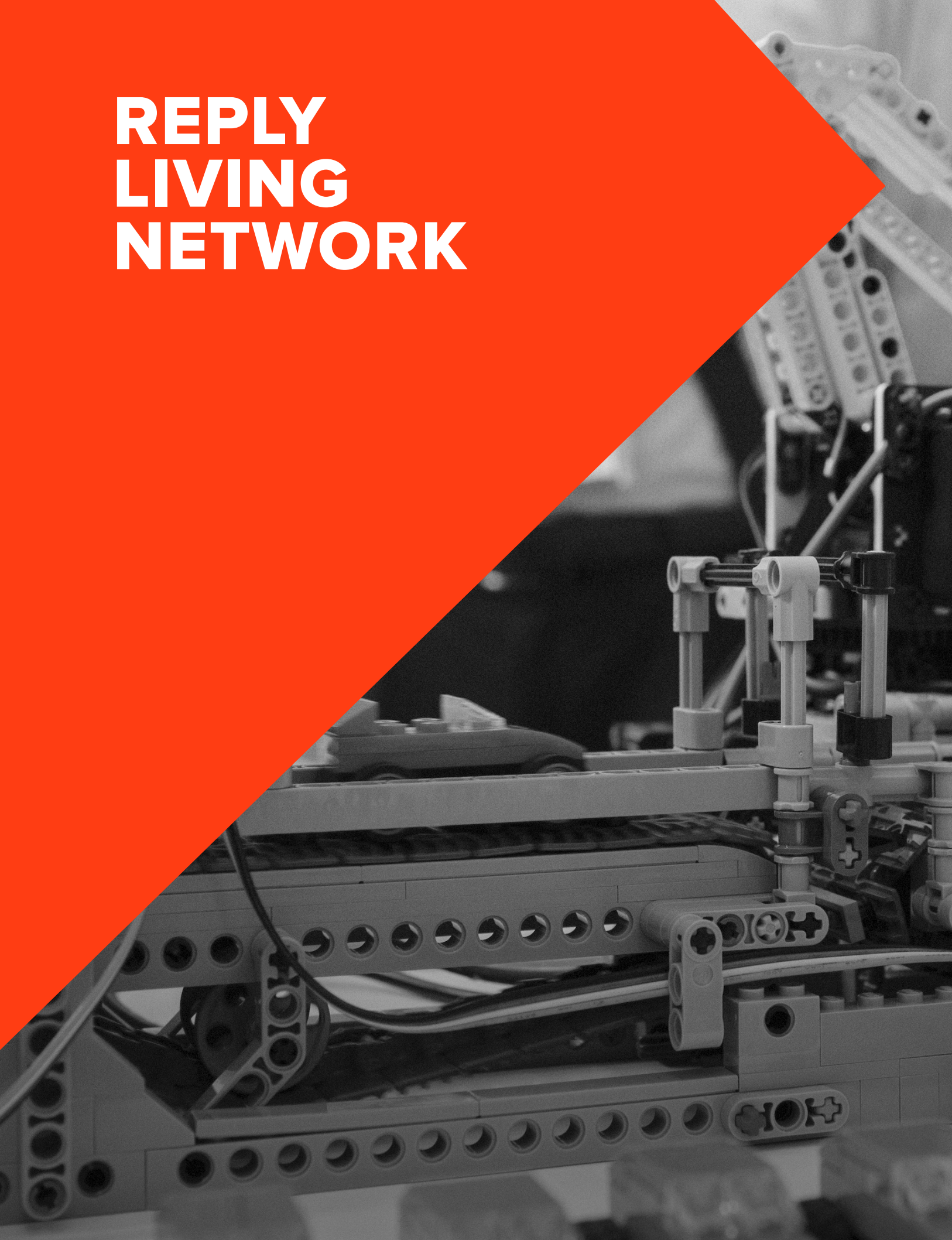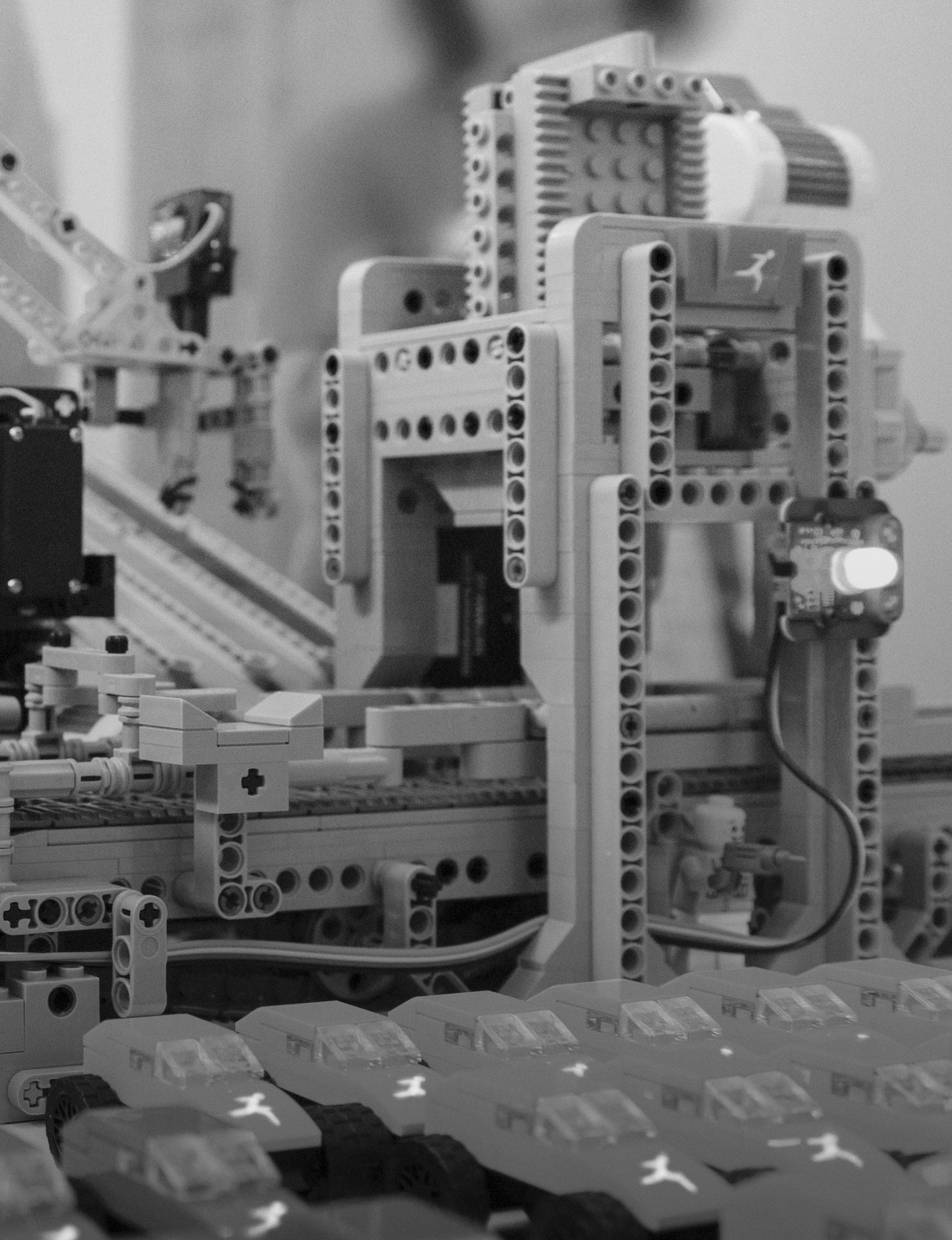# REPLY
LIVING
NETWORK

Reply is a company that specialises in consulting, system integration and digital services with a focus on the invention, design and implementation of solutions based on the new communication channels and digital media.

Composed of a network of companies, Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as big data, cloud computing, digital communication, Internet of Things and mobile and social networking. In so doing, it aims to optimise and integrate processes, applications and devices.

REPLY IS CHARACTERISED BY:

- a culture focused on technological innovation;
- a flexible structure capable of anticipating market developments and interpreting new technological drivers;
- a delivery method of proven success and scalability;
- a network of companies with specialised areas of competence;
- teams composed of specialists, originating from the best universities;
- a highly experienced management team;
- continuous investment in research and development;
- long-term relationships with its customers.

THE ORGANISATIONAL MODEL

With more than 6,000 employees (as of 31 December 2016), Reply operates through a network of companies specialising in processes, applications and technologies, which are centres of excellence in their respective fields of expertise.
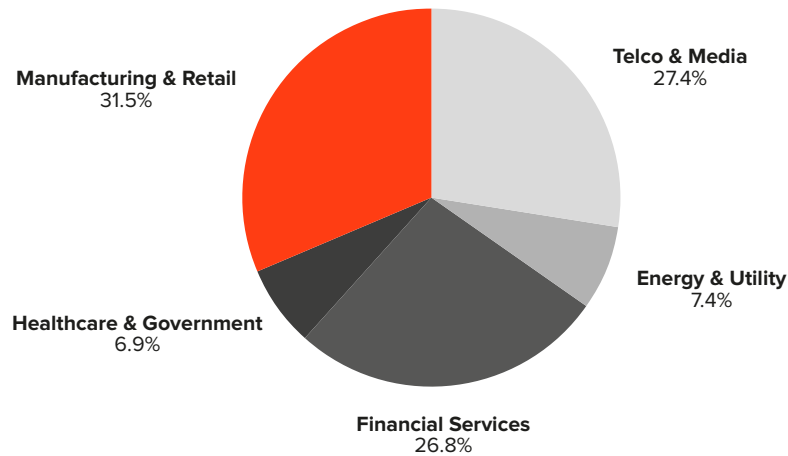
- **Processes** – for Reply, the understanding and use of technology involves the introduction of a new enabling factor for business processes, based on an in-depth knowledge of both the market and the specific industrial contexts of implementation.
- **Applications** – Reply designs and implements application solutions aimed at satisfying companies' core business requirements.
- **Technology** – Reply optimises the use of innovative technologies, implementing solutions capable of ensuring maximum efficiency and operational flexibility for customers

REPLY'S SERVICES INCLUDE:

- **Consulting** – in terms of strategy, communication, design, process and technology;
- **System Integration** – making the best use of the potential of technology, combining business consulting with innovative technological solutions of high added value;
- **Digital Services** –innovative services based on new communication channels and digital trends.

MARKET FOCUS

In every market segment in which it operates, Reply combines specific sector expertise with broad experience in the provision of services and a wealth of advanced technological capabilities.
In 2016, the breakdown of the Group's sales in its various vertical sectors was as follows:

Manufacturing & Retail
31.5%

Telco & Media
27.4%

Energy & Utility
7.4%

Healthcare & Government
6.9%

Financial Services
26.8%

TELCO & MEDIA

In a world that is evolving towards a proliferation of digital contacts, the types of relationship with the final customer are changing drastically. The digitalisation of services and the virtualisation of interactions present new challenges in product offers, business models and operating processes, which often create scenarios of cross-industry competition. In this scenario, Reply works with major telecoms and media operators to define and implement digital transformation strategies applied to the main core processes.

In particular, the increasingly widespread affirmation of Internet of Things requires an ongoing reconfiguration of the networks towards the real-time transfer of enormous volumes of data, generated no longer solely by smartphones and mobile devices, but by a multitude of smart objects with widely different functional characteristics.

This new age of smart connection is characterised by a different approach to the network which, through on-demand network provisioning, must be adapted and reconfigured on the basis of the changing demands of consumers and the service supported.

Reply has defined an integrated offer of strategic and technological consultancy to support the design, definition and management of the new-generation networks, based on SDN (Software Defining Network) paradigms, capable of integrating and managing virtual networks (network virtualisation) through network engineering services and network operations. The solutions developed by Reply were also applied to the network mediation layers used in the automotive world to enable 3G-4G communication between the services and control centre (NOC-SOC) and cars equipped with a "black box".

Reply also works with leading European operators in the renewal of Operations Support/Business Support Systems (OSS/BSS) towards increasingly more customer-focused service models and an omnichannel configuration of the offer.

With regard to the area of network security, Reply has provided an innovative solution, based on the Ethereum Blockchain paradigms, to enable the identification, prevention and removal of attacks by hackers on SDN networks, which are typically more flexible and adaptable to the requirements of the service, but, at the same time, more vulnerable to external attacks.

Finally, Reply is involved in the design and implementation of services and applications for latest generation mobile devices (on-demand or linear audio/video content, integration with connected products, customer support services and omnichannel customer engagement solutions).

FINANCIAL SERVICES

Reply is increasingly active in supporting the digital transformation of Europe's financial institutions. In this field, Reply is working with some of the major players in the sector on many key issues, such as the definition of complete multi-channel digital experience and customer engagement strategies: from digital branding to the implementation of app strategy, from the development of a new generation of portals and multi-channel touchpoints to the complete redefinition of the underlying technological architecture, and the analysis of new customer journeys.

With regard to the wealth management area, Reply has a strong presence on the market and has developed a wide range of specific skills and solutions aimed at, for example, the emerging models of consultancy and remote advice platforms and solutions. In the area of Governance Risk Control (GRC), Reply operates with a dedicated consulting division, integrated into a European network and highly specialised in the subjects of risk-evaluation, risk control and new regulatory models and solutions. In this field, Reply is working with some leading institutions on a broad range of activities connected with the implementation of European Banking Union regulations.

In the increasingly strategic area of big data, Reply is heavily investing and operating with some of the most important financial institutions (banks and insurance companies) in two directions: the concrete integration of the new big data technologies and architectures with existing systems and architectures, and the development of skills as well as analytics and machine learning models, aimed at extracting tangible business value from available databases.

Another area in which Reply is strongly present and highly specialised is the mobile payments realm and related m-commerce services. Reply offers consulting services, as well as a wide range of models and architectural solutions based on different standards, technologies and usage profiles, aimed at the banking/insurance market and at emerging players in the payments industry.

Lastly, in the most advanced frontiers of innovation,

Reply Living network

Reply is present with numerous projects, such as in the area of the latest biometric recognition technologies and digital identity, in the IoT applied to specific insurance sectors (car, home and health), in cryptocurrencies and in solutions relating to blockchain technology, in the experimentation and assessment of "fintech" models of peer to peer lending, crowdfunding and in the definition of specific e-marketplaces for financial institutions.

MANUFACTURING & RETAIL

Reply supports companies in the phases of transformation and management of information systems: from strategic design to the understanding and redefinition of main processes, and the implementation of solutions that integrate core applications in the manufacturing and distribution sectors. The areas of focus and development of skills concern: the support of supplier relationship management (SRM) processes; the design and implementation of control systems; the planning of production units through manufacturing execution systems (MES); the distribution and movement of products on complex logistics networks through supply chain execution (SCE) processes.

Industry 4.0 and Logistics 4.0 are elements of particular focus for the strategic development of companies in the sector. In particular, the new competitive challenge for processing companies is the introduction of increasing levels of flexibility within the shop floor. In 2016, Reply significantly enhanced its product offer in this area. Proprietary SCE and MES solutions have been re-engineered. On the basis of the IOT, cloud computing and big data paradigms, a solution was developed focused on the ability to interact with the latest generation of sensors on production lines and products, with the aim of creating the backbone for the next generation of applications in the logistics and manufacturing sector.

For the retail market, Reply has defined a specific line of products and services that combine consulting services with the design and development of integrated web and mobile solutions, call centre products and in-store services. Customer focus is a fundamental theme where digital devices, as well as the innovation of digital channels and of physical locations come together to create a single engaging and consistent user experience.

ENERGY & UTILITIES

The energy and utilities sector is seeing a progressive spread of innovative technologies on an industrial scale, with the aim of transforming existing processes in all areas of the value chain. Driven by market and regulatory pressures, operators are decisively targeting investments in the digitisation, optimisation, programming and operation of installations for the generation, transport and distribution of electricity. The stated intent of regulators to promote competition – with the expected abolition of the enhanced protection of the electricity and gas market starting on 1 January 2018 – is pushing energy sales companies to restructure, offering new products and services based on new technologies and often supplied by an ecosystem of partners. Indeed, the new home network model constitutes a new competitive arena in which utilities

will be compared with operators in other market sectors, particularly telecommunications.

Reply is one of the reference partners for companies operating in the sector, combining an extensive knowledge of the market and of its unique processes, with a distinctive ability to design, implement and manage applications and technological solutions in support of the "core business" in the generation, trading and risk management, pricing and forecasting, metering, billing and CRM areas. Moreover, the company's consolidated expertise relating to the introduction of new technologies (IoT, big data, cloud, mobile, etc.) was vertically applied to operating models for the various areas of the energy and utility value chain, in particular in the definition and development of new smart metering, smart grid and asset and work management models. Reply also assists its customers in the adoption of new energy management paradigms aimed at raising energy efficiency, a field in which the company offers a complete product range aimed at both energy sales companies and end consumers.

HEALTHCARE & GOVERNMENT

The need for "cost savings" as well as the reorganisation of important public administration sectors, including health, have determined an initial legislative adjustment in central government in Italy, with the contextual redefinition of spending centres in various regions, with the redefinition of organisational models aimed at ensuring the centrality of citizens with regard to services supplied, whether relating to the health sector or otherwise.

The slogan for this transformation is: Digital PA. In this scenario, Reply benefits from the experience it has gained in the most advanced online services, creating vertical applications and expertise that enable it to implement specific solutions for managing relationships with the public and with businesses.

Moreover, another important field of specialisation for Reply is telemedicine, or digital healthcare, which will increasingly move therapies and patient monitoring out of the hospital environment. The key areas that can potentially impact the organisational model are: the home telemonitoring of patients, electronic prescriptions and e-health solutions for the management of individuals suffering from chronic diseases. In this context, Reply has developed a specific platform designed to facilitate an integrated network of communications between patients and community operators at various levels: hospitals, nursing homes, healthcare centres, community centres and so forth.

Lastly, in the United Kingdom, Reply is working with various government agencies, including the Ministry of Defence (MoD), for which it has helped define and implement a new approach to the use of IT architecture in support of decision-making processes, capable of integrating flows of miscellaneous information, thus improving data management and, at the same time, ensuring the complete visibility of available resources.

Reply Living network

TECHNOLOGICAL INNOVATION

Technological innovation has formed the basis for the development of Reply, a company that has always pursued the objective of providing its customers with the tools needed to increase flexibility and efficiency. Reply is involved in a continuous process of research, selection and marketing of innovative solutions for sustaining the creation of value within organisations.

BLOCKCHAIN

Blockchain technology represents a new opportunity to intensively redesign the concepts of trust, property and trade. This is a further leap for web-based systems, which follows the joint assertion of social networks and mobile devices. The disruptive potential of blockchain protocols lies in the opportunities they create for cutting out the middleman in virtually any guarantor-regulated trading process or trusted third-party (TTP). The high potential and the wide range of application have been recognised at a cross-industry level.

Within the context of digital finance services, Reply has set up a Competence Centre focused on the study and development of the blockchain product offer. The Competence Centre, active in different countries (Italy, the UK, Germany, France, Benelux) and across various vertical industries (Banking, Insurance, Telco & Media, Energy, Retail, Healthcare, Real Estate, etc.), works to accelerate customer adoption of the most widespread blockchain technologies, such as Bitcoin, Ethereum, Hyperledger and Multichain. Moreover, the company's proven expertise in system integration is reflected in the blockchain world, in the ability to interface with Blockchain-as-a-Service services offered by major IT vendors, allowing Reply's blockchain solutions to fall in the "enterprise-ready" software product category.

CLOUD COMPUTING

Cloud computing has established itself as one of the most important areas of transformation that companies have had to face. The offer of virtual environments and services by leading vendors worldwide has in fact modified, if not revolutionised, the concept of IT as it was traditionally interpreted, by changing it from a simple commodity to one of the basic elements on which to configure one's digital transformation.

At the same time, the ever increasing maturity of the cloud, whatever its declination (Iaas, Paas or Saas) is leading service providers and system integrators to define specific offers on highly strategic issues, such as the co-existence of the cloud with traditional on-premises applications and the issue of data management security.

In order to fulfil the requirements for strategic and technological transformation and change management necessary for the implementation of the most suitable cloud model for specific situations, Reply has defined a service offering structured along the following lines:
- consulting support (from the business process to operational management) capable of helping customers to understand, select and develop the best technological and application solutions;

- an end-to-end provider service that, supported by the partnership with the major vendors worldwide including Amazon, Google, Microsoft, Oracle, SAP and Salesforce, allows customers to benefit from the most suitable solutions for their needs, both in terms of model and the technology chosen;
- SaaS services and solutions, based on Reply's proprietary application platforms.

CUSTOMER ENGAGEMENT

The quality of services offered to customers, the ability to understand and anticipate their needs, the creation of an immediate, effective and cross channel interaction experience are essential elements for the building and expansion of a one-to-one relationship. Reply has defined a strategic CRM framework based, in particular, on the redefinition of processes and the introduction of new technologies focused on interaction automation and behavioural analysis. Indeed, an ever-increasing number of companies have been supported on a pathway that has led them to create a new and modern customer experience that combines architectural design and the implementation of customer engagement solutions, with the review of company processes to support strategic objectives focused on growth and innovation.

Specifically, by combining the skills gained in the fields of digital communication, social media, gamification, Internet of Things, data intelligence and the mobile world, new techniques and methods have been identified aimed at defining a customer engagement strategy that responds quickly and effectively to customer needs. Another area of

innovation, both in terms of process as well as of service, is rooted in the increasingly broader introduction of bots and virtual assistants that facilitate the real-time monitoring of customer experience across the entire digital ecosystem, providing a unique and no longer fragmented view per channel, of the brand-customer relationship evolution.

Finally, Reply is constantly investing in developing its expertise in leading CRM and eCommerce platforms and solutions, thanks to a solid ecosystem of partnerships with world leaders in the industry, including Microsoft, Oracle, SAP and Salesforce.

DATA & ANALYTICS

The big data technologies have moved on from being a strictly technological field, to becoming one of the key levers in the digital transformation of companies. Indeed, significant projects were launched with a focus on data in order to define programmes aimed at improving business performance (e.g. the subject of risk management in financial institutions), innovating service models (e.g. passenger car policies in the insurance sector) or at understanding and serving its customers better (e.g. loyalty programmes in the retail sector).

By combining technological skills in data analysis, data modelling and data process re-engineering, Reply made it easier for its customers to approach the issue of big data, by favouring the activation of a real and concrete pathway of cultural change and by introducing a new approach to data management.

In particular, Reply assisted companies in the application of Big Data technologies (creating architectures based on the new "data lake" concept) and in the development and application of advanced analytics models, bringing together business experts and data scientists to define core business processes with a data-driven focus.

Reply has also initiated the development of a specific offer in the machine learning field, designed to address the growing demand by companies to automate lower impact digitised processes (i.e. invoice reconciliation) while increasing the ability to build value-added services based on innovative process automation models through deep learning, image recognition and prescriptive analytics.

To better support its customers in the introduction of advanced data-use techniques, Reply has also developed a training programme aimed at establishing a new generation of data scientists capable of taking full advantage of the latest machine learning and data analysis techniques.

DIGITAL EXPERIENCE

Today, technology has definitely moved beyond the confines of the ICT world, characterising, guiding and influencing our everyday life, and consequently opening new dimensions and opportunities for digital communication of the brand. It is a phenomenon without any geographical or product-specific boundaries that places the brands' universe in front of users eager to freely explore it, between new technologies and continuously evolving platforms, with a clear predominance of the mobile-first dimension compared to any other connection method.

The traditional distinction between the physical and the digital worlds, between real and virtual, is disappearing. The new condition demanded by the market is a seamless flow from one dimension to another. These new paradigms require brands to exhibit a constant omnichannel presence that is distinctive and engaging, both within a B2C as well as a B2B context. To better support its customers in this new vision of the brand and of the brand-customer relationship, Reply has developed an extended and specialised set of skills, ranging from digital storytelling to a multi-platform strategic vision, from contextual interaction (proximity marketing) to omnichannel loyalty, from data recognition abilities used to capture large quantities of information to the consequent data analysis expertise required to be able to transform the data into effective market insights.

To extend this scenario further, there is a need to ensure coherent communication between the various media involved, through the unified provision of consulting, conceptual and production services that also include a multimedia asset management strategy. In addition to the creation and management of every aspect of the interactive digital brand image, Reply's areas of expertise include creativity and technology as applied to important sectors such as mobile telephony, e-commerce, gaming and Internet of Things. These also constitute areas that commercial brands need to master both now and especially in the future, as can already be seen in the major global communication markets.

Another important field in which Reply supports its corporate customers involves communication via digital social media networks. This is now a mainstream activity that has expanded significantly over the last few years and is now more than ever the acknowledged global arena for brand-user relationships. Reply has therefore added to its portfolio an offer aimed at supporting companies in the strategic activities needed to correctly position a brand, including within social media channels: from monitoring and assessment activities to the design and architecture of relational KPIs, from promotional activities such as couponing and social gaming, to content marketing, CRM and social caring.

Social networks are increasingly more connected to the digital marketing activities that Reply integrates in a universal relationship model, based on analytical skills and paid, owned and earned media activation to enable and optimise a company positioning integrated with its own ecosystem over the relevant relationship channels. These channels include social media networks, search engines, comparison websites, shopping malls and social shopping networks, affiliation networks, email, applications and lead generation channels.

DIGITAL PAYMENTS
The vast diffusion of mobile devices among consumers and the creation of new payment instruments that see the mobile component as a supporting factor, make the payment sector one of the areas with the highest growth rate. Reply has defined a dedicated offer — based on consultancy services and technological platforms — to assist

banks, financial institutions, telecommunications companies, utilities and retailers in the processes needed to create and supply innovative services of remote and proximity digital payments.

The technological asset is HI Credits™, the Reply platform that enables personalised and contextualised payment services, by using the available smartphone technologies. During the course of 2016 modules were developed for the management of proximity payment transactions based on the HCE and ApplePay standards, together with tokenisation solutions that guarantee the security of transactions in accordance with the highest market standards. HI Credits™ is capable of supplying, on the same platform, remote and proximity payment services with mobile POS solutions and enabling transfers between private individuals based on current accounts with the P2P app.

E-COMMERCE
Increasingly more demanding, mobile consumers are now requesting a completely integrated experience from companies, personalised and unified as much as possible through various physical and digital channels. In a similar purchasing scenario, the success of this sector lies in the ability to invest in services aimed at promoting relations and interaction between sellers and customers, constantly innovating and extending sales models with new multi-channel strategies capable of offering consumers different touchpoints, both digital and physical, used to purchase products. One example is the increasingly widespread success of purchasing processes based on click and collect models, very

useful in order to avoid additional delivery costs or unexpected events such as delays: purchases are made online and the product is collected free of charge at the shop.

The increasingly widespread use of social media to compare prices and products has further enriched and modified purchasing processes, which are increasingly based on an exchange of information and multi-channel interactions in which the transaction is begun and completed without a solution of continuity between chat, social media, online store and physical shop.

An evolution of this dimension in the traditional purchasing scenario has led Reply to define an omnichannel strategy centred on customer needs capable of enabling companies to provide the final consumer with a completely unified and integrated experience through online, mobile and physical channels. The solutions identified by Reply include, both for B2B and B2C companies, end-to-end management of the entire chain of the company sales cycle: from product and catalogue management to promotions and price optimisation, warehouse and logistics management, call centre operations, and customer engagement both in bricks-and-mortar stores, using proximity commerce techniques, and in online channels, exploiting the potential of social media.

ENTERPRISE ARCHITECTURE

Today, digital transformation is the predominant theme on the agenda for companies. All organisations have created, or are creating, systems and processes that require a bi-modal approach to information and development and management systems. In order to excel in the digital economy, characterised by the convergence between the physical and the digital, organisations must remove the boundaries between IT and business. This will allow companies to operate rapidly to exploit the new developments available to them, proceeding however with caution to avoid damaging existing systems and processes.

This new approach to IT requires agile delivery models in which small, highly qualified, multi-disciplinary teams implement a process of end-to-end change in very short timeframes, working directly with the managers of the various business areas involved. Reply supports its customers in enterprise architecture through the use of a vast catalogue of architectural frameworks, methods and models consolidated in many projects completed for large industrial, media and service groups.

INDUSTRY 4.0

The fourth industrial revolution is the combined effect of connectivity, data processing power, latest generation mechanical automation, machine learning and artificial intelligence. Industry 4.0 models are quickly redefining production sites around the world, transforming them into systems closely interconnected with the supply chain, logistics, sales, the products themselves and the support and maintenance chain. The plants become open ecosystems that must be able to adapt autonomously to new tasks, to carry out their own maintenance activities and to predict the best input and output

flows through constant communication with supply chains, attaining levels of efficiency and control that minimize costs and maximize results.

For this new global world of interconnected production, Reply has developed a suite of integrated solutions, capable of ensuring its customers are flexible, connected and efficient. In particular, Reply's mission is to accompany its customers throughout the entire transformation journey: from the design and development of solutions that open up the production sites and interconnect them to the entire digital world, to the design and implementation of solutions that can make products "smart", connected and digital.

INTERNET OF THINGS

The drive for convergence between the telecom, media and consumer electronics sectors is making it necessary to treat items that currently lack any form of connectivity as "networked devices" (such as household appliances and integrated home automation control systems...). One of the major developments currently underway therefore consists of the progressive connection, not only of computers and devices, but of a range of material objects. This will result in an increasingly more pervasive network integrated with the daily activities of people. There are various fields of application: from industrial applications (production processes) to logistics and info-mobility, energy efficiency, remote assistance and environmental protection.

Reply has designed and developed HI Reply™, a platform of services, devices and middleware, on which to base specific vertical applications such as advanced logistics, environmental security, contactless payment and product traceability. HI Reply™ was designed and built within the Reply research and development centre based on Internet of Things.

In 2016, in addition to having significantly extended the fields of application of its platform, with specific developments for the main industries, Reply continued to invest in a series of start-ups closely connected to the IoT world both in Europe and in the USA. The main areas of interest are those connected to wearables, health and care, defence, building automation, industrial security and entertainment.

MOBILE

In the mobile sector, Reply supports companies in defining interaction scenarios with their users based on omnichannel applications and architectures capable of meeting the needs that the new market scenario is imposing: appeal and high usability of services, high performance; the creation of enabling architectures capable of integrating new channels and types of devices with flexibility through which to provide services and content on the basis of the specific guidelines of each platform.

In particular, with regard to the exponentially growing phenomenon of mobile video – where the quality and stability of the service are essential to ensure its success – Reply is involved in major European projects for the provision of OTT-TV services, with design, development, validation and monitoring teams.

In addition, Reply has established the company's own application factory dedicated to mobile applications for both the business and consumer spheres. There is a user experience laboratory in the factory, alongside teams of developers specialised in various platforms, which bases its activity on a data-driven approach using tools and methods that focus on users and their needs and behaviours.

AUGMENTED REALITY, VIRTUAL REALITY

Augmented reality (real world vision enhanced by digital information) and virtual reality (the interaction and exploration of virtual environments) are now the subject of investments by all major technology leaders. In particular, 2016 was characterised by the introduction on the market of various new headsets including the OCULUS (Facebook); Steam VR (VALVE); Hololens (Microsoft) and PlayStation VR (SONY). VR/AR represent the next big step in the convergence between the physical and the digital worlds, with countless B2B and B2C repercussions. The use of these technologies in the professional and industrial sectors is already becoming more widespread today: from the presentation of very large projects that are difficult to transport, to the creation of training sessions on plants that are far away or have not even been built yet, to medical cybertherapy.

By combining experience in the 3D sector deriving from the gaming world with mobile skills and new technologies in the world of wearable devices, Reply has therefore developed an offer specifically orientated towards the development of solutions devised to increase user involvement. This product offer includes the development of augmented reality applications (aimed at visualising a virtual product in a real environment) and immersive reality applications specifically designed to give users a captivating experience, transporting them into a navigable virtual environment.

RISK, PRIVACY & SECURITY

Reply is now one of the leading players in this sector, with a comprehensive portfolio of services for risk management, privacy and information security management. In particular, Reply has developed an integrated approach for measuring and managing risk that is capable of assessing, concurrently, both the risk involved and the potential loss of value and income associated with that risk. Using this method, Reply enables its customers to implement a set of tools and activities aimed at cutting the operating costs associated with risk management, thereby ensuring that capital and resources can be allocated in the best possible ways.

Over recent years, IT-related risks have increased dramatically in terms of both impact and their frequency, leading to serious security violations and causing hundreds of millions of customer data records to be compromised worldwide. The parameters that should be considered and monitored are often interconnected and therefore difficult to catalogue in an orderly manner or tackle individually. In order to deal with this increasingly complex situation, Reply has defined an integrated, coherent and comprehensive range of services to support its customers in defining the best possible

strategies for security governance and security technology. In particular, Reply is active in all the implementation phases of an integrated information security plan: from strategic planning and the definition of enterprise architecture for security to the implementation of specific IT countermeasures. Lastly, thanks to its cyber security command centre, Reply assists large organisations with advanced computer security incident response services.

SERVICE DESIGN

Today, innovation is the only way to survive in an increasingly global and digital market. Innovating in a "sustainable" manner, therefore creating a positive impact for people, for the community and for the company itself, represents an ideal way to excel. Nowadays, it is people who drive the digital transformation and companies must find ways to listen to their requests. If, on the one hand, modern technology and the digitisation of products and services have given rise to new business opportunities, on the other, the analysis of users' real needs has become one of the key factors for the success of a company.

Within the area of innovation and digital transformation, Reply has invested in strategic design, seen as an enabling factor in the provision of end-to-end solutions for its customers, with the aim of supporting them throughout the entire process, from the generation of ideas to the implementation and release of the final solution.

In 2016 Reply has continued to invest in talent acquisition and in the creation of innovation

hubs. The two Design Thinking Labs already present in Germany, were complemented with the launch of a permanent space in Italy, designed to stimulate creative thinking and devise sustainable solutions, where customers have the opportunity to experiment.

SOCIAL MEDIA

In recent years, social media has profoundly changed the way in which individuals of all age groups communicate and interact both in their private and professional lives.

Consequently, the Internet has been transformed from a purely informative tool, into a vast area of dialogue and conversation. New opportunities can therefore be seized by brands that are capable of analysing and exploiting the interactions that they generate on social media with people: customers, prospective customers, employees, partners or suppliers. These analyses are based on listening to and observing relevant phenomena regarding the integration of the owned, paid and earned social media and on the definition of the most effective digital marketing activities to meet the needs of brand business, from positioning and lead generation, to loyalty.

Reply offers an innovative approach for maximizing the value of brands' digital identity on social media channels, with a view to integration with other relational touch points, from search engines – nowadays closely interconnected with social media – to television, for second screen interaction analysis.

Social media represents a valuable system of data that makes it possible to better understand users and generate actionable insight. For example, data on user expectations support marketing initiatives by helping to anticipate emerging trends; analytics data support the communications team in defining communication clusters; advertisement interaction data make it possible to optimise campaigns to decrease the dispersion of communication and to improve the conversion performance.

VIDEO & GAMING

The explosive phenomenon of mobile and apps that we have seen in recent years brings with it new social behaviour patterns and new habits. One particularly obvious phenomenon involves the use of video games. Smartphones and tablets have seen the disproportionate growth of the gaming community, previously confined to owners of consoles or to the PC gaming community, transforming gaming into a mass phenomenon (more than 50% of mobile consumers use their device to play and a quarter of them play with their device daily).

Video gaming, as well as being a mass phenomenon, has now also become a language of communication. Providing customers with an entertaining experience that leaves a positive opinion of the brand in their memory is a priority and is essential nowadays for any communication or engagement campaign, regardless of whether it is intended for the smartphone screen or packaged for a physical sales point.

Reply has developed a product offer capable of meeting all of a brand's needs, from the use of virtual reality and augmented reality to the production of educational games (Edutainment) or to promote a product or a message (Advergames). Forge Reply is constantly investing in this area, so that by using the technologies involved it can offer increasingly innovative and engaging game experiences.

Designing and developing games is a highly professional and specialist activity. Reply's credibility in this sector is guaranteed by the quality of the B2C products it has developed over recent years and by the success they have enjoyed in the global market. The games developed by Reply involve all of the group's technological and distribution platforms, while the portfolio includes titles of varying complexity aimed at a variety of target audiences. The experience acquired and the quality of the games produced position Reply as a major player in the international gaming industry. This is reflected both in the production of its own products and in the supply of vertical services to other industries in the sector.

REPLY
SERVICES
& PLATFORMS

REPLY SERVICES

Nowadays, networks consist of distributed "information systems" that provide real-time access to an ever-increasing quantity of complex data, information and content. This use of the Internet is creating new competitive models, based on approaches to service that depend on three fundamental components: the software platforms involved, an understanding of and expertise in the relevant processes, and service management.
Reply supports its clients in this quest for innovation with services and platforms that are designed to fully exploit the new potentials offered by networks and by communication technologies.

BUSINESS PROCESS OUTSOURCING

Reply provides specialist services in three fields of expertise:

- **Finance & Administration** - management of transnational accounting processes, writing of consolidated financial statements, management of tax obligations, dematerialisation of accounting documents and electronic storage.
- **Human Resources** - training, ECM, career profiles, company knowledge, dashboards for directional analysis.
- **Pharmaceutical** - management and control of pharmaceutical expenses.

CFO SERVICES

The role of the CFO is changing dramatically due to the increasing need to use complex reporting and simulation tools that can provide timely and adequate information on the success of a business and its ability to create value. Within its business performance management product offer, Reply has identified specific services capable of supporting the CFO in their development, which is increasingly seeing them confront issues that were once attributed to the CEO:

- definition of the business control model;
- strategic planning and budgeting;
- creation of the consolidated statement;
- IPO support.

APPLICATION MANAGEMENT

Reply has defined an application management model characterised by:

- a modular approach that allows the client to purchase either individual service components (for example, only application maintenance or only operational support) or structured groups of services;
- a flexible supply model aimed at integrating the Reply service in the best possible way with the customer's business processes while taking into account the specific needs involved.

REPLY PLATFORMS

BRICK REPLY™

Brick Reply™ is Reply's Industry 4.0-ready Manufacturing Operations platform, focused on the IoT (Internet of Things) and based on a fully open services architecture, which can interface with machinery and coordinate production processes within a factory. Brick Reply™ has as its objective the digitisation of business processes in manufacturing, from planning to the execution and monitoring of activities. Thanks to its flexibility and ease of implementation, the Industry 4.0 focus and multiple modes of use and application (As-A-Service, IaaS, On-Premise), the platform represents a comprehensive and extremely flexible solution for integration and use in different industrial sectors.

CLICK REPLY™

Click Reply™ is the Reply supply chain execution suite, intended for the management and optimisation of processes in the production or logistics and distribution sectors. Click Reply™ is one of the leaders in the automotive, fashion retail, grocery and contract logistics (3PL) sectors and utilised by over 400 companies and more than 20,000 users worldwide. The platform's architecture is entirely service-oriented; it is based on open standards and integrates the most modern technologies used in the supply chain such as voice, mobile, RFID and augmented reality. The suite has received important recognition.

DISCOVERY REPLY™

Discovery Reply™, Reply's digital asset management and content delivery platform, manages the full life cycle of digital assets (video, audio, images and documents), placing the multimedia content at the very centre of processes and applications in order to facilitate a management approach based on integrated multi-channel strategies. Thanks to the organisation of workflows, the high level of interoperability with other company systems and to the presence of advanced multi-channel asset distribution services, Discovery Reply™ supports integrated production models and the utilisation and storage of content, through a platform used for the purchase, processing, cataloguing, access, research and distribution of digital assets on various delivery channels, both traditional (analogue and digital TV) and IP-based (webTV, over-the-top TV, mobile TV, connected TV and digital signage).

HI REPLY™

HI Reply™, the Reply solution for Internet of Things is a platform of services, devices and middleware on which specific vertical applications are based, such as infomobility, advanced logistics, environmental security, contactless payment and product traceability. HI Reply™ enables simple and standard communication between web-connected objects. The platform consists of a combination of hardware, firmware and software components distributed on the actual objects, which vary from simple sensors and actuators to more sophisticated systems, such as smartphones and mini-computers. Platform objects become "smart", acquiring the ability to interact with one another by means of standard internet technologies and gaining a set of basic functions necessary for them to function "seamlessly" (auto-configuration, location, discovery and ontology of the services displayed).

SIDEUP REPLY™

SideUp Reply™ is the Reply platform providing

services for warehouse management and supply chain integration and collaboration. The solution is entirely cloud-based and integrates with both ERP systems and supply chain planning and e-commerce systems. SideUp Reply™ is intended for companies which need to improve the efficiency and visibility of their supply chain as quickly as possible. SideUp Reply can be used directly via the Internet with a pay-per-use model. The suite has received important awards, such as a place in the Gartner Group's WMS (Warehouse Management Systems) Magic Quadrant.

STARBYTES™

Starbytes™ - the crowdsourcing platform developed by Reply on cloud architecture, targets companies intending to implement an open enterprise model, where it is possible to develop projects, services or products through access to the capabilities and skills of a digital community with a direct channel and without intermediaries between supply and demand. Starbytes™ introduces, within the traditional mechanisms of engagement, new dynamics that stimulate interactivity, also thanks to the use of gamification mechanics, as well as facilitating a comprehensive management of the standards that regulate collaboration agreements with freelancers. Starbytes™ is a new model in the workplace in which supply and demand meet in a flexible way through contests and tenders and in which the best merit-based professionalism emerges, thanks to a sophisticated and transparent feedback system. At the end of 2016, Starbytes™ had over 65,000 members, including ICT (Information and Communications Technology) and creative professionals.

TAMTAMY™

TamTamy™ is Reply's Enterprise Social Network solution, designed to respond to the need for communication, collaboration and training through social media, suitable for corporate and public contexts. TamTamy™ provides customers with an effective tool designed to facilitate interaction between companies, brands and people. The product offers a variety of social media-focused functionality, which can be extended and integrated at an enterprise level, while also addressing the needs of the consumer level, making it possible to create communities and communication portals and promote Intranet participation. A customisable front-end that is flexible and responsive enables immediate and intuitive access, also in a mobile context. TamTamy™ is available as an on-premises version, as well as a cloud computing service.

TICURO REPLY™

Ticuro Reply™ is Reply's healthcare solution focused on telemedicine, telemonitoring and the analysis of behavioural habits. Based on Internet of Things, Ticuro Reply™ is able to connect to more than 50 types of devices, including medical devices and wearable and environmental sensors, in order to help people, patients, caregivers and health professionals during the treatment process. Certified as a CE medical device, Ticuro Reply™ supports individuals, according to their health conditions, in prevention, treatment and postoperative care. The data collected and managed by Ticuro Reply™ facilitate processes and solutions focused on continuous remote assistance, enabling doctors to establish an interactive relationship with patients and provide them with a personalised treatment plan.

PARTNERSHIP RESEARCH AND DEVELOPMENT

Reply considers research and continuous innovation to be fundamental assets for the support of its clients as they adopt new technologies.
In order to offer the most appropriate solutions for different business requirements, Reply has established important partnerships with major global vendors. In particular, Reply has obtained top level certifications relating to leading enterprise technologies, including:

MICROSOFT

Reply pursues a constant policy of innovation with regard to Microsoft technologies, as demonstrated by the many certifications obtained as a Microsoft Partner, including Cloud Platform, Cloud Productivity, Cloud Customer Relationship Management, Data Platform and Data Analytics. Reply is a Microsoft Corporation Enterprise HiPo partner and a member of the Partner Advisory Council for Azure and Data Platform. During 2016, Reply launched a joint initiative with the Microsoft Corporation designed to help accelerate the development of IoT projects in Italy, Germany and the United Kingdom. Awards recently received by the company include: 2016 Enterprise HiPo Partners: Emerging Azure Partner of the Year and 2014-2016 Digital Transformation Partner of the Year

ORACLE

Reply, an Oracle Platinum Partner, has always followed the evolution of the Oracle product offer and has one of the main competence centres in Europe, capable of combining the complete coverage of the entire technology stack and the domain of application suites and principal vertical solutions for industry.
Thanks to the technical skills of its teams and the success of projects undertaken for major European clients, Reply has 40 different Oracle specialisations

to its credit. In particular, in 2016 Reply reaffirmed its membership within the elite group of best Oracle Partners, winning, for the third consecutive year, the Oracle excellence award: "Cloud Partner of the year". Moreover, Reply is among the first partners to have successfully brought application solutions to the market within the Customer Experience, Modern Marketing, Enterprise Resource Planning, and Planning and Budgeting realms, fully based on the cloud technology. In 2016, Reply also strengthened its presence in the technological cloud with one of the first laboratories dedicated to the Oracle Cloud Infrastructure Technology Platform, created to enable the company to guide its customers in the best possible way through the process of adopting Cloud Computing solutions.
In the Big Data sector, also in 2016, Reply developed for the banking market a platform that integrates the strategic CRM with social networking logics, couponing and loyalty, based on Oracle Fast Data technology. Lastly, in the e-commerce sector, Reply developed various projects based on the Oracle Commerce suite, aimed at defining a customer-centric strategy, personalised and unified through various channels.

SAP

Thanks to its wide international experience in the implementation of software solutions based on the SAP product suite, Reply is able to support companies in the optimisation of their activities and processes, taking an agile and integrated approach to the design and development of company information systems for the digital age. In particular, with regard to business components and the changes required by the digital transformation process undertaken by companies, Reply's expertise covers both traditional enterprise processes and the latest SAP technologies including SAP HANA, Cloud Platform, SAP NetWeaver and YaaS. The technology and design domain is significant, extending from SAP cloud architecture to the SAP Fiori and SAP S/4 HANA suites. In 2016 Reply won the "SAP Quality Award Gold" thus obtaining quality and performance recognition from SAP, thanks to the SAP HANA Enterprise Cloud solutions it implemented. Finally, Reply holds "SAP Hybris Platinum Partner" status and in 2016 the company was also named "Global Service Delivery Partner of the Year".

AMAZON WEB SERVICES

Reply is now one of the main partners of Amazon Web Services (AWS), the division that supplies Public Cloud infrastructures. In particular, Reply has completed numerous projects on infrastructures and services made available by AWS and supplied to companies, in both the B2B and B2C sectors, providing complete end-to-end support, from the implementation and integration of custom applications and platforms to maintenance and management services based on consumption

cost models. Reply is now able to steer the digital transformation of an enterprise, by using the most appropriate cloud model for the requirements of each individual company, and by adopting a strategy of governance that is secure, flexible and efficient. At the end of 2016, for the fourth consecutive year, Amazon Web Services confirmed Reply as Premier Consulting Partner, the highest level of certification attributable only to a select group of AWS partners worldwide.

APPLE

In 2016 Reply signed an agreement with Apple, becoming one of the first partners in Europe –and the first in Italy – to join the company's Mobility Partner Program in Cupertino, a global initiative aimed at leaders in the development of mobile solutions for the business and enterprise worlds. In particular, Reply was selected by Apple with the specific objective of extending the offer of business mobile solutions available on the IoS platform. Thanks to this partnership, Reply has gained access to specialised training programmes for its development teams, with the possibility of testing applications on devices not yet available on the market, counting on Apple's direct support, both for the design of the most innovative solutions and, to guarantee customer satisfaction, on a verification and certification service for the solutions developed.

GOOGLE

Reply is one of the most important global partners of Google Cloud, the Google technology company dedicated to solutions for enterprise companies, thanks to the experience gained in the application,

architecture and infrastructure areas. Specifically, in partnership with Google, Reply has worked alongside leading companies in markets including Telco & Media, Financial Services and Retail & Manufacturing, in the use of Digital Transformation processes based on Cloud models, offering consulting services and integration solutions in the Smart Working space based on the Software as a Service (SaaS), Platform as a Service (PaaS) and infrastructure environment virtualisation (IaaS) modes.

SALESFORCE

Reply is now one of the most prestigious names in Europe specialised in Salesforce.com with over 90 projects and applications published on Appexchange and it includes some of the most important industrial and media groups among its customers. In particular, with regard to the Salesforce.com technologies, Reply combines its expertise in the cloud paradigm, based on SaaS and PaaS with specific process and market know-how, with a particular focus on the areas of digital marketing, digital CRM and integration.

DEVELOPMENT AND EVOLUTION OF PROPRIETARY PLATFORMS

Reply constantly dedicates resources to Research and Development activities, concentrating on two areas: the development and evolution of proprietary platforms and the definition of a continuous process of scouting, selection and learning of new technologies, aimed at bringing onto the market innovative solutions capable of sustaining the creation of value in companies.

BRICK REPLY™

2016 saw the extension of the platform's Manufacturing Operations feature, with a focus on the monitoring and standardisation of signals and information received from production facilities. The platform natively supports the OPC-UA and IoT protocols. On this basis, 2017 will see the integration of Predictive Maintenance capabilities, a function that facilitates advanced maintenance management and greater opportunities for ERP level integration within an Industry 4.0 context.

CLICK REPLY™

The 2016 Click Reply™ road map saw a consolidation of the modules targeted at optimising logistics and operational processes, in particular the warehouse and yard management modules, together with an important evolution of the warehouse billing module which, in addition to providing for logistics costs management, is now also able to support the calculation of transportation costs.
2016 also saw the launch of the migration programme of Click Reply™ modules to the new supply chain applications platform, specifically aimed at Industry 4.0 models. At the same time, the development of Click Reply™ continued, aimed at the introduction of the latest technologies in the mobile, 3D visualisation and augmented reality sectors and also the use of drones to carry out indoor activities.

DISCOVERY REPLY™

During 2016 the platform was extended by enhancing the integration with traditional digital channels such as Digital Signage, Web and Connected TV thanks to an increasingly Cloud-based approach. Within the enterprise content management and cataloguing systems area, a new feature was developed to facilitate the automatic documentation of images and videos. As part of the in-store Digital Signage Systems realm, the platform was integrated with several key Monitor and Display solutions available on the market, allowing authorised users and user profiles to insert, modify and approve content and listings to be distributed on a digital display network, both corporate and in-store.

HI REPLY™

In 2016, the platform development focused on vertical applications for the industry sector, particularly with regards to the industry 4.0 paradigm. Within this framework, the Hi Reply™ platform is positioned as a middleware component which, thanks to the use of proprietary modules, facilitates and accelerates the introduction of new models for integrated plant management. One of the main themes is that of interfacing with existing systems. Moreover, 2016 saw the continued development of the investments plan focused on a vertical, contextual marketing solution based on the Hi Reply™ platform.

SIDEUP REPLY™

The migration of existing modules to the new Reply logistics technology platform continued in 2016: SideUp StoreLogistic, SideUp Dropship, SideUp Delivery and the newly added SideUp Hub. During 2017 we will continue migration, bringing LEA SideUp Appointment Scheduler onto the platform. 2016 saw the extension of the SideUp WMS functional coverage, with a vertical application specific to the large-scale retail channel, aimed at supporting eCommerce activities within a "Dark Store" model (dedicated point of sale closed to the public), as well as a "Click and Collect" formula with store picking activities in normal supermakets open to the public.

STARBYTES™

The 2016 Starbytes development plans foresee the launch of international initiatives aimed at highlighting crowd talent and tailoring the offer not only towards SMEs, but also medium and large enterprises through the launch of a "premium" service that aims to help businesses effectively locate digital professionals, an increasingly fragmented industry with poor availability of quality resources.

TAMTAMY™

In 2016 Reply continued to develop the TamTamy™ platform, consolidating its version integrated with G Suite (a set of apps for companies hosted by Google Cloud), thus allowing companies to provide a complete service, capable of providing users with a real digital workplace with all the necessary work tools, such as e-mail, chat, video conferencing and individual and collaborative production tools and calendars. Further investments are planned in

2017, with the aim of introducing recommendation, chatbot and virtual assistant functionalities, advanced features for the management of events and user on-boarding, all based on emerging and highly innovative technologies.

TICURO REPLY™

In 2016, Ticuro Reply™ completed the integration process with the Apple HealthKit. This integration creates a new experience of continuity of care between the doctor, the patient and the family network. Thanks to the televisit and teleconsultation solutions integrated into Ticuro Reply™, patients can communicate remotely with their specialist using mobile devices or fixed workstations, thereby breaking down geographical and time barriers and reducing waiting times and costs. The Ticuro Reply evolutionary Roadmap also includes further development of the HUB SW capabilities, based on the Internet of Medical Things (IoMT) and the Internet of Healthy Things (IoHT) paradigms. All the data collected from a variety of devices that can be connected to Ticuro Reply will facilitate the creation and update of the individual Digital PHR (Personal Health Record). The goal is to provide an appropriate control tool, while at the same increasing the involvement of the individual in the process focused on continuous improvement of the quality of life.

Reply Living network

THE VALUE OF PEOPLE

Reply is based on the excellence of the people who make up its team, professionals from the best universities and polytechnics in the sector. The Reply men and women bring the Reply "brand" to life for customers and partners and embody the company's image.

Reply invests continuously in human resources by establishing special relationships and partnerships with a number of universities with the aim of attracting highly skilled individuals to join its team.

Recruitment is focused mainly on young graduates. In particular, the areas of interest are: computer science, computer engineering, electronic engineering, telecommunications engineering, managerial engineering and economics and business. The relationship between Reply and universities is also developed by means of frequent collaboration in the form of industrial placements, dissertations and participation in lectures and seminars.

The values that characterise Reply's employees are enthusiasm, excellence, a methodical approach, team spirit, initiative, and an ability to understand the business context and to clearly communicate the solutions proposed. The continuous desire to imagine, experiment and study new solutions allows innovation to occur more rapidly and efficiently.

Whoever decides to become a part of the "Reply world" will find the opportunity to best express their potential in an organisational model based on: culture, ethics, trust, honesty and transparency.

These are indispensable values for continuous improvement and for an ever-increasing attention to quality in one's work.

All of the Group's managers are focused in their daily work in upholding the principles on which Reply has always depended and that have sustained it during its growth.

REPLY TEAM

- Sharing the customer's objectives;
- Professionalism and speed of implementation;
- Culture and flexibility.

Excellence: the underlying culture, study, attention to quality, seriousness, the creation of value from results.

Teamwork: collaboration, the transfer of ideas and knowledge, the sharing of objectives and results, respect for personal characteristics.

Customer: the sharing of objectives, customer satisfaction, conscientiousness, professionalism, a sense of responsibility, integrity.

Innovation: imagination, experimentation, courage, study, the search for improvement.

Speed: methodology, experience in the management of projects, collaboration, commitment in achieving results and customer objectives.