

STATUTORY FINANCIAL STATEMENTS

AS OF 31 DECEMBER 2014



Table of contents

Letter to the shareholders	04
Report on Operations	06
Consolidation scope	07
Summary of Group results	08
Comments on period result	10
Main corporate operations	43
Economic-financial indexes	
Dedagroup Consolidated financial statements (Art. 2428 of the Italian Civil Code)	44
Group statement of financial position	44
Information on the use of financial instruments	48
Main risks to which Dedagroup Spa and the Group are exposed	48
External risks	48
Internal risks	49
Parent company business	50
Economic-financial indexes	
Dedagroup Spa financial statements (Art. 2428 of the Italian Civil Code)	50

Subsidiaries and parent companies	54
Workforce	55
Research and development	56
Ownership structure	56
Auditing bodies	57
Executive Management	57
Significant events after the end of the accounting period	58
Other information	59
Consolidated financial statements as of 31/12/2014	60
Explanatory notes to the consolidated financial statements for the year ended as of 31/12/2014	76
Ordinary financial statements FY 2014	146
Explanatory notes to the financial statements as at 31/12/2014	161
Reports by the auditing bodies	221

Letter to the shareholders

Dear Shareholders,

On 18 March 1980, Trento saw the birth of a cooperative IT company.

Its aim was to ride the huge wave of the growing national IT market, even if only on a regional level... At the time, few could have imagined that what was being created - with the numbers of the financial statements presented for your approval - would have gone on to become one of the “top ten Groups” of Italian IT, a reference player on the domestic market, but also one of the few multinationals of our segment, with a forecast contribution of more than 15% of turnover coming from international operations, 6 offices abroad and projects and clients in more than 40 different countries.

2014 was a special year for our Group, even if we believe that all the last nine years of business have been “special”. There are many, different reasons for this: the growth, the recovery of profitability, the renewal of the offer, solutions and positioning, the clear acceleration of our route towards globalisation: **each of these elements would alone have made a year “special”, together, that year becomes truly unique.**

And this unique nature contrasts with the performance of our sector, which once again closed this year with numbers recording a negative year-on-year trend, taking a downturn, once again, of approximately 2% on the previous year. The Group’s results therefore show the excellent recovery of market share and operating spaces, not only to the detriment of the competition, but also in the “new market” areas, sought after and created with the new offers and solutions of the Dedagroup ICT Network and bringing the skills of our people, in Italy and worldwide, into play.

In looking forward, the indication we received from the analysts is for a 2015 that will be recovering and - finally - going against the trend of the last few years: recovery that is driven by renewed faith and a recovery of investments, an implementation of the Digital Agenda initiatives, by the recovery of the sectors more representative of “Made in Italy”, by the complete release (in all business environments) of the digital business. All environments, subjects and activities in which the Group is active, present and able to express value and know-how. This is where our optimism and positive approach lies with regards to the performance of the new year: aware of the competence of our people, firmly convinced of the value of our solutions, strong in the strategic management undertaken and performed each and every day with a tenacious, obstinate attitude.

In 2014 too, Dedagroup successfully interpreted its strategy, adapting it constantly in line with the business plan adopted in 2013, to suit the altered and changing market context (domestic and beyond), thereby making another important step towards the objectives defined. **If this was possible, it was not only due to the strength of the strategic decisions made, but - above all - for the competence that the Dedagroup professionals successfully showed on the field and the value they brought to our clients, helping them each and every day to obtain better results in their reference markets**, through an intelligent, pervasive use that was targeted with a timely offering of business solutions.

The fact that - 35 years down the line - we are still operating on the market, even becoming the 1st all-Italian IT company, is

by no coincidence: it is the result of careful work on the competence and professionalism disseminated throughout our Group, able to transform and adapt to the markets and contexts, open to continuing its route of collective learning, curious to undertake new routes, marked by ambition and courage, a spirit of research and innovation. Ingredients that are and shall remain in the very DNA of our people, increasingly focused on becoming **business solvers, innovators, cutting-edge in digital.**

“ **DEDAGROUP IS A GROUP OF COMPANIES AND PEOPLE THAT ACCOMPANY BUSINESSES AND ENTITIES IN THE DIGITAL TRANSFORMATION, HELPING THEM DESIGN THE CHANGE.** ”

Last year, we said that “the challenge is to make another step forward: **from manufacturers and generators of integrated, innovative solutions, to producers of results for our customers**”: we are certain that - in 2014 - this challenge has been targeted and in a great many (very many indeed) cases won over successfully for and with our customers. Now it is a question of making these many cases a standard and decisively pursuing excellence in customer satisfaction, operative, profitable and financial excellence in order to knowingly face up to the new expansion and globalisation routes that the Group has defined.

Dedagroup is a Group of companies and people that accompany businesses and entities in the digital transformation, helping them design the change.

The development of a business of a complex group like ours, is an objective that has no natural term. It is a continuous activity with a long-term prospect. But it is important that each milestone - when positive - is recognised and celebrated.

In the part of the Report entitled “Comments on the period results”, we have summed up the key aspects of our path last year, with the aim not only of explaining the past but highlighting the continuity of our route with

respect to the challenges that await us.

This is our drive and our attitude: 2014 is not a point of arrival, but only a point from which to start out again. Where our path will lead us is only partially known and defined: defined by our strategy, our plans and our ambitions, known for what we can see in the light of the results achieved in 2014. The observatory is now more extensive than in the past, for nothing else then for the interna-

tional prospect that the Group has adopted in these last 24 months.

If we can look to the future with renewed optimism, it is thanks to the strength of our Group, which in turn draws strength from the extraordinary competence and dedication of the people who work in it, making it vital day-in, day-out. My personal thanks go precisely to these people, who have allowed us to get where we are today. It is they I would encourage to achieve new, ambitious targets, knowing that only greater results in terms of profitability can guarantee us prosper in the years to come.



On behalf of the Board of Directors, the Managing Director
Gianni Camisa

Report on operations

Consolidation scop	07
Summary of Group results	08
Comments on period result	10
Development and Growth - Income	10
Profitability and financial position	14
Strategic initiatives	17
Marketing and communication	23
Staff, training and professional development	26
Efficiency and cost management	28
The Group companies - Performance (summary)	29
Research, development and investments	34
Outlook and actions for 2015	39
Strategy	41
Main corporate operations	43
Economic-financial indexes	
Dedagroup Consolidated financial statements (Art. 2428 of the Italian Civil Code)	44
Group statement of financial position	44
Information on the use of financial instruments	48
Main risks to which Dedagroup Spa and the Group are exposed	48
External risks	48
Internal risks	49
Parent company business	50
Economic-financial indexes	
Dedagroup Spa financial statements (Art. 2428 of the Italian Civil Code)	50
Società controllate e controllanti	54
Workforce	55
Research and development	56
Ownership structure	56
Auditing bodies	57
Executive Management	57
Significant events after the end of the accounting period	58
Other information	59

Consolidation scope

This report on operations accompanying the statutory financial statements of Dedagroup Spa, in many parts supplements the data on the Group's consolidated financial statements in order to also fulfil the latter's disclosure obligations.

In this sense, where appropriate, the report will present data, information and details relating not only to Dedagroup, but to the whole of the consolidation scope.

The companies currently being consolidated according to the line-by-line method are:

Agorà Med Srl
DDway Srl
Dedamex sa de cv
Derga Consulting Srl
Dexit Srl Ecos
Srl Sinergis Srl
Idea Futura Srl
Beltos Srl
A Software Factory srl
Dedagroup North America
Idea Futura Sagl
Piteco SpA

The list of associated companies, and, therefore those measured in accordance with the equity method, can be found in the section reserved to transactions with group companies.



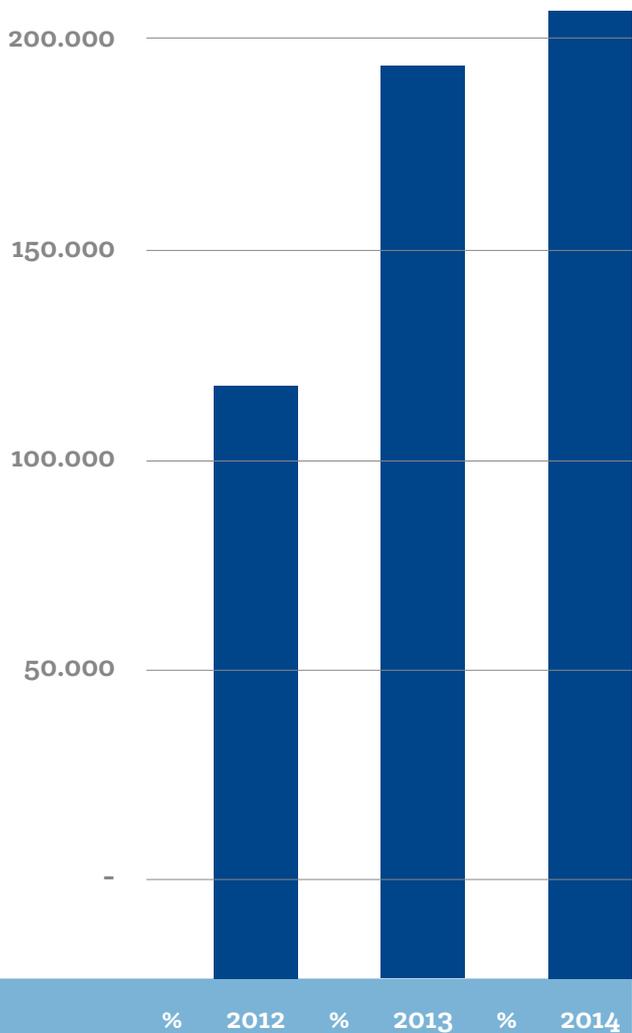
Summary of Group results

Economic data (*)	2014	%	2013	%	2012	%
Revenues	204.757	100,00%	192.162	100,00%	117.884	100,00%
Operating margin Gross	16.856	8,23%	18.507	9,63%	8.623	7,31%
EBIT	701	0,34%	8.391	4,37%	1.024	0,53%
Pre-tax result	1.743	0,85%	-9.868	-5,14%	-481	-0,25%
Net result	219	0,11%	-4.964	-2,58%	-2.044	-1,06%
Economic and financial data (*)	2014		2013		2012	
Shareholders' equity	24.287		11.096		9.453	
Total assets	178.046		143.159		141.120	
Cash flow	16.927		6.475		-7.605	
Net financial position	37.213		20.286		13.811	
Workforce	2014		2013		2012	
	1605		1647		1729	

(*) figures in Euro/000s

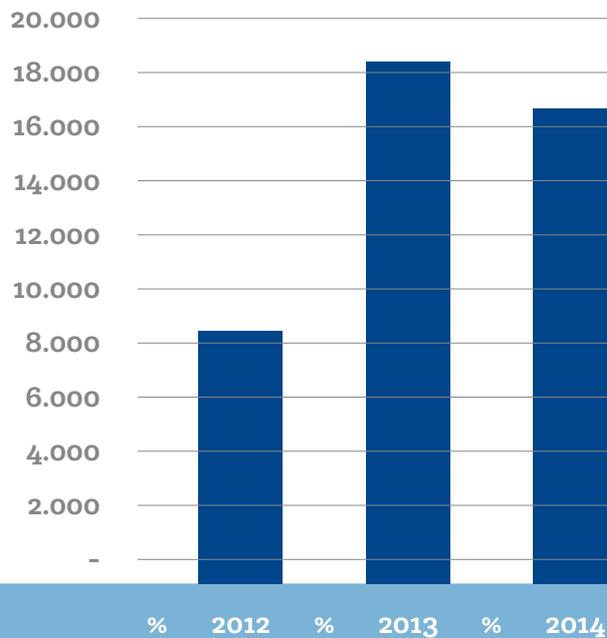


Total income

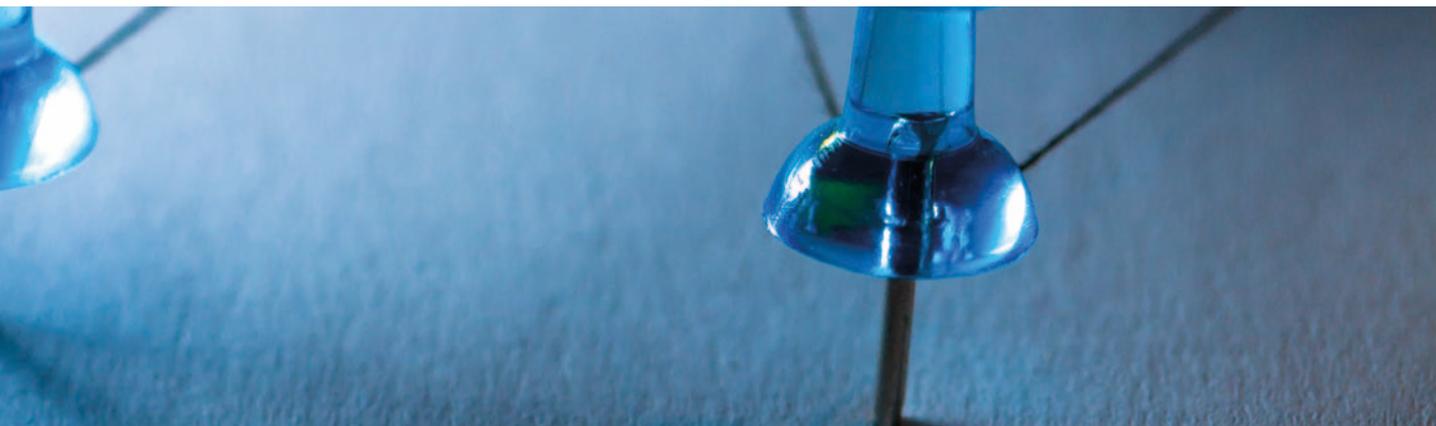


(*) figures in Euro/000s

EBITDA



(*) figures in Euro/000s



Comments on period result

Development and Growth - Income

Revenues Consolidated figures
205 M€

Services for Value
+15% y/y

Proprietary software and related maintenance
27,4 M€
+ 64% y/y

Growth
+7% y/y

Revenues by geographic area:
Italia 193 M€
Estero 12 M€

The Group's growth trend did not halt, even in 2014. The consolidated results effectively show **year-on-year 7%**, to be compared with a market that declined by approximately 2 percentage points.

The growth factors in both the new Group consolidation scope (Piteco, Idea Futura, ASF), as well as the lesser "positive" impact

on consolidated revenues, use of the badwill provision (created during the acquisition of DDway in 2012), which contributed for approximately 15M€ to the 2013 results.

The Group therefore closes 2014 with a result of around **205M€ in consolidated revenues**, taking a **top ten place in the hierarchy of Italian IT companies**.

“ **TOP TEN PLACE IN THE HIERARCHY OF ITALIAN IT COMPANIES.** ”

This growth has been diffused and distributed on all markets tended by the Group.

a. Financial Institutions (including export)

+ 10% y/y

b. Industrial & Consumer

+ 35% y/y

c. Fashion & Retail

+ 4% y/y

d. Public administration

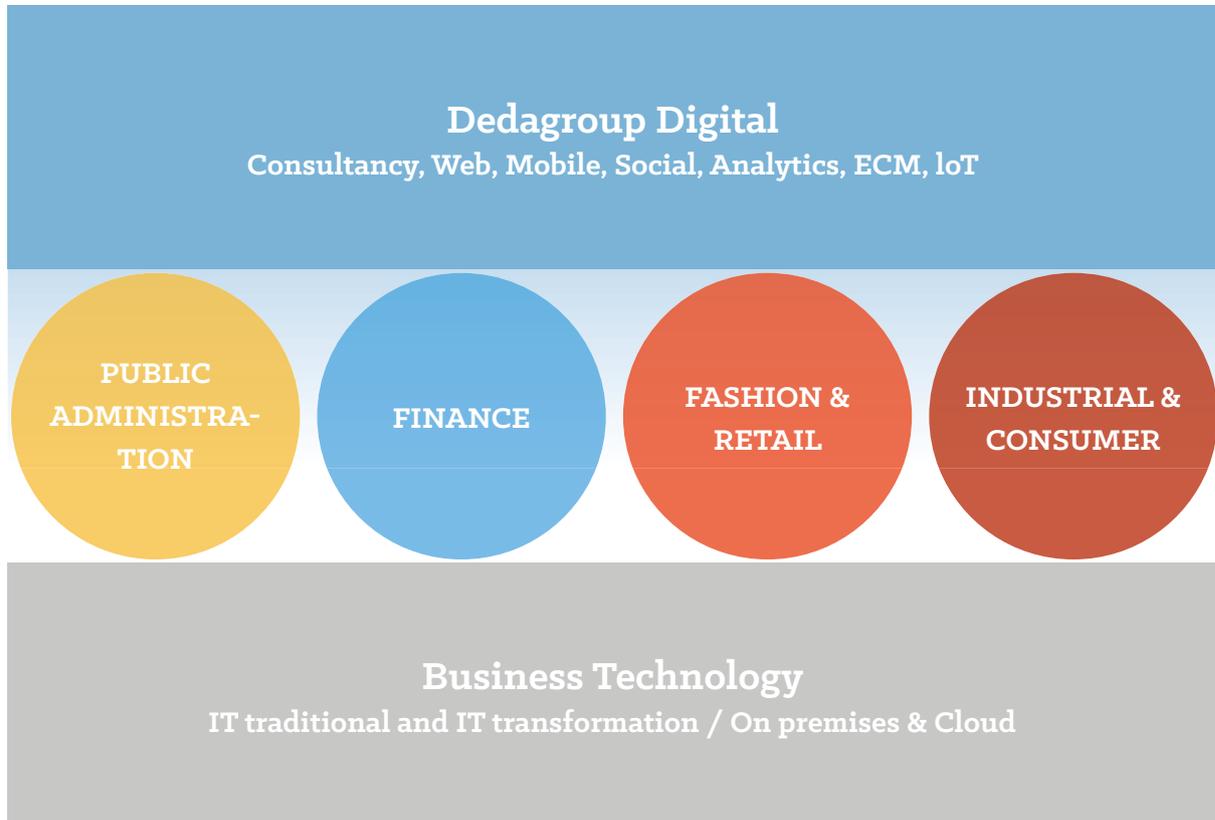
+ 1,5 % y/y

The Group operates on the market with a "network" model, where its individual "nodes" represent specific areas of competence on the segment monitored. These market units (Financial Institutions, Industrial and Consumer, Fashion and Retail, Public administration) are flanked, both in Italy and abroad, by **cross sector units** which oversee, including in commercial terms, transversal "nodes" of spe-

cific competence on areas of high innovation and growth:

- **Cloud – Data Center Services and Technology Solutions**
- **Enterprise Content Management**
- **Treasury and Cash Management**
- **Business Analytics**
- **Digital Business**
- **Extended ERP Solutions**

Value proposition



As regards the various Group units, we can first and foremost stress the extraordinary performance recorded by Dedagroup in terms of revenues (and considering the same scope as 2013). Dedagroup records total revenues of **92M€**. **Up 13%** on last year. A volume of business that exceeds that developed by the whole Group in 2008.

In a context of general stagnation affecting the markets served, DDway has confirmed that it is well able to “hold fast” and withstand pressure, recording revenues in line with those

of last year. Comprehensive revenues in fact come in at 65M€ with a downturn of 1% on the previous year. But as we will see in the section of income performance, the

“ AN INTEGRATION THAT OFTEN ARISES FROM THE DESIGN OF INNOVATIVE SOLUTIONS TO OFFER END CUSTOMERS OR WHICH - IN MANY CASES - IS DEVELOPED ON THE FIELD TO MEET A COMPLEX NEED OF CUSTOMERS. ”

downturn to revenues goes hand-in-hand with a clear improvement in margins.

All Group companies contributed towards the consolidation of the 2014 results: the

group’s growth has in fact benefited from the positive performance of all the other network companies, as summarised in the next section dedicated to them.

Apart from the positive performance in terms of revenues, all Group companies enter the new year with interesting further growth and development prospects, on the strength of the backlog acquired and the numerous contracts signed in the last few days of 2014 and the early months of the new year.

The contribution made to **revenues by the foreign branches in Mexico and the USA should be particularly highlighted** (with the latter becoming operative at the end of the year examined), coming in at **around**

4M€ as compared with the minus 1M€ of last year.

The growth recorded in all segments is the result of the integration - of the offer and operations - implemented in 2014. A great many projects in fact involve several units or businesses of the group, offering customers integrated, greater value solutions: an integration that often arises from the design of innovative solutions to offer end customers or which - in many cases - is developed on the field to meet a complex need of customers.

Integration by Design

- Development of the Civilia Enterprise and Civilia Next, Geo Data Hub solutions and new tools for local taxation integrated with GIS solutions
- ISA Insurance Sales Accelerator, the accelerator of the Omnichannel Company
- BankUp for Mexico and USA
- Innovative solution for Fashion Stealth Lite and AaS
- Business Insight Suite and Real time simulation by Ecos for Banking, Fashion and HR
- SLIM (Store Lifecycle Management) and ViPP (Visual Production Planner) by Beltos
- Piteco new Functionalities and Solutions for Factoring, Cash & Treasury Reporting Managerial, Dematerialisation and Digital Signature for Payment Flows
- Dedagroup Academy training and consultancy for loan consortia and banks
- FlexCMP Content Management and Web Integration Platform
- Bank Pay with the new SDD and Seda solutions for SEPA adjustments in a banking context
- Jump Warehouse Management in the logistics and industrial market

Integration by Opportunity

- Open Data Lazio
- Offer and solutions for Territorial reordering, Vast Areas and the Unions of Municipalities
- Re-engineering of the SIGI System of General State Accounting
- Fair taxation, simulators for local taxation
- Sieder and the “Emilia Romagna model” for the execution of the Digital Agenda
- Solutions for the management and prevention of the Earthquake Risk
- Integrated workflow solutions for landscape environmental permissions
- Municipal portals, Web integration of services for citizens and businesses

As at 31 December 2014, the Group had a **backlog** (and continuity of business) of more than **142M€** (for 2015 alone), comprising approximately 120M€ maintenance charges, multi-year services and services already basically contracted. In addition to this, there is a total pipeline of around 264 million euros, of which 27M€ is highly likely to be successful and 60M€ of medium likelihood. This - finally - without considering the commercial business to be developed during the year.

These volumes of revenues and backlog stem from the faith that the market has placed in the solutions, competences and, above all, the people of Dedagroup. In 2014, numerous new customers and projects were acquired, transversally in all segments.

The Group's business software (one of the two pillars of our model, together with the services of added value) benefited from this effervescence of initiatives, recording **total volumes of 27 M€, up 64% on last year.**

“ **ACCOMPANY BUSINESSES AND ENTITIES IN THE DIGITAL TRANSFORMATION, HELPING THEM DESIGN THE CHANGE. WITH OUR CUSTOMERS, AND FOR OUR CUSTOMERS, WE DEVISE STRATEGIES, ARCHITECTURES, SOLUTIONS, AND SKILLS THAT WILL ENABLE THEM TO BE ALWAYS ONE STEP AHEAD.** ”

In conclusion, it should be noted that the Group continues to maintain a key focus on its portfolio of software solutions in very promising segments (foreign banks, fashion, treasury, PA, territorial information systems, payment and credit systems,

advanced analytics, etc.) and this commitment has yielded important results. But 2014 has also laid the basis for a repositioning of the Group and its offer, one that is possible thanks to the major competences accrued in digital business solutions,

the rich portfolio of solutions developed for this segment (which in actual fact has now become the “IT market”) and the considerable professional skills present in the network.

2015 will in fact see a decisive turn made by the Group towards the new digital transformation world, with a clear, firm, strong intent, summarised in a new mission, that we will be explaining over the following paragraphs.

Profitability and financial position

EBITDA 16,8M€ (280% y/y Adjusted)	EBIT 0.7M€	Net profit 220K€	NFP 37M€	NFP/ EBITDA Ratio 2.2	Equity strengthening - Shareholders' equity 24M€ vs. 11M€ in 2013	Rating Investment Grade B1.2
--	-----------------------------	-----------------------------------	---------------------------	---	---	---

The comparison of the Group's gross profitability with last year is not simple considering that - in 2013 - the net loss of DDway generated, as regards the consolidated financial statements, a massive use of the badwill provision (established when acquiring DDway), resulting in consolidated gross margins of around 18M€. This result was influenced (in the amount of around 15M€) by the use of said provision.

The results of the 2014 financial statements are instead rather less influenced by this phenomenon. The gross margin recorded in 2014, of more than 16.8M€ or 8% of revenues is therefore considerably more positive than the 2013 results, as it was to a large extent generated by the Group's ordinary operations. The adjusted **EBITDA**, on the basis of these considerations, has therefore **improved by around 280% on last year**.

The improved Group income is clearly seen by the improvement in consolidated net income, which goes from -5M€ in 2013 to +220K€ in 2014.

The fundamental drivers of this improvement can be identified as follows:

- Recovery of the gross margins** of De-dagroup, which minimised - in 2014 - the negative effects recorded in 2013. The parent company recorded **EBITDA of 5M€**, showing clear recovery on last year, but as yet insufficient, considering amortisation/depreciation and extraordinary items, closing 2014 with a positive net result.
- Exceptional **recovery of DDway** on last year. After years of negative EBITDA, DDway has gone back to recording a positive gross margin, decisively reversing the downward trend that had marked its performance of the last eight years. DDway in fact closes with **positive EBITDA** of 80K€ against a gross negative result for more than 3.5M€ in 2013, confirming the positive signs of recovery over the whole year that we had already described in the last report. The result as highlighted above, was obtained despite a slight reduction in reve-





nes: a clear sign that the restructuring, the restoration of balance to costs, making safe critical projects and generally making logistics costs more efficient, is generating the results expected. Further optimization operations were concluded late 2014: various, significant staff treatments were harmonized, aligning them with the group's general policies, with effect as from 2015. These interventions, together with the "continuation" of that carried out in 2013 and 2014, allow us to have high hopes that DDway should return to booking net profits in FY 2015.

- c. Good performance of the subsidiaries Derga (EBITDA 922K€) and Sinergis (434K€), both close to the budget objectives. Sinergis almost achieved positive net results, after several years of difficulties, thereby giving a strong sign of its capacity to obtain fully positive performance in 2015.
- d. Excellent performance (certainly at the top levels of the Italian IT market) for Piteco (EBITDA 5.1M€) and Dexit (EBIT-

DA in excess of 936K€), which confirms a very positive progress made in terms of gross and net margins.

- e. Positive performance of the group's digital nucleus: Idea Futura closes the year with clear profits (albeit only partially consolidated in the Group's result), whilst Agorà, despite the good gross margins (approximately 10% of revenues, 122K€), defers full positive results to 2015. The same considerations apply for Beltos, which makes a positive contribution towards the Group's income (EBITDA of 75K€), whilst Ecos (EBITDA 130K€) records a year of stability, with some critical issues as regards income.
- f. The contribution made by the foreign branches to the Group's gross result is also significant.

The comprehensive result of Dedagroup S.p.a therefore leads to a net loss of around 3M€, whereas on a Group level, including due to the partial use of the risks provision established when acquiring DDway, a positive operating income approximately



worth respectively 700K€ and 200K€ has been recorded against a consolidated net loss of more than 5M€ in 2013.

The Group's net financial position comes in at **37M€**, as compared with 20M€ for last year, influenced by a series of phenomena (positive and negative) connected with the development of FY 2014. The parent company Dedagroup records a net financial position of around 27M€. In terms of loans, we can record a **clearly significant volume of investments**, the financial impact of the DDway restructuring and the impacts connected with the consolidation of Piteco in the Group:

- a. M&A activities (Idea Futura, ASF)
- b. Acquisition of the control of Piteco
- c. Consolidation of the NFP of Piteco for approximately 8M€
- d. SW investments and proprietary solutions
- e. Scouting activities and international development (aimed at the acquisition of EPI)
- f. DDway restructuring and management of approximately 170 outgoing positions against the voluntary mobility programme

In terms of **funding**, we can instead mention:

- a. Capital increases in the amount of 6.2M€
- b. Issue of debenture loans reserved to employees, subscribed for approximately 1.3M€
- c. Issue of a convertible debenture loan subscribed for 5M€
- d. Issue of debenture loans reserved to

shareholders, subscribed for approximately 0.9M€

- e. Issue of debenture loan subscribed by Banca Popolare di Vicenza for 10M€
- f. Issue of debenture loan subscribed by Pensplan Invest SGR and Mediocredito del Trentino for 5M€

The specified loan issues and their positive acceptance by the market show **the solidity and appeal of the Group** and stress its good current and future position on the markets served.

Financial operations entailed a complex support work by the Group's Financial Management, which has also managed - during the first part of 2014 - the rating process of Dedagroup ICT Network. The rating process was completed in April 2014 with the attribution to Dedagroup of an **investment grade rating of B1.2** and positive outlook.

In 2014 too, the group's total debt would appear to be in line with the plan objectives, where the target NFP/EBITDA ratio is no more than 3. This target was achieved in the year examined, which closed with a ratio of 2.2.

The shareholders equity of Dedagroup, following the above-described capital operations and the 2014 performance, **goes from 11M€ to 24M€**.

“ THE SHAREHOLDERS EQUITY OF DEDAGROUP GOES FROM 11M€ TO 24M€. ”

Strategic initiatives

INNOGRATION
delivered

International
Business
+500% y/y

The key initiatives of 2014 were focused along two main lines:

- a. The release of the **integrated solutions** on a significant number of customers to drive cross-selling and up-selling, as envisioned by the Business Plan
- b. The **development of the international business**, fully exploiting the preparatory activities and analysis of the export markets launched in 2013 and previously.

We have already partially discussed the first point, but should mention how this strategic driver - underlying the 2013-2016 Business Plan - has generated significant volumes, considerable margins and - above all - the consolidation and expansion of the Group's presence in truly significant contexts.

This document has to be in summary form to a certain extent, but we should just mention some cases of true success. In the fashion world, where the leadership presence of the Group with the Stealth solution was flanked by a **design offer of technological and cloud services** that generated medium/long-term opportunities with key accounts, for the management of own technological infrastructures or the network of service providers. Suitably significantly sized (contracts of total, multi-year volume well in excess of 5M€) that see the Group committed to contexts that

are historically not covered. Similar activities have been carried out in the public sector, insurance, major banks and general segment of the ERPs. In all these cases, an **"application" presence is flanked by an offer of technological and digital business services**. A territory of opportunities that is still largely unexpressed and which therefore represents an area of certain growth for 2015 and for the years to come.

In 2015, this drive to integration will see a further stimulus on the matters of "digital business" as mentioned above. Integration and "web-ization" of legacy applications, cloud services, social and web marketing, enterprise content management and digital management of back-office process, internet of things and sensor applications... a very vast territory indeed, rich with opportunities, in which competence in the field and business process is necessary, along with expertise in overseeing new technologies and applications. A territory in which - still now - there is a risk of doing little and poorly, focussing on small developments, micro-projects, technological gadgets, instead of thinking of the fact that today (as it the title of famous research by Milan Politecnico University) a business is either digital or simply "it is not". The evolution of Deda-group's offer in a digital sense began from **the strategic redesign of the infrastructural offering** that successfully changed

the nature of the CAST Division business of Dedagroup, from a **transactional model to a model with added value**, with the consequence of an appreciable increase in average margins, which now stands at around 10% and looks to be constantly improving. This model, which looked to be pioneering at its start, in the past year has achieved complete approval by the market and technology vendors, many of which have recognised use the title of best Italian partner in 2014 (Cisco, VMware, EMC).

The second key strategic driver of 2015 (but certainly also well beyond this year) is **international development**. A driver that did not start in 2014, but which is rather rooted in many of the choices made by the Group since 2007. The first and most important one has been the choice of providing itself with software assets that were able not only to be localized in various countries the world over, but also to compete with the best solutions in the international market. Alongside the assets, we have also created

a basin of competence - process, business, market - able to accompany customers in their transformation projects. BankUp, Stealth, the Business Insight solutions, the Treasury and Cash Management solutions of Piteco, FlexCMP, the Agorà solutions for catering... these are just some examples of “made in Dedagroup” software that today can boast installations and products in more than 40 countries across the Globe.

This solid base then gave rise to the Group’s globalization that - in 2014 - involved the International Division team, in searching out a route to give solidity to and speed up our project to **penetrate the US market of Credit Unions**. Precisely between 2014 and 2015, after lengthy research and negotiations, the Group - through its subsidiary Dedagroup North America, with registered office in NY - acquired the control of EPL Inc., a company with registered office in Birmingham, Alabama. The acquisition, which does not alter the scope of consolidation of 2014, as it took place during the first quarter of 2015, is a real leap in qua-



lity in the Group's strategy. With its 16M€ in revenues, negative NFP, more than 80 professionals, more than 80 clients consolidated in the segment of the CU in 22 American States, EPL is an ideal "bridge" for our complete launch in the USA. The proprietary technology of EPL I-Power, which was already cutting-edge on the US market, will be further consolidated and improved by the integration with Dedagroup's BankUp, realizing a complete, integrated, strong solution to expand the Group's presence in the Credit Union market (more than 7000 in the USA) and the Local and Community Banks (more than 7000). In the next two months, we expect to partner through EPL with the National Federation of Community Development Credit Unions, - after - as mentioned in last year's report - having stipulated a partnership agreement. This further step of the NFCDCU may result in a further, significant increase in our presence on the market, connected with the potential of more than 250 CUs adhering to the Federation.

A different approach, but once again based on competence and projects successfully managed, underlies the second axis of international development in 2014, in the **Middle East**. In August 2014, **Derga Middle East** was in fact established (as described in our last report), which began its development and promotion in the Gulf states (Dubai and Saudi Arabia mainly). Precisely in Saudi Arabia - in the early months of 2015 - the first projects were stipulated for the **implementation of the SAP** solution for important local customers (belonging, amongst others, to diversified industrial groups of global dimensions) for a value, as at the date, of more than 2M\$. These projects give great confidence about the challenging budget objectives of the subsidiary Derga and the development potential of that area of the world for our solutions and competences.



Our international development



We export know-how:

- 1. Financial & Banking
- 2. Fashion & Retail
- 3. ERP systems

 Dedagroup offices worldwide

 Application localisations and projects developed



Business continues with the fashion world beyond national confines, with numerous new projects for clients in **Pakistan, Egypt** and **Eastern Europe**. The French branch too, after a long (demanding) period of development and incubation, is now very close to acquiring its first Stealth implementation project under a new French name.

The work of Dedamex was also lively (and as from 2014 also bringing with it significant volumes), now completely autonomous in the acquisition and management of complex projects on the

Mexican market. Dedamex may also benefit from the acquisition of EPL; the integration of BankUp with I-Power, the promotion of the DedaPay solution, the potential of new developments of the functions of I-Power, are all clear opportunities for the Dedamex team in terms of revenues, margins and growth of competence.

Alongside these activities, with the acquisition of Idea Futura, the Group now also has a small, but significant presence in Switzerland. Idea Futura **Sagl**, with registered office in Lugano, in fact began operating in 2013, but already in 2014 made a contribution towards the consolidation of Idea Futura and its growth. The potential of the Swiss territory is extensive and strong, and average margins of “foreign” projects is certainly superior to that of the domestic market, thereby making for a further stimulus to the development of those territories. Alongside the Swiss activities of Idea Futura, the Group has also developed a quality presence with **ECOS**, which can rely, in Switzerland, on numerous refer-

ences and clients, just as Derga, which is involved in the **SAP roll-out** projects with important Swiss energy and **food and beverage companies**.

As mentioned above, these branches, presences and references do not only represent value in itself, but are also a unique opportunity to open up new sales channels and provide support to other Group solutions that have already shown themselves, outside national confines, to be fully “global”: reference is made to the solutions of Piteco, already installed in a great many countries of the world at the foreign branches of the largest Italian multi-

national groups, but also to the possibility of using the “infrastructures” in the USA or Middle East for further expansion of Stealth customers. We should, to this end, just mention one of Derga’s great successes, when it was awarded an SAP project in Mexico for a leading Italian industrial group, as it was able to boast a qualified, strong Group presence in that territory.

The Group’s international development is no longer an ambition: **in 2015, the contribution made by international business to total Group revenues is sure to exceed 15%**, thereby approaching the target declared in the Business Plan of reaching 20% of revenues from non-domestic customers and transactions.

“ **IN 2015, THE CONTRIBUTION MADE BY INTERNATIONAL BUSINESS TO TOTAL GROUP REVENUES IS SURE TO EXCEED 15%.** ”

Marketing and communication

Customer Satisfaction 2014 at Record Level:
 Technical Competence, Accompaniment
 Change Management, Nearness

Dedagroup
 Brand

Dedagroup
 Digital

In 2014, the Marketing and Communication business mainly focused on two areas, one of which in great continuity with the previous year.

- a. **The strengthening and dissemination of the Dedagroup brand**
- b. The flanking of business management by the **construction and launch** of the Dedagroup Digital **activities**, both on a corporate level and in terms of the individual markets and segments.

Dedagroup continues to be an **emerging brand**, the notoriety of which is still extensively below not only our expectations and ambitions, but also the potential value it represents. This is why we have continued, with a dedicated, well-structured marketing plan, to **work on its dissemination**, not through the traditional channels, but in ways that increase the value of our capacity “of doing” and “to generate results”

for our clients. Not an effort focused on who we are (which is rather irrelevant and now somewhat dated) but on what we can and know how to do (highlighting the experience and voice of clients, rather than our self-referenced vision) and - above all - on what results our clients have achieved

with our solutions and our know-how. This is the basis for our events, our press releases, our internal events and - above all - for our web and social presence. From **the development of the new portal “Simplifiededa”**, which talks about business that is transformed with IT and our solutions, to the **Stealth Day**, where we left the voices of clients of the level of Bottega Veneta to explain what we know how to do in the Fashion and retail world, **the Dedagroup Academy congresses** or the investigations into the Confidi [loan consortia] world - which have become a traditional form of high level training - or the **“FIT Talks”** meetings where notes are compared with the leaders of Innovation to get to know their strategies and spread awareness of ourselves as a business that drives

forward on diffused innovation. There are a great many examples we could give...

This continuous, day-in, day-out effort

has started to yield tangible, positive, measurable results. **The Group customers satisfaction survey**, repeated this year too as per tradition, **records a clear increase in all key parameters of customer satisfaction**. In a great many areas, exactly those that most interested and concerned us,

“ **THE GROUP CUSTOMERS SATISFACTION SURVEY, RECORDS A CLEAR INCREASE IN ALL KEY PARAMETERS OF CUSTOMER SATISFACTION.** ”

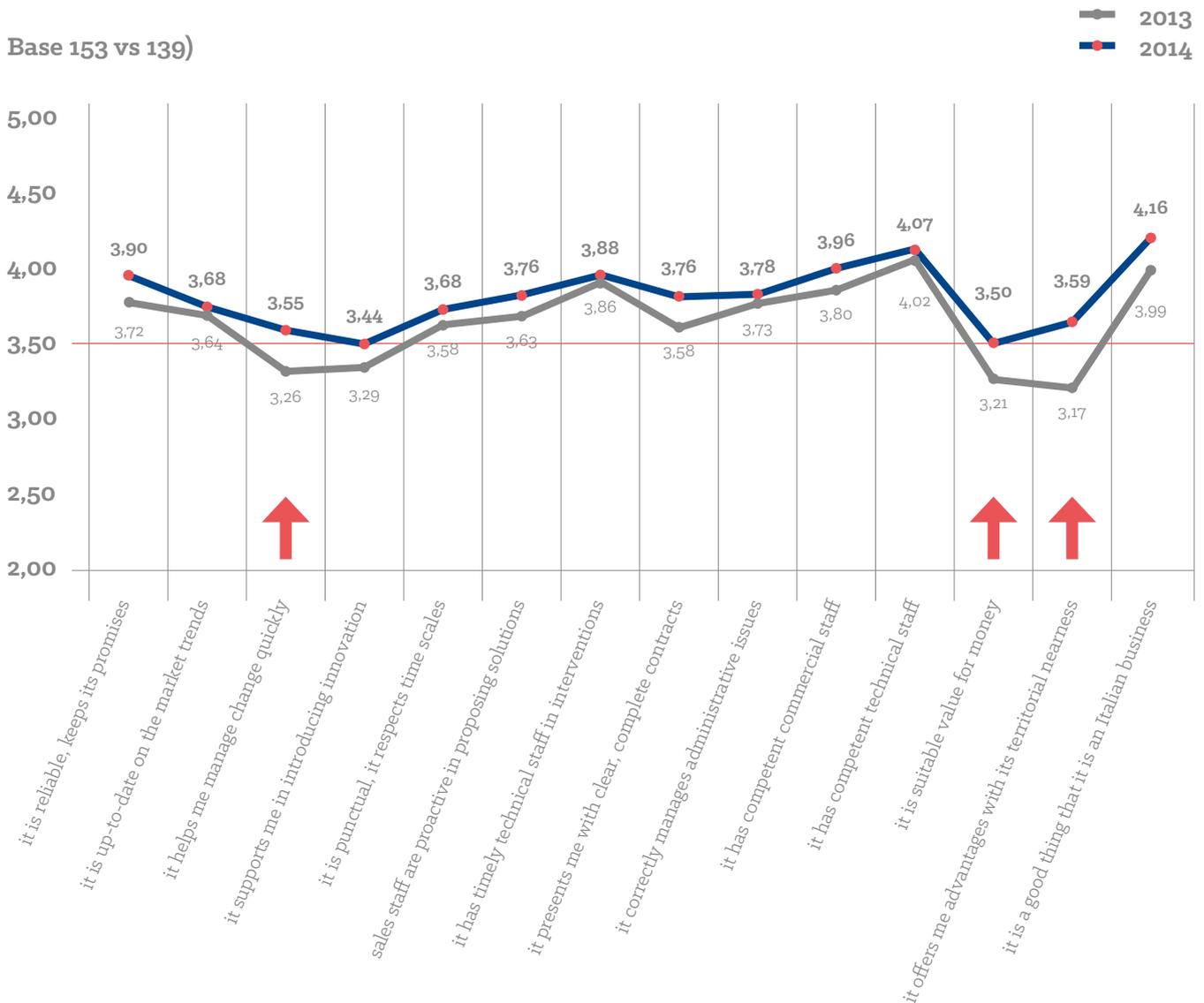
customer assessments have reached levels of excellence: flanking of change management, reliability, technical competence, nearness, timeliness of intervention... These are all areas in which we have not only seen a clear improvement in customer ratings, but also exceeding the threshold of a “very good” assessment.

An assessment that is very flattering, but which is also a responsibility: that of succeeding, in 2015 and beyond, to do better and to improve, still working on the competence of our people and our solutions.

Dedagroup ICT Network

In thinking generally about the type of support that the company has provided to your company in the last year, without thinking about any product, service or person in particular, but seeking to give

an opinion on the overall structure of the company, to what extent do you agree with the following declarations? (scale 1-5; 1 not at all, 5 completely).



This is precisely why, late 2014, we launched **two important projects connected with competence and innovation: the creation of an organisation dedicated to innovation and diffused training on matters of Project Management and diffused Leadership**. We will discuss them both later on.

Internally too, we have continued our communication and dissemination of the culture of integration and innovation, driving as much as possible on the development of our strategy of **INNOGRATION**. Some initiatives launched over the years have now become milestones of our way of communicating and working, like **Dedaflash**, which is now the key tool used for all internal news, or the **Group's internal communication and collaboration platform**,

which today sees more than 1600 colleagues active, which - with open, new, censure-free methods - communicate, sharing experiences and projects, spreading know-how and references, interacting professionally and personally to create a pleasant, yet stimulating working environment. It is an internal climate that has improved considerably on the past, which - like each year, has found its expression in the 2015 kick-off meeting, **Ignition 2015**, which was attended by more than 600 Group colleagues in Unipol Arena, to discuss 2014, celebrate its successes and address critical areas remaining.



Staff, training and professional development

250
new
professional
certifications

Top
Employer
Italy
2014 e 2015

Delivered approximately
11.000 hours of training
technique and leadership, with a
200% increase
on last year.

Large, complex clients, a Group with a more sophisticated organisation, international work and business prospects... these are all elements that force us to revise and rethink the way we manage and develop our resources. This is why 2014 saw us launch an ambitious **training programme** that -

when fully up and running - will involve around 300 Group employees (out of all businesses and units). The programme began back in 2014, developing the Group leadership model and involving - primarily - the first line of general management in this effort and, therefore, a group of around 50 managers.

In 2015, the programme will see the involvement of more than 100 professionals and managers of the diffused leadership and Project Management, precisely **with the aim of guiding the themes of the complexity and management of change and integration**, which are essential to our current and future development. The programme - the result of a long period of

analysis by the HR department with the support of the business lines - is structured into various stages, teach-to-teachers activities, sharing of internal best practices and is developed with the help of a primary sector consulting firm.

“ **TRAINING PROGRAMME WITH THE AIM OF GUIDING THE THEMES OF THE COMPLEXITY AND MANAGEMENT OF CHANGE AND INTEGRATION.** ”

These initiatives flank the “ordinary” training and skill development activities of the Group, which in the last 12 months have resulted in the obtaining of more than **250 new professional certifications**

in the Group, taking the number of certified professionals up to a record level never before seen, of more than 1000. In the Rome offices, a few months ago the internal Testing Centre was opened, affiliated with the Pearson Vue circuit, which will enable a further expansion of the range of certificates accessible to our professionals. “Ordinary” business activities, although if truth be told they are anything but ordinary, also include the **certification renewed for 2014 and 2015 by Top Employer Italy**, which Dedagroup has obtained for the 5th year running: a **recognition of particular attention paid to staff and**

team skills management processes.

In 2014, the Group's comprehensive workforce saw two separate, contrasting dynamics. On one hand, the restructuring of DDway resulted in 174 employees and managers leaving the company, reducing the workforce by 937 units at the start of 2014 to the current 792 (as at 31.12.2014).

On the other, the **Group's workforce has grown**, both due to new acquisitions or consolidations (Piteco, Idea Futura, ASF, Beltos) and for the positive trend of new employees specifically in certain highly-specialised, highly-skilled areas: the resources that were added to the pre-existing team stand out for their sales skills (banking, pharma and technological services), consulting (banking and fashion), PMO and delivery (public administration), business development (Local PA and GIS Services), delivery and pre-sales (SAP), SW and PMO development (Mexico), consulting, sales and delivery (Digital).

If we translate the above trends and the new scope of consolidation into figures, **at end FY 2014, the comprehensive Group**

workforce therefore numbered 1605 units as compared with 1647 in 2013.

The physiological turnover of the Group, net of the DDway restructuring intervention, is therefore kept at very low levels (below a total of 2%) and well below the sector average.

“ **TOP EMPLOYER ITALY, WHICH DEDAGROUP HAS OBTAINED FOR THE 5TH YEAR RUNNING: A RECOGNITION OF PARTICULAR ATTENTION PAID TO STAFF AND TEAM SKILLS MANAGEMENT PROCESSES.**

” Where, as is hoped and expected from the challenging Group budget of 2015, the projects and contracts in the pipeline become consolidated, whilst **the inclusion**

is envisaged (again in the areas of greater value of consultancy, pre-sale and PMO), **of approximately 40 new units in the various offices and segments**, net of the plan for the evolution of the foreign branches, connected with the trend of local business. On this aspect, the hypothesis is for further growth of Dedamex, a clear reinforcement of Derga Middle East to cope with the projects already acquired and those that we hope to acquire during the year; no growth is expected in the USA.



Efficiency and cost management

Standardisation of Practices of the Group

Consolidation

Environment

The good results achieved on operative efficiency have not slowed **continuous improvement on the matter of general costs**. In 2014, these efforts were focused on matters that were already concerned by key interventions of previous years: like for the recent past, in fact, the focus was on all general cost drivers that may benefit from the Group scale and a better balance with third party suppliers according to its dimension (video communication, telephone, car rental, network management, IT systems, etc.).

Alongside these initiatives - late 2014 - we proceeded to **standardise all staff salaries in the Group**, with the aim of making them coherent, facilitating - where appropriate - infra - Group job rotation and eliminating any “privilege” situation deriving from previous practices or old company histories. The interventions regarded the most important companies of the Group and involved areas such as transfers, overtime, on-call staff, managers’ holiday management, office indemnities or other types of indemnities and canteen tickets. **All these interventions - which primarily respond to the logic of integration - will also result in significant savings during 2015 and the following years**, which can be estimated in around

500K€ per year when fully operative.

We should stress, not only for its fallout in terms of savings, but also for the clear, positive “environmental” impacts, the decision to proceed with the full replacement of the lighting systems of the Trento headquarters (already for some years fitted with solar panels that make it independent in energy terms for approximately 70% of the annual demands) with LED bodies: the decision also aims to consolidate **the parent company’s route towards environmental certification ISO 14000**.

At the start of April 2014, **the Dedagroup business grouped under the name of “Business Applications” was then sold off** and, in particular, the assets relating to the Galileo, Acg, Comarch, Lotus Notes and other application software for document management. These assets were considered non-strategic in the Dedagroup business plan for the coming years and were sold to Delta Informatica Spa, which guarantees an excellent, non-competitive collaboration.

The Group companies - Performance (summary)

Organisational Model
“Federato”

Network
of specialised competences
united by a unitary
strategy

Group performance
as a function of the integration of
solutions and competences of the
individuals to create value and
diffused innovation

Piteco

The Group consolidation scope has altered significantly and positively during FY 2014. New contexts of great standing have in fact been added to the “historic” nucleus of the network companies, and Piteco, which - from an associate - has gone to being a subsidiary, following the purchase of the 40% investment by the parent company Sequenza in March 2014. This brings Dedagroup an extraordinary

heritage of customers, a potential for integration and cross-selling that looks to be extremely interesting and a past and present performance that can only be described as excellent, as seen from the consolidated 2014 results included in our financial statements.

In 2014, Piteco closed with revenues of more than 12.3M€ and EBITDA of 5.1M€.

Idea Futura

The new entries are also a clear value increase for the whole network: Idea Futura, a cutting-edge company in the world of web solutions, is a perfect example of what the Group is searching for and what it wishes to offer the market. A platform - FlexCMP - a leader in its segment, extremely well-known, present in the magical

quadrant of Gartner and able to compete with the greatest market players, together with an excellent capacity to supply services and projects. In 2014, this blend led to extremely important commercial and economic results and opened up prospects of great interest on 2015.

ASF - A Software Factory

Having joined the Group in July, it is worthy of note not so much for its volumes and the considerable number of customers in the local PA segment it brought, but above all for the superior competences in terms of the deve-

lopment of the new SW platforms for PAL and application domains. It is precisely these skills and know-how that are the real drivers behind the conspicuous investment that the Group is making in the development of the new suite for the

local PA mentioned above.

The performances of Dedagroup and DDway were described earlier in this re-

Dexit

Operates in the desktop services, fleet management and operative control of technological services business. In 2014, Dexit again recorded a decidedly positive performance. Despite the volumes that are slightly down on 2014 (8.2M€ vs.

Derga Consulting

Another year showing clear growth for Derga, which has also laid the basis for a 2015 with further growth, on the basis of the numerous, prestigious, significant projects acquired in 2014. Derga is showing how an apparently mature segment like that of Extended ERP solutions can generate two-figure growth and generate interesting margins, where dealt with using integrated, innovative solutions and assisted by a primary process consultancy team. Derga benefits not only from its internal resources but also from an excellent collaboration and integration with the other units and areas of specialisation of the Group. Precisely in 2014, a great many Extended ERP projects were acquired, which saw the Group play a role of “single source solution provider” not only of the SAP component and related consulting, but also of the architectural and technological design component, provider of technological services and Private Cloud services for the sourcing of

Sinergis

Sinergis can also record a year of growth and consolidation of income results. Revenues stood at the value of 8.8M€ as

port; we would therefore now like to provide a summary account of the trend of the other Group companies.

9M€), the gross and net margins have remained at excellent levels (0.9M€ of EBITDA), showing excellent management capacity of the fleet installed and the operative efficiency on the services supplied.

the solutions chosen by the client, through the dedicated or shared infrastructure offered by the Group Data Centres situated in Rome, Milan and Trento. In a great many cases, the turnkey solution also includes the development and management of the data network, developed in collaboration with MC-link, a company related to Dedagroup and specialised in network services and telecommunication services with added value.

Derga closes 2014 with total revenues of around 16M€, up 10% on last year and EBITDA of approximately 0.9M€. 2015 will benefit not only from the considerable backlog from 2014 but also from the start-up - as already mentioned - of the operations of Derga Middle East in Dubai and in Saudi Arabia: the projects already acquired as at the date exceed the value of 2M\$ and we trust in further positive developments during this year.

compared with the 8.6M€ of last year, but EBITDA has seen a clear increase to approximately 430K€, taking the company

to approach the net profits on the financial statements after years of suffering in terms of net margin. The good results can certainly be attributed to two factors: the clear commercial drive towards the sectors of greatest growth and the availability of cutting-edge GIS (and other) solutions in some key sectors of the markets served. On the first point, Sinergis has successfully addressed its business towards the key initiatives of the Digital Agenda, like the management of the Territory, Local Taxation, integrated management of the admini-

strative processes for building procedures, territorial and environmental monitoring and also towards areas of great innovation, such as the management of technological networks of multi-utilities companies through the platforms and geo-referencing solutions.

This positioning is paying off in terms of visibility, acquisition of new clients and expansion of areas of influence and will enable Sinergis to obtain positive results in 2015 too.

Ecoss

In 2014, Ecoss recorded performance that fell below the levels of excellence to which we had become accustomed. Revenues were down on 2013 and the margins had reduced slightly (revenues at 3.1M€ and EBITDA at 132K€). The reasons for this not entirely positive performance lie in a year dedicated to investments in “pre-configured” solutions, serving some markets or segments (Fashion and Banking Insight or HR Insight) and the fact that several “critical” projects were faced up to, which have negatively affected the company’s margins. Late 2014, corrective action had already been taken to stimulate sales, apply a more timely control of orders and internal efficiency and promote the sale of

pre-configured solutions with a profile of margins that was decidedly greater than custom services. The scope of business of ECOS is remarkable, growing and focused on innovation: we are therefore certain that - with the renewed boost given to the company late 2014 - ECOS can fully exploit market potential, and integration with the other Group units. In 2014, ECOS contributed towards the development of the banking, fashion and insurance markets and integrated its solutions and competences in the area of treasury and cash management.

Agorà

In 2014, Agorà saw a great upheaval in its business, connected with the maturation of the Digital Business to which it made an essential contribution, integrating its offer right from the first few days of acquisition, with that of Idea Futura. This enabled Agorà to consolidate results that were clearly on the up on 2013 (revenues at 1.4M€ as compared with 1M€ in 2013) and with a visible improvement to margins (approximately 120K€ as compared

with EBITDA just above zero in 2013), which has not yet reached a positive sign in net terms, but has almost done so. In 2015, a further consolidation of the income improvement is expected, due to the numerous projects currently underway, an even greater integration with the other Group units and the formidable development expected from the Digital Business world.

Idea Futura

The newly acquired Idea Futura has recorded revenues of approximately 1.3M, EBITDA of more than 210K€ and positive net profits. The company was acquired in July 2014 and also consolidates the results of its Swiss subsidiary company Idea Futura S.a.g.l. with registered office in Lugano (CH).

The company represents a nucleus of innovation and cutting-edge business in the world of web solutions and services. Not only for its multi-year success story and major projects in this segment, but also, indeed above all for its FlexCMP solution, which is the driving force behind the innovation of Idea Futura, assessed and rated by Gartner Group in its qua-

drant of CMSs. FlexCMP is an integration platform and powerful Content Management system that - with a rather “un-Italian” but highly efficient expression - enables any system legacy to be put on-line and mobilised to a latest-generation device. This powerful, innovative platform has enabled Idea Futura to manage integration projects over the most diverse business segments: from the local public administration to wholesale distribution and service businesses. In all these segments, the solution and competences of Idea Futura enabled the clients to obtain extraordinary business results through the web in a very short space of time and to great customer satisfaction.

Beltos

2014 saw the full consolidation of Beltos too. The dynamic Tuscan business closed with revenues growing strongly to 1.8M€ and a positive gross margin, less than two years from the start of complete operations. Beltos operates in various segments, with particular depth on matters

of collaboration, business intelligence and production planning. The customers are major Italian and global multinationals, with a particular presence in the manufacturing and fashion segments.



Dedamex e Dedagroup North America

The Group's "American" operations, i.e. those developed in Central America as well as in the USA, in 2014 consolidated far higher volumes than those recorded the previous year. The "consolidation" of these operations has in fact reached almost 4M€ in total, more than 4 times higher than observed in 2013. The drivers behind this performance should be sought in the achievement of complete "operative and commercial maturity" by Dedamex, now able to face up to the market and the delivery of projects based on the Dedagroup BankUp solution independently, but also to the start of commercial operations of Dedagroup North America. Dedamex is developing new clients (in the Cajas segment as well as in special purpose financing and popular banks) in the wake of the success of the references already acquired since its constitution and the affirmation of BankUp as a primary core banking system in the Mexican

market. Alongside this market activity, Dedamex is also successfully operating in large volumes on the activities of the competence centre and development of the non-European version of BankUp; in 2014, this activity went to the benefit of Dedagroup North America and will see further development in 2015 following the acquisition of EPL.

In terms of margins, we can stress how the two companies have recorded a decidedly positive performance, coming in with EBITDA well in excess of 400K€.

Also in 2014, Dedamex was able to benefit from research funds for a total amount of approximately 150K€ allocated to the development of the activities better described in the section on Research and Development.



Research, development and investments

Investments in
R&D > 4 %
of Total
Revenues

**New Products and
Services:**
Insurance, Fashion,
Public Administration,
Banking, Business
Integration Platform

**CTO &
Chief Digital
Office Organization**

**Financed
Research:
Italy and Mexico**

In 2014 there were a great many Research, Development and Innovation activities that took place, structured and relevant for the potential fallout on the market in the next few years.

A first nucleus regarded the **development of new products and software solutions**. Under this scope, for their relevance, we can mention the following initiatives:

SW ISA solution - Insurance Accelerator for the Omnichannel company.

A solution that targets the emerging market of multi-channel bank and insurance players for the profiling of customers and promotion of specific bank-insurance products.

“Continuous” development of Bankup core banking for Mexico and the USA.

Work continued for the evolution of the BankUp solution, both to refine its adaptability to the Mexican market - and prospectively the US market - and to enrich the functions and overall performance.

Integrate new development of the Civilia (and Evol-x) solution for local medium and small administrations.

The new suite aims to offer the local PA market a series of unique functions: from the use in the cloud to the equipment of the entity with evolved analytics tools (in all scopes relevant to the administration, tax and demographics, etc.), the complete integration of classic administrative functions with a powerful, latest generation geo-referencing “motor” and the availability of a multi-dimensional data hub for the customisation and analysis of data.

Development of new functions and new versioning of Stealth and Stealth Light for the indirect channel.

The suite, a leader in Italy and worldwide for the Fashion and retail segment, continues to evolve with new functions (connected with the management of the sales point, replenishment and other advanced functions), new methods for use (Stealth as a Service for companies articulated over several production sites or which produce making massive use of service providing laboratories) and technological adjustments to new development platforms.

Business Insight Suite and Real time simulation by Ecos.

Pre-configured business analytics suite developed for specific segments or markets and - where possible - fully integrated with the other group solutions.

SLIM (Store Lifecycle Management) and ViPP (Visual Production Planner) by Beltos

Solutions for the management of planning of new sales outlets opening in the world of distribution and fashion and solutions for the integrated management of production cycles of complex and structured manufacturing businesses.

Evolutions of the integrated Piteco treasury and cash management suite.

Important addition of modules and functions under the scope of factoring, managerial cash & treasury reporting (with ECOS) and integration of dematerialisation and digital signature functions for payment flows.

Improvement and innovation of the FlexCMP solution of Idea Futura.

Idea Futura is defining its solution increasingly as a Business Integration Platform, alongside the classic functions of Content Management System. The solution is rapidly evolving, including with integrated competences of Agorà, to smoothly manage customers' e-commerce needs.

Territorial Computer Systems and use of the new integrated solutions and platforms for an innovative, efficient management of the Public administration.

There are a great many areas that have seen the Group involved in research and development intended for the creation of new software solutions or the standardisation of that realised for a specific project or client: from model-making for the management of open data (including geographic) to integrated solutions for territorial re-ordering, to solutions in construction, territory management and the integrated management of the dematerialised authorisation process.

The volume and quality of these **investments** can be estimated **in excess of 8M€ in 2014 or 4%** of revenues: a figure that indicates the determination and firm beliefs of Management as regards innovation. This figure should be compared with the average of Italian businesses, which - according to ISTAT - stands at 1.26% in 2012 (last data published), with peaks of absolute excellence (in Europe) of around 2% in countries like France.

In 2014 too, we launched various financed research initiatives, accessing and winning Italian and European Community tenders on matters relating to our expertise. As activities continue on

projects already assigned in 2013 and connected with:

- Sunshine project for the development of smart energy efficiency and savings solutions (EU financed)
- Envplus project for the harmonisation of cross-border data in accordance with the specifications of the Inspire Directive (EU financed)
- Clara project, financed by the MEUR under the scope of the “Smart Cities”, tender relative to the application of GIS technologies to protection from geoseismic risks
- GeoSmartCity project, relative to the application of geo open data
- Cloud Bio Bank project, financed by the



Autonomous Province of Trento, relative to the creation of a health clinical database to improve healthcare

- Business Intelligence project applied

to the Mexican Financial cooperative companies, together with the Catholic University of Guadalajara (UNIVA), financed by the State of Jalisco.

New projects have been acquired financed for a value in excess of 2M€, as specified below:

Exhi+ (Exhibition Plus) is a package of technologically-innovative solutions designed for the “exhibition context”, which enables museums or companies involved in the cultural heritage sector to enhance their offer through interactive tour systems, state-of-the-art, designed to improve use and management of areas of cultural interest. Exhi+ is an integrated system that combines a portal dedicated to the identification of possible cultural routes with dedicated content management with various types of multimedia contents and supported by a semantic motor and an app, which also functions indoors, with a capacity to identify the work of art and supply the multimedia elements to a greater extent. The project financed by Lazio Innova, is a cutting-edge initiative with interesting business prospects.

The **INNOvance** project aims to create the country’s first national database containing all technical, scientific and economic information useful to the construction chain. The system will encourage the integration of all players of the construction process to eliminate the misunderstandings that generate inefficiencies. The project involves 16 international partners - companies, universities, research centres, category associations - and is financed by the Ministry for the Economy under the scope of the 2015 Industry Funds.

Dedamex has developed, in collaboration with Durango Technological University and with the University of the Valley of Atemajac, Jalisco, an **R&D project** worth approximately €250,000 against financing by the National Mexican Board of Science and Technology (CONACYT) for approximately €150,000. The aim of the project was to **apply Business Intelligence and Data Warehouse technologies to the context of the Cajas Populares y Solidarias of Mexico**. The functional analysis resulting from the project has been incorporated into the new General Accounting and Analytical service of BankUp (in production in Mexico since 01/01/2015 and shortly to be released in the USA) and has enabled the definition of the Data Warehouse structure in support of the reporting systems. A qualifying element of the project was the development of an organisational analysis at Caja Popular Oblatos of Guadalajara (the main client of BankUp in Mexico), by the PhD student in business organisation of the University of Atemajac, who spent 6 months in the financial institution. A report for the management was produced, which suggested a major internal reorganisation with a view to making better use of the potential of BankUp and the characteristics of the managerial staff of Caja.

The relevance - in the new Group paradigm and panorama - of the matters of Innovation diffused by the Digital Transformation, of the management of new trends of technological evolution, led, late 2014, to **the awareness that a clear, well-defined strategy was needed, of innovation, of a strategic management process of the innovation and that these themes needed to be assigned to a new - small, but strong - organisational structure** with the power to oversee these extremely important matters. This is why, during the first quarter of the new year, after an analysis developed by a dedicated team, **the Chief Technology Officer was appointed**, reporting to the Group Management, whose responsibilities can be summarised as follows:

- The CTO is responsible for the **group's technological vision**, its alignment with the business strategy and its execution
- **He coordinates and guides the technological strategies** in support of the Business Vision and the business strategy for developing the business plan
- He maintains and manages the **group's**

“ **THE AWARENESS THAT A CLEAR, WELL-DEFINED STRATEGY WAS NEEDED, OF INNOVATION, OF A STRATEGIC MANAGEMENT PROCESS OF THE INNOVATION AND THAT THESE THEMES NEEDED TO BE ASSIGNED TO A NEW - SMALL, BUT STRONG - ORGANISATIONAL STRUCTURE.** ”

technological map, guiding developments of engineering (technical management) of market lines/business units (headed by functional strategy) and the integrated group offering

- He manages and guides the **evolutionary roadmap of software products and integrated solutions** (with technological assessment for investments and standardisation of proposals), supporting the creation and go to market of the chains of integra-

ted offer within the group

- He carries out the **technical assessment of the potential of any collaborations/partnership, acquisitions or mergers of companies.**

The new organisation took its first steps in the first quarter of this year and **of the early results of 2015** - which we consider to be important - **we should mention the approach in terms of Chief Digital Office “distributed”, i.e. the direction of inter-departmental and inter-disciplinary working teams for the governance of innovation.**

Outlook and actions for 2015

Growth
Double Digit
+ 14%

Margin
increase
+ 27%

Improvement
NFP
- 10M€

Net Group
profit
> 4M€

In the last report to the financial statements we specified that 2014 would have led to results in terms of revenues, EBIT-DA and profits that - as proven by the financial statements presented herewith - have only partially been achieved, despite the fact that the year just ended reports a further, important step towards full operations of the Group. **We have always set ourselves challenging objectives and we did so in 2015 too, trusting not in a reckless vision of the future, but rather on the basis of a “wealth” of information and competences that - again in 2014 - we have built.**

This is flanked by some important elements of positive discontinuity with respect to

2014:

- The forecast **recovery of national investments** and the IT market in particular
- The **reduced financial tension on the markets and greater availability of credit and finance**, also in conditions that are a fair bit more favourable than in recent years
- The decisive affirmation of the awareness that the **digital transformation** (of the companies and public administration) can now no longer be deferred

“ **OUR SOLUTIONS, TECHNOLOGIES AND SKILLS HAVE ALWAYS BEEN AVAILABLE TO CLIENTS FOR THEIR TRANSFORMATION.**

”

and represents a real opportunity for the recovery of efficiency, for growth, for global competition and to offer citizens better services at lower costs

- **The availability** - in the extensive Group portfolio - **of innovative, cutting-edge** solutions to ride the wave of digital transformation and accompany clients in the sectors monitored, on this complex path
- The importance acquired - in the Group's business - by the **foreign component of revenues**, which in a growing, rather than recessive market,

present greater opportunities for growth and higher average profitability with respect to the domestic market

- **The finalisation of the DDway restructuring process**, now reaching its closing stages
- **The availability of a very large portfolio of offers and the presence on various market segments**, which enables a more balanced portfolio management and the minimization of risks connected with a single segment
- The **diversification of the portfolio of offer** between application softwa-

re (own), value added services and technological services, which makes the Group proposal unique and - once again - reduces the overall risk

- **The Group's presence on all matters of the frontier of new computing**, with references, experiences and competences of a very high level: from the cloud to social, mobile, big data and analytics, all connected with the world of the web and e-commerce, just to mention the most important.

This is why we believe that the Group can, in 2015, aim at higher performance than that of the year examined, both in terms of revenues and, above all, gross and net

margins, with a positive, significant impact on the NFP at year end. The Group therefore forecasts surpassing the threshold of 230M€ consolidated revenues, EBITDA in excess of 20M€ and a positive net result to be recorded that will easily exceed that recorded in the financial statements submitted herewith for approval. NFP, as mentioned above, is also awaiting a clear reduction, for about 10M€, by virtue of the events summarised previously, maintaining and improving, with respect to 2014, the ratio of NFP/EBITDA, which should drop to well below 2.



Strategy

Continuity

Innogratoration

Increase in
International
Business
Contribution

The objectives achieved and the altered - positive - market context, provide us with some comfort with regards to the fact that our strategy should not undergo any radical modifications.

Clearly, the Group will direct all its efforts towards affirming itself as a credible, reliable partner to its clients on Digital Transformation: but this is a different “declination” to that which - even very recently - we have done and promoted in all areas of business.

Our solutions, technologies and skills have always been available to clients for their transformation. A transformation that does not aim purely to adapt to the altered market conditions, but which can and must enable a higher level of performance for our clients.

Digital Transformation means **altering the positioning of what we do**, starting **to talk about the transformation of processes and business models**. This also means **extending the matter to those**

managing business processes and scopes that are enabled by technology: marketing and sales managements, production managements, financial and human resources managements of our customer businesses, as well as their senior management, primarily concerned with the future and strategies of their businesses and not with the technological tools that qualify them.

A world in which the technological tools will no longer be seen, in themselves, as important, but rather the results that

they enable us to achieve and the new frontiers that can open up, a world in **which there will increasingly be an end client in the centre, his needs, his purchasing behaviour and his preferences for the**

interaction channel. A world in which the data and information will be the real value of a company, not its end product, thereby enabling the contamination of behaviour and business models. It will be important to create new channels of in-

“ **WE HAVE ALWAYS SET OURSELVES CHALLENGING OBJECTIVES AND WE DID SO IN 2015 TOO, TRUSTING NOT IN A RECKLESS VISION OF THE FUTURE, BUT RATHER ON THE BASIS OF A “WEALTH” OF INFORMATION AND COMPETENCES THAT - AGAIN IN 2014 - WE HAVE BUILT.** ”

teraction and sale, not just multichannel but omnichannel, e-commerce, mobile commerce an mobile payments, no longer lean production but real-time manufacturing... It is not theory or science fiction, but it is what the Group has already done and will continue to do for clients producing ceramics and tiles, bags and luxury shoes, cars and engines, extensive consumer goods, drinks and food products... but also services for local citizens, publishing or transport services... a **pervasive use of digital, therefore, to redesign the business models according to new logics that are often entirely unexplored.**

This radical change also forces Dedagroup to evolve and acquire different competen-

ces. Process and Industry competences that are even greater, more diffused and specialised with respect to those that - to a large extent - we are able to express on the markets we monitor. **This is why we have launched the training and leadership programmes** already mentioned, but also a careful, precise, **diffused selective hiring process of new professionals** to flank the industry teams. People with specific competence in processes, business consultants, industry experts.. in pharma and banking, fashion or the public administration. Professionals who bring consolidated know-how to develop important digital transformation projects that - we hope more and more often - put the group's SW solutions right at the heart.



Main corporate operations

Piteco Spa

During 2014, Dedagroup acquired a further 40% of the company's share capital, thereby increasing its stake from 21% to 61%.

Beltos srl

During the first few months of the year, Dedagroup acquired 71% of the company Beltos srl.

Idea Futura srl

Late June saw completion of the purchase of control of the company Idea Futura srl with registered office in Castenaso (BO). The company also holds the full amount of a Swiss company called Idea Futura Sagl.

DDway srl

During the year, a share of 3% in the capital was sold, taking the percentage investment to 95%.

A Software Factory srl

The company, with registered office in Benevento, was acquired between July and August 2014. The acquisition regarded a share of 60.24%.

Miscellaneous corporate reorganisation operations

Early April 2014, as mentioned in the letter to the shareholders, the Dedagroup business grouped under the name of "Business Applications" was sold to Delta Informatica Spa.



Economic-financial indexes

Dedagroup Consolidated financial statements (Art. 2428 of the Italian Civil Code)

Group statement of financial position

Reclassification in accordance with the liquidity criterion	2014	% of Tot. Uses	2013	% of Tot. Uses
WORKING CAPITAL	112.046.010	62,93%	104.555.248	73,03%
Cash on hand	5.454.543	3,06%	948.877	0,66%
Liquid funds	5.454.543	3,06%	948.877	0,66%
Deferred liquidity	84.304.186	47,35%	92.349.098	64,51%
Amounts due from Shareholders	75.000	0,04%	-	0,00%
Trade receivable	77.438.481	43,49%	86.490.196	60,42%
Other short-term current assets	4.257.284	2,39%	4.056.136	2,83%
Non-current short-term receivables	5.194	0,00%	5.246	0,00%
Financial assets	25.950	0,01%	25.950	0,02%
Accrued income and deferred expenses	2.502.277	1,41%	1.771.570	1,24%
Inventories	22.287.281	12,52%	11.257.273	7,86%
FIXED ASSETS	66.000.283	37,07%	38.603.823	26,97%
Intangible fixed assets	42.947.996	24,12%	15.777.139	11,02%
Tangible fixed assets	12.105.161	6,80%	9.253.842	6,46%
Financial fixed assets	4.537.701	2,55%	7.505.565	5,24%
Current medium-term receivables	6.409.425	3,60%	6.067.277	4,24%
TOTAL COMMITMENTS	178.046.293	100,00%	143.159.071	100,00%

	2014	% of Tot. Sources	2013	% of Tot. Sources
MINORITY INTERESTS IN CAPITAL	163.194.093	91,66%	134.820.484	94,18%
Current liabilities	99.306.721	55,78%	98.120.214	68,54%
Trade payables	53.141.429	29,85%	45.992.828	32,13%
Customer advance payments	5.193.503	2,92%	21.752	0,01%
Short-term financial payables	11.643.722	6,54%	19.904.686	11,18%
Other short-term payables	25.262.843	14,19%	27.732.280	15,58%
Accruals and deferrals	4.065.224	2,28%	4.468.668	3,12%
Consolidated liabilities	54.453.067	30,58%	33.943.015	23,71%
Medium/long-term payables	31.023.916	17,42%	1.330.006	0,93%
Other medium/long-term payables	845.182	0,47%	380.084	0,27%
Provisions for risks and charges	8.525.171	4,79%	17.034.792	11,90%
Employee severance indemnity (TFR)	14.058.798	7,90%	15.198.133	10,62%
MINORITY INTERESTS IN CAPITAL	9.434.305	5,30%	2.757.255	1,93%
Reserves	9.465.194	5,32%	2.804.369	1,96%
Net profit/loss	-30.889	-0,02%	-47.114	-0,03%
SHAREHOLDERS' EQUITY	14.852.200	8,34%	8.338.587	5,82%
Share capital	1.309.182	0,74%	1.161.614	0,81%
Reserves	22.757.818	12,78%	22.041.123	15,40%
Profit/loss carried forward	-9.433.895	-5,30%	-9.900.321	-6,92%
Net profit/loss	219.095	0,12%	-4.963.829	-3,47%
TOTAL SOURCES OF FUNDS	178.046.293	100,00%	143.159.071	100,00%

Reclassified income statement

Reclassification for margins	2014	% of Value Prod.	2013	% of Value Prod.
VALUE OF PRODUCTION	204.757.088	100,00%	192.161.622	100,00%
- Consumption of materials	59.509.949	29,06%	46.134.755	24,01%
- Expenses on services for production	-	0,00%	781.501	0,41%
VALUE ADDED	145.247.139	70,94%	145.245.366	75,59%
- Payroll and related costs	82.014.977	40,05%	80.151.212	41,71%
- Expenses for services	45.533.753	22,24%	45.925.435	23,90%
- General expenses	842.717	0,41%	661.681	0,34%
EBITDA	16.855.692	8,23%	18.507.038	9,63%
- Amortisation, depreciation and write-downs	14.304.872	6,99%	9.765.937	5,08%
- Provisions	1.850.000	0,90%	350.000	0,18%
OPERATING RESULT (EBIT)	700.820	0,34%	8.391.101	4,37%
+ Financial income	174.172	0,09%	144.937	0,08%
+ Exchange gains and losses	9.722	0,00%	-44.871	-0,02%
- Financial expense	2.904.219	1,42%	1.280.175	0,67%
EARNINGS BEFORE EXTRA-ORDINARY OPERATIONS	-2.019.505	-0,99%	7.210.992	3,75%
+ Value adjustments to financial assets	-6.120	0,00%	-300.871	-0,16%
+ Extraordinary income and expense	3.769.066	1,84%	-16.777.720	-8,73%
PRE-TAX RESULT	1.743.441	0,85%	-9.867.599	-5,14%
- Taxation	1.555.235	0,76%	-4.856.656	-2,53%
PROFIT/LOSS	188.206	0,09%	-5.010.943	-2,61%

- Minority share	-30.889	-0,02%	-47.114	-0,02%
GROUP PROFIT/LOSS	219.095	0,11%	-4.963.829	-2,58%

	2014	2013
- NET FINANCIAL POSITION	37.213.095	20.285.815

MAIN INDICATORS	2014	2013
- ROE	0,91%	-30,82%
- ROI	0,39%	5,86%
- ROS	0,34%	4,37%
- FIXED ASSET COVER	36,80%	28,74%
- BANKS ON CURRENT ASSETS	38,08%	20,31%
- SHORT-TERM BANKS ON CURRENT ASSETS	10,39%	19,04%
- DEBT RATIO	91,66%	94,18%
- OWN FUNDS/INVESTED CAPITAL	8,34%	5,82%
- FINANCIAL EXPENSES/TURNOVER	1,42%	0,67%
- ADDED VALUE ON TURNOVER	70,94%	75,59%
- CURRENT RATIO	112,83%	106,56%
- CURRENT ASSET INTENSITY RATE	54,72%	54,41%
- NFP/EBITDA	2,2%	1,1%

These indicators were calculated as follows:

ROE: Period profit/Shareholders' equity prior to profit-loss
 ROI: EBIT/Total commitments
 ROS: EBIT/Value of production

FIXED ASSET COVER: Own capital/Fixed assets
 BANKS ON CURRENT ASSETS: Financial payables/Current assets
 SHORT-TERM BANKS ON CURRENT ASSETS: Short-term financial payables/Current assets
 DEBT RATIO: Third party capital/Total loans
 OWN FUNDS/INVESTED CAPITAL: Own capital/Total loans
 FINANCIAL EXPENSE OVER TURNOVER: Financial expense/Value of production
 ADDED VALUE ON TURNOVER: Value added/Value of production
 CURRENT RATIO: Current assets/Current liabilities
 CURRENT ASSET INTENSITY RATE: Current assets/Value of production
 NFP/EBITDA: Net financial position/EBITDA

Information on the use of financial instruments

The financial assets and liabilities held by the company are closely linked and functional to its core operative business.

More specifically, the company's risk management policies tend to limit market risks.

Main risks to which Dedagroup Spa and the Group are exposed

In the context of its ordinary operations, the parent company and the subsidiaries adopt regular procedures to monitor risks that may affect business.

Below is an extract of the main risk factors considered.

External risks

Exchange rates: The company is slightly exposed to the risk of exchange rate variations, as much of its business is in the accounting currency. Details of positions held in foreign currencies are given in the notes. In relation to the risk deriving from the oscillation of interest rates, the company has not considered it necessary to protect itself by stipulating derivative financial instruments against potential rises in interest rates.

Market: The IT consulting and solutions market as a whole, as to a large extent the services are business-to-business in na-

ture, is strictly dependent on the general trend of the economy of industrialised countries. The current negative economic outlook has, and may have directly consequences on the activities and economic, equity and financial position of the Group.

Demand-related: The demands made by customers in this sector, connected with the need to bring competitive innovation to its process, are changeable: on the one hand, we see situations whereby instruments and solutions that up until a short time ago required support to value,

have become commodities, whereas on the other, there is an increasing number of new operative contexts subject to rapid computerisation. The context requires continuous, constant updates to the proposal and skills in a manner that is not necessarily proportional to the economic aspects.

Competition-related: The market of businesses dedicated to the supply of ICT

Internal risks

Financial: The credit risk connected with the exposures towards counterparties is connected with the normal pursuit of commercial operations and is monitored according to formalised procedures for the evaluation and reliance of commercial partners. As at 31 December 2014, there was no significant concentration of the credit risk not covered by specific provisions.

The company's business plan envisaged and envisages significant investments that required intervention both through own funds (2014 capital increase of approximately 6.2 million euros) and through the use of certain debenture loans listed during the year. In this way, the company believes that, through the generation of cash flows, the extensive diversification of sources of finance and the availability of suitable credit facilities, it has access to sufficient funds to cope with its current and probable financial requirements.

solutions is competitive and rapidly evolving. Failure to update the offer with the consequent rapid evolution towards commodities, may greatly expose the Group to phenomena of down-pricing by larger competitors that are able to manage high volumes of low value with consequent repercussions on the business and economic, equity and financial position of the Group.

Customer dependency-related: The unique position of the Group, which operates on various markets that are not directly inter-related, such as businesses, public administration and the finance sector, considerably attenuates the risks of an excessive concentration of business on just a few customers. Although to a lesser extent following the initiatives undertaken in recent years, risks remain connected with the presence of some key customers, the loss of which may have repercussions on the Group's economic, equity and financial position.

Key staff dependency-related: The Group adopts specific procedures by which to monitor its capacity to retain its key resources in the company. Much of today's management has many years of experience with a modest turnover rate and a good level of operative inter-changeability.

Parent company business

In the context of the Federation of competences, the parent company, Dedagroup Spa operates in the following segments:

Solutions for the finance sector

Solutions for the sector of the public administration

Solutions for the sector of medium-sized businesses

Technological and infrastructural solutions

Each of these four sectors has its own internal division, with specialised, dedicated resources.

It also manages administrative, quality and process-related aspects, human resources and marketing connected with the Dedagroup ICT Network brand, on its own behalf and for the companies of the Group.

Dedagroup Spa also acts as central buying office on behalf of the Group companies operating in the sector of the retail of infrastructural solutions.

Economic-financial indexes Dedagroup Spa (Art. 2428 of the Italian Civil Code)

Group statement of financial position

Reclassification in accordance with the liquidity criterion	2014	% of Tot. Uses	2013	% of Tot. Uses
WORKING CAPITAL	55.291.699	48,18%	47.620.176	50,32%
Cash on hand	1.435.593	1,25%	382.916	0,40%
Liquid funds	1.435.593	1,25%	382.916	0,40%
Deferred liquidity	47.236.770	41,16%	44.043.720	46,54%
Amounts due from Shareholders	-	0,00%	-	0,00%
Trade receivable	43.917.725	38,27%	41.474.090	43,82%

Other short-term current assets	1.771.421	1,54%	1.446.474	1,53%
Non-current short-term receivables	-	0,00%	-	0,00%
Financial assets	-	0,00%	-	0,00%
Accrued income and deferred expenses	1.547.624	1,35%	1.123.156	1,19%
Inventories	6.619.336	5,77%	3.193.540	3,37%
FIXED ASSETS	59.460.173	51,82%	47.019.558	49,68%
Intangible fixed assets	11.166.092	9,73%	10.616.319	11,22%
Tangible fixed assets	8.510.275	7,42%	7.593.647	8,02%
Financial fixed assets	35.002.049	30,50%	24.740.606	26,14%
Current medium-term receivables	4.781.757	4,17%	4.068.986	4,30%
TOTAL COMMITMENTS	114.751.872	100,00%	94.639.734	100,00%

	2014	% of Tot. Sources	2013	% of Tot. Sources
MINORITY INTERESTS IN CAPITAL	93.965.730	81,89%	76.798.050	81,15%
Current liabilities	67.114.023	58,49%	71.158.482	75,19%
Trade payables	51.352.012	44,75%	45.797.362	48,39%
Customer advance payments	1.140.615	0,99%	-	0,00%
Short-term financial payables	5.794.048	5,05%	17.435.778	15,19%
Other short-term payables	7.996.523	6,97%	7.293.976	6,36%
Accruals and deferrals	830.825	0,72%	631.366	0,67%
Consolidated liabilities	26.851.707	23,40%	5.639.568	5,96%
Medium/long-term payables	22.878.077	19,94%	1.330.006	1,41%
Other medium/long-term payables	-	0,00%	-	0,00%
Provisions for risks and charges	616.017	0,54%	617.698	0,65%

Employee severance indemnity (TFR)	3.357.613	2,93%	3.691.864	3,90%
MINORITY INTERESTS IN CAPITAL	-	0,00%	-	0,00%
Reserves	-	0,00%	-	0,00%
Net profit/loss	-	0,00%	-	0,00%
SHAREHOLDERS' EQUITY	20.786.142	18,11%	17.841.684	18,85%
Share capital	1.309.182	1,14%	1.161.614	1,23%
Reserves	22.745.680	19,82%	22.136.051	23,39%
Profit/loss carried forward	-	0,00%	-1.183.830	-1,25%
Net profit/loss	-3.268.720	-2,85%	-4.272.151	-4,51%
TOTAL SOURCES OF FUNDS	114.751.872	100,00%	94.639.734	100,00%

Reclassified income statement

Reclassification for margins	2014	% of Value Prod.	2013	% of Value Prod.
VALUE OF PRODUCTION	91.972.857	100,00%	80.319.175	100,00%
- Consumption of materials	47.520.722	51,67%	36.886.749	45,93%
- Expenses on services for production	-	0,00%	781.501	0,97%
VALUE ADDED	44.452.135	48,33%	42.650.925	53,10%
- Payroll and related costs	23.132.285	25,15%	23.614.393	29,40%
- Expenses for services	15.972.756	17,37%	14.707.209	18,31%
- General expenses	355.083	0,39%	269.255	0,34%
EBITDA	4.992.011	5,43%	4.060.068	5,05%
- Amortisation, depreciation and write-downs	7.145.310	7,77%	6.976.062	8,69%
- Provisions	-	0,00%	350.000	0,44%
OPERATING RESULT (EBIT)	-2.153.299	-2,34%	-3.265.994	-4,07%

+ Financial income	439.167	0,48%	529.180	0,66%
+ Exchange gains and losses	-4.272	0,00%	509	0,00%
- Financial expense	1.626.565	1,77%	1.350.948	1,68%
EARNINGS BEFORE EXTRA-ORDINARY OPERATIONS	-3.344.969	-3,64%	-4.087.253	-5,09%
+ Value adjustments to financial assets	-207.000	-0,23%	-400.000	-0,50%
+ Extraordinary income and expense	-90.014	-0,10%	-574.725	-0,72%
PRE-TAX RESULT	-3.641.983	-3,96%	-5.061.978	-6,30%
- Taxation	-373.263	-0,41%	-789.827	-0,98%
PROFIT/LOSS	-3.268.720	-3,55%	-4.272.151	-5,32%
- Minority share	-	0,00%	-	0,00%
GROUP PROFIT/LOSS	-3.268.720	-3,55%	-4.272.151	-5,32%

PRINCIPALI INDICATORI	2.014	2.013
- ROE	-13,59%	-19,32%
- ROI	-1,88%	-3,45%
- ROS	-2,34%	-4,07%
- FIXED ASSET COVER	34,96%	37,95%
- BANKS ON CURRENT ASSETS	51,86%	39,41%
- SHORT-TERM BANKS ON CURRENT ASSETS	10,48%	36,61%
- DEBT RATIO	81,89%	81,15%
- OWN FUNDS/INVESTED CAPITAL	18,11%	18,85%
- FINANCIAL EXPENSES/TURNOVER	1,77%	1,68%
- ADDED VALUE ON TURNOVER	48,33%	53,10%
- CURRENT RATIO	82,38%	66,92%
- CURRENT ASSET INTENSITY RATE	60,12%	59,29%
- NFP/EBITDA	5,4%	4,5%

The method used for calculation is identical to that of the consolidated version, to which we would refer you for details.

Subsidiaries and parent companies

In referring you to the notes for all credit/debt transactions, below please find the cost and revenue values recorded with subsidiaries and parent companies:

Subsidiary companies

Company	Revenues	Costs	Mgmt Financial	Balance
Derga S.r.l.	461.183	-822.515	-44.762	-406.094
Ddway S.r.l.	5.007.885	-370.759	-251.777	4.385.350
Agorà Med S.r.l.	126.701	-103.823	9.577	32.455
Sinergis S.r.l.	700.163	-443.282	93.334	350.216
Beltos s.r.l.	138.246	-	2.148	140.394
A Software Factory S.r.l.	2.215	-9.892	-	-7.677
Idea Futura s.r.l.	22.637	-89.348	708	-66.003
Piteco S.p.a.	16.236	-41.432	15.578	-9.618
Ecos S.r.l.	89.475	-410.431	11.401	-309.555
Dexit S.r.l.	2.652.341	-141	-36.515	2.615.685
Dedamex	43.494	-	-	43.494
Total subsidiary companies	9.260.575	-2.291.622	-200.308	6.768.646

Parent companies

Company	Revenues	Costs	Mgmt Financial	Balance
Sequenza S.p.A.	-	-600	-	-600

Lillo S.p.A.	667.689	-521.631	-	146.057
Elma s.p.a.	946	-	-	946
Total parent companies	668.634	-522.231	-	146.403

Workforce

In addition to that specified in the Comments on the period results, please note the total changes to employees within the group:

	Tot. no. employees	new hires	dismissals	Other changes	Tot. no. employees	including:			
	to 31/12/13	2014	2014	2014	to 31/12/14	WHT-COLLAR	MGMT	Mid Mgmt	Operating staff
Sinergis	72	8	4		76	65	4	7	-
Ecos	31	5	4		32	27		4	1
Derga	68	19	17		70	29	2	39	
Dexit	52	8	8		52	52	-	-	
Agorà	14	4	2		16	15	-	1	
DDWAY	927	27	170		784	593	28	163	
DEDAGROUP	450	35	57		428	354	24	50	-
Piteco		4	1	67	70	42	6	22	
Beltos		3	2	17	18	14		4	
A Software Factory		3		3	6	6			
Dedamex	33	10	4		39	36	3		
Dedagroup NA				-	-	-			
Idea Futura		4	1	9	12	11		1	
Idea Futura CH		1	-	1	2	2			
TOTAL	1.647	131	270	97	1.605	1.246	67	291	1

Research and development

As mentioned in the Comments on the period results, in Dedagroup Spa, investments have been made to support the following proprietary software brands:

BankUP, the core platform for foreign credit institutes

Civilia, the software suite for the public administration

Civilia Next, the new software suite for the public administration

More details are given on research and development in the above-specified chapter.

Ownership structure

Dedagroup Spa is controlled by Sequenza Spa, which operates in the integrated logistics sector for large-scale distribution. In turn, Sequenza is controlled by Elma Spa, which operates in the financial and real estate field. Finally, Elma Spa is controlled by Lillo Spa, which operates in the large-scale food distribution market.

The key data of Sequenza is given in the notes to the statements.

The table below shows the ownership structure as at 31/12/2014 with the percentage stake and number of shares held by the major shareholders

Shareholder	Azioni	%
Sequenza Spa	1.008.660	77,05%
Elma Spa	119.298	9,16%
VAR Group Spa	57.136	4,36%
Gianni Camisa	23.408	1,79%
Other minority shareholders	100.680	7,64%
Share capital	1.309.182	100,00%

In November 2013, a share capital increase by means of the issue of 176,525 new shares, was resolved, for a total equivalent value of 7,061,000 euros. This increase was fully subscribed and paid-in in the amount of 153,139 shares and for an equivalent value of 6,508,407 euro in December 2013 and the remainder in 2014.

In March 2014, a share capital increase by means of the issue of 141,176 new shares, was resolved, for a total equivalent value of 5,999,980 euros.

This increase was subscribed and paid-in for an amount of 124,182 shares and a value of 5,277,735 euros in the first part of the year.

Auditing bodies

Board of Directors

Dott. Marco Podini	<i>Chairman</i>
Avv. Gianni Camisa	<i>Managing Director</i>
Cav. Patrizio Podini	<i>Director</i>
Dott.ssa Maria Luisa Podini	<i>Director</i>
Ing. Diego Schelfi	<i>Director</i>

Board of Auditors

Dott. Giorgio Fiorini	<i>Chairman</i>
Dott. Luigi Salandin	<i>Auditor</i>
Dott. Maurizio Scozzi	<i>Auditor</i>

Independent Auditing Firm

Baker Tilly Revisa Spa

Executive Management

Dedagroup Spa - DDway Srl – Group

Gianni Camisa	<i>Managing Director and General Manager</i>
Paolo Angelini	<i>Deputy General Manager CAST – Cloud, Applications and Technological Services</i>
Oswaldo Gandolfo	<i>Manager of Strategic Planning, Project Control and Computer Systems</i>
Giovanni Pirola	<i>Human Resource Manager</i>
Alessandro Pocher	<i>Deputy General Manager of International Business</i>
Stefania Pompili	<i>Deputy General Manager of Public Administration, Transport, Telecommunications Energy & Utilities</i>
Marco Raoss	<i>Manager of Administration, Finance & Control</i>
Gianni Spada	<i>Deputy General Manager of Finance, Industrial & Consumer</i>
Cosimo Solida	<i>Deputy General Manager of Fashion & Retail</i>
Renato Toscana	<i>General Services Manager</i>
Luigi Zanella	<i>Manager of Business Development & Consulting Public administration</i>
Paolo Zanella	<i>Manager of Local Public Administration Area</i>
Mariangela Ziller	<i>Marketing and Communications Manager</i>

Agorà Med Srl

Fernando Giacco	<i>Managing Director</i>
-----------------	--------------------------

Dedamex sa de cv

Alessandro Pocher	<i>Managing Director</i>
-------------------	--------------------------

Dedagroup North America Inc.

Alessandro Pocher

*Chief Executive Officer***Derga Consulting Srl**

Alexander Gallmetzer

*Managing Director***Dexit Srl**

Franco Tomasi

*Managing Director***Ecos Srl**

Enrico Bellinzona, Marco Bellinzona

*Managing Directors***Idea Futura Srl**

Giovanni Scardovi

*Managing Director***Idea Futura Sagl**

Giovanni Scardovi

*Managing Director***Beltos Srl**

Dino Ravanelli

*Managing Director***Piteco spa**

Paolo Virenti

*Managing Director***A Software Factory srl**

Domenico Pedicini

*Managing Director***Sinergis Srl**

Ugo Morenzetti

General Manager

Significant events after the end of the accounting period

In March 2015, the company completed the purchase, through the subsidiary Dedagroup North America, of a 70% stake in the company EPL Inc., with registered

office in Birmingham, Alabama. Greater details are available from the Comments on the period results.

Further information

Notes on the tax consolidation

The parent company, together with the subsidiaries Agorà Med Srl, Sinergis Srl, Derga Consulting Srl, Ecos Srl and Dexit Srl, have chosen to participate in the national tax consolidation institute for the

three years 2014-2016. This regime enables the optimisation of the tax burden between the group companies, at the same time concentrating financial management.

Disclosure obligations

These financial statements are presented for approval by the shareholders using the extended terms of 180 days from year end, as established by Art. 26 of the Articles of Association, in order to enable the simultaneous preparation of the consolidated financial statements of the Dedagroup Group.

Baker Tilly Revisa is appointed to audit and certify the financial statements,

which will be filed.

The company meets the requirements for the preparation of the Group consolidated financial statements. In accordance with Article 25 of Italian Legislative Decree no. 127 of 09 April 1991, the consolidated financial statements have been prepared for the Dedagroup Spa Group, to which we would refer you for more complete information.

Proposal for the approval of the financial statements and allocation of profits for FY 2014

Shareholders,

We trust we have fulfilled the mandate in the exclusive interests of the company and would hereby ask you to now please kindly approve the financial statements as at 31/12/2014, which are truthful and correct and comprise the balance sheet, income statement and notes, as well as

this report on operations.

In approving the financial statements, shareholders are asked to cover the period loss (Euro 3,268,720), by using the reserves registered in shareholders' equity.

The Chairman
Dr. Marco Podini



Consolidated financial statements

Consolidated financial statements as of 31/12/2014	61
Notes to the consolidated financial statements for the period ended 31/12/2014	76
Measurement policies	81
Consolidated balance sheet	86
Memorandum accounts	124
Other information	140



Consolidated financial statements

DEDAGROUP S.P.A. Group Consolidated financial statements
as of 31/12/2014

Balance sheet - Assets 31/12/2014 31/12/2013

A) Amounts due from Shareholders
for outstanding payments 75.000

B) Fixed assets

I - Intangible fixed assets

1) Start-up and expansion costs	5.325	
2) Research, development and advertising costs	9.677.511	8.088.611
3) Industrial patents and intellectual property rights		
4) Concessions, licences, trademarks and similar rights	710.103	1.152.904
5) Goodwill	24.485.072	307.696
5b) Consolidation differences	4.584.654	2.618.789
6) Assets under construction and advances	203.957	159.872
7) Other intangible fixed assets	3.281.374	3.449.267
	42.947.996	15.777.139

II - Tangible fixed assets

1) Land and buildings 1.879.814

2.229.309

	349.495	
2) Plant and machinery	305.719	304.417
	1.943.738	
	1.638.019	
3) Industrial and commercial equipment	277	459
	14.243	
	13.966	
4) Other tangible fixed assets	9.773.414	8.758.331
	31.963.923	
	22.190.509	
5) Tangible assets in progress and advance payments	145.937	190.635
	12.105.161	9.253.842

III - Financial fixed assets

1) Equity investments in:

a) subsidiaries		36.880
b) related companies	77.429	3.600.412
d) other companies	4.460.272	3.868.273
	4.537.701	7.505.565

2) Long-term receivables:

a) subsidiaries

- due within one financial year

- due beyond one financial year

b) associated companies

- due within one financial year

- due beyond one financial year

c) parent companies

- due within one financial year

- due beyond one financial year

d) other

- due within one financial year

- due beyond one financial year 5.194 5.246

5.194 5.246

3) Other securities

4) Treasury Stock

(total nominal value)

4.542.895 7.510.811

Total fixed assets

59.596.052 **32.541.792**

C) Current assets

I - Inventories

1) Raw, ancillary and consumable materials 98.156 177.689

2) Work in progress and semi-finished products

3) Contract work in progress 19.860.851 9.735.946

4) Finished products and goods for resale	2.265.274	1.014.256
5) Advances	63.000	329.382
	22.287.281	11.257.273

II - Receivables

1) Trade receivables		
- due within one financial year	74.232.318	78.051.017
- due beyond one financial year		
	74.232.318	78.051.017
2) Amounts due from subsidiaries		
- due within one financial year	71.618	
- due beyond one financial year		
	71.618	
3) Amounts due from associated companies		
- due within one financial year	570.293	881.542
- due beyond one financial year		
	570.293	881.542
4) Amounts due from parent companies		
-scad. entro un esercizio	2.564.252	7.557.637
-scad. oltre un esercizio		
	2.564.252	7.557.637
4.1) tax receivables		
- due within one financial year	1.243.044	999.825
- due beyond one financial year	867.771	956.584
	2.110.815	1.956.409

4.2) prepaid tax

- due within one financial year

- due beyond one financial year

5.451.600

5.108.889

5.451.600

5.108.889

5) Amounts due from third parties

- due within one financial year

3.100.540

3.056.311

- due beyond one financial year

3.754

1.804

3.104.294

3.058.115

88.105.190

96.613.609

**III - Short-term financial assets
not classed as fixed assets**

1) Investments in subsidiaries

25.950

25.950

2) Investments in associated
companies

3) Investments in parent companies

4) Equity investments in other
companies

5) Treasury Stock

(total nominal value)

6) Other securities

25.950

25.950

IV - Liquid fund

1) Bank and post office deposits

5.438.632

935.055

2) Cheques

3) Cash and equivalents in hand

15.911

13.822

5.454.543

948.877

Total current assets	115.872.964	108.845.709
D) Accruals and deferrals		
- premium on loans		
- miscellaneous	2.502.277	1.771.570
	2.502.277	1.771.570
Total assets	178.046.293	143.159.071

Liabilities	31/12/2014	31/12/2013
A) Shareholders' equity		
I - Share capital	1.309.182	1.161.614
II - Share premium reserve	19.743.981	13.678.374
III - Revaluation reserves		
IV - Legal reserve	230.007	230.007
V - Statutory reserves		
VI - Reserve for own shares held in portfolio		
VII - Other reserves:	2.783.830	8.132.742
- Conversion reserve	84.344	-22.729
- Round-off reserve	-6	-2
- Extraordinary reserve	2.699.492	8.155.473
- Other reserves		
VIII) - Retained earnings (accumulated losses)	-9.433.895	-9.900.321
IX - Period profit (loss)	219.095	-4.963.829
Advances on dividends		
Partial coverage of loss for the year		
Total for group shareholders' equity	14.852.200	8.338.587
Minority interests in capital and reserves	9.465.194	2.804.369
Minority period profit (loss)	-30.889	-47.114
Total minority shareholders' equity	9.434.305	2.757.255
Total Shareholders' equity	24.286.505	11.095.842

B) Provisions for risks and charges

1) Provision for pensions and similar obligations	72.028	36.060
2) Provision for taxation	5.633	5.227
3) Other provisions	8.447.510	16.993.505
Total provisions for contingencies and other liabilities	8.525.171	17.034.792

C) Employee leaving indemnities

	14.058.798	15.198.133
--	------------	------------

D) Payables

1) Bonds

- due within 12 months

- due beyond 12 months

17.172.000

17.172.000

2) Convertible bonds

- due within 12 months

- due beyond 12 months

5.000.000

5.000.000

3) Amounts due to shareholders for loans

- due within 12 months

- due beyond 12 months

750.000

750.000

4) Amounts payable to banks

- due within 12 months

11.643.722

19.904.686

- due beyond 12 months	8.851.916	1.330.006
	20.495.638	21.234.692
5) Due to other providers of finance		
- due within 12 months	300.202	257.693
- due beyond 12 months	95.182	380.084
	395.384	637.777
6) Advances		
- due within 12 months	5.193.503	21.752
- due beyond 12 months		
	5.193.503	21.752
7) Trade payables		
- due within 12 months	49.457.884	41.506.233
- due beyond 12 months		
	49.457.884	41.506.233
8) Payables represented by credit instruments		
- due within 12 months		
- due beyond 12 months		
9) Amounts due to subsidiaries		
- due within 12 months		
- due beyond 12 months		
10) Amounts due to associated companies		
- due within 12 months	445.679	214.357
- due beyond 12 months		
	445.679	214.357

11) Amounts due to parent companies

- due within 12 months	3.237.866	4.272.238
- due beyond 12 months		
	3.237.866	4.272.238

12) Tax payables

- due within 12 months	8.195.754	7.774.542
- due beyond 12 months		
	8.195.754	7.774.542

13) Amounts payable to social security and welfare institutions

- due within 12 months	6.091.560	5.934.527
- due beyond 12 months		
	6.091.560	5.934.527

14) Other payables

- due within 12 months	10.675.327	13.765.518
- due beyond 12 months		
	10.675.327	13.765.518

Total payables

127.110.595 95.361.636

E) Accruals and deferrals

- discount on loans		
- miscellaneous	4.065.224	4.468.668
	4.065.224	4.468.668

Total liabilities

178.046.293 143.159.071

Memorandum accounts	31/12/2014	31/12/2013
1) Third party assets held by the Company	146.401	
2) Commitments		
3) Risks	11.724.756	11.873.541
Total memorandum accounts		11.871.157

Income statement	31/12/2014	31/12/2013
------------------	------------	------------

A) Value of production

1) Income from sales and services	192.469.690	164.239.283
2) Change in inventories of products currently being manufactured, semi-worked products and finished products	29.485	
3) Changes in contract work in progress	427.024	5.615.269
4) Increases in fixed assets for in-house works	4.839.810	4.252.605
5) Other revenues and income	6.991.079	18.054.465
- miscellaneous	5.921.911	17.843.456
- operating grants	1.069.168	211.009
- capital grants (current portion)		
Total value of production	204.757.088	192.161.622

B) Production costs

6) Raw, ancillary and consumable materials and goods for resale	60.790.024	46.193.962
7) Services	40.383.795	41.204.536
8) Use of third party assets	5.149.958	5.502.400
9) For employees		
a) Wages and salaries	59.267.672	57.802.665
b) Social security contributions	17.847.351	17.591.105
c) Severance indemnity	4.862.121	4.737.257
d) Pensions and similar commitments		
e) Other payroll costs	37.833	20.185
Totale	82.014.977	80.151.212
10) Amortisation, depreciation and write-downs		
a) Amortisation of intangible fixed assets	9.472.977	5.363.538
b) Depreciation of tangible fixed assets	3.859.377	3.997.337
c) Write-down of tangible and intangible fixed assets		
d) Impairment of loans including in current assets and liquid funds	972.518	405.062
Total	14.304.872	9.765.937
11) Changes in inventories of raw, ancillary and consumable materials and goods for resale	-1.280.075	-59.207
12) Provision for risks		
13) Other provisions	1.850.000	350.000
14) Other operating expense	842.717	661.681
Total cost of production	204.056.268	183.770.521

Difference between value and cost of production (A-B)	700.820	8.391.101
C) Proventi e oneri finanziari		
15) Income from equity investments:		
- from subsidiary companies	1.578	
- from related companies		
- other	45.588	18.571
	47.166	18.571
16) Other financial income:		
a) from receivables recorded as fixed assets		
- from subsidiary companies		
- other		
b) from securities recorded as fixed assets		
c) from securities recorded as current assets		
d) financial income other than the above		
- from subsidiary companies		
- from related companies		
- from parent companies	94.332	116.900
- other	32.674	9.466
	127.006	126.366
17) Interest and other financial expense		
- from subsidiary companies		
- from related companies		
- from parent companies	58.260	8.318

- other		2.845.959	1.271.857
	Total	2.904.219	1.280.175
17.1) Exchange gains (losses)		9.722	-44.871
Total financial income and expense		-2.720.325	-1.180.109

D) Value adjustments to financial assets

18) Revaluations:			
a) of equity investments		7.649	14.344
b) of financial fixed assets			
c) of securities recorded as current assets			
	Total	7.649	14.344
19) Write-downs:			
a) of equity investments		13.769	315.215
b) of financial fixed assets			
c) of securities recorded as current assets			
	Total	13.769	315.215
Total value adjustments to financial assets		-6.120	-300.871

E) Extraordinary income and expense

20) Extraordinary income:			
- Gains on disposals		2	
- Other extraordinary income		5.192.373	1.545.696

	Total	5.192.375	1.545.696
21) Extraordinary expense:			
- Capital losses on disposals		29.996	44.686
- Taxes relating to previous years		25.815	14.981
- Other extraordinary expense		1.367.498	18.263.749
	Total	1.423.309	18.323.416
Total of extraordinary items		3.769.066	-16.777.720
Pre-tax result (A-B±C±D±E)		1.743.441	-9.867.599
22) Income taxes for the year (current, deferred and paid in advance)			
- Current		3.300.026	2.350.074
- for deferred taxes		-1.681	-28.170
- Prepaid tax		-1.743.110	-7.178.560
	Total	1.555.235	-4.856.656
23) Profit (loss) for the financial period		188.206	-5.010.943
THIRD PARTY PROFIT/LOSS		-30.889	-47.114
GROUP PROFIT (LOSS)		219.095	-4.963.829

The Chairman
Dr. Marco Podini



Notes to the consolidated financial statements for the period ended 31/12/2014

DEDAGROUP SPA

Registered office at LOC.PALAZZINE 120/F - TRENTO

Tax Code, VAT number and enrolment number with the Registrar of Companies of TRENTO, 01763870225

The Group's consolidated financial statements include the financial statements as at 31 December 2014 of DEDAGROUP Spa, the parent company, and of the subsidiaries in which it directly, or through subsidiaries, controls the majority of the voting rights. The companies are: A Sof-

ware Factory Srl, Agorà Med Srl, Beltos Srl, Ddway Srl, Dedagroup North America, Dedamex Sa, Derga Consulting Srl, Dexit Srl, Ecos Srl, Idea Futura Srl, Idea Futura Sagl, Piteco Spa and Sinergis Srl Unipersonale.

The breakdown of investments is as follows:

Company name	Registered Office	Share capital	% stake held
A Software Factory Srl	Vitulano (BN)	29.880	60,24 %
Agorà Med Srl	Naples	100.000	100,00 %
Beltos Srl	Pisa	100.000	71,00 %
Ddway Srl	Trento	6.750.000	95,00 %
Dedagroup North America	New York (USA)	100.000	100,00 %
Dedamex SA	Durango (Mexico)	44.530.762	60,23 %
Dexit Srl	Trento	700.000	64,62 %
Ecos Srl	Tortona	10.200	51,00 %
Idea Futura Srl	Castenaso (BO)	80.000	51,00 %
Idea Futura Sagl	Lugano (Switzerland)	30.000	100,00 %
Piteco Spa	Milan	15.550.000	61,00 %
Sinergis Srl Unipersonale	Trento	129.010	100,00 %

The value of the capital of Dedagroup North America is expressed in \$. The value of the capital of Dedamex Sa is expressed in Mexican pesos.

The value of the capital of Idea Futura Sagl is expressed in Swiss francs.

As compared with last year, we note the following changes:

- on 06 August 2014, Dedagroup sold 3% of the Ddway shares to Sequenza Spa. We therefore went to a percentage of 95%
- on 29 April 2014, Dedagroup acquired shares from Sequenza Spa in the company Piteco Spa, for a total of 40%, going to a shareholding of 61.00%. Piteco therefore becomes a subsidiary of Dedagroup Spa
- by deed dated 03 February 2014, Dedagroup acquired 80% of the shares in the company Beltos Srl, which it then sold on 30 April 2014, in a percentage of 9%.

The control therefore settled at 71%

- on 29 June 2014, Dedagroup purchased 51% of Idea Futura Srl. Consequently, the latter is now directly controlled by the parent company
- with the acquisition of the control of Idea Futura Srl by Dedagroup, the Swiss company Idea Futura Sagl, a full subsidiary of Idea Futura Srl, enters the consolidation scope
- on 06 August 2014, 60.24% was acquired of the company A. Software Factory Srl.

The companies in which DEDAGROUP Spa has a percentage stake ranging between 20% and 50% have been measured using the equity method.

The breakdown of investments measured using the equity method is as follows:

Associated companies	Registered Office	Share capital	% stake
AR Tecnoimpianti Srl	Trento	20.000	40,00 %
Derga Consulting CS Srl	Battipaglia	12.750	20,00 %
Mitech Srl	Mantua	26.667	25,00 %

The data given in the table relates to the 2014 financial statements of the various companies. As compared with last year, we note:

- on 29 December 2014, Dedagroup sold all of the shares held in Delisa Sud Srl
- Derga acquired 25% of the shares of Mitech Srl

The shareholdings for which the stake held is less than 20% were measured at purchase cost.

The consolidated financial statements are prepared in accordance with the financial statements approved by the respective

shareholders' meetings of the individual subsidiaries, duly amended to standardise them on the basis of the provisions of the Italian Civil Code and the accounting standards on the preparation of the consolidated financial statements.

Details of changes will be highlighted under the individual items.

The administrative period (calendar year) and the end date for preparing the consolidated financial statements coincide with those of the parent company's financial year.

Group membership

The DEDAGROUP Spa group in turn belongs to the Sequenza Spa group. DEDAGROUP Spa is, in fact, subject to the management and coordination of Sequenza

Spa, which, by virtue of its 77.05% stake held in the share capital, provides strategic and managerial guidance.

In accordance with the provisions of Art. 2497 et seq. of the Italian Civil Code, below is a summary of the essential data of the 2013 financial statements as approved by the shareholders' meeting of Sequenza S.p.a.

BALANCE SHEET

Assets	31/12/2013	31/12/2012
Total fixed assets(B)	115.705.112	107.496.218
Total current assets (C)	12.215.429	12.994.978
Total accruals and deferrals (D)	927.145	998.721
Total assets	128.847.686	121.489.917
Liabilities		
Shareholders' equity (A)	70.359.485	69.694.816
Provisions for risks and charges (B)		
Employee severance indemnity (C)	297.538	277.840
Payables (D)	57.721.680	50.965.601
Accrued liabilities and deferred income (E)	468.983	551.660
Total liabilities	128.847.686	121.489.917

INCOME STATEMENT

	31/12/2013	31/12/2012
Value of production (A)	15.354.483	12.063.387
Production costs (B)	9.167.551	8.408.220
Difference between value and cost of production	6.186.932	3.655.167
Financial income and expense (C)	-1.866.375	-1.394.933
Adjustments to value of Financial assets (D)		
Extraordinary income and expense (E)	432.407	-130
Pre-tax results	4.752.964	2.260.104
Period income tax		
a) Current taxes	-2.112.295	-1.393.890
b) Prepaid tax		
Net income for the Year	2.640.669	866.214

Consolidation method

The subsidiaries were consolidated with the line-by-line method.

Associated companies, on the other hand, were consolidated with the equity method.

Consolidation principles

The consolidation principles adopted, in compliance with Art. 31 of Italian Legislative Decree 127/91 are specified below:

- the items of the assets and liabilities and the income and expenses of companies included in the consolidation have been fully derecognised;
- the book value of the investments included in the consolidation area has been eliminated against the corresponding share of shareholders' equity in view of the assumption of the assets and liabilities of the investee companies in accordance with the line-by-line method;
- any greater value paid with respect to the shareholders' equity booked for the investments as at the purchase date has, where possible, been assigned to the individual items of assets to which said greater value refers, whilst any positive residue, relating to goodwill, is recorded under "Consolidation Difference";
- the lesser cost paid with respect to the corresponding portion of booked shareholders' equity, mainly in relation to the investee DDway, has been reclassified to a provision for future losses;
- profits generated thereafter are allocated to "Undivided profits and reserves" in turn classified under "Other reserves" of shareholders' equity;
- profits not yet realised, deriving from operations between Group companies, have been eliminated if of significant value;
- the tax effects deriving from consolidation adjustments and adjustments made to the financial statements of the consolidated companies in order to eliminate tax items are booked, as far as necessary, to the deferred tax provision or prepaid tax assets.



Measurement policies

The main policies are described below:

Intangible fixed assets

Intangible fixed assets are recorded at cost and stated net of amortisation, calculated systematically on a straight-line basis, according to the residual useful life.

The comments to the balance sheet give details of the direct amortisation/depreciation period applied.

Tangible fixed assets

Tangible fixed assets are recorded at purchase or internal production cost – inclusive of directly related charges – and are adjusted by the relevant accumulated depreciation. The depreciation rates charged to the income statement have been calculated systematically and constantly, according to the rates considered representative of the economic - technical life of the assets (Art. 2426, no. 2 of the Italian Civil Code): the depreciation rates are halved during the first year for which the asset is used, in order to reflect the lesser degree of use. This lump sum reduction in any case is a good approximation of the calculation performed on the effective days possession given the homogeneity of the distribution of purchases within the year.

If, on the other hand, the acquisition of the goods and their capitalisation is carried out against an operative lease, the duration of the depreciation is overlaid precisely to coincide with that of the lease duration, so as to connect direct costs and revenues.

Any fixed assets that, as at the reporting date are found to be of a permanently lower value than that determined in accordance with the provisions above, are recorded at said lower value.

Maintenance and repair costs are charged to the income statement during the year in which they are occurred, if ordinary, or capitalised if extraordinary.

Financial fixed assets

Investments in related companies are measured using the equity method, whilst investments in other companies are measured at purchase or subscription cost, adjusted as necessary to reflect any re-

ductions in shareholders' equity of the individual companies as a result of a permanent loss of value.

Inventories

Warehouse inventories are stated at purchase or production cost, or at the estimated realisable value, based on market trend, whichever is the lowest.

The cost of inventories of raw materials, auxiliary materials and finished products acquired externally is determined by applying the weighted average cost of purchase criterion. Inventories are stated net

of the related impairment provision.

Works in progress to order are booked according to percentage completion or progress; costs, income and order margins are recognised according to effective progress made in production.

Receivables and payables

Receivables are recorded at presumed realisation value, determined as the difference between their nominal value and the

estimated risk of being unable to make collection. Payables are stated at face value.

Accruals and deferrals

Accruals and deferrals are recorded on an accruals basis in accordance with the prin-

ciple of matching the related costs and revenues for the period.

Provisions for risks and charges

Provisions for risks and charges are provided to cover known or likely losses or liabilities, the timing and extent of which cannot be determined at year end.

The provisions reflect the most likely scenario based on commitments undertaken and elements available.

Employee severance indemnity

The reserve represents the effective liability accrued with regards to the employees, in accordance with the Law and current

Labour Agreements, taking into consideration every form of remuneration of an ongoing nature. Following the provisions

pursuant to Italian Law Decree no. 252 of 05 December 2005, supplemented with the changes made to Italian Law no. 296/2007 on TFR, the provision for employee severance indemnity considers the portion accrued as at 31 December 2013 and the rela-

ted value adjustment; the portion accrued after that date is, according to the choice made by the individual employees, paid in directly to INPS or other supplementary welfare provisions.

Taxation

Period tax is calculated in accordance with a realistic forecast of tax expenses relating to FY 2014, in application of current tax legislation. Municipal tax charged on property pertaining to the Group companies is charged to the income statement under "Sundry operating costs".

The company has recorded deferred and prepaid tax both on the cumulative amount of all temporary differences between the value of an asset or liability booked and the value assigned to these for tax purposes, and on the consolidation adjustments. Deferred and prepaid tax has been booked

offset respectively in the deferred tax provision and prepaid tax assets, using the rate that as at the reporting date will be in force in the periods in which the differences will reverse.

Deferred tax is not booked only if there is little chance that the debt shall arise; prepaid tax is not booked when there is no reasonable certainty of their recovery.

Costs and revenues

These are stated on the financial statements on a prudential accruals basis.

Revenues and income as well as costs and charges are stated net of returns, discounts and allowances.

Income from the sales of products is recognised when ownership changes hands; income from the provision of services is noted when the service is provided.

Memorandum accounts

The guarantees given by the group are booked in the memorandum accounts at face value.

Reconciliation of the financial statements of the parent company and the consolidated financial statements

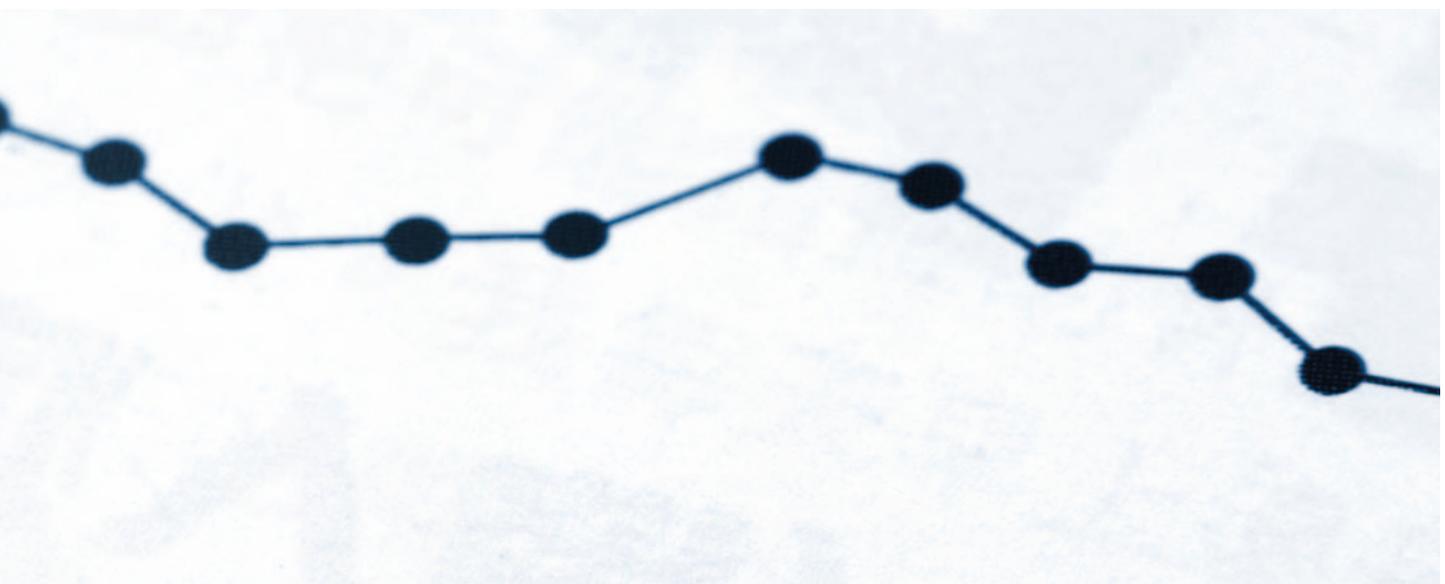
The statement below reconciles the net profit and shareholders' equity of the parent company DEDAGROUP Spa and the profit and shareholders' equity of the consolidated financial statements for FY 2014:

Reconciliation of values Parent company/Consolidated	Shareholders' equity 2014	FY 2014 result
Figures given in the financial statements of the parent company	20.786.141	-3.268.720
Elimination of the book value of the investments		
Consolidated:		
- Pro-quota results achieved by the investee companies	-3.015.963	-3.015.963
- Undivided profits of subsidiaries	-19.145.493	
- Consolidation difference	-6.670.808	-790.258
- Reversal of associates	-160.524	-13.464



Adjustment to group standards: (*)		
- Application of the financial method to leased goods	103.913	193.370
Elimination of inter-company transactions		
- Use of the DDway provision for losses	24.050.854	6.656.063
- Reversal of capitalisation and intra-group asset transfers	-715.807	-289.171
- Reversal of inter-company dividends	-380.113	-427.814
- Reversal of intra-group BU transfers		102.290
- Other		1.072.762
Shareholders' equity and period result	14.852.200	219.095
Minority portion	9.434.305	-30.889
Consolidated financial statements	24.286.505	188.206

(*) the items are stated net of the related tax effects.



Consolidated balance sheet

Assets

Intangible fixed assets

	Euro
Balance as of 31/12/2014	42.947.996
Balance as of 31/12/2013	15.777.139
Changes	27.170.857

Below is an analytical statement of the individual items and changes made thereto during the year.

Description	31/12/2013	Change to scope	Increases	Decreases	Amortisation/depreciation	31/12/2014
1) Start-up and expansion costs		7.977			2.652	5.325
2) Research and development costs	8.088.611	657.105	5.829.016	1.325.809	3.571.412	9.677.511
3) Industrial patent rights						
4) Concessions, licences, trademarks	1.152.904	6.037	466.966	186.954	728.850	710.103
5) Goodwill	307.696	27.218.766	33.000		3.074.390	24.485.072
5.1) Consolidation difference	2.618.789		3.018.187		1.052.322	4.584.654
6) Fixed assets Intangible under construction	159.872		110.510	66.425		203.957
7) Other	3.449.267	462.032	413.427		1.043.352	3.281.374
TOTAL	15.777.139	28.351.917	9.871.105	1.579.188	9.472.977	42.947.996

Below is a breakdown of the intangible fixed assets, recorded with the consent of the Board of Auditors and the reasons for their booking:

Research, development and advertising

Research and advertising costs	Value 31/12/2013	Change to scope	Period increases	Period decreases	Period amortisation/depreciation	Value 31/12/2014
Project CIVILIA_PA DEDAGROUP	794.607		1.391.341		524.984	1.660.964
Project CIVILIA NEXT_PA DEDAGROUP			452.048			452.048
BANKWAY_BANCHE DEDAGROUP project	3.115.494		686.698		1.194.228	2.607.964
DIV. INTERNAZIONALE_DEDAGROUP project			1.161.712		232.342	929.370
CUSTOMER PRO_DE-DAGROUP project	36.512			36.512		
SEMIRAMIS_DEDAGROUP project	124.672			124.672		
CAST_DEDAGROUP project	337.167		96.130		110.902	322.395
Planning and control_DEDAGROUP			27.433		5.487	21.946
Capitalisation BANKING_DDWAY			128.774		25.755	103.019
Capitalisation FASHION_DDWAY			390.360		78.072	312.288
Capitalisation INSURANCE_DDWAY			214.789		42.958	171.831
Capitalisation MANUFACTURING_DDWAY			382.360		76.472	305.888
Capitalisation TELCO_DDWAY			91.707		18.341	73.366

Capitalisation SINERGIS	651.475				264.737	386.738
Capitalisation DEDAMEX	2.459.260		203.104	1.164.624	169.789	1.327.951
Capitalisation AGORA' MED	93.530		49.178		89.127	53.581
Capitalisation ECOS	263.773		216.157		54.304	425.626
Capitalisation IDEA FUTURA		73.628	23.725		24.361	72.992
Capitalisation PITECO		583.477	252.446		617.039	218.884
Other advertising costs	212.121		61.055		42.514	230.662
TOTAL	8.088.611	657.105	5.829.017	1.325.808	3.571.412	9.677.511

Below are details for the various group companies, of the main projects regarding the capitalisation of research and development costs.

DEDAGROUP

1. as regards the Public Administration area:

- continuation of studies for the development of the tax area, the general affairs area, the demographic area and the economic resources area in CIVILIA OPEN;
- continuation of studies for the development of CIVILIA WEB;
- continuation of studies for the development of the project on IT protocol (FOLIUM);
- continuation of studies on the project CIVILIA MOBILE;
- continuation of studies on the development of integrations between IT protocol applications (FOLIUM) and the CIVILIA suite;
- continuation of studies for the development and integration of ESB solutions (ENTERPRISE SERVICE BUS) to enable the integration of applications within the CIVILIA suite and towards platforms developed by third parties;
- pursuit of studies for the development and integration of the document system OPEN SOURCE ALFRESCO;
- pursuit of studies for the development of integration within the platform CITRIX;
- continuation of studies for the development of a suite of applications named EVOL-X in order to allow for the IT management of the local public administration services independently of the device used through the use of a JAVA platform and the application porting of EVOL-X on WD2 platform to enable the use of applications through a web browser.

2. In the Banks area, on the other hand:

- continuation of the development to create new solutions for the localisation of BANKUP for the Croatian market (specifically, developments on the request of the client and to meet legal or other requirements);
- continuation of the development to create new solutions for the localisation of

- BANKUP for the Albanian market (specifically, development of a web services platform for integration with internet banking);
 - continuation of the technological development of the CONFIDI platform (specifically evolution of the platform through the development of new functions);
 - continuation of the technological development of JXPENS (specifically evolution of the platform through the develop of new functions, the unification in the management of closed-end and open funds, management of PDF print processes, etc.);
 - continuation of the development of technological innovation linked to the development of new procedures in entity treasury (by way of example, standardisation of the budgets of public entities) exploiting JAVA technology;
 - continuation of the technological development of the JENIUX framework in relation to JXPENS and CONFIDI;
 - development of an innovative tool called BILCE, which enables the analysis of financial statements data for banks and CONFID in order to determine specific parameters such as credit rating, ratings, etc
3. The International Division has capitalised the business carried out for the development of:
- Development of a prototype aimed at including the functional development of the BANKUP platform for the US market;
 - JENIUX framework (specifically, evolution of the framework on a client environment and server);
 - localisation of BANKUP for the Mexican market and continuation of the development of the new graphic version of the front end in relation to the counter application (specifically, evolution developments, creation of new analytical accounting modules, prototyping of an external data warehouse for bank management, consolidation of the development of front-end, optimisation of software performance);
 - delivery process for the development and release of software in order to optimise change management (specifically, set-up and customisation of external software ARCAD for the management of sources, development of a tool to manage releases, study for the re-engineering of internal development processes);
 - a new product named PAGAFLEX for the entrance as supplier onto the market of payment systems (specifically, evolution of BANKUP and new web platform for the supply of payment cards and management of the related flows of transactions with localisation for the Mexican market).
4. Finally, in relation to the Cast area:
- Continuation of the study, design and development of new IT architectures to extend the range of offers and allow for the disbursement of new IT services, such as, for example, HANA, SMS, SSD, INFRASTRUCTURE AS A SERVICE, BACKUP AS A SERVICE, CLOUD SOURCING, etc.
 - Study and experimentation for the adoption of new technologies (CAST Cloud Sourcing, XtremIO Data Protection, System Management Services, etc.), aimed at rationalising and optimising the management of data centres;
 - Continuation of the study and experimentations to enable the development of a platform for the digitalisation and indexing of information from high resolution images.
5. The items relating to the capitalisations CUSTOMER PRO and SEMIRAMIS from April 2014 have been transferred to Delta Informatica Spa through the sale of the branch.

DDWAY

1. Banks Area software development amount capitalised Euro 128,774, residual at 31/12/2014 equal to Euro 103,019. Investments were concentrated on the evolution of the BankPay platform suite for the components relating to the Collections Portfolio and Sepa Direct Debit. Additional modules have been implemented on our BankPay platform, in detail:
 - Module for the acquisition of new banks and counters.
 - Module for the legislative evolution in terms of payments and collections (New rulebooks SDD).
2. software development Fashion Area, amount capitalised Euro 390,360, residual amount as at 31/12/2014 equal to Euro 312,288; investments were focused on three macro areas:
 - Development of a Stealth offer named Lite, pre-configured for the market of small and medium enterprises (SMEs)
 - Technological modernisation of the standard of the Stealth 3000 product
 - Development of a business line based on the use of Distributors both nationally and internationally.
3. software development Insurance Area, amount capitalised Euro 214,789, residual amount as at 31/12/2014, equal to Euro 171,831; the amount relates to the development referred to “Bank-insurance release 1 ISA”. It is the development of the new front end platform for the distribution of insurance products in accordance with the new logics for the management of the relationship with the client and identification of the products to be proposed.
4. software development Manufacturing Area, amount capitalised Euro 382,360, residual amount as at 31/12/2014 equal to Euro 305,888;
 - Evolution of the DDway Warehouse Management system for the logistics and industrial market, various functions have been developed that typically regarded the market of consumer electronics, food & beverage and the cold market
 - Evolution of the vertical ERP SAP solution development for the Italian pharmaceutical industry
 - SAS Pheedit - Evolution of the DDway system for the management of clinical tests for the pharmaceutical industry
 - First Point Localisation Italy: Customisation of the document system in order to ensure that it adheres to the standards and best practices in the pharmaceutical area.
5. Telco Area software development amount capitalised Euro 91,707, residual at 31/12/2014 equal to Euro 73,366;
 - For the IT protocol and document management product named “Proton”, in 2014 four additional modules were developed to implement new functions for users.
 - For the aircraft refuelling activities management product named INFOVOLI, in 2014, new implementations were carried out.

SINERGIS

In 2014, although having pursued research and development, no new capitalisations were recorded in the companies. The residual amount booked instead relates to:

- Rilfedeur evolution: this is an activity aimed at creating a tool by which to extend and improve dialogue between the Municipal Policy and citizens in the resolution of phenomena of incivility and deterioration. The amount capitalised, equal to euro 92,742 has a residual value as at 31/12/2014, equal to euro 18,550
- ARCGIS extension for the update of the topographic DB: this is an extension to update the Topo DB according to the specific national standards with data from the municipal registry of property or other communal sources. Product target: Municipalities within the whole of national territory, amount capitalised: 78,860 euros, residual amount as at 31/12/2014, 15,772 euros
- Arcgis extension for the analysis of environmental databases: this is an application that, by accessing the regional environmental computer system, represents the environmental phenomena on the map and produces geospatial analyses. Product target: Regions and provinces. Amount capitalised: 249,387 euros, residual amount at end 2014, 49,877
- Land registration and taxation solution: amount capitalised Euro 29,879, residual at 31/12/2014 equal to Euro 11,952
- Civilia Sit solution: amount capitalised Euro 1,116, residual at 31/12/2014 equal to Euro 446
- Reti solution: amount capitalised Euro 12,452, residual at 31/12/2014 equal to Euro 4,981
- Sdi solution: amount capitalised Euro 33,621, residual at 31/12/2014 equal to Euro 13,448
- Strade solution: amount capitalised Euro 1,134, residual at 31/12/2014 equal to Euro 454
- Vesta evolution: amount capitalised Euro 16,681, residual at 31/12/2014 equal to Euro 6,672
- Corrective maintenance Wege: amount capitalised Euro 6,335, residue as at 31/12/2014 equal to Euro 2,534
- Maintenance of own products: amount capitalised Euro 316,806, residue as at 31/12/2014 equal to Euro 190,084
- Land registration and taxation solution: amount capitalised Euro 31,957, residual at 31/12/2014 equal to Euro 19,174
- SDI solution: amount capitalised Euro 56,343, residual at 31/12/2014 equal to Euro 33,806
- Strade solution: amount capitalised Euro 9,334, residual at 31/12/2014 equal to Euro 5,600
- WEGE PORTING OPENSOURCE: amount capitalised Euro 52,251, residue as at 31/12/2014 equal to Euro 31,351.

PITECO

The development particularly concerned the development of new Piteco software modules dedicated to the new procedures and functions such as SEPA, credit letter management, factor management, risk management module and SOX adjustment.

AGORA' MED

The research and development costs capitalised in Agorà Med regarded the development of applications in a web context and mobile solution.

ECOS

In Ecos, development continued of Business Intelligence solutions by means of the development of semi-finished products intended for various market and customer types.

IDEA FUTURA

The value booked in Idea Futura regards the implementations and development of proprietary solution FLEXCMP.

DEDAMEX

The amount relating to Dedamex relates to the capitalisation of the transfer of know-how, technologies and customisations prepared by DEDAGROUP with regards to the Mexican subsidiary.

For all items specified, the amortisation/depreciation period is 5 financial years.

Goodwill

In detail, we have:

Goodwill	Value 31/12/2013	Increases Period	Decreases Period	Period amor- tisation/depr	Value 31/12/2014
Goodwill for Innovation Blue	90.000			22.500	67.500
Delisa Sud business unit goodwill	216.000			24.000	192.000
Merger deficit Dedanext	1.697			283	1.414
Goodwill Opera 21		33.000		3.300	29700
Reverse merger deficit Piteco_Alto		27.218.766		3.024.307	24194459
TOTAL	307.697	27.251.766		3.074.390	24.485.072

The residual value refers:

- to goodwill paid in June 2010 to purchase the business unit Innovation Blue
- the deficit ensuing from the merger of

Infolab and Dexter

- the goodwill of 240,000 euros paid for the purchase of the business unit ex Delisa Sud and relating to the public admi-

nistration area of the parent company.
 • the reverse merger deficit between Piteco and Alto that took place in 2013
 The increase is due to the change in the consolidation scope that took place fol-

lowing the acquisition by Dedagroup of the control of Piteco
 • goodwill deriving from the acquisition of the business unit Opera21 that took place during the year

Amortisation/depreciation takes place over 10 financial years.

The board of directors considered that this goodwill was appropriate in relation to the prospective income of each context; during the year, no impairment was applied.

Consolidation differences

The following consolidation differences are booked:

Consolidation differences	Value 31/12/2013	Increases Period	Decreases Period	Period amor- tisation/depr	Value 31/12/2014
Dexit Srl	884.429			179.158	705.271
Sinergis Srl	235.817			178.553	57.264
Sintecop Srl	476.361			238.179	238.181
Dexea Srl	32.223			5.371	26.852
Integra Srl	73.856			18.464	55.392
Dedanext Srl	711.168			87.974	623.193
Agorà Med Srl	132.948			23.108	109.840
Ecos Srl	71.988			17.997	53.990
Piteco Spa		2.614.166		263.115	2.351.051
A Software Factory Srl		5.981		598	5.383
Beltos Srl		172.166		17.217	154.949
Idea Futura Srl		225.874		22.587	203.287
TOTAL	2.618.790	3.018.187		1.052.321	4.584.653

The year's increase regarded the purchase of shares in the companies Piteco Spa (increase in shareholding), Beltos Srl, Idea Futura Srl and A Software Factory Srl (new acquisitions): this value reveals the difference between the cost incurred and the additional share of net equity acquired.

The items are real effective goodwill recorded during the consolidation of the company and which is amortised during ten financial years.

Construction in progress and advance payments

The item comprises:

- Dedagroup Spa: these are costs relating to the implementation of a new reporting, budget and planning system (approximately 105 thousand euros)
- Agorà Med Srl: for activities similar to those recorded under research costs but relating to implementations that are not yet complete and, therefore, not yet amortised (approximately 54 thousand euros)
- Beltos Srl: for activities similar to those recorded under research costs but relating to implementations that are not yet complete and, therefore, not yet amortised (56 thousand euros)

Other intangible fixed assets

The item is represented partly by improvements made to third party properties (approximately 200 thousand euros): these are works carried out on properties that are not owned; they are amortised over the lesser time of the residual duration of the lease contract and the residual life of the improvement.

The greater amount, of approximately 1,580 thousand euro, relates to the start-

up of DDway Srl, which took place after the acquisition by DEDAGROUP Spa, in particular relating to the implementation of the Group's internal computer system. A further 400 thousand euros are capitalised in the parent company Dedagroup Spa and refer to the implementation of the group network infrastructure.

Tangible fixed assets

	Euro
Balance as of 31/12/2014	12.105.161
Balance as of 31/12/2013	9.253.842
Changes	2.851.319

With reference to tangible fixed assets booked, the change to the historic cost is as follows:

Description	Balance 31/12/2013	New companies	Other reclassifi- cation	Increases	Decreases	Valore 31/12/2014
1) Land and buildings		2.229.309				2.229.309
2) Plant and machinery	1.254.706	161.500	544.443	44.195	61.106	1.943.738
3) Equipment industrial and commercial	1.245	12.998				14.243
4) Other assets	28.433.337	701.163	-544.443	4.968.611	1.594.745	31.963.923
5) Assets under construction	190.635			3.216	47.914	145.937
TOTAL	29.879.923	3.104.970		5.016.022	1.703.765	36.297.150

The degree of depreciation of tangible fixed assets is determined as follows:

Description of tangible assets	Historic cost	Provision for amortisa	Residual value	% cover
1) Terreni e fabbricati	2.229.309	349.495	1.879.814	15,68 %
2) Impianti e macchinari	1.943.738	1.638.018	305.719	84,27 %
3) Attrezzatura industriale e commerciale	14.243	13.966	277	98,06 %
4) Altri Beni	31.963.923	22.190.509	9.773.414	69,42 %
5) Immobilizzazioni in corso	145.937		145.937	0 %
TOTALE	36.297.150	24.191.988	12.105.161	66,65 %

Below is a breakdown of the main tangible fixed assets.

Land and buildings

The land and buildings booked derive from the entry into the consolidation scope of Piteco Spa and Idea Futura Srl.

The table shows:

Land and buildings	Historic cost	Provision for amortisation	Residual value	% cover
Land				
Land and property Idea Futura	90.000		90.000	0 %
Land and property Piteco	200.940		200.940	0 %
Buildings				
Property Idea Futura	405.637	30.423	375.214	7,50 %
Property Piteco	1.527.133	316.133	1.211.000	20,70 %
Temporary constructions				
Temporary constructions Idea Futura	5.600	2.940	2.660	52,50 %
TOTAL	2.229.309	349.496	1.879.814	15,68 %

For Piteco, they come to Euro 1,411,940 and refer to the property unit of via Mercalli, Milan, the company's registered and operative headquarters. A 1st degree mortgage is recorded on the property, guaranteeing a loan.

For Idea Futura, it is the property used

as the base for its activities in Castenaso (BO), in this case too, a mortgage is recorded as guarantee of a loan.

In both cases, in compliance with accounting standard OIC 16, the value of the land on which the buildings stand has been separated out and recorded separately.

Plants and machinery

The amount booked includes:

- Alarm systems
- Air-conditioning systems
- Telephone systems
- Generic systems, plants and machinery

Industrial and commercial equipment

This item includes some minor equipment.

Other assets

- Ordinary office furnishings and machinery
- Cars and vehicles
- Mobile telephones
- Other assets
- Connection equipment
- Computer hardware

There are no burdens on tangible fixed assets.

A server system acquired on a lease agreement by the parent company is included under computer hardware. Given the na-

ture of the operation and the company's intention to redeem the asset after the lease period, the choice has been made to apply accounting standard IAS 17 with the registration of the server amongst tangible fixed assets and the simultaneous booking of a payable due to other lenders, which will be progressively reduced when making payment of charges and noting interest shares. The operation structure with the relevant values is given in the notes to the statements, under the section dedicated to costs for the use of third party assets.

Construction in progress and advance payments

As at 31/12/2014, fixed assets in progress and advance payments were booked for 145,937 euros.

These are assets for lease that have not yet been delivered.

The following amortisation/depreciation rates are used for the various categories of assets.

Categories of tangible assets	Technical economic amortisation/ depreciation rate
Buildings	3,00 %
Alarm systems	30,00 %
Communication systems	25,00 %

Machines and equipment	15,00 %
Furniture	12,00 %
Ordinary machines	20,00 %
Electronic office machines and computer HW	20,00 %
Transport vehicles	20,00 %
Cars	25,00 %

A portion of the computer hardware relating to leased assets is depreciated over the same duration of the lease contract.

Financial fixed assets

Euro

Balance as of 31/12/2014	4.542.895
Balance as of 31/12/2013	7.510.811
Changes	-2.967.916

Equity investments

For investments in associated companies, the statement is given as included in the part of the notes describing the consolidation scope and to which we would refer you for more information.

Associated companies	Registered Office	Share capital	Shareholders' equity 2014	Net income (loss)	% stake	Book value
AR Tecnoimpianti Srl	Trento	20.000	ND	ND	40,00 %	
Derga Consulting CS Srl	Battipaglia	12.750	ND	ND	20,00 %	39.974

Mitech Srl	Mantova	26.667	110.169	11.941	25,00 %	37.456
TOTAL						77.430

Changes over the two years are as follows:

Associated companies	Balance as of 31/12/2014	Balance as of 31/12/2013	Change
Derga CS Srl	39.973	36.550	3.424
Mitech Srl	37.456		37.456
Ar Tecnoimpianti Srl			
Delisa Sud Srl		60.087	-60.087
Piteco Spa		3.503.775	-3.503.775
TOTAL	77.430	3.600.412	-3.522.982

Investments in related companies are measured according to the percentage stake in shareholders' equity held.

Below are other investments:

Equity investments in other companies	City or state	% stake as at 31/12/2014	2014	2013	Changes
Cons. Distretto Tecno	Trento			1.000	-1.000
Publica Toscana Srl	Terranuova Bracciolini	10,00		7.000	-7.000
Kine' Scs	Trento		52	52	
S.Agostino Data System	Malgrate	Liquid.	8.181	8.181	
Advanced System Solut	Milan	Liquid.	516	516	

Bic Suedtirool	Bolzano		7.747	7.747	
Sige Srl	Trento	Liquid.	1	1	
Seac Spa	Trento	0,63	571.546	571.546	
Cassa Rurale Lavis	Trento		183	183	
Esprinet Spa	Nova Milanese	7500 AZ.	108.770	108.770	
C.Sa Rurale Aldeno-Ca	Trento		185	185	
Newco Due Srl	Rende Cosenza		1.900	1.900	
Cassa Rurale Di Rover	Rovereto		26	26	
Semantic Valley	Trento		1.500	1.500	
MC-link Spa	Trento	17,08	3.108.374	3.108.374	
Piteco ex Alto	Milan			1.088.500	-1.088.500
Golf Club Modena Spa	Modena		45.000	90.000	-45.000
Consorzio Health Innovation Hub	Trento		3.000	3.000	
Dedapay SAPI de CV	Mexico		600.000		600.000
Other minor companies			3.292	-1.130.208	1.133.500
TOTAL			4.460.273	3.868.273	592.000

“Other equity investments” includes the unitary value of 7,500 shares as at 31/12/2014 of the company Esprinet Spa, equal to Euro 5,73 for an equivalent value of Euro 42,975 as compared with the 108,770 euros recorded by DEDAGROUP Spa.

The general conditions of the investee company, together with the intention of DEDAGROUP to maintain the investment for a long time, mean that we believe there is no need to write-down the value recorded.

Current assets

Total current assets are:

Euro

Balance as of 31/12/2014	115.872.964
Balance as of 31/12/2013	108.845.709
Changes	7.027.255

Analysing the individual items, we have:

Inventories

Euro

Balance as of 31/12/2014	22.287.281
Balance as of 31/12/2013	11.257.273
Changes	11.030.008

Below is a statement detailing changes made to the values of inventories recorded on the balance sheet:

Inventories	31/12/2014	31/12/2013	Changes
Raw, ancillary and consumable materials	98.156	177.689	-79.533
Finished products and goods for resale	2.365.274	1.114.256	1.251.018
Inventories write-down reserve	-100.000	-100.000	
Work in progress	19.860.851	9.735.946	10.124.905
Supplier deposits	63.000	329.382	-266.382
TOTAL	22.287.281	11.257.273	11.030.008

In 2014, the group companies measured their work in progress according to fees accrued on provisions made.

“Finished products and goods” is measured at the lesser of the average purchase cost of inventories as at 31/12/2014 and

the realisation value of such, as seen from market trends. There is a provision of 100,000 euros made against possible losses in value of goods held as stock.

Receivables

Euro

Balance as of 31/12/2014	88.105.190
Balance as of 31/12/2013	96.613.609
Changes	-8.508.419

Receivables due beyond the year come to Euro 6,409,425 and are related to:

- 867,771 euros reflecting amounts due from the tax authorities for IRAP rebate
- 5,537,900 euros for prepaid tax
- 3,754 euros for caution deposits

All receivables are in euros, with the following exceptions:

Receivables according to currency	In original currency	Counter-entry changed	Value at exchange rate of 31/12/2014	Exchange difference
American dollars	6.147.643	5.045.219	5.063.534	- 18.315
Mexican pesos	12.605.132	705.462	705.462	-
Swiss franc	54.809	45.583	51.815	- 6.231
TOTAL		5.796.265	5.820.811	- 24.546
TOTAL	2.229.309	349.496	1.879.814	15,68 %

If we break the receivables down according to geographic area, we have:

Receivables divided by geographic area	31/12/2014	31/12/2013	Changes
Italy	81.711.130	95.210.608	-13.499.478
Europe	739.145	1.215.914	-476.479
World	5.654.915	187.087	5.467.828
TOTAL	88.105.190	96.613.609	-8.508.419

A summary of receivables shows:

Trade receivable	31/12/2014	31/12/2013	Changes
Trade receivable	64.903.523	67.686.872	-2.783.349
Invoices to be issued	13.946.353	15.070.586	-1.124.233
Credit notes to be issued	-195.786	-95.017	-100.769
Allowance for doubtful receivables	-4.421.772	-4.611.424	189.652
TOTAL	74.232.318	78.051.017	-3.818.699

Trade receivables have been reported at the presumed realisation value, determined by the difference between their nominal value and the shares accrued to the

provision for doubtful debt. The amount as at the year-end date of the specific provision for doubtful debt is equal to 4,421,772 euros.

Allowance for doubtful receivables	Provision for re- ceivables pursuant to Art. 106 of the Italian Income Tax Code	Taxed provision for receivables	Total provision for doubtful debt Rec.
Balance as of 31/12/2013	2.013.645	2.597.779	4.611.424
Use for losses on loans	- 1.135.372	- 97.201	- 1.232.573
Period provision	260.895	411.623	672.518
Other changes	70.403		70.403
TOTAL	1.209.571	2.912.201	4.421.772

Receivables due from associates relate to the companies DEDAGROUP Spa and Derga Consulting Srl and can be detailed as follows:

Amounts receivable from associated companies	31/12/2014	31/12/2013	Changes
A. Clients on order a/c	62.098	62.753	-655
B. Invoices to be issued		60.594	-60.594
C. Short-term loans	508.195	758.195	-250.000
TOTAL	570.293	881.542	-311.249

Receivables due from parent companies coincide with those due from Sequenza Spa, Elma Spa and Lillo Spa:

Crediti verso controllanti	31/12/2014	31/12/2013	Changes
A. Clients on order a/c	1.021.036	231.605	789.431
B. Invoices to be issued	45.780	64.492	-18.712
C. Short-term loans	1.497.436	7.261.540	-5.764.104
TOTAL	2.564.252	7.557.637	-4.993.385

In detail, we have:

Amounts receivable from parent companies	31/12/2014	31/12/2013	Changes
Commerciali			
Sequenza Spa	22.962	7.956	15.006
Elma Spa			
Lillo Spa	2.541.290	4.249.681	-1.708.391
	2.564.252	4.257.637	-1.693.385
Finanziari			
Sequenza Spa		3.300.000	-3.300.000
Elma Spa			
Lillo Spa			
		3.300.000	-3.300.000
TOTAL	2.564.252	7.557.637	-4.993.385

Trade receivables include 1,497,436.48 euros relating to the receivable from the tax consolidation due from DDway with regards to Lillo spa.

Tax receivables:

Tax receivables	31/12/2014	31/12/2013	Changes
Within the year:			
Receivables from declaration of income IRES (COMPANY EARNINGS' TAX)	418.767	174.786	243.981
Receivables from declaration of income IRAP (REGIONAL BUSINESS TAX)	11.846	8.142	3.704

VAT credits	442.895	327.282	115.613
Other amounts due from the tax authorities	369.536	489.616	-120.080
TOTAL	1.243.044	999.825	243.219

The following is a breakdown of prepaid tax:

Prepaid tax receivables	31/12/2014	31/12/2013	Changes
Beyond the year:			
Early amortisation/depreciation	982.867	1.000.506	-17.639
Losses that can be carried forward	2.913.934	2.125.932	788.002
Directors' fees	7.978		7.978
Non-deductible provisions	1.519.265	164.324	
Other prepaid taxes	27.556	1.818.127	-1.790.571
TOTAL	5.451.600	5.108.889	342.711

Receivables include:

Other receivables	31/12/2014	31/12/2013	Changes
Within the year:			
Security deposits with third parties	136.511	381.325	-244.814
Suppliers with advances	71.222	21.133	50.089
Miscellaneous financial receivables	42.536	42.536	
Receivables due to social security/ insurance institutes	704.567	1.417.560	-712.993

Salary advances	100.014	84.517	15.497
Temporary receivable for VAT liquidated on AP	1.185.497	512.678	672.819
Other loans	860.193	596.562	263.631
Beyond the year:			
Other receivables due beyond 12 months	3.754	1.804	1.950
TOTAL	3.104.294	3.058.115	46.179

Short-term financial assets

The 25,950 euros refer to Keypro Srl, a company that is not consolidated insofar as it is being liquidated.

Liquid funds

Euro

Balance as of 31/12/2014	5.454.543
Balance as of 31/12/2013	948.877
Changes	4.505.666

The balance reflects the liquid assets and the cash-in-hand and cash equivalents at year-end. The trend of available funds is connected with the ordinary variability of cash flow at year end.

Please refer to the statement of cash flows attached to these notes for changes in the financial position.

Accrued income and deferred expenses

Euro

Balance as of 31/12/2014	2.502.277
Balance as of 31/12/2013	1.771.570
Changes	730.707

Details follow:

Accrued income and prepaid expenses	31/12/2014	31/12/2013	Change
Deferrals:			
On third party provisions	235.969	179.259	56.710
On maintenance charges	889.853	707.933	181.920
Deferrals on insurance	324.809	-	324.809
Prepaid lease charges	518.893	622.518	103.625
Other prepaid expenses	528.044	258.175	269.869
Accrued expenses:	-	-	-
Rent	-	-	-
Other accrued expenses	4.709,20	3.685	1.024,20
TOTAL	2.502.277	1.771.570	730.707

At year end, there were no accrued income and deferred expenses with a duration of more than 5 years.

Consolidated balance sheet

Liabilities

Net Shareholders' equity

Euro

Balance as of 31/12/2014	14.852.200
Balance as of 31/12/2013	8.338.587
Changes	6.513.613

Group shareholders' equity

The breakdown of the shareholders' equity of the DEDAGROUP Spa group as of 31 December 2014 is as follows:

Shareholders' equity of DEDAGROUP Spa	31/12/2014	31/12/2013	Changes
Share capital	1.309.182	1.161.614	147.568
Share premium reserve	19.743.981	13.678.374	6.065.607
Revaluation reserves			
Legal reserve	230.007	230.007	
Reserves for group own shares held in portfolio			
Reserves provided for by the Articles of Association			
Other reserves, otherwise indicated	2.783.830	8.132.742	-5.348.912
Consolidation reserve			
Retained earnings (accumulated losses)	-9.433.895	-9.900.321	466.426

Profit/loss reserve prior to acquisition			
Period profit (loss)	219.095	-4.963.829	5.182.924
TOTAL	14.852.200	8.338.587	6.513.613

The share capital resolved consists of 1,309,182 with a face value of Euro 1.00 and 100,000 euros in bonds convertible into shares. The capital is paid-up in the amount of Euro 1,309,182.

The following are the changes made in the last 3 financial years is as follows:

Description	Share capital	Legal reserve	Premium reserve shares	Other reserves	Consolidation reserves	Period profit/loss	Shareholders' equity	Minority interests	Shareholders' equity
31 december 2012	961.600	230.007	6.252.828	8.233.554	-7.957.414	-2.043.682	5.676.893	3.775.756	9.452.649

Reduction:									
- Other changes				-100.812	100.812				
Increased:									
- Other changes					-2.043.682	2.043.682			
- Share capital increase	200.014		7.425.546				7.625.560		7.625.560
- New contributions								-971.387	-971.387
- Period loss						-4.963.829	-4.963.829	-47.114	-5.010.943
31 december 2013	1.161.614	230.007	13.678.374	8.132.742	-9.900.321	-4.963.829	8.338.587	2.757.255	11.095.842

Reduction:									
- Carried forward					-4.963.829	4.963.829			
Increased:									

- Other changes				-5,348.912	5,430.255		81.343		81.343
- Period profit						219.095	219.095	-30.889	188.206
- New contributions	147.568		6.065.607				6.213.175	6.707.939	12.921.114
- Period loss						-4.963.829	-4.963.829	-47.114	-5.010.943
31 december 2014	1.309.182	230.007	19.743.981	2.783.830	-9.433.895	219.095	14.852.200	9.434.305	24.286.505

Finally, the classification of the group's shareholders' equity according to the potential use of the individual items.

Shareholders' equity	value as at 31/12/2012	Possible use	Portion available
Share capital	1,309.182		
Legal reserve	230.007	B	230.007
Revaluation reserves			
Share premium reserve	19.743.981	A,B,C	19.743.981
Other statutory reserves		A,B,C	
Other reserves	2.783.830	A,B,C	2.783.830
Profits (losses) carried forward	-9.433.895		-9.433.895
Net income (loss) for the year	219.095		219.095
TOTAL	14.852.200		13.543.018

Key: 'A' capital increase; 'B' loss coverage; 'C' distribution to shareholders

Minority interests in capital and reserves

	Euro
Balance as of 31/12/2014	9.434.305
Balance as of 31/12/2013	2.757.255
Changes	6.677.050

The value as at 31 December 2014 represents the portion of shareholders' equity pertaining to the minority shareholders of the companies consolidated using the line-by-line method. The change made is explained partly by the distribution of reserves and dividends by subsidiaries and partly by the increase to the consolidation scope.

Provisions for risks and charges

	Euro
Balance as of 31/12/2014	8.525.171
Balance as of 31/12/2013	17.034.792
Changes	-8.509.621

The provisions included in the grouping are detailed below:

Description	31/12/2014	31/12/2013	Changes
Tax provision for agents	72.028	36.060	35.968
Deferred tax provision	5.633	5.227	406
Provisions for other risks	8.447.510	16.993.505	-8.545.995
TOTAL	8.525.171	17.034.792	-8.509.621

Tax provisions relate to deferred tax on dividends allocated according to competence.

Other provisions include:

- a value of approximately 2.4 million euros obtained from the consolidation of DDway Srl and consequently the emerging of a positive difference between the shareholders' equity of the subsidiary and the value of the equity investment recorded on the financial statements of DEDAGROUP Spa. This

- difference, which can be quantified as 26,550,854 euros has been booked to cover the foreseeable future losses deriving from the company restructuring and will be released to the income statement in an amount equal to the loss recorded in DDway. The provision was used in the amount of 24,194,855 euros.
- for an amount just over 5.4 million euros recorded in a provision in DDway to cover both extra costs relating to the restructuring process underway and to cover potential losses on orders in progress.

Employee severance indemnity

Euro

Balance as of 31/12/2014	14.058.798
Balance as of 31/12/2013	15.198.133
Changes	-1.139.335

The change made to the provision is as follows:

Description	Balance as of 31/12/2013	Increases for new companies	Increases for provisions	Other changes	Decreases	Balance as of 31/12/2014
Provision for employee severance indemnity	15.198.133	1.010.605	577.968	-275.089	2.452.818	14.058.798

The provision made represents the effective liability of the company as at 31/12/2014 towards employees on the workforce at that date, net of advances paid and portions of TFR accrued in FY

2014 and paid into supplementary welfare provisions or the INPS treasury by companies with more than 50 employees. The item "decreases" includes advance payments and liquidations of the provision.

Payables

Euro

Balance as of 31/12/2014	127.110.595
Balance as of 31/12/2013	95.361.636
Changes	31.748.959

Payables are measured at face value and all stated in euros except for the following exceptions:

Payables according to currency	In original currency	Counter-entry changed	Value at exchange rate of 31/12/2014	Exchange difference
American dollars	237.623	186.814	195.719	-8.904
Mexican pesos	8.944.056	499.734	500.566	-831
Saudi Riyadh	1.875	379	413	-34
Lithuanian Lira	6.570	1.903	1.903	
British Pound	703	870	902	-32
Swiss franc	10.493	8.713	8.727	-14
Canadian Dollar	617	410	439	-29
Brazilian Real	4.762	1.554	1.478	76
TOTAL		700.377	710.146	-9.769

If we break payables down according to geographic distribution, we have:

Description	31/12/2014	31/12/2013	Changes
Italy	126.037.071	93.326.531	32.710.540
Europe	249.078	1.777.241	1.528.163
World	824.446	257.864	566.582
TOTAL	127.110.595	95.361.636	31.748.959

According to due date, we have:

Description	Within 12 months	Beyond 12 months	Due beyond 5 years	Total
Ordinary bonds		17.172.000		17.172.000
Convertible debenture loans		5.000.000		5.000.000
Amounts due to shareholders for loans		750.000		750.000
Amounts due to banks	11.643.722	8.851.916		20.495.638
Due to other providers of finance	300.202	95.182		395.384
Advance payments	5.193.503			5.193.503
Trade payables	49.457.884			49.457.884
Amounts due to associated companies	445.679			445.679
Amounts due to parent companies	3.237.866			3.237.866
Tax liabilities	8.195.754			8.195.754
Amounts due to social security and welfare institutions	6.091.560			6.091.560
Other payables	10.675.327			10.675.327
TOTAL	95.241.497	31.869.098		127.110.595

According to nature, we can divide payable up into:

Bonds payable

Bonds payable	Issued	Undersigned
Bonds reserved to employees	5.000.000	1.272.000
Bonds reserved to shareholders	5.000.000	900.000
Minibond	15.000.000	15.000.000
Convertible debenture loans	5.000.000	5.000.000
TOTAL	30.000.000	22.172.000

All bonds have a five-year duration and were issued in 2014.

Amounts due to shareholders for loans

The amounts due to shareholders are recorded in Piteco Spa.

Amounts due to banks

Amounts due to banks	31/12/2014	31/12/2013	Changes
Due to banks within 12 months:			
A. Bank current accounts	9.682.218	18.894.219	-9.212.001
B. Banks with advances			
C. Bank loan expenses	1.961.504	1.010.467	951.037
D. Other amounts due to banks			

Due to banks beyond 12 months:			
A. Bank current accounts			
B. Banks with advances			
C. Bank loan expenses	8.768.839	1.330.006	7.438.833
D. Other amounts due to banks			
Due to banks beyond 5 years:			
A. Bank current accounts			
B. Banks with advances			
C. Bank loan expenses	83.077		
D. Other amounts due to banks			
TOTAL	20.495.638	21.234.692	-822.131

The item includes all payables existing at year end with regards to banks, including those in place for loans disbursed by special credit institutes. This payable consists of advance payments, current account

overdrafts, bank and loan acceptances and expresses the effective amount due for principal, interest and accessory charges accrued and due.

As at 31/12/2014, the following loans are reported as liabilities:

Company	Date stipulated	Date Maturity	Amount	to 31/12/2014	<12 months	<5 years	>5 years
Idea Futura							
Mortgage loan Carisbo	26/08/2012	31/03/2022	360.000	267.692	36.923	147.692	83.077
Unsecured mortgage loan Unicredit Banca	05/02/2014	29/02/2016	70.000	41.730	35.610	6.120	
Loan Deutsche Bank	06/02/2014	06/09/2015	50.000	24.083	24.083		
Loan Banca Popolare Emilia Romagna	26/06/2013	26/06/2018	101.000	72.582	19.815	52.768	

Piteco							
Mortgage loan	24/07/2013	24/07/2019	12.000.000	9.010.355	1.200.000	7.810.355	
Dedagroup							
Loan Cassa Centrale	30/12/2009	31/03/2018	1.252.500	613.579	177.870	435.709	
Loan Banca Antonveneta	31/12/2010	30/12/2018	459.000	367.200	91.800,00	275.400	
Loan Mediocredito	10/05/2010	10/05/2015	3.000.000	319.604	319.604		
Cassa di Risparmio di Cento	23/04/2012	20/04/2015	250.000	29.623	29.623		
A Software Factory							
Loan Unicredit Spa	30/06/2011	30/06/2017	73.150	36.978	16.184	20.794	
Loan Deutsche Bank	12/09/2014	12/09/2017	30.000	30.000	10.000	20.0000	
TOTAL			17.645.650	10.813.427	1.961.512	8.768.838	83.077

Due to other providers of finance

Due to other providers of finance	31/12/2014	31/12/2013	Changes
Within 12 months			
Miscellaneous	300.202	257.693	42.509
Beyond 12 months			
Miscellaneous	95.182	380.084	-284.902
TOTAL	395.384	637.777	-242.393

Advance payments from customers

Advance payments from customers	31/12/2014	31/12/2013	Changes
Advance payments from customers	5.193.503	21.752	5.171.751
TOTAL	5.193.503	21.752	5.171.751

These are payables due for provisions to be made on orders already invoiced.

Trade payables

Trade payables	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	36.397.430	32.994.295	3.403.135
B. Invoices yet to be received	14.150.368	9.147.041	5.003.327
C. Credit notes receivable	-1.089.914	-635.103	-454.811
TOTAL	49.457.884	41.506.233	7.951.651

Under supplier payables, debts have been recorded in place with subjects not belonging to the group (subsidiaries, associates

and parent companies) deriving from the acquisition of goods and services, net of any credit notes received or receivable.

Amounts due to associates

Due to associated companies	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	145.939	214.357	-68.418
B. Invoices yet to be received			
C. Credit notes receivable			
D. Short term borrowing	299.740		299.740
TOTAL	445.679	214.357	231.322

These relate to the companies Derga and Dedagroup and can be detailed as follows:

Amounts due to associated companies	31/12/2014	31/12/2013	Changes
Trade payables:			
AR tecnoimpianti S.r.l.	8.228		8.228
Piteco spa		49.156	-49.156
Delisa sud Srl		44.896	-44.896
Derga Cs srl	19.696	120.305	-100.609
Mitech Spa	118.015		118.015
Loans			
Dedapay	299.740		
TOTAL	445.679	214.357	-92.381

Amounts payable to parent companies

Due to parent companies	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	438.047	937.358	-499.311
B. Invoices yet to be received	29.175	34.880	-5.705
C. Financial payables	1.994.736	3.300.000	-1.305.264
D. Inter-company consolidated	775.909		775.909
TOTAL	3.237.866	4.272.238	-1.034.372

In detail, we have:

Amounts due to parent companies	31/12/2014	31/12/2013	Changes
Trade			
Sequenza Spa	352.863	122.223	230.640
Lillo Spa	885.003	850.016	34.987
Financial			
Lillo		3.300.000	-3.300.000
Sequenza Spa	2.000.000		
TOTAL	3.237.866	4.272.239	-3.034.373

The financial payable relates to the company Piteco Spa.

Tax payables

Tax payables	31/12/2014	31/12/2013	Changes
Withholdings to be reversed	3.266.197	3.056.754	209.443
VAT to be paid	4.109.843	4.064.195	45.648
Collector's office for tax and duties to be liquidated	601.614	43.786	557.828
Other payables	218.100	609.807	-391.707
TOTAL	8.195.754	7.774.542	421.212

Tax payables contains certain tax payables such as: payables due to the tax authorities for withholdings applied, payables due to the tax authorities for VAT and

period income tax payable. The item does not include deferred tax recorded under item B2 of the balance sheet liabilities.

Amounts due to social security and welfare institutions

Amounts due to social security and welfare institutions	31/12/2014	31/12/2013	Changes
Amounts due to INPS	3.556.319	3.458.815	97.504
Amounts due to INAIL	5.927	4.114	1.813
Amounts due to the complementary pension provisions	745.732	140.829	604.903
Amounts payable for contributions on salaries/holiday accrued	1.782.108	1.760.194	21.914
Other payables	1.474	570.575	-569.101
TOTALE	6.091.560	5.934.527	157.033

Other payables includes amounts due to other minor insurance or welfare provisions in addition to that due to INPS for

payment of the share of TFR accrued and not otherwise allocated.

Other payables

Other payables	31/12/2014	31/12/2013	Changes
Current salaries to be liq.	1.921.143	1.534.752	386.391
Accruals XIV			
Premiums accrued to be liq.	619.656	662.923	-43.267
Holidays and permits not taken	5.646.303	5.376.020	270.283
Third party security deposits		10.000	-10.000
Corporate acquisition payables			
Other	2.488.225	6.181.823	-3.693.598
TOTAL	10.675.327	13.765.518	-3.090.191

Accrued liabilities and deferred income

Euro

Balance as of 31/12/2014	4.065.224
Balance as of 31/12/2013	4.468.668
Changes	-403.444

These can be divided up as follows:

Accrued expenses and deferred income	31/12/2014	31/12/2013	Change
Deferrals:			
On third party provisions			
On maintenance charges	2.905.939	3.508.296	- 602.357
Deferrals on HW and SW sales			
Prepaid lease charges	171.385	217.272	- 45.887
Other deferred income	55.035	6.154	48.881
Accrued expenses:			
Staff accruals	817.577	786.786	30.791
Other accrued expenses	115.288	- 49.840	165.128
TOTAL	4.065.224	4.468.668	- 403.444

At year end, there were no accrued liabilities and deferred income with a duration of more than 5 years.

Memorandum accounts

A breakdown of the memorandum accounts is given below:

Description	31/12/2014	31/12/2013	Changes
Sureties in the favour of third parties	11.442.071	11.208.108	233.963
Commitments for contracts	282.685		282.685
Surety vs subsidiaries			
BankWay surety			
Surety/patronage vs subsidiaries			
Leasing commitments	146.401	665.433	-519.032
TOTAL	11.871.157	11.873.541	516.648

The item “Surety in favour of third parties” includes 282,685 euros of surety given in favour of tenants of corporate properties, with the remainder almost exclusively relating to bank or insurance

surety given as guarantee of entities or contracting companies of provisions or necessary to participate in the order assignment procedure.

Consolidated income statement

Value of production

	Euro
Balance as of 31/12/2014	204.757.088
Balance as of 31/12/2013	192.161.622
Changes	12.595.466

Value of production

Euro

Balance as of 31/12/2014	192.469.690
Balance as of 31/12/2013	164.239.283
Changes	28.230.407

Below is a summary of the breakdown of income from sales and services:

Description	31/12/2014	31/12/2013	Changes
Sales of hardware/other products	23.048.042	18.336.122	4.711.920
Sales of third party software	14.906.631	11.268.308	3.638.323
Sales of own software	6.545.195	3.255.738	3.289.457
Retail services	38.865.938	32.602.120	6.263.818
Own services with charges	24.346.814	13.483.890	10.862.924
Provision of services	79.084.681	77.222.211	1.862.470
Desktop management services	3.614.617	3.803.194	-188.577
Income from rental and hire	210.283	3.433.777	-3.223.494
Commission income	186.020	282.229	-96.209
Other	1.661.469	551.694	1.109.775
Total	192.469.690	164.239.283	28.230.407

If we divide the figure of income from core business up according to geographic area, we have:

Revenues by geographic area	31/12/2014	31/12/2013	Changes
Italy	183.957.247	162.420.854	21.536.393
Europe	4.078.849	1.738.280	2.340.569
World	4.433.594	80.149	4.353.445
Total	192.469.690	164.239.283	28.230.407

Further elements of analysis, in addition to an explanation of the item trend, are given in the report on operations.

Increase in internal fixed assets

	Euro
Balance as of 31/12/2014	4.839.810
Balance as of 31/12/2013	4.252.605
Changes	587.205

These refer to the capitalisation of payroll costs, details of which are given in the section on intangible fixed assets.

Other revenue and income

Other revenues	31/12/2014	31/12/2013	Changes
Recovery of costs	723.998	1.473.966	-749.968
Property rental	4.767	65.783	-61.016
Operating capital gains	407.663	29.361	378.302

Operating grants	1.069.168	211.009	858.159
Other revenue and income	4.785.483	16.274.346	-11.488.863
Totale	6.991.079	18.054.465	-11.063.386

The item "other revenues" includes the use of the provision on DDway losses for an amount equal to the loss attributed to the consolidated company (approximately 3,358 thousand euros).

Cost of production

Euro

Balance as of 31/12/2014	60.790.024
Balance as of 31/12/2013	46.193.962
Changes	14.596.062

Their trend is closely linked to that of the corresponding items of income and is detailed as follows:

Raw, ancillary and consumable materials	31/12/2014	31/12/2013	Changes
Purchase of goods for resale	60.559.124	45.102.272	15.456.852
Returns and discounts on purchases	-1.457.440	-635.491	-821.949
Purchase of other material for production	118.482	218.287	-99.805
Purchase of fuel	996.227	725.364	270.863
Purchases of sundry materials	573.631	783.530	-209.899
Total	60.790.024	46.193.962	14.596.062

Costs for services

	Euro
Balance as of 31/12/2014	40.383.795
Balance as of 31/12/2013	41.204.536
Changes	-820.741

The composition of the item is analysed below:

Costs for services	31/12/2014	31/12/2013	Changes
Third party services for re-sale	19.660.407	21.188.073	-1.527.666
Third party and occasional services	4.087.428	4.012.301	75.127
Maintenance charges	987.669	1.599.930	-612.261
Maintenance and repair work	713.792	601.798	111.994
Advertising expenses	783.681	798.394	-14.713
Insurance expenses	207.550	365.145	-157.595
Fixed telephone expenses	227.905	367.711	-139.806
Mobile telephone expenses	361.347	367.792	-6.445
Consulting	1.679.688	1.380.037	299.651
Payroll and related costs	7.254.767	6.165.814	1.088.953
Logistics	1.238.658	1.442.466	-203.808
Directors' fees	1.580.043	1.516.047	63.996
Auditors' fees	227.393	181.022	46.371

Bank expenses	436.569	434.580	1.989
Other services	936.898	783.426	153.472
Total	40.383.795	41.204.536	-820.741

Costs for the use of third party assets

Euro

Balance as of 31/12/2014	5.149.958
Balance as of 31/12/2013	5.502.400
Changes	-352.442

The item mainly consists of property rental and vehicle hire (Euro):

Use of third party assets	31/12/2014	31/12/2013	Changes
Building leases	2.889.790	3.459.585	-569.795
Leasing of other goods and vehicles	1.854.085	1.812.663	41.422
Other leases	406.083	230.152	175.931
Total	5.149.958	5.502.400	-352.442

Payroll costs

Euro

Balance as of 31/12/2014	82.014.977
Balance as of 31/12/2013	80.151.212
Changes	1.863.765

The item contains the entire expense for employees including bonuses, promotions, seniority increases, cost of unused

vacation days and allocations required by law and labour contracts.

Further details are given in the report on operations.

Amortisation, depreciation and write-downs

	Euro
Balance as of 31/12/2014	14.304.872
Balance as of 31/12/2013	9.765.937
Changes	4.538.935

Amortisation, depreciation and write-downs	31/12/2014	31/12/2013	Changes
Amortisation of intangible fixed assets	9.472.977	5.363.538	4.109.439
Depreciation of tangible fixed assets	3.859.377	3.997.337	-137.960
Other write-downs of fixed assets			
Write-down of current receivables	972.518	405.062	567.456
Total	14.304.872	9.765.937	4.538.935



Change in inventories

Inventories	31/12/2014	31/12/2013	Changes
Opening inventories of hardware products	177.689	140.545	37.143
Closing inventories of hardware products	-98.156	-174.755	76.599
Opening inventories of software products	-1.359.608	-154.997	-1.204.611
Closing inventories of software products		-130.000	-130.000
Total	-1.280.075	-59.207	-1.220.869

Provisions

Euro

Balance as of 31/12/2014	1.850.000
Balance as of 31/12/2013	350.000
Changes	1.500.000

During the year, Dedagroup made a provision to cover potential losses on orders in progress and booked.

Sundry operating expenses

Euro

Balance as of 31/12/2014	842.717
Balance as of 31/12/2013	661.681
Changes	181.036

The composition of the caption is summarised as follows:

Sundry operating expenses	31/12/2014	31/12/2013	Changes
Capital losses from the divestment of property	36.372	12.921	23.451
Taxes	250.373	348.366	-97.993
Association shares	55.504	64.500	-8.996
Purchases of publication, subscriptions	8.843	13.921	-5.078
Tender expenses	60.250	34.248	26.002
Entertainment expenses, non-deductible costs	95.885	76.345	19.540
Fines and sanctions	143.828	43.991	99.837
Other corporate costs	88.687	34.218	54.469
Accounting adjustments	6.243		6.243
Losses on receivables	68.701		68.701
Other	28.031	33.171	-5.140
Total	842.717	661.681	181.036

Financial income and expense

Euro

Balance as of 31/12/2014	-2.720.325
Balance as of 31/12/2013	-1.180.109
Changes	-1.540.216

Income from equity investments	31/12/2014	31/12/2013	Changes
In subsidiary companies	1.578	1	1.577
In associates			
In other companies	45.588	18.571	27.017
Total	47.166	18.572	28.594

Income from equity investments refer to dividends collected from companies outside the consolidation scope and regard:

- Seac srl	17.904	euro	
- Esprinet spa	668	euro	
- MC-link	27.016	euro	

Financial income is detailed in the table below:

Financial income	31/12/2014	31/12/2013	Changes
a) from receivables recorded as fixed assets			
b) from securities classified among fixed assets			
c) of securities recorded as current assets not representing equity investments			
d) income other than the above			
Interest income with regards to parent companies	15.579		15.579
Bank interest	3.566		3.566
Interest on short-term financial receivables	13.168	116.900	-103.732
Interest on trade and sundry receivables			

Other	94.693	-107.434	202.127
Total	127.006	9.466	117.540

Financial expenses are 2,904,219 thousand euros. Details are as follows:

Interest and other financial expense	31/12/2014	31/12/2013	Changes
Interest expense charged by banks	1.583.599	845.323	738.276
Interest on amounts due to parent company	58.260	8.318	49.942
Interest on loans	129.430	108.234	21.196
Interest on short-term financial payables	191.638	5.957	185.681
Interest from application of Ias 17			
Interest on trade and sundry payables	396.764	300.081	96.683
Interest on debenture loans	228.648		
Other	257.620	3.944	253.676
Total	2.845.959	1.271.857	1.574.102

The interest on the payable due to parent companies refers to that paid by Dedagroup Spa to the parent company Lillo.

Exchange gains and losses

The item has a positive balance of approximately 9,722 euros, as detailed below:

Exchange gains and losses	31/12/2014	31/12/2013	Changes
Exchange losses	-42.479	-53.618	11.139
Exchange gains	52.201	8.747	43.454
Total	9.722	-44.871	54.593

Value adjustments to financial assets

Euro

Balance as of 31/12/2014	-6.120
Balance as of 31/12/2013	-300.871
Changes	294.751

Value adjustments to financial assets	31/12/2014	31/12/2013	Changes
18. Write-backs:			
(a) of equity investments	7.649	14.344	-6.695
(b) of financial fixed assets not representing equity investments			
(c) of securities recorded as current assets not comprising equity investments			
	7.649	14.344	-6.695
19. write-downs:			
(a) of equity investments	13.769	315.215	-301.446

(b) of financial fixed assets not representing equity investments			
(c) of securities recorded as current assets not comprising equity investments			
	13.769	315.215	-301.446
Total	-6.120	-300.871	294.751

The balance amounts to a cost of approximately -6,120 euro; this figure refers to write-backs and

write-downs of equity investments consolidated in accordance with the equity method.

Extraordinary income and expense

	Euro
Balance as of 31/12/2014	3.669.066
Balance as of 31/12/2013	-16.777.720
Changes	20.446.786

Extraordinary income

Extraordinary income	31/12/2014	31/12/2013	Changes
a) Gains on disposals			
Capital gains on property			
Income from the sale of investments			
b) Other extraordinary income			
Contingent assets	555.251	1.430	553.821
Non-taxed contingent assets	151.670	866.690	-715.020

Use of the provision for losses	3.398.060		3.398.060
Other income	1.087.392	677.576	409.816
	5.192.373	1.545.696	963.637
Total	5.192.373	1.545.696	963.637

The progress made on the restructuring phase of the subsidiary DDway, together with the economic forecasts of the 2015 budget and for the next few years, which see a clear recovery of the company's gross margins with its return to profits has resulted in the choice of releasing a further share of the Provision for losses to profit and loss, in the amount as to take

it up to 2,400 thousand euros, which is considered sufficient to cover any further losses.

Non-taxed contingent assets include the correction of income tax in relation to last year, by virtue of a downward adjustment of it during the annual declaration.

Extraordinary expense

Extraordinary expense	31/12/2014	31/12/2013	Changes
Losses on disposals			
Capital losses on disposals of equity investments	29.996	44.686	-14.690
Taxes relating to previous years	25.815	14.981	10.834
Accounting adjustments/contingent liabilities	372.172	986.199	-614.027
Expenses for pre-acquisition profits			
Other extraordinary expense	995.326	17.277.550	-16.282.224
Total	1.423.309	18.323.416	-16.900.107

Period income tax

Euro

Balance as of 31/12/2014	1.555.235
Balance as of 31/12/2013	-4.856.656
Changes	6.411.891

This item can be broken down as follows:

Taxes	31/12/2014	31/12/2013	Changes
IRES (COMPANY EARNINGS' TAX)	1.380.695	613.018	767.677
IRAP (REGIONAL BUSINESS TAX)	1.919.331	1.737.056	182.275
Prepaid tax receivables	-1.743.110	-7.178.560	5.435.450
Deferred tax payables	-1.681	-28.170	26.489
Total	1.555.235	-4.856.656	6.411.891

Deferred taxation

Prepaid/ deferred tax	Prepaid/ deferred tax	Tax as at 31/12/2013	Reductions	Reductions in prep/ def tax	Increases	Increases in prep/def tax	Reference value as at 31/12/2014	Tax as at 31/12/2014
Taxes paid in advance:								
Prepaid tax on amortisation/ depreciation	3.416.506	990.780	598.710	173.740	521.695	150.227	3.339.491	967.267
Negative non-deductible items	138.760	38.159	138.760	38.159	55.010	15.128	55.010	15.128
Non-deductible provisions	7.030.554	1.933.406	4.003.204	1.100.881	2.570.703	707.094	5.598.053	1.539.619

Prepaid taxes on losses that can be carried forward	7.730.665	2.125.933			2.865.458	788.001	10.596.123	2.913.935
Other prepaid taxes	75.129	20.661	18.218	5.010			56.911	15.651
Deferred taxes:								
Other deferred tax	531.953	7.314	380.113	5.227	257.857	3.546	409.697	5.633
TOTAL	17.859.661	5.101.625	4.378.779	1.312.564	5.755.009	1.656.904	19.235.891	5.445.966

As regards the prepaid tax receivable booked for a total of Euro 5,451,600, the Company confirms that the conditions required by the accounting standards for the booking of the future tax benefit are

met, and particularly the reasonable certainty that in the future the company will yield tax payables such as to allow for the absorption of that booked.



Further information

Fees to directors, auditors and the independent auditing firm

Within the group, total fees paid are as follows:

Miscellaneous fees	31/12/2014	31/12/2013	Changes
Directors' fees	1.529.629	1.516.047	13.582
Auditing firm fees	73.799	74.396	-597
Statutory Auditors' fees	144.948	106.626	38.322
Total	1.748.376	1.697.069	51.307

It is specified that neither the auditors nor the independent auditing firm received any fees for consulting services.

These Financial Statements comprising the Balance Sheet, Income Statement and Explanatory Notes, provide a true and fair view of the equity and financial situation

as well as the economic result for the year and are consistent with the underlying accounting records.

The Chairman
Dr. Marco Podini



Cash flow statement as of 31/12/2014

	2014	2013
A. Cash flow from operating activities		
Net income (loss) for the year	219.095	- 4.963.829
Income tax	1.555.235	- 4.856.656
Interest expense / (interest income)	2.720.325	1.180.109
(Dividends)	- 47.166	- 18.571
(Gains)/losses from the sale of assets	19.625	16.371
1. Profit (loss) before income tax, interest, dividends and capital gains/losses on disposals	4.467.114	- 8.642.576
Adjustments for non-cash items that had no counterpart in net working capital		
Allocations to reserves	3.575.473	1.405.505
(Write-backs)/Write-downs of financial assets	6.120	300.871
Amortisation and depreciation of assets	13.332.354	9.360.875
2. Cash flow before changes in NWC	16.913.947	11.067.251
Changes to net working capital		
Decrease/(increase) in inventories	- 11.030.008	- 4.751.825
Decrease/(increase) in trade receivables	3.198.822	- 2.054.080
Increase/(decrease) in trade payables	7.378.218	7.409.715
Increase/(decrease) in accrued income and prepaid expenses	- 730.707	934.032

Increase/(decrease) in accrued liabilities and deferred income	- 403.444	- 2.474.832
Other changes in net working capital	2.244.113	1.644.377
3. Cash flow after changes in NWC	656.994	707.386
Other adjustments		
Interest received/(paid)	- 2.720.325	- 1.180.109
(Income tax paid)	1.343.223	- 1.926.082
Dividends received	47.166	18.571
Uses of the reserves	- 13.414.081	- 10.364.588
4. Cash flow after other adjustments	- 14.744.016	- 13.452.209
Cash flow generated by operating activities (A)	7.294.039	- 10.320.147
B. Cash flow from investment activities		
Tangible fixed assets	- 6.730.322	- 3.534.268
(Tangible investments)	- 6.710.697	- 3.517.897
Proceeds from disinvestments	- 19.625	- 16.371
Intangible fixed assets	- 36.643.833	- 7.664.367
(Intangible investments)	- 36.643.833	- 7.664.367
Proceeds from disinvestments	-	

Financial fixed assets	2.886.795	- 2.812.980
(Financial investments)	2.886.795	- 2.812.980
Proceeds from disinvestments		
Cash flow from investment activities (B)	- 40.487.360	- 14.011.615
C. Cash flow from financing activities		
Minority interest means		
Stipulation of loans/cash pooling	3.294.476	11.250.000
Repayment of loans/cash pooling	-	-
Own means		
Capital increase by payment	12.971.568	6.607.022
Sale (purchase) of treasury shares	-	-
Dividends (and advances on dividends) paid	-	-
Cash flow from financing activities (C)	16.266.044	17.857.022
Increase (decrease) in cash and cash equivalents (a ± b ± c)	- 16.927.276,95	- 6.474.740
Cash and cash equivalents at year start	- 20.285.815	- 13.811.075
Cash and cash equivalents at year end	- 37.213.092	- 20.285.815





2014 Ordinary Financial Statements

Ordinary financial statements FY 2014	147
Explanatory notes to the financial statements as at 31/12/2014	161
Accounting standards	164
Measurement policies	164
Business	169
Liabilities and equity	191
Income statement	202



2014 Ordinary Financial Statements

DEDAGROUP SPA

Registered office at LOC.PALAZZINE 120/F - TRENTO

Tax Code, VAT number and enrolment number with the Registrar of Companies of TRENTO, 01763870225

Company subject to the management and coordination of Sequenza Spa.

A) Amounts due from members for payments owing

B) Fixed assets

I - Intangible fixed assets

1) Start-up and expansion costs

2) Research, development and advertising costs	6.343.516	4.642.338
--	-----------	-----------

3) Industrial patent rights and rights to use intellectual property

4) Concessions, licences, trademarks and similar rights	714.275	1.214.616
---	---------	-----------

5) Goodwill	3.129.551	3.530.654
-------------	-----------	-----------

5b) Consolidation differences

6) Assets under construction and advances	109.094	109.094
---	---------	---------

7) Other intangible fixed assets	869.656	1.119.617
----------------------------------	---------	-----------

	11.166.092	10.616.319
--	------------	------------

II - Tangible fixed assets

1) Land and buildings

2) Plant and machinery	133.519	155.448
------------------------	---------	---------

	646.801
--	---------

	513.283
--	---------

3) Industrial and commercial equipment

4) Other tangible fixed assets	8.234.035	7.247.564
	25.494.133	
	17.260.098	
5) Tangible assets in progress and advance payments	142.721	190.635
	8.510.275	7.593.647

III - Financial fixed assets

1) Equity investments in:

a) subsidiaries	30.465.685	16.940.748
b) related companies	76.481	3.931.975
d) other companies	4.459.883	3.867.883
	35.002.049	24.740.606

2) Long-term receivables:

a) subsidiaries

- due within one financial year

- due beyond one financial year

b) associated companies

- due within one financial year

- due beyond one financial year

c) parent companies

- due within one financial year

- due beyond one financial year

d) other

- due within one financial year

- due beyond one financial year

3) Other securities

4) Treasury Stock

(total nominal value)

35.002.049

24.740.606

Total fixed assets**54.678.416****42.950.572****C) Current assets****I - Inventories**

1) Raw, ancillary and consumable materials

2) Work in progress and semi-finished products

3) Contract work in progress

4.314.924

2.671.774

4) Finished products and goods for resale

2.241.412

987.272

5) Advances

63.000

336.046

6.619.336

3.995.092

II - Receivables

1) Trade receivables

- due within one financial year

31.736.354

28.835.809

- due beyond one financial year

31.736.354

28.835.809

2) Amounts due from subsidiaries

- due within one financial year

10.799.969

11.793.866

- due beyond one financial year		
	10.799.969	11.793.866
3) Amounts due from associated companies		
- due within one financial year	570.293	881.542
- due beyond one financial year		
	570.293	881.542
4) Amounts due from parent companies		
- due within one financial year	811.109	212.874
- due beyond one financial year		
	811.109	212.874
4-bis) tax receivables		
- due within one financial year	254.687	306.931
- due beyond one financial year	856.282	956.584
	1.110.969	1.263.515
4-ter) prepaid tax		
- due within one financial year		
- due beyond one financial year	3.925.475	3.112.402
	3.925.475	3.112.402
5) Amounts due from third parties		
- due within one financial year	1.516.734	889.543
- due beyond one financial year		
	1.516.734	889.543
	50.470.903	46.989.551

III - Short-term financial assets not classed as fixed assets

- 1) Investments in parent companies
- 2) Investments in associated companies
- 3) Investments in parent companies
- 4) Equity investments in other companies
- 5) Treasury Stock
(total nominal value)
- 6) Other securities

IV - Disponibilità liquide

1) Bank and post office deposits	1.432.396	376.180
2) Cheques		
3) Cash and equivalents in hand	3.197	6.736
	1.435.593	382.916
Total current assets	58.525.832	51.367.559

D) Accruals and deferrals

- premium on loans

- miscellaneous	1.547.624	1.123.156
	1.547.624	1.123.156

Total assets	114.751.872	95.441.287
---------------------	--------------------	-------------------

Liabilities	31/12/2014	31/12/2013
--------------------	-------------------	-------------------

A) Shareholders' equity		
I - Share capital	1.309.182	1.161.614
II - Share premium reserve	19.743.981	13.678.374
III - Revaluation reserves		
IV - Legal reserve	230.007	230.007
V - Statutory reserves		
VI - Reserve for own shares held in portfolio		
VII - Other reserves:	2.771.692	8.227.672
- Conversion reserve		
- Round-off reserve	2	1
- Extraordinary reserve	2.699.492	8.155.473
- Other reserves	72.198	72.198
VIII- Retained earnings (accumulated losses)		-1.183.830
IX - Period profit (loss)	-3.268.720	-4.272.151
Advances on dividends		
Partial coverage of loss for the year		
Total Shareholders' equity	20.786.142	17.841.686
B) Provisions for risks and charges		
1) Provision for pensions and similar obligations	36.060	36.060
2) Provision for taxation	3.546	5.227
3) Other provisions	576.411	576.411
Total provisions for contingencies and other liabilities	616.017	617.698
C) Employee leaving allowances	3.357.613	3.691.864

D) Payables		
1) Bonds		
- due within 12 months		
- due beyond 12 months	17.172.000	
	<hr/>	
	17.172.000	
2) Convertible bonds		
- due within 12 months		
- due beyond 12 months	5.000.000	
	<hr/>	
	5.000.000	
3) Amounts payable to shareholders for loans		
- due within 12 months		
- due beyond 12 months		
4) Amounts payable to banks		
- due within 12 months	5.794.048	17.435.778
- due beyond 12 months	706.077	1.330.006
	<hr/>	
	6.500.125	18.765.784
5) Due to other providers of finance		
- due within 12 months		
- due beyond 12 months		
6) Advances		
- due within 12 months	1.140.615	801.552
- due beyond 12 months		
	<hr/>	
	1.140.615	801.552

7) Trade payables		
- due within 12 months	33.632.383	26.027.870
- due beyond 12 months		
	<hr/>	<hr/>
	33.632.383	26.027.870
8) Payables represented by credit instruments		
- due within 12 months		
- due beyond 12 months		
9) Amounts due to subsidiaries		
- due within 12 months	17.309.575	18.773.420
- due beyond 12 months		
	<hr/>	<hr/>
	17.309.575	18.773.420
10) Amounts due to associated companies		
- due within 12 months	299.740	94.052
- due beyond 12 months		
	<hr/>	<hr/>
	299.740	94.052
11) Amounts due to parent companies		
- due within 12 months	110.314	902.019
- due beyond 12 months		
	<hr/>	<hr/>
	110.314	902.019
12) Tax payables		
- due within 12 months	3.532.534	2.534.912
- due beyond 12 months		
	<hr/>	<hr/>
	3.532.534	2.534.912
13) Amounts payable to social security and welfare institutions		

- due within 12 months	1.649.906	1.632.372
- due beyond 12 months		
	1.649.906	1.632.372
14) Other payables		
- due within 12 months	2.814.083	3.126.692
- due beyond 12 months		
	2.814.083	3.126.692
Total payables	89.161.275	72.658.673
E) Accruals and deferrals		
- discount on loans		
- miscellaneous	830.825	631.366
	830.825	631.366
Total liabilities	114.751.872	95.441.287
Memorandum accounts		
	31/12/2014	31/12/2013
1) Third party assets held by the Company		
2) Commitments	355.050	
3) Risks	8.794.791	5.907.553
Total memorandum accounts		9.149.841

Income statement	31/12/2014	31/12/2013
A) Value of production		
1) Income from sales and services	85.975.596	74.531.188
2) Change in inventories of products currently being manufactured, semi-worked products and finished products		
3) Changes in contract work in progress	1.208.431	-435.384
4) Increases in fixed assets for in-house works	3.016.824	3.552.982
5) Other revenues and income	1.772.006	2.670.389
- miscellaneous	1.656.259	2.617.128
- operating grants	115.747	53.261
- capital grants (current portion)		
Total value of production	91.972.857	80.319.175
B) Production costs		
6) Raw, ancillary and consumable materials and goods for resale	48.887.782	37.034.149
7) Services	14.434.660	13.919.472
8) Use of third party assets	1.538.096	1.569.238
9) For employees		
a) Wages and salaries	16.921.039	17.212.660
b) Social security contributions	4.995.441	5.156.064
c) Severance indemnity	1.215.805	1.245.488
d) Pensions and similar commitments		
e) Other payroll costs		181
Total	23.132.285	23.614.393

10) Amortisation, depreciation and write-downs

a) Amortisation of intangible fixed assets	3.635.882	3.466.565
b) Depreciation of tangible fixed assets	3.102.568	3.335.587
c) Write-down of tangible and intangible fixed assets		
d) Impairment of loans including in current assets and liquid funds	406.860	173.910
Total	7.145.310	6.976.062
11) Changes in inventories of raw, ancillary and consumable materials and goods for resale	-1.367.060	-147.400
12) Provision for risks		
13) Other provisions		350.000
14) Other operating expense	355.083	269.255
Total cost of production	94.126.156	83.585.169
Difference between value and cost of production (A-B)	-2.153.299	-3.265.994

C) Financial income and expense

15) Income from equity investments:

- from subsidiary companies	259.435	381.805
- from related companies		
- other	45.588	18.571
	305.023	400.376

16) Other financial income:

a) from receivables recorded as fixed assets		
- from subsidiary companies		

- other		
b) from securities recorded as fixed assets		
c) from securities recorded as current assets		
d) financial income other than the above		
- from subsidiary companies	132.747	2.683
- from related companies		
- from parent companies		
- other	1.397	126.121
	Total	134.144
		128.804
17) Interest and other financial expense		
- from subsidiary companies	330.572	281.514
- from related companies		
- from parent companies	58.261	
- other	1.237.732	1.069.434
	Total	1.626.565
		1.350.948
17.1) Exchange gains (losses)	-4.272	509
Total financial income and expense	-1.191.670	-821.259

D) Value adjustments to financial assets

18) Revaluations:		
a) of equity investments		
b) of financial fixed assets		
c) of securities recorded as current assets		
	Total	
19) Write-downs:		

a) of equity investments	207.000	400.000
b) of financial fixed assets		
c) of securities recorded as current assets		
Total	207.000	400.000
Total value adjustments to financial assets	-207.000	-400.000
E) Extraordinary income and expense		
20) Extraordinary income:		
- Gains on disposals		
- Other extraordinary income	418.587	165.196
Total	418.587	165.196
21) Extraordinary expense:		
- Capital losses on disposals	5.283	16.371
- Taxes relating to previous years	2.623	2.692
- Other extraordinary expense	500.695	720.858
Total	508.601	739.921
Total of extraordinary items	-90.014	-574.725
Pre-tax result (A,B,C,D,E)	-3.641.983	-5.061.978
22) Income taxes for the year (current, deferred and paid in advance)		
- Current	415.848	478.447
- for deferred taxes	-1.681	-28.170

- Prepaid tax	-787.430	-1.240.104
Total	-373.263	-789.827
23) Profit (loss) for the financial period	-3.268.720	-4.272.151

It is declared that these financial statements are truthful and correct and coherent with the accounts.

Trento, 22 April 2015

The Chairman
Dr. Marco Podini



Explanatory notes to the Financial Statements as of 31/12/2014

DEDAGROUP SPA

Registered office at LOC.PALAZZINE 120/F - TRENTO

Tax Code, VAT number and enrolment number with the Registrar of Companies of TRENTO, 01763870225

REA no. 175519

Share capital Euro 1,309,182.00

Company subject to the management and coordination of Sequenza S.p.A.

Purpose and scope

These notes are an integral part of the financial statements and, together with the balance sheet and income statement, form an indivisible document, as established by Art. 2423 of the Italian Civil Code. More specifically, it serves to highlight the information that is useful in order to

comment on, supplement and detail the quantities described in the financial statements, in order to provide readers with all data necessary to have a truthful, correct image of the company's equity, economic and financial position.

Type of business

The company operates in the IT sector, as a global supplier: its core business is that of Added Value Solution Provider, which develops application solutions precisely on the chosen markets (banks, public ad-

ministrations and companies) and develops integrated projects for company management by supplying software, services and infrastructural components.

Group membership

The company is a subsidiary member of the Sequenza S.p.A. Group.

Financial statements of the parent company Sequenza S.p.A. as at 31 December 2013

In accordance with the provisions of Art. 2497 et seq. of the Italian Civil Code, below is a summary statement of the essential data of the parent company Sequenza

S.p.a. in relation to FY 2013, insofar as the financial statements for FY 2014 have not yet been approved by the meeting.

BALANCE SHEET

ASSETS	31/12/2013	31/12/2012
Total fixed assets (B)	115.705.112	107.496.218
Total current assets (C)	12.215.429	12.994.978
Total accruals and deferrals (D)	927.145	998.721
TOTAL ASSETS	128.847.686	121.489.917

LIABILITIES

Shareholders' equity (A)	70.359.485	69.694.816
Provisions for risks and charges (B)		
Employee severance indemnity (C)	297.538	277.840
Payables (D)	57.721.680	50.965.601
Accrued liabilities and deferred income (E)	468.983	551.660
TOTAL LIABILITIES	128.847.686	121.489.917

INCOME STATEMENT

Value of production (A)	15.354.483	12.063.387
Production costs (B)	9.167.551	8.408.220
Difference between value and cost of production	6.186.932	3.655.167
Financial income and expense (C)	-1.866.375	-1.394.933

Value adjustments to financial assets (D)		
Extraordinary income and expense (E)	432.407	-130
Pre-tax results	4.752.964	2.260.104
Period income tax		
a) Current taxes	-2.112.295	-1.393.890
b) Prepaid tax		
Net income for the Year	2.640.669	866.214

Significant events occurring during the year

During the year, business was carried out regularly and no events are reported that significantly altered the operating trend or knowledge of which is required to bet-

ter understand the differences between the items of these financial statements and those of the previous financial statements.

Certificate of conformity

These financial statements have been prepared in compliance with current provisions of the Italian Civil Code and, in particular, the presentation of the balance sheet and income statement respectively reflect those envisaged by Art. 2424 and 2425 of the Italian Civil Code, whilst the notes comply in terms of content with the provisions of Art. 2427 of the Italian Civil Code and all other provisions requiring evidence. The balance sheet, income

statement and accounting information given in the notes, which constitute these financial statements, comply with the accounts from which it was obtained.

Reference is made to the report on operations as regards the nature of the business activities, significant events after year end and transactions with subsidiaries and associates.

Basis of presentation

The financial statements have been prepared in application of the following measurement criteria and in respect of the provisions pursuant to Articles 2423

et seq. of the Italian Civil Code. The accounting standards (CNDC, OIC) have also been kept in consideration.

Measurement policies

The measurement of the financial statement items is based on the accrual method of accounting and has been done conservatively with the prospect of a going concern, as well as taking into account the economic function of the considered asset or liability element, considering and prioritising substance over legal form.

The principle of prudence has been applied rigorously. Only profits realised as of the closing date have therefore been included, whilst risk and losses for the year have been considered, even if they have only come to light after year end.

In keeping with the accrual method of accounting, the effect of transactions and other events was recognised and attributed to the year to which these transactions and events refer, and not when the related cash movements occur (collections and payments).

No elements referring the same parts have been included in the individual items. The continuity in applying the measurement policies over a period of time is a necessary element for the purpose of comparing company financial statements from the various years.

It is noted that during FY 2013, the items relating to inventories and customer advances were reclassified on the balance sheet. This reclassification had no effect on the period result.

Shareholders are informed that no exceptional circumstances occurred which would have made recourse to the departures pursuant to Article 2423 paragraph 4 and Art. 2423 bis, paragraph 2 of the Italian Civil Code necessary.

Specifically, the measurement criteria adopted for the drawing up of the Financial Statements were as follows.

Intangible fixed assets

Intangible fixed assets are recorded at purchase or in-house production cost, inclusive of any related charges, and are amortised systematically over the period they are expected to benefit in the future.

Start-up and expansion costs, and research, development and advertising costs

benefiting future accounting periods have been recorded among the assets with the approval of the Board of Statutory Auditors and amortised on a straight-line basis over a period estimated as their useful life.

Goodwill, against payment, has been reported in the assets with the agreement

of the Board of Auditors, for an amount equal to the cost incurred, and is amortised on a straight-line basis, over a period estimated as its useful life.

Industrial patents and intellectual property rights have been amortised on the

basis of the following rates.

Leasehold improvements are amortised at rates that depend on the duration of the contract.

Tangible fixed assets

Tangible fixed assets are recorded at purchase cost – inclusive of directly related charges - and are adjusted by the relevant accumulated depreciation. Tangible fixed assets are systematically depreciated in relation to the remaining possible use of the assets, according to depreciation rates halved during the first year for which the asset is used, in order to reflect the lesser degree of use. This lump sum reduction in any case is a good approximation of the calculation performed on the effective days possession given the homogeneity of the distribution of purchases within the year.

Within a supply that spans several years, hardware equipment was sold to the company Dexit Srl on a hire contract: for an exact account of costs and income flows

relative to these goods, amortisation was applied starting and ending to coincide with the hire charges.

Any fixed assets that, as at the reporting date are found to be of a permanently lower f+value than that determined in accordance with the provisions above, are recorded at said lower value.

Extraordinary maintenance costs are systematically capitalised and amortised, whilst ordinary maintenance expenses are recorded as period expenses.

Equity investments

Investments in companies other than subsidiaries and associates, posted amongst the financial fixed assets, are measured at purchase or subscription cost. A breakdown of equity investments is given in the reference tables.

Equity investments recognised as non-current assets represent a long-term and strategic investment for the company.

Inventories

Finished products are stated at the lower of purchase or production cost and the realisable value determined in accordance with market trends, applying the “average

weighted cost” method.

The choice of this criterion is due to the greater consistency of goods with market value.

Works in progress are booked according to percentage completion or progress; costs, income and order margins are calculated proportionally according to effective progress made in production.

Advance payments refer to advance invoicing by suppliers of goods or services and are measured at the value received.

Receivables

Receivables are reported at their presumed realisation value. The presumed nominal value of receivables is adjusted by means of a specific provision for doubtful

debt, taking into account general and sector-specific economic conditions.

Liquid funds

Liquid funds are stated at face value.

Accruals and deferrals

Accruals and deferrals measure income and expenses shared by more than one year and which can be broken down according to time, with competence ahead or after the numerical and/or documented recording, regardless of payment or collection date.

These are determined on an effective accruals basis in accordance with the matching principle. For long-term accruals and deferrals, the conditions which determined the original registration are ascertained, adopting, if necessary, the opportune variations.

Provisions for risks and charges

Provisions for risks and charges are provided to cover known or likely losses or liabilities, the timing and extent of which cannot be determined at year end.

Employee severance indemnity (TFR)

The reserve represents the effective liability accrued with regards to the employees, in accordance with the Law and current Labour Agreements, taking into consideration every form of remuneration of an ongoing nature. Following the

provisions pursuant to Italian Law Decree no. 252 of 05 December 2005, supplemented with the changes made to Italian Law no. 296/2007 on TFR, the provision for employee severance indemnity considers the portion accrued as at 31 December

2006 and the related value adjustment; the portion accrued after that date is, according to the choice made by the indivi-

dual employees, paid in directly to INPS or other supplementary welfare provisions.

Payables

Payables are stated at nominal value.

Revenues and costs

Income is allocated to the income statement when ownership of goods changes hands or the service is provided; the value of revenues is stated net of returns,

discounts, bonuses and premiums.

Costs are stated on an accruals basis.

Dividends

Group company dividends are recorded for competence upon approval by the shareholders' meetings of the subsidiaries and associates.

Dividends due to other companies are recorded on a cash basis.

Revenue grants

Contributions on operating account are allocated on an accruals basis according to progress made on the projects subject

to benefits when there is certainty of the accrual of the taxpayer's right.

Income tax - Deferred and prepaid tax

Tax is provisioned in accordance with the accruals principle, and as such represent:

- allocations for tax liquidated or to be liquidated for the financial year, determined in accordance with current standards and rates;

- the sum total of deferred taxes or prepaid taxes relating to timing differences which have arisen or been cancelled during the year.

Conversion criteria of assets and liabilities held in foreign currencies

Foreign currency assets and liabilities, with the exception of fixed assets, are re-

corded at the year end date spot exchange rate.

The related profits and losses on exchange rates are reported in the income statement.

Fixed assets recorded in foreign curren-

cies, booked at the exchange rate in force at the time of purchase, are re-aligned according to the year end exchange rate when this is permanently below the historic rate.

Effects of the consolidation on the financial statements

The company Dedagroup participates together with some subsidiary companies in the National Tax Consolidation: whilst the tax of the parent company are recorded in the income statement according to

standard methods, on the balance sheet, receivables and payables are booked according to the taxable income/loss transferred to the group.

Commitments, guarantees, risks and third party assets

Risks deriving from personal guarantees or collateral given for third party debts have been stated on the memorandum accounts for an amount equal to the guarantee given; if the debt guaranteed is less than the guarantee given, its value as at the reporting date is specified in this note.

Commitments are indicated in the memorandum accounts at face value.

Remote risks have not been considered.



Assets

Intangible fixed assets

Euro

Balance as of 31/12/2014	11.166.092
Balance as of 31/12/2013	10.616.319
Changes	549.773

Changes

Below are the changes to intangible fixed assets in accordance with point 2 of Article 2427 of the Italian Civil Code;

Description of costs	Historic cost	Amortised/ Depreciated for	Net balance as of	% cover
Start-up and expansion costs				
Research, development and advertising costs	15.752.762	9.409.246	6.343.516	59,73%
Concessions, licences and trademarks	3.777.782	3.063.507	714.275	81,09%
Goodwill	6.351.744	3.222.193	3.129.551	50,73%
Assets under construction	109.094		109.094	0,00%
Other	1.482.972	613.316	869.656	41,36%
TOTAL	27.474.354	16.308.262	11.166.092	59,36%

“Costs for research and development and advertising” include Euro 3,016,824 of capitalisation booked to the income state-

ment during the year, amongst increases to fixed assets for internal works.

If we analyse the individual items, we have:

Research, development and advertising

This item specifically includes the development costs capitalised in connection with in-house produced software

Research costs development and advertising	Value 31/12/2013	Increases Period	Period decreases	Period amortisation/depreciation	Value 31/12/2014
In-house produced software PA	816.371	1.391.341		529.337	1.678.375
In-house produced software PA CIVILIA NEXT		452.048			452.048
In-house produced software BANKS	3.115.494	686.698		1.194.228	2.607.964
In-house produced software CUSTOMER PRO	36.512		36.512		
Produced software SEMIRAMIS	124.672		124.672		
In-house produced software CAST	337.167	96.130		110.902	322.395
INTERNATIONAL DIVISION area production software		1.281.712		256.342	1.025.370
Development, planning and control		27.433		5.487	21.946
Advertising expenses	212.121	67.000		43.703	235.418
TOTAL	4.642.337	4.002.362	161.184	2.139.999	6.343.516

The above capitalisation relates to:

A. as regards the Public Administration area:

1. continuation of studies for the development of the tax area, the general affairs area, the demographic area and the economic resources area in CIVILIA OPEN;
2. continuation of studies for the development of CIVILIA WEB;
3. continuation of studies for the development of the project on IT protocol FOLIUM);
4. continuation of studies on the project CIVILIA MOBILE;
5. continuation of studies on the development of integrations between IT protocol applications (FOLIUM) and the CIVILIA suite;

6. continuation of studies for the development and integration of ESB solutions (ENTERPRISE SERVICE BUS) to enable the integration of applications within the CIVILIA suite and towards platforms developed by third parties;
7. pursuit of studies for the development and integration of the document system OPEN SOURCE ALFRESCO;
8. pursuit of studies for the development of integration within the platform CITRIX;
9. continuation of studies for the development of a suite of applications named EVOL-X in order to allow for the IT management of the local public administration services independently of the device used through the use of a JAVA platform and the application porting of EVOL-X on WD2 platform to enable the use of applications through a web browser.

B. in the Banks area, on the other hand:

1. continuation of the development to create new solutions for the localisation of BANKUP for the Croatian market (specifically, developments on the request of the client and to meet legal or other requirements);
2. continuation of the development to create new solutions for the localisation of BANKUP for the Albanian market (specifically, development of a web services platform for integration with internet banking);
3. continuation of the technological development of the CONFIDI platform (specifically evolution of the platform through the development of new functions);
4. continuation of the technological development of JXPENS (specifically evolution of the platform through the develop of new functions, the unification in the management of closed-end and open funds, management of PDF print processes, etc.);
5. continuation of the development of technological innovation linked to the development of new procedures in entity treasury (by way of example, standardisation of the budgets of public entities) exploiting JAVA technology;
6. continuation of the technological development of the JENIUX framework in relation to JXPENS and CONFIDI;
7. development of an innovative tool called BILCE, which enables the analysis of financial statements data for banks and CONFID in order to determine specific parameters such as credit rating, ratings, etc.

C. the International Division has capitalised the business carried out for the development of:

1. Development of a prototype aimed at including the functional development of the BANKUP platform for the US market;
2. JENIUX framework (specifically, evolution of the framework on a client environment and server);
3. localisation of BANKUP for the Mexican market and continuation of the development of the new graphic version of the front end in relation to the counter application (specifically, evolution developments, creation of new analytical accounting modules, prototyping of an external data warehouse for bank management, consolidation of the development of front-end, optimisation of software performance);
4. delivery process for the development and release of software in order to optimise change management (specifically, set-up and customisation of external software

- ARCAD for the management of sources, development of a tool to manage releases, study for the re-engineering of internal development processes);
5. a new product named PAGAFLEX for the entrance as supplier onto the market of payment systems (specifically, evolution of BANKUP and new web platform for the supply of payment cards and management of the related flows of transactions with localisation for the Mexican market).

D. Finally, in relation to the Cast area:

1. Continuation of the study, design and development of new IT architectures to extend the range of offers and allow for the disbursement of new IT services, such as, for example, HANA, SMS, SSD, INFRASTRUCTURE AS A SERVICE, BACKUP AS A SERVICE, CLOUD SOURCING, etc.
2. Study and experimentation for the adoption of new technologies (CAST CLOUD SOURCING, XTREMIO DATA PROTECTION, SYSTEM MANAGEMENT SERVICES, etc.), aimed at rationalising and optimising the management of data centres;
3. Continuation of the study and experimentations to enable the development of a platform for the digitalisation and indexing of information from high resolution images.

The items relating to the capitalisations CUSTOMER PRO and SEMIRAMIS from April 2014 have been transferred to Delta Informatica Spa through the sale of the branch.

All the fixed assets relating to this item are amortised/depreciated at a rate of 20%.

Concessions, licences, trademarks and similar rights

This item includes expenses incurred for the purchase of the user's licences for software to be used in the company computer system and on the company's compu-

ters. The estimated period of use is three financial years for standardised software and 5 financial years for the internal computer system.

Goodwill

The item comprises:

Goodwill	Value 31/12/2013	Increases Period	Period decreases	Period amortisa- tion/depre- ciation	Value 31/12/2014
Innovation Blue goodwill	90.000			22.500	67.500
Open Source goodwill	15.000			15.000	
Delisa Sud business unit go- odwill	216.000			24.000	192.000
Goodwill Opera 21		33.000		3.300	29.700
Sintecop merger deficit	2.179.381			242.153	1.937.228
Dedanext merger deficit	668.735			74.304	594.431
Dexer merger deficit	1.697			283	1.414
Integra merger deficit	359.841			52.563	307.278
TOTAL	3.530.654	33.000		434.103	3.129.551

The board of directors considered that this goodwill was appropriate in relation to the prospective income of each context. The residual amounts relate to:

1. goodwill in relation to the 2010 purchase of the business unit of Innovation Blue in 2010;
2. acquisition of the business unit of Delisa Sud S.r.l. in 2013;
3. goodwill in relation to the purchase of the business unit of Opera21 in June 2014;
4. the merger deficit in relation to the incorporation of Integra Srl in 2011;
5. the incorporation of Dedanext Srl and

- Sintecop Spa in 2013;
6. the merger deficit from the incorporated Dedanext Srl in relation to the merger of Dexer in 2010.

For the values entered, a plan has been applied to amortise over 10 financial years, on the basis of the forecast future profitability of the acquisitions. In the event of the "Innovation Blue" goodwill, amortisation over 5 years has been arranged for the first two years.

Construction in progress and advance payments

Construction in progress and advance payments	Value 31/12/2013	Increases Period	Period decreases	Value 31/12/2014
Construction in progress and advance payments	109.094			109.094
TOTAL	109.094			109.094

The value given as at 31/12/2014 relates to the implementation of the new managerial computer system carried out by the subsidiary Ecos Srl. The activities in question did not continue during the year,

whilst awaiting a definitive decision on the software platform on which to build the new analysis system.

Other intangible fixed assets

Other intangible fixed assets	Value 31/12/2013	Increases Period	Period decreases	Period amortisa- tion/depre- ciation	Value 31/12/2014
Improvements to third party goods	25.699	3.342		11.837	17.204
Quality certification capitalisation	297			297	
Other expenses spanning several years	1.093.621			241.169	852.452
TOTAL	1.119.617	3.342		253.303	869.656

“Leasehold improvements” includes the expenses incurred to adjust the company properties to meet with the requirements of the various legislation or to make improvements to rented third party property. In this case, the amortisation period is determined by the lesser of the useful life of the improvement and the residual duration of the lease agreement.

“Other expenses spanning several years” include the expenses incurred to study the needs to computerise local entities (in

Evol-x environment) and those incurred for the development of the Cloud methods suited to particular markets.

Lastly, some connection services and server farms supplied by MC-link were capitalised, both for the internal computer system and the supply of services to customers. In this latter case, amortisation/depreciation envisaged is 6 years.

The amortisation/depreciation envisaged for all other fixed assets is 5 years.

Write-backs and write-downs

None of the elements present amongst the intangible fixed assets recorded on the financial statements were subject to monetary or economic write-back, nor any write-down.

No intangible fixed assets were written-down.

Capitalisation of financial expenses

Period costs do not include any interest expense on loans taken out for the pur-

chase of intangible fixed assets.

Additional information

During the year, no changes were made to the amortisation/depreciation criteria or measurement criteria, nor was there any

reclassification of intangible fixed assets. There are no exceptions to statutory provisions.

Tangible fixed assets

Euro

Balance as of 31/12/2014	8.510.275
Balance as of 31/12/2013	7.593.647
Changes	916.628

Changes

Below are the changes to intangible fixed assets in accordance with point 2 of Arti-

cle 2427 of the Italian Civil Code.

Description of items

Starting from historic cost, we have:

Description of fixed assets	Value 31/12/2013	Increases	Decreases	Value 31/12/2014
Plants and machinery	704.185	1.653	59.036	646.801
Other assets	22.270.455	4.271.165	1.047.487	25.494.133
TOTAL	22.974.640	4.272.818	1.106.523	26.140.934

Changes to the provision are as follows:

Description of provision	Value 31/12/2013	Amortisation/ depreciation	Uses	Value 31/12/2014
Accumulated depreciation - plants	548.736	23.583	59.036	513.283
Provision for other assets	15.022.891	3.078.985	841.778	17.260.098
TOTAL	15.571.627	3.102.568	900.814	17.773.381

In short, the situation of residual values as at 31/12/2014 is:

Description of tangible assets	Historic cost	Provision for amortisation/ depreciation	Residual value	% cover
Plants and machinery	646.801	513.283	133.519	79%
Other assets	25.494.133	17.260.098	8.234.035	68%
TOTAL	26.140.934	17.773.381	8.367.554	68%

Commercial equipment includes IT hardware granted under operative lease, mainly to the subsidiary Dexit Srl, for a net book value of approximately Euro 5,863 thousand.

Moving onto analyse the individual categories of assets, we have:

Plants and machinery

This item, measured at purchase cost including accessory expenses, includes:

Plants and machinery	Historic as at 31/12/2014	Provision as at 31/12/2014	Value 31/12/2014
Miscellaneous plants and machinery	186.438	81.448	104.990
Alarm systems	64.604	64.604	
Air-conditioning systems	174.978	148.212	26.767
Telephone systems	220.780	219.019	1.762
TOTAL	646.801	513.283	133.519

With the following amortisation/depreciation rates:

	Amortisation/depreciation coefficient
Alarm and security systems	30%
Communication systems	20%
Air-conditioning systems	15%
Photovoltaic plant	9%
Machinery and equipment	15%

Other assets

Other assets	Historic as at 31/12/2014	Provision as at 31/12/2014	Value 31/12/2014
Ordinary furnishings and machinery	1.343.217	1.265.657	77.560
Cars	2.550.620	1.802.096	748.524
Lorries	217.851	174.027	43.824
Mobile telephones	7.380	7.271	109
Computer hardware	21.214.241	13.884.996	7.329.245
Connection equipment	107.645	73.539	34.106
Other machinery	53.179	52.512	667
TOTAL	25.494.133	17.260.098	8.234.035

For these last categories, the amortisation/depreciation rates are:

	Amortisation/depreciation coefficient
Furniture and fixtures	12%
Electronic office machines	20%
Cars	25%
Lorries	20%
Mobile telephones	20%
Connection hardware	20%
Operatively leased hardware	According to lease period

Capitalisation of financial expenses

Period costs do not include any interest expense on loans taken out for the purchase of tangible fixed assets.

Capital grants

The company has not received any capital grants, nor has it made any such request.

Effects of financial lease contracts on shareholders' equity and the income statement

There are no financial lease agreements with the main aim of acquiring ownership of the goods at maturity.

Additional information

No tangible fixed assets were written-down.

During the year, no changes were made to the amortisation/depreciation criteria or measurement criteria, nor was there any

reclassification of tangible fixed assets. All items are recorded at original cost and not subject to pledges and/or mortgages. There are no exceptions to statutory provisions.

Financial fixed assets

Euro

Balance as of 31/12/2014	35.002.049
Balance as of 31/12/2013	24.740.606
Changes	10.261.443

Equity investments

Below is a list of equity investments as required by point 5 of Art. 2427 of the Italian Civil Code, starting with the controlling investments:

Companies Subsidiaries	City or state	Capital equity	Shareholders' net 2014	Result 2014	% stake	Value financial statements	Measurement criteria
Dedagroup North America	New York (USA)	76.160	290.953	88.494	100%	195.350	Costo
Sinergis S.r.l.	Trento	129.010	324.215	-93.340	100%	5.819.075	Costo rett.
Ecos S.r.l.	Tortona	10.200	205.993	-21.828	51%	193.800	Costo
Agorà Med	Naples	100.000	98.873	-19.053	100%	945.000	Costo
DEDAMEX	Durango (MX)	26.722	2.537.147	29.129	60,23%	2.756.229	Costo
Derga S.r.l.	Bolzano	99.500	3.048.436	279.831	51,30%	556.002	Costo
Ddway	Trento	6.750.000	10.815.967	-3.358.003	95%	3.969.931	Costo
Dexit S.r.l.	Trento	700.000	2.212.575	570.051	64,62%	2.541.168	Costo
Piteco Spa	Milan	15.550.000	15.393.317	-541.061	61%	12.644.750	Costo
Beltos Srl	Pisa	100.000	183.184	618	71%	301.750	Costo
Idea Futura Srl	Bologna	80.000	399.776	35.334	51%	420.750	Costo
A Software Factory Srl	Benevento	29.880	192.126	-268	60,24%	121.880	Costo

The company also has indirect control over the following companies:

- Derga Consulting CS Srl a 51% subsidiary of Derga Consulting Srl;

- Key Pro Srl in liquidation a 52% subsidiary of Derga Consulting Srl;
- Idea Futura Sagl, a full subsidiary of Idea Futura Srl.

Analysing details of the change made during the year, we have:

Equity investments in subsidiaries	31/12/2014	31/12/2013	Changes
Dedagroup North America	195.350	36.880	158.470
Ddway S.r.l.	3.969.931	4.092.594	-122.663
Sinergis S.r.l.	5.819.075	5.819.075	
Ecos S.r.l.	193.800	193.800	
Derga S.r.l.	556.002	556.002	
Dexit S.r.l.	2.541.168	2.541.168	
Agorà Med	945.000	945.000	
DEDAMEX	2.756.229	2.756.229	
Piteco Spa	12.644.750		12.644.750
Beltos Srl	301.750		301.750
Idea Futura Srl	420.750		420.750
A Software Factory Srl	121.880		121.880
TOTAL	30.465.685	16.940.748	13.524.937

As seen, the changes involved:

- the purchase of shares in Beltos Srl, Idea Futura Srl and A Software Factory Srl
- the purchase of other shares in Piteco Srl
- the sale of shares in Ddway Srl
- the share capital increase in Dedagroup North America

Below, please note the current pledges in place over shares in subsidiaries:

- the equity investment in Dexit, with

the exception of the portion acquired in 2012 equal to 14.62%, is subject to pledge of the Cassa Centrale in relation to the loan granted for the purchase of the initial portions;

- the Piteco investment is subject to a pledge in the favour of Banca Popolare di Vicenza, following the loan application made by Piteco.

In continuing with equity investments in associated companies, we have:

Associated companies	City or state	Share capital	Shareholders' equity 2014	Result 2014	% stake	Book value	Measurement criteria
AR Tecnoimpianti S.r.l.	Trento	20.000			40,00%	76.481	Adjusted cost

The change is summarised in the table below:

Investments in related companies	31/12/2014	31/12/2013	Changes
AR Tecnoimpianti S.r.l.	76.481	76.481	
Delisa Sud S.r.l.		45.744	-45.744
Piteco		3.809.750	-3.809.750
TOTAL	676.481	3.931.975	-3.255.494

As seen in the table, the changes relate:

- the sale of the residual investment of Delisa Sud Srl;
- Piteco goes from being an associate to a subsidiary following the purchase of a further 40% stake;

To conclude, we have the statement of minor investments:

Equity investments in other companies	City or state	% stake To 31/12/2014	31/12/2014	31/12/2013	Changes
Health Innovation Hub			3.000	3.000	
Consorzio Distretto Tecnologico	Lodi			1.000	-1.000
Consorzio Semantic Valley			1.500	1.500	
Publica Toscana Srl	Arezzo	10		7.000	-7.000
Kine' Scs			52	52	
S.Agostino Data System	Milan	Liquid.	8.181	8.181	

Advanced System Solutions	Milan	Liquid.	516	516	
Bic Suedtirol	Bolzano	1	7.747	7.747	
Sige Srl	Trento	Liquid.	1	1	
SEAC Spa	Trento	0,63	571.546	571.546	
Cassa Rurale Lavis	Trento		183	183	
Golf Club Modena Spa	Trento	5 Az.	45.000	45.000	
Esprinet Spa	Milan	7500 AZ.	108.770	108.770	
Cassa Rurale Aldeno-Cadine	Trento	1 AZ.	93	93	
Newco Due Srl	Cosenza	19	1.900	1.900	
Cassa Rurale Di Rovereto	Rovereto	1 AZ.	26	26	
MC-link	Trento	12	3.108.374	3.108.374	
Dedapay SAPI de CV	Mexico		600.000		600.000
Minor investments formerly Sintecop			2.995	2.995	
TOTAL			4.459.883	3.867.883	-8.000

In this case, we can see how the changes have affected:

- the write-down of the equity investment in Publica Toscana Srl;
- the sale of the investment in Consorzio del Distretto Tecnologico;
- the purchase of the investment of the new Mexican company DEDAPAY.

The investment in MC-link is affected by a pledge given as guarantee on a loan stipulated by the subsidiary.

The equity investments in subsidiaries or associated companies have been measu-

red at the cost of purchase or subscription pursuant to Art. 2426, paragraph 1 of the Italian Civil Code, apart from for Sinergis S.r.l. Unipersonale and Ar Tecnoimpianti Srl in liquidation, for which value was adjusted.

The equity investments with negative differences between the company's shareholders' equity and the corresponding book value were verified; in all cases the loss of value was believed not to be permanent in relation to forecasts of future profitability.

Current assets

Euro

Balance as of 31/12/2014	58.525.832
Balance as of 31/12/2013	51.367.559
Changes	7.158.273

Inventories

Euro

Balance as of 31/12/2014	6.619.336
Balance as of 31/12/2013	3.995.092
Changes	2.624.244

Significant changes

Inventories	31/12/2014	31/12/2013	Changes
Finished products and goods for resale	2.341.412	1.087.272	1.254.140
Inventories write-down reserve	-100.000	-100.000	
Work in progress	4.314.924	2.671.774	1.643.150
Advance payments	63.000	336.046	-273.046
TOTAL	6.619.336	3.995.092	2.624.244

The application of the weighted average cost reveals a value that does not differ significantly from the current cost.

Period costs do not include any interest expense on loans taken out in connection with inventories.

Finished products and goods mainly relate to goods held for sale, purchased to

customer order and not yet delivered as at 31 December 2014.

The change between the two years does not derive from structural factors but rather is partly caused by the increase in turnover and partly by different invoicing timing at year end.

Receivables

Euro

Balance as of 31/12/2014	50.470.903
Balance as of 31/12/2013	46.989.551
Changes	3.481.352

Breakdown according to due date

Below is the breakdown of receivables according to due date, in accordance with point 6 of Art. 2427 of the Italian Civil Code.

	Within 12 months	Beyond 12 months	Tota Total ali
Receivables according to due date	45.689.146	4.781.757	50.470.903

Receivables due beyond the year relate to:

more than 12 months and within 5 years:

- Euro 3,925,475 for prepaid tax;
- Euro 856,282 for IRES redemption.

beyond 5 years:

- there are no receivables due beyond five years.

Breakdown according to geographic area

Receivables divided by geographic area	31/12/2014	31/12/2013	Changes
Italy	47.524.823	46.419.941	1.104.882
Europe EEC	197.505	568.360	-370.855
Other	2.748.575	1.250	2.747.325
TOTAL	50.470.903	46.989.551	3.481.352

Receivables in other countries mainly relate to receivables due from the subsidiary Dedamex.

Breakdown according to account currency

Receivables are all in euros.

Trade receivable

Trade receivable	31/12/2014	31/12/2013	Changes
Trade receivable	25.314.744	25.474.149	-159.405
Invoices to be issued	8.237.868	5.657.768	2.580.100
Credit notes to be issued		-60.000	60.000
Allowance for doubtful receivables	-1.816.259	-2.236.108	419.849
TOTAL	31.736.354	28.835.809	2.900.545

The increase in invoices to be issued relates to some supplies made in 2014 but invoiced during the first fortnight of January 2015.

Period changes to the provision for doubtful debt are as follows:

Allowance for doubtful receivables	Provision for receivables pursuant to Art. 106 of the Italian Income Tax Code	Taxed provision for receivables	Total provision for doubtful debt Rec.
Balance as of 31/12/2013	1.523.047	713.062	2.236.108
Existing provision for doubtful debt in the acquired companies			
Use for losses on loans	-826.709		-826.709
Period provision	106.860	300.000	406.860
Other changes			
TOTAL	803.198	1.013.062	1.816.259

The year use is mainly (Euro 763,617) with reference to the write-down of the receivable open with regards to Publica Toscana Srl in liquidation.

The company has noted the congruous nature of the closing value of the provision with respect to total receivables recorded.

Amounts due from subsidiary companies

Changes to the item are due to:

Amounts due from subsidiary companies	31/12/2014	31/12/2013	Changes
A. Clients on order a/c	4.606.736	3.702.926	903.810
B. Invoices and credit notes to be issued	559.729	1.932.155	-1.372.426
C. Short-term loans	676.330	2.022.345	-1.346.015
D. Cash Pooling	4.200.117	3.157.896	1.042.221
E. sundry receivables	257.857	381.805	-123.948
F. Receivables for the tax consolidation	499.200	596.740	-97.540
TOTAL	10.799.969	11.793.866	-993.897

The receivables recorded as Cash Pooling refer to the receivables due to Dedagroup from Sinergis srl, Ecos srl, Idea Futura srl and Beltos srl, deriving from the application of the group “treasury”. These contracts, in fact, envisage the zeroing of the adhering subsidiary’s current account and the consequent transfer of the balance to the Dedagroup account. Against these movements, corresponding entries are

made on the credit and debit accounts: on these balances, quarterly interest income/expense is calculated. In 2014, the company accrued interest income deriving from these agreements for Euro 107,590.

Sundry receivables relate to the provision of dividends that Dedagroup shall receive from the subsidiary Dexit Srl.

Amounts receivable from associated companies

Changes to the item are due to:

Amounts receivable from associated companies	31/12/2014	31/12/2013	Changes
A. Clients on order a/c	62.099	34.213	27.886
B. Invoices to be issued		60.594	-60.594
C. Short-term loans	508.194	758.195	-250.001
D. sundry receivables		28.540	-28.540
TOTAL	570.293	881.542	-311.249

Amounts receivable from parent companies

Amounts receivable from parent companies	31/12/2014	31/12/2013	Changes
A. Clients on order a/c	765.329	165.496	599.833
B. Invoices and credit notes to be issued	45.780	47.378	-1.598
C. Sundry receivables			
D. Short-term loans			
TOTAL	811.109	212.874	598.235

Tax receivables

We can distinguish between:

Tax receivables	31/12/2014	31/12/2013	Changes
Within the year:			
Receivables from IRES declaration of income	232.943	174.786	58.157
Receivables from declaration of income IRAP (REGIONAL BUSINESS TAX)	421	421	
IRES advance			
IRAP advance			
Deferred VAT credit			
VAT credit	8.868	55.615	-46.747
Withholdings applied	7.297	55.721	-48.424
Energy savings tax credits		11.261	-11.261
Other amounts due from the tax authorities	5.158	9.127	-3.969
Beyond the year:			
IRES redemption	856.282	956.584	-100.302
TOTAL	1.110.969	1.263.515	-152.546

Tax receivables due beyond the year are related specifically to requests for reimbursement of IRES due to the greater deductibility of the IRAP made in previous years, particularly:

- 18,945 euros refer to the request for reimbursement made in accordance with Article 6 of Italian Decree Law

no. 185 of 29 November 2008

- 836,143 euros instead derive from the request for reimbursement of IRPEF/IRES due to failure to deduct the IRAP in relation to the cost of staff (Art. 2, paragraph 1-quater, Italian Decree-Law no. 201 of 06 December 2011)

Amounts due from tax authorities

Details of the prepaid tax in credit are given at the foot, commenting on the inco-

me statement.

Other receivables

Finally, the other receivables listed below:

Description	31/12/2014	31/12/2013	Changes
Within the year:			
Caution deposits with third parties	14.189	28.249	-14.060
Suppliers with advances			
Miscellaneous financial receivables	42.536	42.536	
Receivables due from social security and insurance institutes	14.524	2.786	11.738
Receivable for contributions to be collected		7.000	-7.000
VAT on invoices issued as at 15/01	1.185.497	512.678	672.819
Other loans	259.989	296.295	-36.306
TOTAL	1.516.734	889.543	627.191

The increase to the VAT debt reflects the seasonal nature of the turnover from re-

tail that this year, more than before, there is a peak in turnover in December.

Additional information

There are no restricted receivables nor have any changes been seen during the year in payment conditions to customers.

There are no exceptions to statutory rules, nor changes to measurement criteria from one year to the next.

Receivables relating to purchases and sales with reconveyance agreements

There are no operations with reconveyance agreements in place.

Liquid funds

Significant changes

Liquid funds	31/12/2014	31/12/2013	Changes
Bank and post office deposits	1.432.396	376.180	1.056.216
Cheques			
Cash and equivalents on hand	3.197	6.736	-3.539
TOTAL	1.435.593	382.916	1.052.677

There are no restricted deposits.

Accrued income and deferred expenses

Description	31/12/2014	31/12/2013	Changes
Deferrals:			
On maintenance charges	240.592	254.169	-13.577
On telephone costs		8.509	-8.509
On connection services		868	-868
Lease and hire charges	3.214	5.627	-2.413
Subscriptions and association shares		113	-113
Interest expense		136.032	-136.032
Third party provisions		51.571	-51.571
Commission	397.809		397.809
Insurance	324.809		324.809
Suppliers		88.522	-88.522
Plant and machinery leasing	305.745	521.565	-215.820

Update courses		42.000	-42.000
Other prepaid expenses	275.455	14.180	261.275
TOTAL	1.547.624	1.123.156	424.468

At year end, there are no accrued items of income with a portion of a duration in excess of 5 years.



Liabilities and equity

Shareholders' equity

Significant changes

Below is all the information required by Art. 2427, no. 7-bis of the Italian Civil Code, for the purpose of assuring a

truthful, correct representation of shareholders' equity and the facts that resulted in the changes.

Description	Share capital	Legal reserve	Value adjustment reserve	Share premium reserve	Other reserves	Retained earnings (losses)	Net income/(loss) for the period	Total net shareholders' equity
31 December 2012	961.600	230.007		6.252.828	8.227.670		- 1.183.830	14.488.275
Increased:								
- share capital increase	200.014			7.425.546				7.625.560
- Retained earnings /accumulated losses						- 1.183.830		- 1.183.830
- Net income/loss for the year							- 3.088.321	- 3.088.321
31 December 2013	1.161.614	230.007	-	13.678.374	8.227.670	- 1.183.830	- 4.272.151	17.841.684
Reduction:								
- Hedging with other reserves					- 5.455.981	1.183.830	4.272.151	
Increased:								
- round-offs					3			3
- share capital increase	147.568			6.065.607				6.213.175
- Net income/loss for the year							- 3.268.720	- 3.268.720
31 December 2014	1.309.182	230.007	-	19.743.981	2.771.692	-	- 3.268.720	20.786.142

In November 2013, a share capital increase by means of the issue of 176,525 new shares, was resolved, for a total equivalent value of 7,061,000 euros. This increase was fully subscribed and paid-in in the

amount of 153,139 shares and for an equivalent value of 6,508,407 euro in December 2013 and the remainder in 2014.

In March 2014, a share capital increase by

means of the issue of 141,176 new shares, was resolved, for a total equivalent value of 5,999,980 euros. This increase was subscribed and paid-in for an amount of 142,182 shares and a counter value of

5,277,735 euros in the first part of the year. The share capital consists of 1,309,182 shares worth a nominal figure of Euro 1.00 each and has been fully subscribed and paid-in by the shareholders.

Below is a breakdown of the availability of reserves registered as equity pursuant to Art. 2426 of the Italian Civil Code:

Nature/description	Balance as of 31/12/2014	Possible use	Portion available	Summary of use during the last three years	
				To cover losses	For other reasons
Share capital	1.309.182				
Capital reserves:					
Revaluation reserves					
Share premium reserve	19.743.981	A,B	19.743.981		
Net income reserves:					
Legal reserve	230.007	B	230.007		
Other statutory reserves					
Other reserves	2.771.691	A,B,C	2.771.690	5.455.981	
Profits (losses) carried forward					
Net income (loss) for the period	-3.268.720				
TOTAL	20.786.141		22.745.678	5.455.981	
Non-distributable portion			6.343.516		
Remaining distributable portion			16.402.162		

The non-distributable portion refers to the part of the reserves that cannot be distributed insofar as they are restricted to the amount of the costs of research, development and advertising entered as assets.

Key: 'A' capital increase; 'B' loss coverage; 'C' distribution to shareholders.

Provisions for risks and charges

Significant changes

Euro

Balance as of 31/12/2014	616.017
Balance as of 31/12/2013	617.698
Changes	-1.681

Description	31/12/2014	31/12/2013	Changes
Tax provision for agents	36.060	36.060	
Deferred tax provision	3.546	5.227	-1.681
Provisions for other risks	576.411	576.411	
TOTAL	616.017	617.698	-1.681

The deferred tax provision refers to the future tax payable generated by dividends that have not been collected.

The provision for other risks intends to cover possible orders/projects running at a loss.

Employee severance indemnity

Significant changes

Description	Balan- ce as of 31/12/2013	Portion ac- crued during the year and value adjustments	Reductions for liquida- tions and advances	Other changes	Balan- ce as of 31/12/2014
Provision for employee severance indemnity	3.691.864	49.685	108.847	275.089	3.357.613
TOTAL	3.691.864	49.685	108.847	275.089	3.357.613

The TFR provision accrued represents the company's debt towards employees at year end, net of any advances.

Please note that as from FY 2007, as the company has more than 50 employees, TFR accrued during the year is allocated

to supplementary welfare provisions or a specific treasury provision of INPS.

“Other changes” refers to the TFR provision sold with the brand of small and medium businesses to Delta Informatica.

Payables

Significant changes

Euro	
Balance as of 31/12/2014	89.161.275
Balance as of 31/12/2013	72.658.673
Changes	16.502.602

Payables according to due date

	Within 12 months	Beyond 12 months	Total
Payables according to due date	66.283.199	22.878.077	89.161.276

There are no payables due beyond 5 years.

Payables divided by geographic area

Payables divided by geographic area	31/12/2014	31/12/2013	Changes
Italy	88.740.964	71.085.803	17.655.161
Europe EEC	93.822	1.449.703	-1.355.881
Other	326.489	123.167	203.322
TOTAL	89.161.275	72.658.673	16.502.602

Bonds payable

Bonds payable	31/12/2014	31/12/2013	Changes
Beyond 12 months:			
Bonds	17.172.000		17.172.000
Convertible debenture loans	5.000.000		5.000.000
TOTAL	22.172.000		22.172.000

Details of the bonds taken out are given in the report on operations.

Amounts due to banks

Amounts due to banks	31/12/2014	31/12/2013	Changes
Due to banks within 12 months:			
A. Bank current accounts	853.474	3.305.779	-2.452.305
B. Banks with advances	4.316.645	13.119.531	-8.802.886
C. Bank loan expenses	623.929	1.010.467	-386.538
D. Other amounts due to banks			

Due to banks beyond 12 months:			
A. Bank current accounts			
B. Banks with advances			
C. Bank loan expenses	706.077	1.330.006	-623.929
D. Other amounts due to banks			
TOTAL	6.500.125	18.765.784	-12.265.658

The item includes all payables existing at year end with regards to banks, including those in place for loans disbursed by special credit institutes. This payable consists of advance payments, current account overdrafts, bank and loan acceptances and expresses the effective amount due for principal, interest and accessory charges accrued and due.

As at 31/12/2014 the following are entered as liabilities:

- a loan contracted with Cassa Centrale, stipulated on 30/12/2009 with a duration of 7 years and 28 quarterly instalments as from 01 April 2011. Residual debt as at 31/12/2014 Euro 613,579. As a guarantee of payment, a pledge has been provided on the shareholding of Dexit;
- a loan stipulated with Mediocredito Trentino Alto Adige Spa stipulated on 30/04/2010, loan duration 5 years with 11 six-monthly instalments starting from 10/05/2010. Residual debt as of 31/12/2014 Euro 319,604;

- a loan contracted with Banca Antonveneta, stipulated on 31/12/2010 with a duration of 8 years and 10 six-monthly instalments as from 30/06/2014. Residual debt as of 31/12/2014 Euro 367,200;
- a loan contracted by the incorporated company Dedanext with Cassa di Risparmio di Cento, stipulated on 23/04/2012 with a duration of 3 years and 36 monthly instalments as from 22/05/2012. Residual debt as of 31/12/2014 Euro 29,623.

There are no payables due beyond 5 years.

Please remember that part of the debenture loans and bank loans is encumbered by conditions relating to equity/financial/economic indices relating to the group's consolidated financial statements (referred to as "covenants"), which on the basis of the results of the consolidated financial statements closed as at 31/12/2014 are fully met.

Advance payments from customers

Advance payments from customers	31/12/2014	31/12/2013	Changes
Advance payments from customers	1.140.615	801.552	339.063
TOTAL	1.140.615	801.552	339.063

The item refers to orders for which invoicing is ahead of total or partial progress

made on the works carried out.

Trade payables

Trade payables	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	25.664.943	22.519.233	3.145.710
B. Invoices yet to be received	8.961.387	3.948.996	5.012.391
C. Credit notes receivable	-993.946	-440.359	-553.587
TOTAL	33.632.383	26.027.870	7.604.513

Under supplier payables, debts have been recorded in place with subjects not belonging to the group (subsidiaries, associates and parent companies) deriving from the acquisition of goods and services, net of any credit notes received or receivable. The trend of invoices receivable, in addition to being influenced by a question of

receiving the invoices, is partially specular depending on the trend of the invoices to be issued as assets. More generally, the trend of payables follows the seasonal trend of sales of SW and HW, which this year is particularly accentuated.

Amounts payable to subsidiaries

Due to subsidiary companies	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	705.232	773.283	-68.051
B. Invoices and credit notes to be received	579.930	25.218	554.712
C. Cash Pooling	16.023.800	5.094.036	10.929.764
D. Financing		12.630.000	-12.630.000
E. Sundry payables	613		613
F. National consolidation		250.883	-250.883
TOTAL	17.309.575	18.773.420	-1.463.845

Amounts due to associates

Due to associated companies	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c		94.052	-94.052
B. Invoices yet to be received			
C. Credit notes receivable			
D. Financing	299.740		299.740
TOTAL	299.740	94.052	205.688

Amounts payable to parent companies

Due to parent companies	31/12/2014	31/12/2013	Changes
A. Suppliers on order a/c	110.314	858.821	-748.507
B. Invoices yet to be received		43.198	-43.198
C. Credit notes to be received			
TOTAL	110.314	902.019	-791.705

Tax liabilities

Tax payable	31/12/2014	31/12/2013	Changes
Withholdings to be reversed	1.069.678	1.107.058	-37.380
VAT to be paid	1.928.824	1.416.908	511.916
IRAP (regional income tax) receivable	38.972	10.946	28.026
IRES payables for national consolidation	495.060		495.060
Other payables			
TOTAL	3.532.534	2.534.912	997.622

Tax payables contains certain tax payables such as: payables due to the tax authorities for withholdings applied, payables due to the tax authorities for VAT and period income tax payable.

The item does not include deferred tax and probable tax payables in relation to current disputes, recorded under item B2 of the balance sheet liabilities.

Due to social security and welfare institutions

Due to social security institutions	31/12/2014	31/12/2013	Changes
Amounts due to INPS	972.147	961.322	10.825
Amounts due to INAIL and other entities	257.042	143.735	113.307
Amounts due for holidays and permits accrued	419.586	423.477	-3.891
Other payables	1.131	103.838	-102.707
TOTAL	1.649.906	1.632.372	17.534

Other payables

Other payables	31/12/2014	31/12/2013	Changes
The following are all within the year:			
Current salaries to be liq.	985.328	973.785	11.543
Premiums accrued to be liq.			
Holidays and permits not taken	1.471.068	1.445.152	25.916
Third party caution deposits		10.000	-10.000
Advances on contributions to be received			
Payables due to bondholders for coupons accrued	155.668		155.668
Amounts payable to corporate bodies	99.345		99.345
Other	102.675	697.755	-595.080
TOTAL	2.814.083	3.126.692	-312.608

Additional information

Apart from that specified in relation to the loan, there are no payables booked backed by collateral over company assets, there are no shareholder loans nor any changes to statutory criteria or changes with respect to last year.

During the year, convertible debenture loans were issued in the amount of Euro 5,000,000 and ordinary debenture loan for Euro 17,172,000.

Accrued liabilities and deferred income

Changes in consistency and breakdown

Accrued liabilities and deferred income	31/12/2014	31/12/2013	Changes
Deferrals:			
On portions of contribution not accrued		5.630	-5.630
On own maintenance charges	333.445	114.797	218.648
On prepaid income from services			
Prepaid lease charges			
Outsourcing services			
Other deferred income		257	-257
Accrued expenses:			
Accruals XIV	495.397	505.955	-10.558
Miscellaneous	1.983	4.727	-2.744
TOTAL	830.825	631.366	199.459

At year end, there were no accrued liabilities and deferred income with a duration of more than 5 years.



Memorandum accounts

Description	31/12/2014	31/12/2013	Changes
Sureties in the favour of third parties	4.788.970	3.886.299	902.671
Surety/Patronage vs subsidiaries	4.005.821	1.355.821	2.650.000
Leasing commitments	355.050	665.433	-310.383
TOTAL	9.149.841	5.907.553	3.242.288

The item “Surety in favour of third parties” includes almost exclusively bank or insurance surety given as guarantee of entities or contracting companies of provisions or necessary to participate in the order assignment procedure.

A small part of 240,654 euros relates to surety for property rentals. “Leasing commitments” includes the residual amount of charges as at 31/12/2014.

Details of the surety regarding group companies are given below:

- 2,500,000 euros relate to surety in favour of Sinergis Srl;
- 150,000 euros regard a letter of patronage with regards to Ecos Srl;
- finally 1,355,821 euros relate to surety given as guarantee of the supply of work stations following the tender won in 2007 by the subsidiary Dexit.



Income statement

Value of production

Changes

	Euro
Balance as of 31/12/2014	91.972.857
Balance as of 31/12/2013	80.319.175
Changes	11.653.682

In detail, we have:

Sales of goods and services

Sales of goods and services	31/12/2014	31/12/2013	Changes
Sales of hardware/other products	20.536.594	16.158.838	4.377.756
Sales of third party software	8.220.676	7.108.039	1.112.637
Sales of own software	1.979.015	1.292.601	686.414
Provision of retail services	25.872.464	19.866.155	6.006.309
Provision of own services	25.341.866	26.621.248	-1.279.382
Revenues for hires	2.523.281	2.946.565	-423.284
Commission income	171.165	233.803	-62.638
Educational teaching	50.854	17.650	33.204
Other	1.279.682	286.287	993.395
TOTAL	85.975.596	74.531.188	11.444.411

Further elements of analysis, in addition to an explanation of the item trend, are

given in the report on operations.

Revenues by geographic area

Revenues by geographic area	31/12/2014	31/12/2013	Changes
Italy	84.085.700	73.517.889	10.567.811
Abroad	1.889.896	1.013.299	876.597
TOTAL	85.975.596	74.531.188	11.444.408

Change in work in progress

Change in work in progress	31/12/2014	31/12/2013	Changes
Change in work in progress	1.208.431	-435.384	1.643.815
TOTAL	1.208.431	-435.384	1.643.815

Increase of fixed assets for internal works

Increase in internal fixed assets	31/12/2014	31/12/2013	Changes
Capitalisation of Research and development costs	3.016.824	3.552.982	-536.158
TOTAL	3.016.824	3.552.982	-536.158

The item refers to the capitalisation portions relating to the costs of internal staff. For further considerations on the projects

and products to which the capitalisation of 2014 refers, please refer to that specified in the part on intangible fixed assets.

Other revenue and income

Other revenues	31/12/2014	31/12/2013	Changes
Recovery of costs	697.104	2.165.973	-1.468.869
Property rental	314.680	182.467	132.213
Operating capital gains	380.902	25.385	355.517
Operating grants	115.747	53.261	62.486
Other revenue and income	263.574	243.302	20.272
TOTAL	1.772.006	2.670.389	-898.383

“Contributions on operating account” refer to:

- Euro 16,925 the photovoltaic contribution
- Euro 8615 the BIOBANKING contribution

- Euro 9,484 the SIMEST-DEDAMEX contribution;
- Euro 80,722 the contribution on training given by the European Social Fund;

Cost of production

Changes

	Euro
Balance as of 31/12/2014	94.126.156
Balance as of 31/12/2013	83.585.169
Changes	10.540.987

Costs for raw, ancillary and consumable materials

Raw, ancillary and consumable materials	31/12/2014	31/12/2013	Changes
Purchase of goods for resale	49.659.136	36.906.655	12.752.481
Returns, premiums and discounts on purchases	-1.409.214	-645.491	-763.723
Purchase of other material for production	63.008	148.325	-85.317
Purchase of fuel	551.444	579.748	-28.304
Purchases of sundry materials	23.409	44.913	-21.504
TOTAL	48.887.782	37.034.149	11.853.633

The trend of the item basically follows that of income from products for re-sale.

Further elements of analysis, in addition to an explanation of the item trend, are given in the report on operations.

Costs for services

Details of the item are given in the table below:

Costs for services	31/12/2014	31/12/2013	Changes
Third party and occasional services	7.974.456	7.810.254	164.202
Maintenance charges	834.525	886.752	-52.227
Maintenance and repair work	470.403	461.086	9.317
Advertising expenses	473.969	409.634	64.335
Insurance expenses	88.605	236.321	-147.716
Fixed telephone expenses	95.080	110.995	-15.915
Mobile telephone expenses	80.918	99.600	-18.682
Consulting	702.720	365.016	337.704
Payroll and related costs	2.369.119	1.859.028	510.091
Logistics	591.674	564.301	27.373
Directors' fees and contributions	359.732	641.834	-282.102
Statutory Auditors' emoluments	49.124	39.237	9.887
Auditing firm fees	36.000	42.654	-6.654
Bank expenses	253.387	318.581	-65.194
Other services	54.949	74.178	-19.229
TOTAL	14.434.660	13.919.472	515.188

The reduction in director's fees with respect to 2013 is due to the merger during 2013 of Dedagroup, Dedanext and Sintecop and the consequent reduction in the number of directors.

The increase in the expenses for staff derives from the greater investments made by the company to train employees and the increased insurance for staff.

Costs for the use of third party assets

Use of third party assets	31/12/2014	31/12/2013	Changes
Building leases	1.005.084	1.124.601	-119.517
Leasing of other goods and vehicles	533.012	444.637	88.375
TOTAL	1.538.096	1.569.238	-31.142

The lease of buildings mainly refers to the lease of the company offices as well as secondary offices.

The lease of other goods and vehicles instead mainly consists of hire charges for plants and machinery.

The company has continued, in 2014, to pursue a financial lease stipulated in 2012. Below is its representation using the financial method:

Contract	Description	Contract start	Historic cost at IAS 17	Amort.AP	Amort. 2014	Provision as at 31/12/2014	Residual amount as at 31/12/2014	Pertinent financial expense	Lesser costs on IS
Cisco Leases	Leasing on server purchase	01/06/2012	783.314	234.994	156.663	391.657	391.657	- 22.304	215.820
Total			783.314	234.994	156.663	391.657	391.657	- 22.304	215.820

Payroll and related costs

The change made during the year is as follows:

Payroll and related costs	31/12/2014	31/12/2013	Changes
Wages and salaries	16.921.039	17.212.660	-291.621
Social security charges	4.995.441	5.156.064	-160.623
Severance indemnity	1.215.805	1.245.488	-29.683
Other costs		181	-181
TOTAL	23.132.285	23.614.393	-482.108

Workforce figures

With reference to Payroll costs, the requirements laid down by Art. 2427, point 15

of the Italian Civil Code can be seen in the Report on operations.

It is also specified that the company's average workforce can be summed up as follows:

Classification	Media 2013	Media 2014	Changes
White-collar workers	345,42	410,58	65,16
Executives	17,08	23,58	6,50
TOTAL	362,50	434,17	71,66

Amortisation, depreciation and write-downs

Amortisation, depreciation and write-downs	31/12/2014	31/12/2013	Changes
Amortisation of intangible fixed assets	3.635.882	3.466.565	169.317
Depreciation of tangible fixed assets	3.102.568	3.335.587	-233.019
Other write-downs of fixed assets			
Write-down of current receivables	406.860	173.910	232.950
TOTAL	7.145.310	6.976.062	169.248

Inventories

Inventories	31/12/2014	31/12/2013	Changes
Opening inventories of hardware products		12.202	-12.202
Closing inventories of hardware products		6.138	-6.138
Closing inventories of software products	-1.367.060	-165.740	-1.201.320
TOTAL	-1.367.060	-147.400	-1.219.660

Provisions

The company has not made any provisions.

Sundry operating expenses

The main sundry operating expenses include:

Sundry operating expenses	31/12/2014	31/12/2013	Changes
Capital losses from the divestment of fixed assets	33.788	10.119	23.669
Taxes	108.959	139.575	-30.616
Association shares	17.363	10.112	7.251
Purchases of publication, subscriptions	3.967	5.305	-1.338
Tender expenses	18.333	3.559	14.774
Entertainment expenses, non-deductible costs	49.081	38.607	10.474
Fines and sanctions	70.392	28.610	41.782
Other	53.200	33.368	19.832
TOTAL	355.083	269.255	85.828

Related party transaction disclosure

As concerns the costs and revenues generated in transactions with subsidiaries or

parent companies, please refer to the specific section in the report on operations.

Financial income and expense

Changes

	Euro
Balance as of 31/12/2014	-1.191.670
Balance as of 31/12/2013	-821.259
Changes	-370.411

Income from equity investments

Income from equity investments	31/12/2014	31/12/2013	Changes
In subsidiary companies	259.435	381.805	-122.370
In associates			
In other companies	45.588	18.571	27.017
Other income			
TOTAL	305.023	400.376	-95.353

The main sundry operating expenses on the company of origin and type of income include:

Dividends:

Subsidiaries:

- Dexit: Euro 259,435

Other companies:

- Seac Spa: Euro 17,904

- Esprinet Spa: Euro 668

- MC-link: 27,016

Other financial income

Financial income	31/12/2014	31/12/2013	Changes
Bank interest	1.303	1.558	-255
Interest on short-term financial receivables	132.747	127.143	5.604
Interest on trade and sundry receivables			
Other	95	103	-8
TOTAL	134.144	128.804	5.340

Interest and other financial expense

Interest and other financial expense noted during the year is as follows:

Interest and other financial expense	31/12/2014	31/12/2013	Changes
Interest expense charged by banks	743.513	829.314	-85.801
Interest on debenture loans	228.648		228.648
Interest on financial payables of subsidiaries	330.572	281.514	49.058
Interest to parent companies	58.261		58.261
Interest on trade and sundry payables	186.593	233.569	-46.976
Other financial expense	78.977	6.551	72.426
TOTAL	1.626.565	1.350.948	275.617

Further information on obligations can be found in the report on operations.

Exchange gains and losses

The trend of the item is summarised in the following table:

Exchange gains and losses	31/12/2014	31/12/2013	Changes
Exchange losses	-11.002	-2.446	-8.556
Exchange gains	6.730	2.956	3.774
TOTAL	-4.272	509	-4.781

Value adjustments to financial assets

Changes

	Euro
Balance as of 31/12/2014	-207.000
Balance as of 31/12/2013	-400.000
Changes	193.000

Write-backs and write-downs

Value adjustments to financial assets	31/12/2014	31/12/2013	Changes
Write-down of equity investments	207.000	400.000	-193.000
TOTAL	207.000	400.000	-193.000

The equity investment in the company Sinergis Srl was written down for Euro 200,000 due to the presence of indicators

of impairment.

The remaining 7 thousand euros relate to Publica Toscana Srl in liquidation.

Extraordinary income and expense

Changes

Euro

Balance as of 31/12/2014	-90.014
Balance as of 31/12/2013	-574.725
Changes	484.711

Extraordinary income

Extraordinary income	31/12/2014	31/12/2013	Changes
a) Gains on disposals			
Income from the sale of investments			
b) Other extraordinary income			
Extraordinary portion of the PAT contribution			
Gains from sale of business unit			
Contingent assets	107.705	164.304	-56.599
Dividends booked for cash			
Other income	310.882	892	309.990
TOTAL	418.587	165.196	253.391

The accounting adjustments include the main item that refers to the lesser IRAP

debt of the previous year for incorrect allocation to assets.

Extraordinary expense

Extraordinary expense	31/12/2014	31/12/2013	Changes
Capital losses on the disposal of equity investments	5.283	16.371	-11.088
Taxes relating to previous years	2.623	2.692	-69
Out-of-period expense	164.384	422.102	-257.718
Other extraordinary expense	336.311	298.756	37.555
TOTAL	508.601	739.921	-231.320

Period income tax

Changes

	Euro
Balance as of 31/12/2014	-373.263
Balance as of 31/12/2013	-789.827
Changes	416.564

Taxes	31/12/2014	31/12/2013	Changes
IRES (COMPANY EARNINGS' TAX)			
IRAP (REGIONAL BUSINESS TAX)	415.848	478.447	-62.599
Prepaid tax	-787.430	-1.240.104	452.674
Deferred tax	-1.681	-28.170	26.489
TOTAL	-373.263	-789.827	416.564

Please remember that the Company adheres to the national tax consolidation regime, together with the following subsidiaries:

- Derga Consulting Srl
- Sinergis srl unipersonale
- Ecos Srl
- Agorà Med Srl
- Dexit Srl

The company has consequently booked receivables and payables in relation to

that attributable to the subsidiaries in terms of tax receivables and payables.

The quantification of the receivables entered against tax payables and payables entered against tax losses attributed to the consolidating company can be found in the details of receivables and payables with regards to subsidiaries, described in the specific section of the notes.

Below is a reconciliation of the theoretical and effective current income tax liability:

Reconciliation between the tax liability as per the financial statements and the theoretical tax liability (IRES – company earnings tax)

Description	Value	Taxation
Pre-tax results	-3.641.983	
Theoretical tax liability (%) 27.5		-1.001.545
Timing differences deductible in subsequent years:		
Negative items deductible for cash	26.000	
Early amortisation/depreciation	338.312	
Amortisation of goodwill	28.800	
Write-down of receivables	300.000	
Other provisions		
	693.112	
Reversal of timing differences from previous years		
Entertainment and maintenance expenses		
Capital gains share from previous years		
Write-down of receivables		
Dividends for cash	19.006	
Use of the provision for risks		

Negative items deductible for cash	-26.000	
Early amortisation/depreciation	-548.120	
	-555.114	
Differences which do not reverse in subsequent years		
Amortisation and depreciation		
Transport expenses	447.620	
Telephone costs	90.758	
Non-deductible impairment/capital losses	212.283	
Portion of non-deductible interest	151.413	
Other non-deductible expenses	711.465	
Exempt dividends	-44.808	
Exempt capital gains		
Other deductible income	-579.100	
	989.631	
Positive components postponed to subsequent years		
Taxable income deductions		
Exempt capital gains		
Dividends excluded	-257.857	
Use of taxed provisions		
Other reductions		
	-257.857	
IRES taxable income	-2.772.211	
Current period income tax		-762.358
Reconciliation between the tax liability as per the financial statements and the theoretical tax liability (IRAP - regional business tax)		
Description	Valore	Imposte

Difference between value and cost of production	-2.153.299	
Non-deductible IRAP expenses	23.539.145	
Reference value	21.385.846	
Theoretical tax liability (%) 3.9		834.048
Amortisation of trademarks and goodwill	28.800	
Non-deductible costs, fees and interest	1.383.135	
Other provisions		
	1.411.935	
Reductions	-182.675	
IRAP deductions	-9.812.243	
	-9.994.918	
Tax base for IRAP	12.802.863	
Current income taxes for the period with weighted rate:	3,25%	415.848

Deferred taxation

Below is a breakdown of the items of prepaid and deferred taxation booked.

*A.D.T.=Amount Deferred Temporarily	2013 balance		Changes				2014 balance	
	A.D.T.*	Tax effect	A.D.T. reduced	Reduction	A.D.T. increased	Increases	A.D.T.	Tax effect
TAXES PAID IN ADVANCE:								
Prepaid tax on goodwill pursuant to 2001 merger	215.097	67.540	119.500	37.523			95.597	30.017
Early amortisation/ depreciation	2.017.344	554.770	365.446	100.498	338.312	93.036	1.990.210	547.308
Negative non-deductible items	32.000	8.800	32.000	8.800	26.000	7.150	26.000	7.150
Allowance for doubtful receivables					300.000	82.500	300.000	82.500
2005 write-downs and amortisation over 18 years	553.576	173.823	61.509	19.314			492.067	154.509

Goodwill on acquisition of business unit	136.500	42.861	1.667	523	22.134	6.950	156.967	49.288
Dexea incorporated business unit goodwill	53.330	14.925			6.667	2.093	59.997	17.018
Provision to the reserve Risks	350.000	96.250					350.000	96.250
Write-down of inventories	100.000	27.500					100.000	27.500
Prepaid taxes relating to period tax losses					2.772.211	762.358	2.772.211	762.358
Prepaid taxes relating to previous period tax losses	7.730.661	2.125.932			93.247	25.643	7.823.908	2.151.576
Total	11.188.508	3.112.401	580.122	166.658	3.558.571	979.731	14.166.957	3.925.475
DEFERRED TAX:								
Capital gain on business unit Delta Servizi								
Dividends booked and not collected	380.113	5.228	380.113	5.227	257.857	3.546	257.857	3.547
Total	380.114	5.228	380.112	5.225	257.857	3.546	257.858	3.547
NET	10.808.394	3.107.174	200.010	161.433	3.300.714	976.184	13.909.099	3.921.928

As regards the prepaid tax receivable booked for a total of Euro 3,925,475, the Company confirms that the conditions required by the accounting standards for the booking of the future tax benefit are

met, and particularly the reasonable certainty that in the future the company will yield tax payables such as to allow for the absorption of that booked.

Fees to directors, auditors and the independent auditing firm

In relation to this item, the amount of fees due cumulatively to directors and auditors is given in the table below:

Directors' and Auditors' fees	31/12/2014	31/12/2013	Changes
Directors' fees	359.732	641.834	-282.102
Statutory Auditors' fees	49.124	39.237	9.887
Auditing firm fees	36.000	42.654	-6.654
TOTAL	444.856	723.725	-278.869

Please note that auditors and the independent auditing firm have not been paid any fees for tax consulting or other auditing services.

These Financial Statements comprising

Trento, 22 April 2015

The Chairman
Dr. Marco Podini



the Balance Sheet, Income Statement and Explanatory Notes, provide a true and fair view of the equity and financial situation as well as the economic result for the year and are consistent with the underlying accounting records.

Cash flow statement as of 31/12/2014

A. Cash flow from operating activities	2014	2013
Net income (loss) for the year	- 3.268.720	- 4.272.151
Income tax	- 373.263	- 789.827
Interest expense / (interest income)	1.191.670	821.259
(Dividends)	- 305.023	- 400.376
(Gains)/losses from the sale of assets	5.283	16.371

1. Profit (loss) before income tax, interest, dividends and capital gains/losses on disposals	- 2.750.053	- 4.624.724
Adjustments for non-cash items that had no counterpart in net working capital		
Allocations to reserves	416.904	646.635
(Write-backs)/Write-downs of financial assets	207.000	400.000
Amortisation and depreciation of assets	6.738.450	6.802.152
2. Cash flow before changes in NWC	7.362.354	7.848.787
Changes to net working capital		
Decrease/(increase) in inventories	- 3.425.796	573.346
Decrease/(increase) in trade receivables	- 2.577.607	- 5.331.242
Increase/(decrease) in trade payables	7.205.417	7.560.886
Increase/(decrease) in accrued income and prepaid expenses	- 424.468	544.110
Increase/(decrease) in accrued liabilities and deferred income	199.459	- 50.473
Other changes in net working capital	873.373	- 3.389.143
3. Cash flow after changes in NWC	1.850.378	- 92.516
Other adjustments		
Interest received/(paid)	- 1.191.670	- 821.259
(Income tax paid)	182.029	138.076
Dividends received	428.971	445.717
Uses of the reserves	- 1.172.686	861.045
4. Cash flow after other adjustments	- 1.753.356	623.579
Cash flow generated by operating activities (A)	4.709.323	3.755.126

B. Cash flow from investment activities

Tangible fixed assets	- 4.024.477	- 3.328.553
(Tangible investments)	- 4.019.194	- 3.312.182
Proceeds from disinvestments	- 5.283	- 16.371
Intangible fixed assets	- 4.185.653	- 9.241.364
(Intangible investments)	- 4.185.653	- 9.241.364
Proceeds from disinvestments	-	-
Financial fixed assets	- 10.468.443	- 47.402
(Financial investments)	- 10.468.443	- 47.402
Proceeds from disinvestments	-	-
Cash flow from investment activities (B)	- 18.678.573	- 12.617.319

C. Cash flow from financing activities

Minority interest means		
Stipulation of loans/cash pooling	-	405.505
Repayment of loans/cash pooling	- 1.097.585	-
Own means		
Capital increase by payment	6.213.175	7.625.562
Sale (purchase) of treasury shares	-	-
Dividends (and advances on dividends) paid	-	-
Cash flow from financing activities (C)	5.115.590	8.031.067
Increase (decrease) in cash and cash equivalents (A B, C)	- 8.853.660	- 831.126
Cash and cash equivalents at year start	- 18.382.863	- 17.551.737
Cash and cash equivalents at year end	- 27.236.523	- 18.382.863

DEDAGROUP S.P.A.

- . -

Bilancio al 31 dicembre 2014
Relazione della società di revisione
ai sensi dell'art. 14 del D.Lgs. 27.1.2010 n.39



BAKER TILLY REVISA

Società di Revisione e
Organizzazione Contabile
00153 Roma
Piazza Albania 10
Italy

Relazione della società di revisione
ai sensi dell'art. 14 del D.Lgs. 27.01.2010 n. 39

T: +39 06 57284302
F: +39 06 57250015

www.bakertillyrevisa.it

Agli Azionisti di
Dedagroup S.p.A.

1. Abbiamo svolto la revisione contabile del bilancio d'esercizio della Dedagroup S.p.A. chiuso al 31 dicembre 2014. La responsabilità della redazione del bilancio in conformità alle norme che ne disciplinano i criteri di redazione compete agli amministratori della Dedagroup S.p.A.. È nostra la responsabilità del giudizio professionale espresso sul bilancio e basato sulla revisione contabile.
2. Il nostro esame è stato condotto secondo i principi di revisione emanati dal Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili e raccomandati dalla Consob. In conformità ai predetti principi, la revisione è stata pianificata e svolta al fine di acquisire ogni elemento necessario per accertare se il bilancio d'esercizio sia viziato da errori significativi e se risulti, nel suo complesso, attendibile. Il procedimento di revisione comprende l'esame, sulla base di verifiche a campione, degli elementi probativi a supporto dei saldi e delle informazioni contenuti nel bilancio, nonché la valutazione dell'adeguatezza e della correttezza dei criteri contabili utilizzati e della ragionevolezza delle stime effettuate dagli amministratori. Riteniamo che il lavoro svolto fornisca una ragionevole base per l'espressione del nostro giudizio professionale.
Per il giudizio relativo al bilancio dell'esercizio precedente, i cui dati sono presentati ai fini comparativi secondo quanto richiesto dalla legge, si fa riferimento alla relazione da noi emessa in data 22 aprile 2014.
3. A nostro giudizio il bilancio d'esercizio della Dedagroup S.p.A. al 31 dicembre 2014 è conforme alle norme che ne disciplinano i criteri di redazione; esso pertanto è redatto con chiarezza e rappresenta in modo veritiero e corretto la situazione patrimoniale e finanziaria ed il risultato economico della società.

4. La responsabilità della redazione della relazione sulla gestione, in conformità a quanto previsto dalle norme di legge compete agli amministratori della Dedagroup S.p.A.. È di nostra competenza l'espressione del giudizio sulla coerenza della relazione sulla gestione con il bilancio, come richiesto dall'art. 14, comma 2, lettera e) del D.Lgs. 27/01/2010, n. 39. A tal fine, abbiamo svolto le procedure indicate dal principio di revisione n. PR 001 emanato dal Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili e raccomandato dalla Consob. A nostro giudizio, la relazione sulla gestione è coerente con il bilancio d'esercizio della Dedagroup S.p.A. al 31 dicembre 2014.

Roma, 14 maggio 2015

Baker Tilly Revisa S.p.A.



Socio Procuratore
Marco Sacchetta

DEDAGROUP S.P.A.

- . -

Bilancio consolidato al 31 dicembre 2014
Relazione della società di revisione
ai sensi dell'art. 14 del D.Lgs. 27.1.2010 n.39

Relazione della società di revisione
ai sensi dell'art. 14 del D. Lgs. 27.01.2010 n. 39

Agli Azionisti di
Dedagroup S.p.A.

1. Abbiamo svolto la revisione contabile del bilancio consolidato del Gruppo Dedagroup S.p.A. al 31 dicembre 2014. La responsabilità della redazione del bilancio consolidato in conformità alle norme che ne disciplinano i criteri di redazione compete agli amministratori della Dedagroup S.p.A.. È nostra la responsabilità del giudizio professionale espresso sul bilancio consolidato e basato sulla revisione contabile.
2. Il nostro esame è stato condotto secondo i principi di revisione emanati dal Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili e raccomandati dalla Consob. In conformità ai predetti principi, la revisione è stata pianificata e svolta al fine di acquisire ogni elemento necessario per accertare se il bilancio consolidato sia viziato da errori significativi e se risulti, nel suo complesso, attendibile. Il procedimento di revisione comprende l'esame, sulla base di verifiche a campione, degli elementi probativi a supporto dei saldi e delle informazioni contenuti nel bilancio consolidato, nonché la valutazione dell'adeguatezza e della correttezza dei criteri contabili utilizzati e della ragionevolezza delle stime effettuate dagli amministratori. Riteniamo che il lavoro svolto fornisca una ragionevole base per l'espressione del nostro giudizio professionale.
Per il giudizio relativo al bilancio consolidato dell'esercizio precedente, i cui dati sono presentati ai fini comparativi secondo quanto richiesto dalla legge, si fa riferimento alla relazione da noi emessa in data 22 aprile 2014.
3. A nostro giudizio il bilancio consolidato del Gruppo Dedagroup S.p.A. al 31 dicembre 2014 è conforme alle norme che ne disciplinano i criteri di redazione; esso pertanto è redatto con chiarezza e rappresenta in modo veritiero e corretto la situazione patrimoniale e finanziaria ed il risultato economico del Gruppo.

4. La responsabilità della redazione della relazione sulla gestione, in conformità a quanto previsto dalle norme di legge compete agli amministratori della Dedagroup S.p.A.. È di nostra competenza l'espressione del giudizio sulla coerenza della relazione sulla gestione con il bilancio consolidato, come richiesto dall'art. 14, comma 2, lettera e) del D.Lgs. 27/01/2010, n. 39. A tal fine, abbiamo svolto le procedure indicate dal principio di revisione n. PR 001 emanato dal Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili e raccomandato dalla Consob. A nostro giudizio, la relazione sulla gestione è coerente con il bilancio consolidato della Dedagroup S.p.A. al 31 dicembre 2014.

Roma, 14 maggio 2015

Baker Tilly Revisa S.p.A.



Socio Procuratore
Marco Sacchetta

DEDAGROUP S.P.A

Registered offices in Gardolo LOC. PALAZZINE 120/F – TRENTO
Trento Registrar of Companies and Tax Code 01763870225
Share Capital Euro 1,309,182 fully paid-in
Company subject to the management and coordination
of Sequenza S.p.A.

REPORT BY THE BOARD OF AUDITORS TO THE SHAREHOLDERS' MEETING

PURSUANT TO ARTICLE 2429, PARAGRAPH TWO OF THE CIVIL CODE

During the financial year ended on 31 December 2014, our work was carried out in accordance with the provisions of law and the Codes of Conduct for boards of auditors issued by the Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili (National Board of Chartered

and Expert Accountants). We must stress that the statutory auditing, in compliance with the provisions of your resolutions, is carried out by Baker Tilly Revisa Spa, to whose report, we would refer you.

Supervisory activities performed pursuant to Article 2403 et seq. of the Italian Civil Code

We monitored compliance with the law and the articles of association and application of the principles of correct administration.

We attended the meetings of shareholders and the Board of Directors. On the basis of the information available and in relation to this, we noted no breach of the law and the articles of association, nor any transactions that were clearly imprudent, risky, in potential conflict of interests or such as to affect the integrity of the shareholders' equity.

During the meetings held, we acquired information from the directors on the general management trend and its foreseeable outlook, as well as on the most important

transactions in terms of dimension or characteristics, implemented by the company and its subsidiaries. On the basis of the information acquired, we have no particular comments to make.

We have acquired information from the Supervisory Body and no critical issues were revealed with regards to the organisational model worthy of note in this report.

We have acquired knowledge and verified, within our powers, the suitability and function of the company's organisational structure, also through the collection of information from the department managers; we have no particular comments to make in this regard.

We gained awareness of and monitored, insofar as we are competent to do so, the suitability and function of the administrative and accounting system, in addition to its suitability in providing a correct representation of management events, by means of obtaining information from the department managers and examining company documents. On this regard, we have no particular comments to make.

We have maintained a constant exchange of information with the subject in charge of performing the statutory audit, without any data or significant information ari-

Statutory financial statements

We have verified and ascertained compliance with the provisions of the law in preparing and setting up both the financial statements of the company and the report on operations accompany them.

We would remind you that the responsibility for preparing the financial statements lies with the Administrative Body, whilst we are competent to express a professional opinion on the financial statements in accordance with the audits performed.

Balance sheet

Assets	114.751.872
Liabilities and provisions	93.965.730
Shareholders' equity (excluding period result)	24.054.862
Year's profits (loss)	(3.268.720)

sing worthy of note in this report.

No shareholder declarations were received pursuant to art. 2408 of the Italian Civil Code.

During the financial year, the board of auditors issued no opinions established by the law.

During the supervisory activities as described above, no other significant events emerged such as to be worthy of note in this report.

The draft financial statements for the year ended on 31/12/2014, together with the report on operations, were made available to us by the Board of Directors within the terms established by current legislation.

The draft financial statements submitted for the examination and approval of this Shareholders' meeting, in short, records the following results:

Income statement

Value of production	91.972.857
Cost of production	94.126.156
Difference	(2.153.299)
Financial income and expense	(1.191.670)
Value adjustments to financial assets	(207.000)
Extraordinary income and expense	(90.014)
Pre-tax results	(3.641.983)
Period income tax	373.263
Period result	(3.268.720)

As concerns the consistency and composition of the individual items of the Balance Sheet and Income Statement, the Board of Directors provided full information in the notes and report on operations on the events characterising the year examined.

We acknowledge that:

- in the preparation of these financial statements, the standards laid down were applied, pursuant to Article 2423-bis of the Italian Civil Code. In particular, the standards of prudence and the prospect of the business as a going concern were applied, as well as the correct accounting standards recalled in the notes in accordance with Article 2427 of the Italian Civil Code;
- the draft Balance Sheet together with the Income Statement, are compliant with the requirements of the Italian Civil Code in accordance with Articles 2424 and 2425 just as the provisions of the individual items of the Balance Sheet dictated by Article 2424-bis of the Italian Civil Code have also been

applied;

- our controls have also revealed that the income, revenues, expenses and costs have been allocated on an accruals basis and stated net of returns, discounts, bonuses and premiums and of tax directly connected with sales;
- in accordance with the provisions set forth under Article 2426, no. 5 of the Italian Civil Code, we have expressed our consent to the recording of costs for research, development and advertising on the Balance Sheet for Euro 6,343,516;
- in accordance with the provisions set forth under Article 2426, no. 6 of the Italian Civil Code, we have given our consent to the recording of various goodwill under the Balance Sheet assets for Euro 3,129,551;
- the notes prepared by the Board of Directors have been prepared in accordance with Articles 2423 et seq. of the Italian Civil Code and in particular with Article 2427 and also contains the other indications considered necessary for complete information, including tax data.

Insofar as we are aware, in preparing the financial statements, the directors did not make any exception to provisions of law

in accordance with art. 2423, paragraph four of the Italian Civil Code.

Consolidated financial statements

We have also examined the draft consolidated financial statements closed as at 31 December 2014 and made available to us in accordance with the terms of law, together with the Report on Operations, even if drawn up jointly with the draft statutory financial statements of Dedagroup Spa.

Our activities were carried out in compliance with current applicable legislation, aiming to verify that the information contained in the documents of the consolidated financial statements and the report on operations for the year ended on 31 December 2014 were correct and suitable, insofar as, as mentioned above, the statutory auditing of the accounts has been entrusted to Baker Tilly Revisa Spa.

The consolidated financial statements have been prepared in compliance with the provisions of Italian Legislative Decree of 9 April 1991, no. 127 and close with profits of Euro 219,095.

The notes provide an analytical indica-

tion of the criteria and areas of consolidation and no differences are noted with respect to last year as regards the criteria applied to prepare the consolidated financial statements.

More specifically, the consolidation area includes the subsidiary companies in compliance with Articles 26 and 28 of Italian Legislative Decree no. 127/1991 and the changes on last year. The consolidation procedure adopted applies the full method for controlling shareholdings, whereas for related companies, the equity method was used.

As regards the report on operations prepared jointly with the statutory financial statements 2014, we note that the information is complete and data coherent and able to provide a full disclosure on the Group's economic-financial trend and on the risks to which it is subject, as well as on significant events that took place after year end.

Conclusions

In considering the results of the activities we have carried out, the Board of Auditors proposes that the Shareholders' Mee-

ting approves the financial statements for the year ended on 31 December 2014, as prepared by the directors.

Trento, 14 April 2015

THE BOARD OF AUDITORS

Giorgio Fiorini

Maurizio Scozzi

Luigi Salandin

DEDAGROUP S.P.A.

Registered offices: Gardolo,
Loc.Palazzine 120/F
Share Capital € 1.309.182,00
VAT no. 01763870225
www.dedagroup.it

Company subject to the
management and coordination
of Sequenza S.p.A.
22 April 2015

