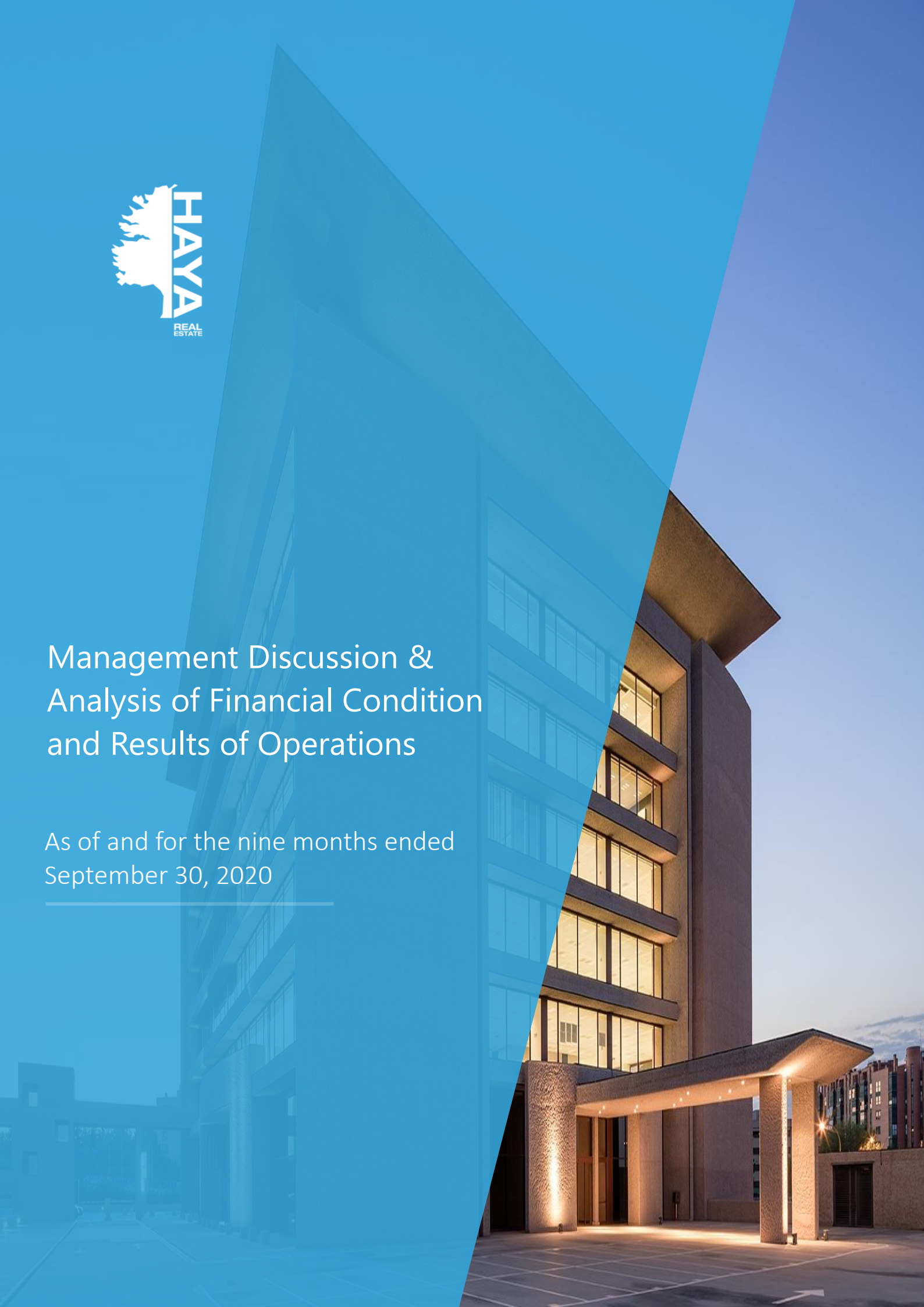




Management Discussion & Analysis of Financial Condition and Results of Operations

As of and for the nine months ended
September 30, 2020



AS AT 30 SEPTEMBER 2020
(Thousands of Euros)

	30/09/2020(*)	31/12/2019
NON-CURRENT ASSETS:		
Intangible assets	210,186	241,208
Property, plant and equipment	4,888	6,684
Right-of use asset	3,684	5,101
Non-current financial assets	91,575	89,033
Deferred tax assets	37,428	29,647
Goodwill	6,332	6,332
Total non-current assets	354,093	378,005
CURRENT ASSETS:		
Current financial assets-	189,149	219,501
Trade and other receivables	93,505	154,547
Current financial assets	2,017	672
Cash and cash equivalents	93,627	64,282
Other current assets	334	213
Total current assets	189,483	219,714
TOTAL ASSETS	543,576	597,719
EQUITY:		
Share capital	9,683	9,683
Share premium	45,831	45,831
Reserves of the Parent	(25,884)	12,127
Reserves of the subsidiaries	635	-
Other shareholder contributions	3,900	3,900
Profit (loss) for the period attributable to the Parent	(21,931)	(37,376)
Equity attributable to the Parent	12,234	34,165
Total equity	12,234	34,165
NON-CURRENT LIABILITIES:		
Debts with credit institutions, bonds and other securities	470,132	468,413
Long term provision	2,723	2,644
Lease liabilities	2,174	3,519
Total non-current liabilities	475,029	474,576
CURRENT LIABILITIES:		
Debts with credit institutions, bonds and other securities	10,309	3,128
Lease liabilities	1,667	1,701
Other financial liabilities	4,190	5,755
Other current liabilities	6,769	21,081
Trade payables	27,503	51,474
Related party payable	5,875	5,837
Total current liabilities	56,313	88,978
TOTAL EQUITY AND LIABILITIES	543,576	597,719

(*) Unaudited financial statements.

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS
FOR THE NINE-MONTH PERIOD ENDED 30 SEPTEMBER 2020**

(Thousands of Euros)

	30/09/2020	30/09/2019
	(*)	(*)
Revenue	126,548	199,054
Other operating expenses	(46,707)	(75,115)
Personnel expenses	(50,365)	(57,701)
Amortisation and gains or losses on disposals of non-current assets	(43,062)	(77,519)
Profit (loss) from operations	(13,586)	(11,281)
Finance income	3,912	3,898
Finance expense	(20,952)	(20,863)
Net income (expense)	(17,040)	(16,965)
Profit (loss) before tax	(30,626)	(28,246)
Income tax benefit (expense)	8,695	8,007
Profit (loss) for the period of continuing operations	(21,931)	(20,239)
Profit (loss) for the period	(21,931)	(20,239)
Attributable to the sole shareholder of the Parent	(21,931)	(20,239)

(*) Unaudited financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE NINE-MONTH PERIOD ENDED 30 SEPTEMBER 2020
(Thousands of Euros)

	30/09/2020 (*)	30/09/2019 (*)
1. CASH FLOWS FROM OPERATING ACTIVITIES		
Profit (loss) before tax	(30,626)	(28,246)
Adjustments for:		
Amortisation and gains or losses on disposals of non-current assets (+)	43,062	77,519
Finance income (-)	(3,912)	(3,898)
Finance costs (+)	20,952	20,863
Provisions (+)	148	426
Adjusted profit before Tax	29,624	66,664
Income tax received	1,000	-
Increase/(Decrease) in current assets and liabilities		
(Increase)/Decrease in current assets	60,858	10,416
Increase/(Decrease) in current liabilities	(38,472)	1,751
Total net cash flows from operating activities (1)	53,010	78,831
2. CASH FLOWS FROM INVESTING ACTIVITIES		
Payments due to investments:		
Property, plant and equipment	(2,258)	(5,912)
Other intangible assets (computer software)	(9,555)	(5,864)
Other financial assets	18	(358)
Total net cash flows from investing activities (2)	(11,795)	(12,134)
3. CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds and payments relating to financial liability instruments:		
Financing obtained from-		(15,524)
Credit institutions (revolving credit facility) (+)	14,400	-
Repayment of borrowings from		
Credit institutions (revolving credit facility) (-)	(10,500)	
Interest paid (-)	(15,770)	(15,524)
Total net cash flows from financing activities (3)	(11,870)	(15,524)
4. Net increase/(decrease) in cash and cash equivalents (1+2+3)	29,345	51,173
Cash and cash equivalents at beginning of period	64,282	21,021
Cash and cash equivalents at end of period	93,627	72,194

(*) Unaudited financial statements.

Haya Real Estate, S.A.U. and Subsidiary (Haya Group)

1. Situation of the entity

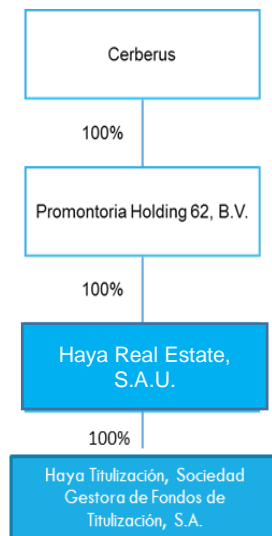
Haya Real Estate, S.A.U. (hereinafter, the Parent) was incorporated for an indefinite duration on 28 May 2013 as Cornalata Servicios y Gestión, S.L, and is duly registered in the Mercantile Registry of Madrid in Volume 1547, General, Book 31,153, Folio 10, Section 8, Sheet No. M-560,663, Entry 1 with VAT Registration No. (CIF) A-86744349.

The entity's name was changed on 1 August 2013 to Promontoria Plataforma, S.L.U., before being changed to its current name on 21 April 2014.

On 25 April 2018, the Sole Shareholder agreed to modify the Parent's bylaws so that it becomes a public limited company, changing its company name to Haya Real Estate, S.A. (Sole Shareholder Company). The transformation was effective on 7 May 2018.

Its registered office is at Calle Medina de Pomar 27, Madrid (Spain).

The corporate structure of Haya Real Estate, S.A.U. and subsidiary ("Haya" or the "Group") at 30 September 2020 is shown below:



The Parent is a sole shareholder company wholly owned by Promontoria Holding 62, B.V. (the sole shareholder). Cerberus Capital Management L.P. ("Cerberus") advises funds that indirectly own 100% of the shares of the Parent, through the sole shareholder.

All of the Group's business activity is carried out in Spain, and mainly involves the following comprehensive services:

- Debt management and recovery: The Group actively manages and monitors its clients' portfolios of outstanding loans. For performing loans, the Group monitors the debtor's financial situation to anticipate a future default. It manages payments from debtors and performs necessary administrative functions. For NPLs, the Group assists in the analysis and implementation of a number of recovery strategies, including pre-legal recovery processes such as discounted pay-offs ("DPOs"), standstill payoffs, short sales, loan sales and portfolio sales. In addition, it manages legal recovery processes, such as foreclosure and insolvency processes and deeds in lieu ("DILs")

- Real estate asset management: The real estate asset management activities are centred on REO management activities such as asset onboarding activities (including reception of the assets and registration in IT systems), payment of taxes and debt cancellation. Once the asset is onboarded, the Group assists in analyzing any development work required, for example, construction or obtaining relevant urban planning permits, with the help of urban planning lawyers, architects and contractors. The Group also performs detailed appraisal analyses, and manages necessary repairs and incidents, where required.
- Real estate asset commercialization: The Group manages a number of commercialization activities on behalf of its clients, including the rental and sale of REOs, through a broad network of real estate brokers, its clients' bank branches, its internal salesforce and its own online platform. Its activities incorporate the management of rentals, implementation of marketing campaigns, contacting clients and arranging site visits, as well as the sale of asset portfolios. The Group also assists in the formalization of private contracts and public deeds and performs ongoing monitoring and reporting activities.
- Advisory and underwriting: The Group has a cross-functional advisory team that assists in managing the clients' portfolio through a variety of activities. The Group provides asset valuation services through a combination of automatic and manual valuation, performs extensive market research and offers extensive data analytics and statistical modeling.
- Value-added services: The Group's value-added services complement its core servicing business and consist of portfolio advisory services, securitization management and property management. The Group also leverages its direct contact with end customers to offer related products, such as mortgages, insurance, utilities and refurbishment services. It has a team that manages and assists in the development of land and projects under construction.

The Group's revenues in 2020 and 2019 derive mainly from servicing contracts (SLAs or Service Level Agreements) setting down the terms and conditions for the services. These contracts have similar fee structures, but different fee percentages, which accounts for most of the Group's revenue:

- Volume-servicing fees: the percentage fee contractually agreed with the clients for each asset transaction or recovery managed by the Group on their behalf, based on its nature (i.e. the recovery or sale of debt, the conversion of REDs to REOs or the commercialization of a REO).
- Asset management fees: the percentage fee contractually agreed with the clients charged on the amount of assets under management (AuM).

In addition, the Group derives its revenues from other business such as advisory, securitization and property management.

The main servicing contracts contributing to revenues in 2020 and 2019 are:

- Bankia Group: The Group has been providing management services for real estate assets of the Bankia Group under an SLA signed in April 2018, for a period of ten years, which replaced a previous SLA signed in October 2013. In addition to volume-servicing and management fees, the SLA also establishes a success fee that the Group earns if certain benchmarks are achieved for the assets managed during the year. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- Cajamar Group: The Group has been providing management services for the real estate and credit assets of the Cajamar Group since July 2014, under the SLA signed on 10 June 2014 for a period of ten years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- SAREB: The Group has been providing management services for the real estate and credit assets of the Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria, S.A. (hereinafter, "SAREB") since January 2015, under an original SLA that had a term of five years. This agreement expired on 31 December 2019. On 30 October 2019, the Parent Company entered into a new servicing contract (SLA) with SAREB to service a portfolio of loans and Real Estate Owned assets with effective date from 1 January 2020 until June 30, 2022. The new SLA did not require any upfront payment from the Parent Company. Both SLAs establish certain service levels the Group has to achieve, which are measured regularly.

- Liberbank Group: The Group has been providing management services for the real estate assets of the Liberbank Group since August 2017, under an SLA signed on 8 August 2017 for a period of seven years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- BBVA: in October 2018, the Group signed an agreement for the servicing of the BBVA Group's Spanish real estate assets, for a period of eight years and a potential renewal up to 2 additional years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- Divarian: in April 2019, the Parent Company signed a business purchase agreement with Divarian Propiedad, S.A. («Divarian»), the former internal servicing unit of BBVA acquired by Cerberus, for the integration of Divarian's servicing business in the Parent Company, including employees and other resources (mainly IT). The transaction was effective on 31 May 2019. At the same time, the Parent Company entered into a Service Level Agreement (SLA) with «Divarian Propiedad, S.A.» and «Divarian Desarrollos Inmobiliarios, S.L.» for the management of their REOs for a period of eight years. The Service Level Agreement did not require any upfront payment from the Parent Company, and the servicing business was acquired for 1 euro. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- Apple: During 2019, the Group added one additional contract with Promontoria Manzana, S.A. and its affiliates, Global Licata, S.A. and Global Pantelaria, S.A. (owned through a JVCo 80% by Cerberus and 20% Banco Santander) for the management of real estate assets for a period of eight years.

The Group has expanded its activity since 2013, through acquisitions of asset management businesses from other financial institutions and of companies specialising in value-added services that complement its core business. The majority of the existing servicing contracts have required upfront payments in exchange for the exclusivity. The Parent is also the sole administrator of a few small portfolios of guaranteed real estate assets acquired mainly by Cerberus.

COVID-19 risk and other risks

COVID-19 risk

The emerging spread of the global Coronavirus COVID 19 in the early months of 2020 has caused a general decrease in Spanish industrial activity, including the Group's real estate and debt recovery activity. The Group's revenues for the first nine months of the year have been impacted and future impacts from this situation will depend to a great degree on the evolution and the extension of the pandemic in the upcoming months, in particular in light of recent reinforced health protection measures in Spain.

The Group's management continues to assess the situation according to the best information available and take proactive and reactive measures where possible. Highlighted below are the measures the Company has taken to manage the following risks:

- Liquidity Risk: The Group entered into this global health crisis with a strong cash position (see attached consolidated balance sheet), but nonetheless decided on March 18, 2020, at the beginning of the crisis in Spain, to fully draw on its revolving credit line to provide a further liquidity buffer. On May 18, 2020, the Parent Company, in light of the evolution of collections from clients, decided to partially repay the RFC (for an amount of EUR 10,500 thousand) reducing the outstanding balance to EUR 3,900 thousand. Furthermore, the Group does not have any short term financial obligations other than the interest due on its existing senior secured notes and the drawn RCF. The Group has ended the first nine months of 2020 with a positive working capital position of EUR 133,170 thousand.
- Operational risk: The Group's volume activity has seen a significant decrease since the beginning of the COVID crisis, with a sharp reduction in REO sales, loan recoveries and low REO conversions due to temporary closing of judicial courts in Spain. However, part of the Group's revenue comes from a contracted asset management fee which is calculated as a % of assets managed, and the Group has a relatively high percentage of variable costs, which decrease proportionally with a decrease in volumes/sales transacted. The Group has implemented a contingency plan focused on cost-cutting measures to mitigate part of the lost revenues expected in the year.

Taking into considerations the factors above, the Group's Management considers the going concern principle in the preparation of these interim condensed consolidated financial statements is still applicable.

Other business risk

The Spanish banking sector is going through a market consolidation process, with multiple mergers being contemplated or discussed, and expected to be completed during 2021. This consolidation could potentially impact the real estate servicing sector as well and could adversely affect our future revenues if the newly merged entities decide to renegotiate their existing servicing contracts. If contracts under which Haya paid upfront (and corresponding intangible assets are recognized in the attached consolidated balance sheet) are terminated early as a result of the above, Haya would be entitled to receive compensation as a result of the early termination.

2. Business performance and results

2.1 Key Performance Indicators

a. Alternative Performance Measures (APMs)

The key indicators used by the Group and its sector to describe its activities and performance are: Assets under Management (by total and by client), Transaction Volumes (by total and by type of transaction), Average Volume Servicing Fees and Average Asset Management Fees, EBITDA and Adjusted EBITDA, Net Debt, Leverage Ratio, Free Cashflow and Cash Conversion. The Group uses these measures when planning its strategy, preparing budgets, reporting to the sole shareholder and reviewing the Group's performance.

The Group's management considers that these measures are commonly used among its peers in the industry. It considers measures based on EBITDA to be useful as they eliminate potential differences in operating income between the periods and companies being compared, due mainly to factors such as amortisation and depreciation, historic costs, the age of the assets, capital structures and tax regimes.

Details of the definitions, calculation and reconciliation of these APMs with the Group's interim condensed consolidated financial statements are shown below:

a.1 Assets under Management (by total and by client)

The Group defines Assets under Management (AuMs) as the total contracted assets under management on which asset management fees are earned and which are comprised of REDs (Real Estate Developer Loans) and REOs (Real Estate Owned Assets), generally at the gross book value reflected in the client's balance sheets or agreed upon reference price. The AuMs we manage can change for a specified period as a result of "inflows" (increases in AuMs resulting from new servicing contracts or additional AuMs from existing servicing contracts), "outflows" (decreases in AuMs resulting from the recovery or sale of REDs or the commercialization of REOs) and RED conversions into REOs. The total amount of Assets under Management in a period forms the basis of our commissioning and is confirmed periodically with our clients.

This Alternative Performance Measure is used because it is understood to be a key measure to analyse and track our performance as it shows the base on which we earn our asset management fees and illustrate the volume of assets that we currently manage for our clients.

<i>At GBV unless otherwise indicated</i>	In € millions	
	September 30, 2020	December 31, 2019
Assets under Management (by client)		
<i>Bankia</i>	2,922	2,866
<i>Cajamar</i>	4,772	4,873
<i>Sareb</i>	13,521	20,881
<i>Liberbank</i>	2,127	2,287
<i>BBVA</i>	1,972	2,002
<i>Divarian (1)</i>	4,501	4,759
<i>Apple(1)</i>	1,529	1,569
<i>Other Cerberus Portfolios(1)</i>	1,599	1,739
<i>Other clients(1)</i>	34	123
Assets under Management (total)	32,977	41,099

(1) Asset under Management indicated at "outstanding balance" for REDs and "appraisal value" for REOs

As of September 30, 2020, the AuMs decreased by €8,122 million mainly as a result of the new servicing contract signed with Sareb in 2019 which entered into force on January 1, 2020 with a new perimeter of ~€14 billion. In addition, this decrease was impacted by a decrease in the rest of clients due to the natural evolution of recoveries under existing contracts.

a.2 Transaction Volumes (by total and by type of transaction)

The Group defines Transaction Volumes as the volume transacted on AuMs on behalf of clients and on which volume fees are earned. Transaction Volumes comprise:

- Transaction Volumes derived from the recovery or sale of REDs, measured at the amount of cash recovered on the loans for our clients;
- Transaction Volumes derived from the achievement of certain milestones in connection with the conversion of REDs into REOs (REO conversion) through foreclosures or bankruptcy proceedings, measured at the established amounts for such milestones in the applicable servicing contract;
- Transaction volumes derived from the commercialization of REOs, measured at sale price for our clients.

The total amount of Transaction Volumes transacted in a period forms the basis of our commissioning and is confirmed periodically with our clients.

	Nine months ended September 30, (in € millions)	
	2020	2019
Transaction Volumes (by type of transaction)		
<i>RED</i>	288.3	930.5
<i>REO Conversion</i>	464.8	846.6
<i>REO</i>	846.1	1,797.2
Transaction Volumes (total)	1,599.2	3,574.3

For the nine months ended September 30, 2020 compared to the nine months ended September 30, 2019, transaction volumes decreased by €1,975 million (or -55%).

RED volumes decreased by 69% (or €642 million) compared to the first nine months of 2019 mainly due to a large portfolio of NPLs sold in Bankia during Q3 2019 and lower performance in Sareb as a result of the new SLA contract which entered into force in 2020 and involved a reduction in REDs perimeter. REO Conversion volumes decreased by 45% (or €382 million) when compared to Q3 2019 mainly due to a lower activity in Sareb as a result of the new SLA contract where the litigation process management on foreclosures has been excluded from its scope, and a lower activity in both bankruptcies and DILs impacted by the COVID-19 where courts have been temporarily closed. REO volumes decreased by 53% (or €951 million) compared to the first nine months of 2019 impacted by a large portfolio sold in Q3'19 in Bankia and by COVID-19 across all clients, which has been partially offset by a positive contribution from new portfolios.

a.3 Average Volume Servicing Fees, and Average Asset Management Fees

We generate revenues primarily from two types of fees under our Core Servicing Contracts: (i) volume servicing fees, which are calculated as a percentage of the recoveries volume for each NPA (i.e., the cash recovery or sale of debt, the activities performed to convert REDs to REOs or the commercialization of a REO) that we achieve on behalf of our clients, and (ii) management fees, which are generally calculated as a function of AuMs in each contract in a given period. Such fees vary significantly from contract to contract and by type of asset recovery. Other revenues consist of success fees (linked to the achievement of performance objectives agreed with the clients) and revenues derived from other types of businesses (e.g., securitization, advisory services, rental management and land development advisory, among others).

The Group defines Average Volume Servicing Fees, as volume servicing fees as per the consolidated financial statements divided by Transaction Volumes for a specified period.

Likewise, the Group defines Average Asset Management Fees as asset management fees as per the consolidated financial statements divided by the average Assets under Management for a specified period (such average being calculated using the AuMs at the beginning and the end of the relevant period as confirmed periodically with our clients).

These averages are relevant for the Group as they give an overall average for the fees received in terms of the volume of client activity and total assets managed by the Group, irrespective of the terms and conditions of the contract with each client.

Because of their nature, including information reported by our clients, these APMs cannot be reconciled directly with the Group's interim condensed consolidated financial statements, but they provide a useful and relevant measure of the Group's performance and the overall trend in its revenues.

Average Volume Servicing Fees were calculated as follows for the nine months ended September 2020 and 2019:

	Nine months ended September 30, (in € millions, other than ratios) <i>(unaudited)</i>	
	2020	2019
Volume servicing fees	56.2	103.6
Volume of transactions in the period ⁽¹⁾	1,599.2	3,574.3
Average Volume Servicing Fees	3.51%	2.90%

⁽¹⁾ According to the definition of this APM provided before.

In relation to volume servicing fees as a % of volume there was an increase from 2.90% to 3.51% in Q3 2020 when compared to Q3 2019 due to the large portfolio sale of NPLs and REOs in Q3'19 in Bankia.

Average Asset Management Fees were calculated as follows for the last twelve months (LTM) ended September 30, 2020 and 2019:

	Last twelve months ended September 30, (in € millions) <i>(unaudited)</i>	
	2020	2019
Asset management fees	74.8	96.9
Average Assets under Management in the period ⁽¹⁾	37,704	40,328.4
Average Asset Management Fees	0.20%	0.24%

⁽¹⁾ Calculated using the AuMs at the beginning and the end of the relevant period as confirmed periodically with our clients.

In relation to Asset Management Fees as a % of assets under management there was a decrease from 0.24% to 0.20% in LTM 2020 when compared to LTM 2019 as a result of the new SLA signed with Sareb where there is no asset management fee but rather a minimum fee to cover structural costs.

a.4 EBITDA and Adjusted EBITDA

The Group defines EBITDA as the sum of net profit, corporate income tax, net financial expense, impairment and results on the sale of fixed assets, and depreciation and amortization.

The Group defines Adjusted EBITDA as the sum of EBITDA and the non-recurring costs estimated for the labour restructuring process that the Parent Company carried out during the first nine months of 2020 and the non-recurring costs incurred in connection with M&A for the first nine months of 2019.

The Group uses EBITDA and adjusted EBITDA as objective and comparable performance measures for assessing its payment and cash flow-generation capacity. The Group considers that it will continue using Adjusted EBITDA as long as there are specific isolated transactions that represent income or expense for the Group without an associated cash flow and therefore need to be adjusted to ensure the usefulness and comparability of this indicator.

The reconciliation of this APM with the interim condensed consolidated statement of profit or loss for the nine-month period ended September 30, is as follows:

	Nine months ended September 30, (in € millions) (<i>unaudited</i>)	
	2020	2019
Profit (loss) for the period	(21.9)	(20.2)
Income tax (benefit)/ expenses	(8.7)	(8.0)
Finance income	(3.9)	(3.9)
Finance expense	21.0	20.9
Depreciation and amortisation charge	43.1	77.5
Impairment and gains or losses on disposals of non-current assets	-	-
EBITDA	29.6	66.3
Non-recurring cost	-	4.2
Labour restructuring costs	6.4	-
Adjusted EBITDA	36.0	70.5

For the nine months ended September 30, 2020, Adjusted EBITDA was €36 million and for the nine months ended September 30, 2019 Adjusted EBITDA was €70.5 million. This decrease of €34.5 million is explained by a €72.5 million decrease in revenues resulting from the decrease in volumes previously explained, and a decrease in management fees mainly as a result of the new SLA signed with Sareb. Such decrease in revenues was partially offset by €28 million reduction in operating expenses and €7.3 million reduction in personnel costs. The net reduction in personnel costs is explained by (1) a decrease in FTEs as a result of the labour restructuring process carried out in early 2020, (2) a decrease in variable compensation (non-accrual in 2020) as a result of the impact of COVID19, and (3) a significant increase in labour restructuring costs.

The following table provides a summary of the last twelve months (LTM) EBITDA ended September 30, 2020 and 2019. EBITDA LTM presented below is not meant to provide an indicator of future earnings potential, as the existing COVID-19 situation and the earnings impact of the new Sareb contract will have a significant impact on future performance:

	LTM ended September 30, (in € millions) (<i>unaudited</i>)	
	2020	2019
Profit (loss) for the period	(39.1)	(17.6)
Income tax (benefit)/ expenses	(14.0)	(7.3)
Finance income	(5.2)	(5.2)
Finance expense	27.9	27.8
Depreciation and amortisation charge	69.5	108.7
Impairment and gains or losses on disposals of non-current assets	23.9	-
EBITDA	63.0	106.4
Non-recurring costs in connection with M&A	1.8	7.9
Labour restructuring process	6.4	-
Adjusted EBITDA	71.2	114.3

a.5 Net Debt

The Group defines Net Debt as Debts with credit institutions, bonds and other securities, including accrued interests, less cash and cash equivalents, as shown in our consolidated statement of financial position. This measure offers an objective view of the Group's net financial debt.

The reconciliation of this APM with the interim condensed consolidated financial statements for the nine-month period ended September 30, 2020 and year ended December 31, 2019 is as follows:

	In € millions	
	September 30, 2020 (<i>unaudited</i>)	December 31, 2019
Debts with credit institutions, bonds and other securities	480.4	471.5
Cash and cash equivalents	(93.6)	(64.3)
Net Debt	386.8	407.2

a.6 Leverage Ratio (Net Debt to EBITDA)

The Group defines the Leverage Ratio as Net Debt divided by Adjusted EBITDA of the last twelve months (LTM). This APM measures financial leverage and a company's ability to pay off its debt.

This APM was calculated as follows for the last twelve months (LTM) ended September 30, 2020 and for the year ended December 31, 2019:

	In € millions	
	September 30, 2020 <i>(unaudited)</i>	December 31, 2019
Net Debt	386.8	407.2
Adjusted EBITDA LTM	71.2	105.7
Leverage Ratio	5.4x	3.8x

The leverage ratio presented above on an LTM basis is not meant to provide an indicator of future leverage or expected leverage at year-end, as the existing COVID-19 situation and the earnings impact of the new Sareb contract will have a significant impact on future EBITDA performance, thus impacting the total leverage ratio of the Group.

a.7 Free Cashflow

The Group defines Free Cashflow of the last twelve months (LTM) as Adjusted EBITDA LTM minus Capital Expenditures LTM (excluding investments in contract intangible assets) and Change in Working Capital LTM. This measures the cash available after operational needs have been met and after investment in fixed and intangible assets, mostly investments in computer software.

Because of its nature, this APM cannot be directly reconciled with the Group's interim condensed consolidated financial statements but provides a useful and relevant measure of the Group's performance and cash generating capacity.

This APM was calculated as follows for the last twelve months (LTM) ended 30 September 2020 and 2019:

	LTM ended September 30, (in € millions) <i>(unaudited)</i>	
	2020	2019
Adjusted EBITDA LTM	71.2	114.3
Capital Expenditures LTM (-)	(16.4)	(12.5)
Changes in working capital LTM (+/-)	(7.8)	3.8
Free Cash Flow LTM	47.0	105.6

a.8 Cash Conversion

The Group defines Cash Conversion LTM as Free Cashflow LTM divided by Adjusted EBITDA LTM. The Group considers this indicator as relevant given that it shows in which proportion the Adjusted EBITDA LTM is converted into cash in each period.

This APM arises from the direct calculation of two APMs previously reconciled with the Group's interim condensed consolidated financial statements for the nine-month period ended September 30, 2020. This APM was calculated as follows for the last twelve months (LTM) ended September 30, 2020 and 2019:

	LTM ended September 30, (in € millions, other than ratios) <i>(unaudited)</i>	
	2020	2019
Free Cash Flow LTM	47.0	105.6
Adjusted EBITDA LTM	71.2	114.3
Cash Conversion LTM	66%	92%

3. Income Statement

Key Income Statement Items

Set forth below is a brief description of the composition of the key line items of our consolidated statement of profit or loss:

Revenues

Our revenues are derived mainly from the volume servicing fees and management fees, which are linked to the transaction volume activity, as well as other revenues.

Other operating expenses

Other operating expenses consist primarily of channel costs, litigation costs for REO conversions, operational expenses and other operating expenses. Channel costs are commissions paid to real estate brokers or bank branches participating in the sale of REOs. Operational expenses are agency and consulting fees and the remainder of our operating expenses are comprised mainly of IT, marketing, rent and travel expenses.

Personnel costs

Personnel costs represent salaries, severance fees and related personnel expenses.

Amortisation

Amortisation includes the amortisation of tangible and intangible fixed assets on a straight-line basis over the useful life of the assets.

Net finance costs

Net finance costs arise primarily from our debt obligations and related interest expenses.

Corporate income tax

Corporate income tax benefit (expense) is calculated as the sum of the current tax payable resulting from the application of the effective tax rate to the taxable income for the year, less any allowable tax deductions and tax credits and the change in assets and liabilities due to deferred taxes.

3.1 Revenues

The following table presents the breakdown of total revenues for the nine months ended September 30, 2020 and 2019:

	Nine months ended September 30, (in € millions) (unaudited)	
	2020	2019
<i>Volume servicing fees</i>	56.2	103.6
<i>Management fees</i>	49.5	73.2
<i>Other</i>	20.8	22.3
Total Revenues	126.5	199.1

For the nine months ended September 30, 2020, revenues were €126.5 million, a 36% decrease (or €72.6million) from revenues of €199.1 million for the nine months ended September 30, 2019. This decrease of €72.6 million was primarily driven by a decrease in total transaction volumes during the period, as previously explained. Management fees decreased by 32% from the previous year mainly as a result of the new SLA signed with Sareb where there is no asset management fee (but rather a minimum fee to cover structural costs) and a decrease caused by the natural evolution of the contracts, partially offset with the contribution of the new awarded contracts during 2019 (Divarian and Apple). Other revenues decreased compared to the previous year by 7% mainly as a result of a lower performance in the advisory division, partially offset with an increase in rental activity and in ancillary services provided for the management, maintenance and sale of REOs mainly in Sareb and Divarian.

3.2 Other operating expenses

Other operating expenses decreased by €28 million, or 38%, during the first nine months ended September 30, 2020 compared to the nine months ended September 30, 2019. The decrease in expenses was driven by: (i) the costs incurred in the first nine months of 2019 associated to the servicing of the BBVA contract, which was initially serviced through a subcontracting servicing agreement with Divarian, before the Divarian servicing business was acquired effective May 31, 2019 (no corresponding impact in 2020); (ii) lower intermediation costs of real estate agents in the sales of REOs, impacted by lower volumes previously explained; (iii) non-recurring costs associated to M&A which have not been incurred in 2020 (vs €4.2 million incurred in the first nine months of 2019) and (iii) lower IT operating costs. This decrease has been partially offset by higher litigation and external recovery agency costs and higher costs of agencies for the management of REOs incurred in the first nine months of 2020.

3.3 Personnel costs

Personnel costs decrease by €7.3 million, or 13%, during the nine months ended September 30, 2020 compared to the nine months ended September 30, 2019. The decrease was primarily driven by the savings in personnel costs from the restructuring process carried out by the Parent Company during 2020 and the non-accrual of variable remuneration in 2020 as a result of COVID19, partially offset with the labor restructuring process costs of €6.4 million.

3.4 Net finance costs

For the nine months ended September 30, 2020, net finance costs were €21.0 million vs €20.9 million incurred during the first nine months of 2019. This net financial result mainly relates to the interest cost on the €475 million Senior Secured Notes issued in November 2017 and due in 2022.

3.5 Net profit/loss

Excluding the impact of the non-recurring costs incurred from the labour restructuring process in 2020 and the non-recurring costs incurred in relation with M&A costs in 2019, total Adjusted EBITDA for the nine months ended September 30, 2020 amounted to €36.0 million, a 49% decrease from Adjusted EBITDA for the nine months ended September 30, 2019. Part of the decrease in Adjusted EBITDA was offset by a decrease in amortization expense caused by the Sareb contract asset resolution on 31 December 2019 which was fully amortized in 2019 (the new SLA signed with Sareb did not require any upfront payment), resulting in a net loss for the nine months ended September 30, 2020 of -€21.9 million, and -€20.2 million in the same period of 2019.

In relation to the amortization, the contract assets are amortised on a straight-line basis in accordance with the useful life estimated by the Group Management and, on a yearly basis, Management performs an analysis on the recoverability of the net book value associated to these contract assets. In the first nine months of 2020, there were no changes in contract assets other than the amortisation of the aforementioned costs, in accordance with the useful lives assigned to each contract. The recoverability analysis on contract assets will be completed during the fourth quarter of 2020 and will consider the existing and expected impact from the current pandemic (see note X of the consolidated financial statements), as well as the recoveries achieved under such contracts to date versus the amortization recorded under the straight line method, in order to determine whether any write-off is necessary at year-end.

4. Liquidity and capital resources

Our liquidity requirements consist mainly of debt servicing requirements, capital expenditures and working capital. Historically, our principal sources of liquidity have been our net cash generated from operating activities and borrowings under the former syndicated facility or existing senior secured notes.

As of September 30, 2020, our outstanding debt relates to a Senior Secured Notes of €475 million signed in November 2017 and a Revolving Credit Facility (RCF) of EUR 3.9 million which was signed in 2017. This credit facility was fully drawn on 18 March 2020 for an amount of €14.4 million in order to have a further liquidity buffer as a result of the COVID-19 situation and as of 18 May 2020 was partially repaid for an amount of EUR 10.5 million.

As of September 30, 2020, cash and cash equivalents amounted to €93.6 million. We believe we have sufficient liquidity and capital resources to meet our current operating requirements. Our ability to generate cash depends on our future operating performance, which is in turn dependent, to some extent, on a variety of factors, many of which are beyond our control, including COVID19 and its related impact on the Spanish real estate sector.

The Group has no off-balance-sheet transactions.

4.1 Cash Flows

The following table provides a summary of cash flow data:

	Nine months ended September 30, (in € millions) (<i>unaudited</i>)	
	2020	2019
Cash flows from operating activities	53.0	78.8
Cash flows from investing activities	(11.8)	(12.1)
Cash flows from financing activities	(11.9)	(15.5)

a. Cash Flows from Operating Activities

Cash flows from operating activities were €53.0 million and €78.8 million for the nine months ended September 30, 2020 and 2019, respectively. This change is mainly explained by a decrease in EBITDA from €70.5 million to €36.0 million for the nine-month period ending September, offset by an improvement in working capital due to strong cash collections in the first nine months of 2020.

b. Cash Flows from Investing Activities

Investing activities used €11.8 million of cash flows for the first nine months of 2020 while €12.1 million were used in the same period of 2019. This change is mainly explained by the payments performed by the Parent Company for the new Headquarter offices in Madrid in the first nine months of 2019 partially offset with higher payments performed by the Group in IT Capex in the first nine months of 2020.

c. Cash Flows from Financing Activities

Financing activities used €11.9 million and €15.5 million of cash during the nine months ended September 30, 2020 and 2019, respectively. Financing activities in 2020 related to the interest paid in relation to the Senior Secured Notes issuance in November 2017 and the disbursement of €3.9 million of the Company's RCF.