjusted gross margin	30.3%	-	30.3 p.p.	16.1%	14.2 p.p.	25.2%	-	25.2 p.p.
Services	326	928	-64.9%	759	-57.0%	1,086	1,644	-34.0%
Adjusted gross margin	20.4%	33.2%	-12.8 p.p.	29.8%	-9.3 p.p.	26.2%	31.9%	-5.7 p.p.
Outsourcing	1,038	849	22.2%	1,017	2.0%	2,056	1,629	26.2%
Adjusted gross margin	18.7%	16.8%	1.9 p.p.	19.0%	-0.3 p.p.	18.9%	16.8%	2.1 p.p.
Consulting	579	610	-5.1%	632	-8.3%	1,211	1,174	3.2%
Adjusted gross margin	33.8%	39.1%	-5.3 p.p.	43.2%	-9.4 p.p.	38.1%	39.1%	-1.0 p.p.
Operating expenses	(5,115)	(4,386)	16.6%	(5 <i>,</i> 157)	-0.8%	(10,272)	(8,633)	19.0%
% of Net revenue	26.8%	24.7%	2.1 p.p.	27.9%	-1.1 p.p.	27.4%	25.1%	2.3 p.p.
General/administrative	(4,643)	(4,099)	13.3%	(4,653)	-0.2%	(9,296)	(8,055)	15.4%
Depreciation/amort.	(473)	(287)	64.6%	(503)	-6.1%	(976)	(578)	68.8%
Other	-	-	-	-	-	-	-	-
EBITDA	2,108	2,574	-18.1%	2,079	1.4%	4,187	4,860	-13.9%
EBITDA margin	11.1%	14.5%	-3.5 p.p.	11.3%	-0.2 p.p.	11.2%	14.1%	-3.0 p.p.
EBIT BIT Margin	11.170	14.570	3.5 p.p.	11.5/0	υ.Σ ρ.ρ.	11.2/0	14.170	3.0 p.p.
Financial result	762	645	18.1%	1,084	-29.7%	1,846	1,348	36.9%
Financial income	1,251	976	28.3%	1,487	-15.9%	2,738	2,004	36.7%
Financial expenses	(489)	(330)	48.2%	(403)	21.3%	(893)	(656)	36.1%
	2 20=	2 022	40.20/	2.552	0.00/			40.20/
EBT	2,397	2,932	-18.2%	2,660	-9.9%	5,057	5,630	-10.2%
Income tax/social contribution	423	628	-32.7%	(788)	-153.7%	(365)	2,183	-116.7%
Current	362	649	-44.2%	(592)	-161.3%	(229)	262	-187.7%
Deferred	61	(21)	-387.6%	(196)	-130.8%	(136)	1,922	-107.1%
•		` ,					•	
Results after IT and SC	2,820	3,560	-20.8%	1,871	50.7%	4,692	7,813	-40.0%
Net income	2,820	3,560	-20.8%	1,871	50.7%	4,692	7,813	-40.0%
Net margin	14.8%	20.1%	-5.3 p.p.	10.1%	4.7 p.p.	12.5%	22.7%	-10.2 p.p.
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