

Our customers define
the world shape,
**we make it
possible.**

 **BIESSEGROUP**

2016-2018

3-Years Business Plan

main index

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- page 7-18: who - how – where – with – innovation – reliability – sustainability
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Biesse Group

Biesse Group is a global leader in the technology for processing wood, glass, stone, plastic, advanced materials and metal.

Founded in Pesaro in 1969 by Giancarlo Selci, the company has been listed on the Italian Stock Exchange (*STAR*) since June 2001.

Starting from October 2015 Biesse is included in the Mid-Cap segment.

Our Beliefs

We believe in challenging standards, in thinking forward and in acting differently.
Creating **advanced technologies** and **beautifully-designed solutions** is the key to transforming our beliefs into **real value**.

We shape our
Customer dreams.





Our Purpose

Since 1969,
we have tirelessly
dedicated ourselves to
**creating value for our
customers** first and
foremost.

 **BIESSEGROUP**
2016-2018 3-Years Business Plan



"...back when we were simply producing machines, I was talking with a dear friend, and realised that the rough, imprecise way he was working was ineffective, and above all, dangerous to his personal safety. At that moment, I recognised a need for change, and immediately understood that **we could do something** - we could introduce innovative new ways of working, automate processes, and above all, create safer working conditions. **A new kind of machine was about to be born**".



Founder and CEO

Think4ward

becoming a **4.0 factory**.

- 01 Implementing **lean production** in order to fully satisfy customer requirements, increasing quality and reducing waste.
- 02 Understanding **sector trends** and deciding when and how to invest in order to grow.
- 03 Finding the **best solutions** ahead of competitors.
- 04 **Anticipating** customers' needs.



Think4ward

creating **4.0 factories** for our customers.

Forward-thinking automation and software solutions to help our customers leverage the fourth industrial revolution.

- ✓ Orders processed on the same day.
- ✓ Custom-designed, integrated machines.
- ✓ Streamlined, intelligent warehousing.
- ✓ Impeccable quality and simplified processes without unnecessary costs.

Meeting tomorrow's demands today.

BIESSEGROUP

2016-2018 3-Years Business Plan



the Map

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1.

In

We manufacture machines and components for wood, glass, stone, plastic and metal processing through specialised business units and 8 manufacturing sites in Italy and worldwide.

1

industrial
group

4

business
divisions

8

production
sites



*Made in
Biesse*

HOW

Growing investments in R&D have enabled us to create software programs that have simplified the management of CNC machines, improving our customers' processes revolutionising market standards.

more than

200

Patents duly
registered



Innovation is
our driving force

Where

We support our colleagues everywhere in the world, using the most advanced management, sales and support system. Our global network enables us to be always close to our customers.

34

branches and
representative
offices

300

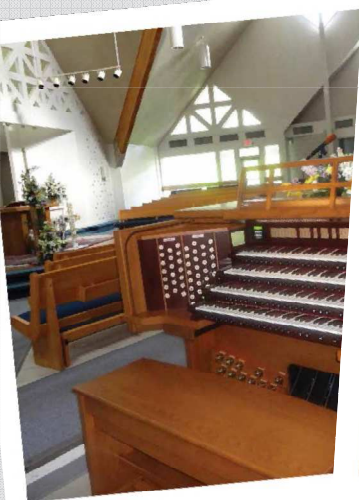
agents &
certified
dealers



Biesse Asia
Grand Opening

With

Customers in
120 countries



Allen Organ, U.S.A

Made



Milan Design Week,
Italy

Made With Intermac

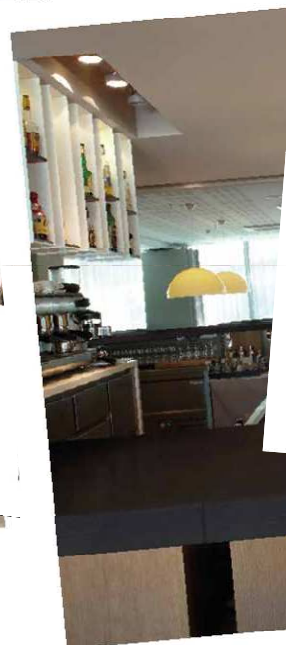


Lago, Italy



Sagrada Familia,
Spain

Made With Biesse



Cosentino Group,
Spain

Made With Diamut



Bigelli Marmi, Italy



Fiam, Italy

Made

We

Our Human
capital.

more than

3,150

employees
throughout the world
(temporary workers included)

25 YEARS 1989 2014
BIESSE AMERICA



“Strength lies in differences,
not in similarities”.



1.2 Our Values

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2016-2018 3-Years Business Plan

Innovation
Reliability
Sustainability
Excellence

Our **values** /

Innovation

meets **creativity**.

Our pillars to mastering
innovation:

- ✓ Customer Focus
- ✓ Internet of Things
- ✓ Digital Manufacturing
- ✓ Industry 4.0 / Think4ward

Biesse, the perfect combination
of **innovation** and **italian**
creativity.

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2016-2018 3-Years Business Plan

Our **values** /

Innovation

generates **value**.

Some of our leading
technology solutions:

- ✓ Automatic blade
change on beamsaws
- ✓ 5-axis operating unit
- ✓ Air Force System
- ✓ Twin Pusher
- ✓ bSuite software

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2016-2018 3-Years Business Plan



Our **values** /

BIESSEGROUP

2016-2018 3-Years Business Plan

Reliability

to enhance **trust** and **compliance**.

Satisfied
Customers

Trusted & Loyal
Partners

Winning & Committed
Employees

Growing & Qualified
Investors

OUR MAIN PRINCIPLES

- ✓ Fairness to all stakeholders
- ✓ Mutual trust and transparency
- ✓ Unrestricted and clear communications
- ✓ Sharing of knowledge and experience

Our **values** /

BIESSEGROUP

2016-2018 3-Years Business Plan

Sustainability

to get **widespread goodwill** and **strong reputation**.

Society

Environment

People

Regulation

Financial

Only the culture of strictly adherence to **good compliance** can keep our Group ahead on **sustainable** basis.

Our values /

Excellence

More
Revenue

01

More
Profit

02

More
Cash

03

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2016-2018 3-Years Business Plan

for a consistent
growth.

Our values / Excellence /

More Revenue

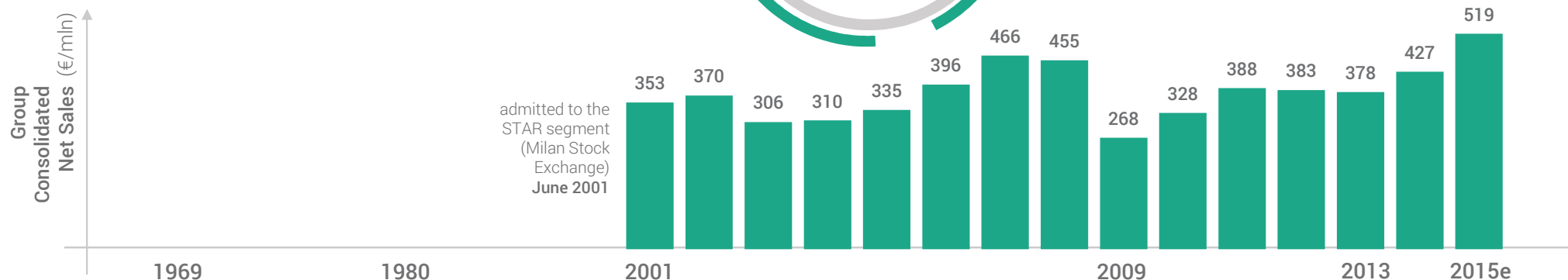
Continuing to grow



BIESSEGROUP

3-Years Business Plan 2016 - 2018

■ Biesse Group
Consolidates Net Sales (€/mln)



Wood



Glass



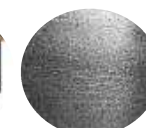
Stone



Mechatronics



bSoft
(software)



Metal



Plastic &
Advanced
Materials

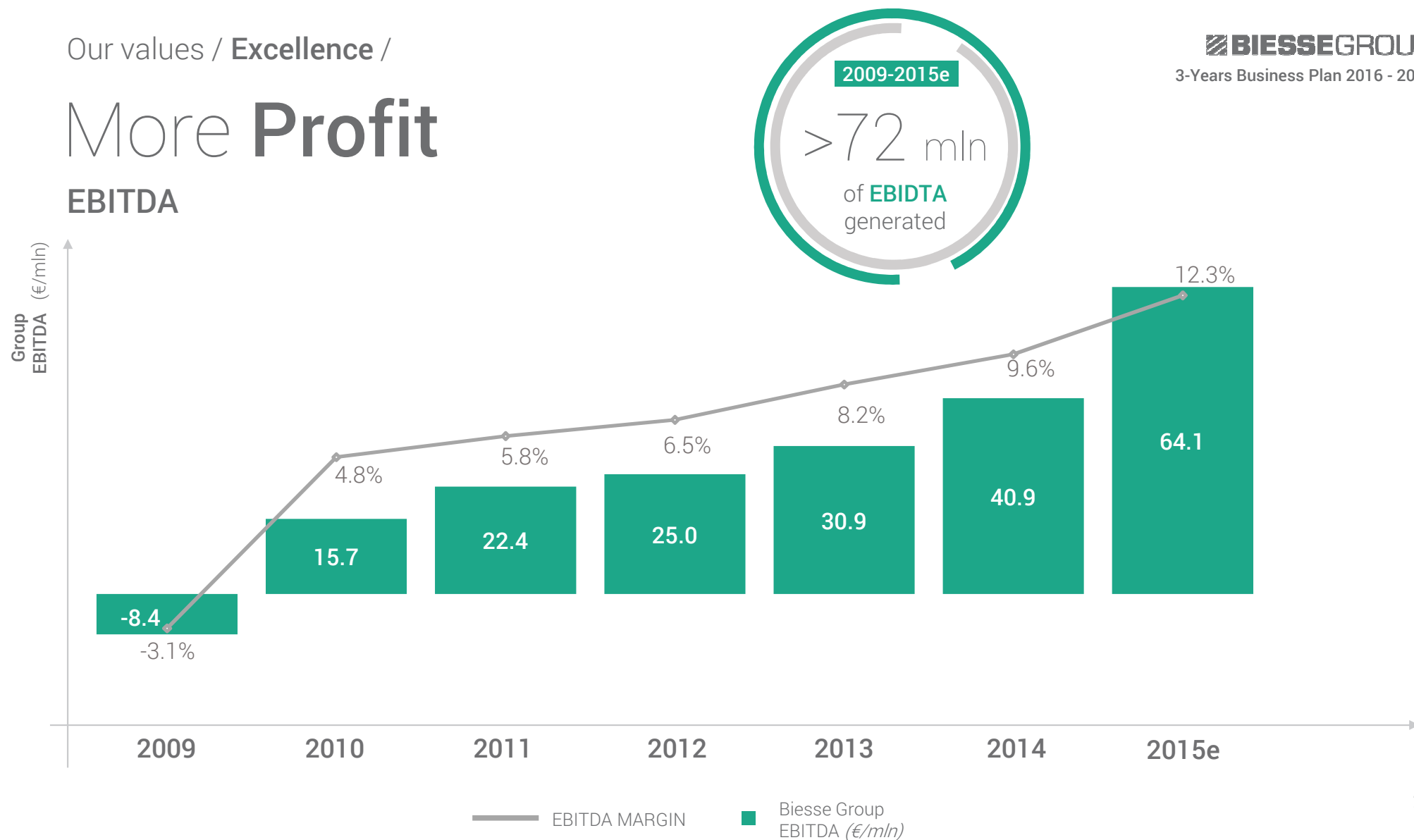
Our values / Excellence /

More Profit

EBITDA

BIESSEGROUP

3-Years Business Plan 2016 - 2018



Our values / Excellence /

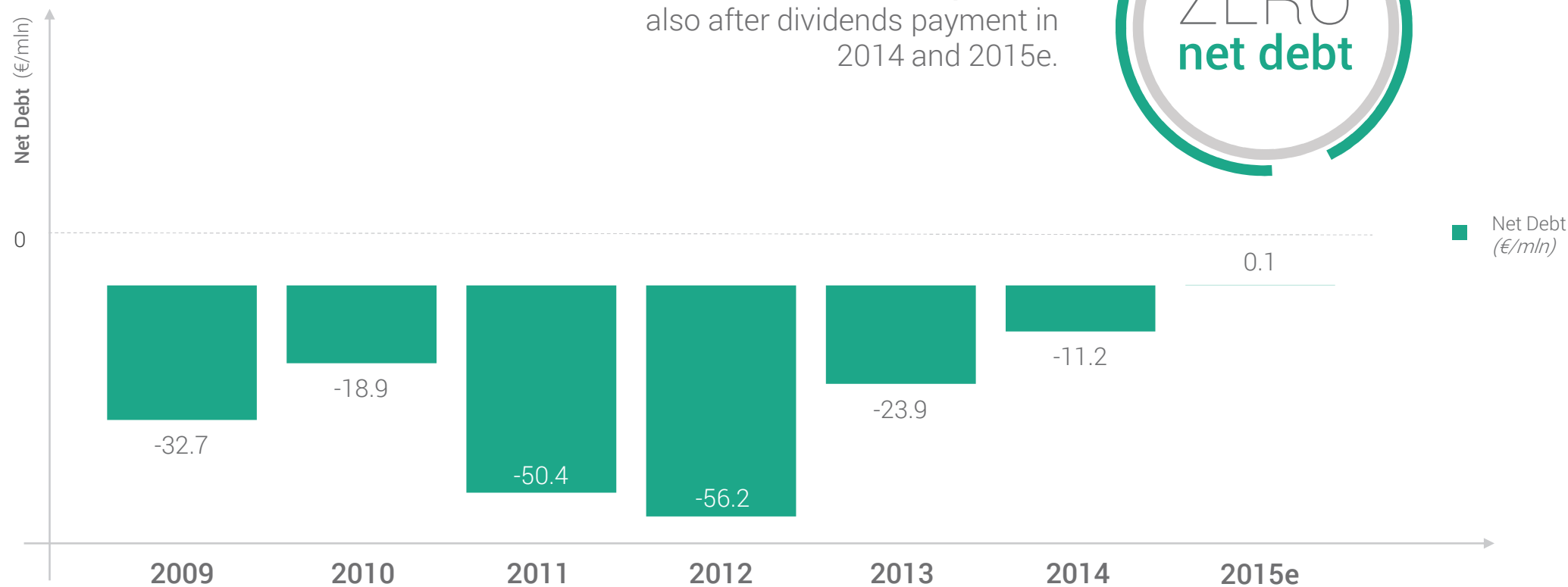
BIESSEGROUP

3-Years Business Plan 2016 - 2018

More Cash

Net debt

Our **Net Cash Flow** is positive
also after dividends payment in
2014 and 2015e.



1.3 Our Business Model



We **make**
Top-quality Italian **products**



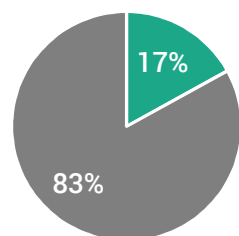
We **deliver** top-quality, dedicated
solutions worldwide

key points

Knowledge
Delivery
Products
Customers

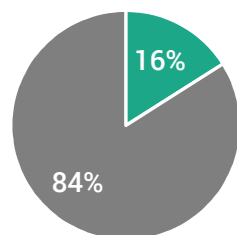
Knowledge

Sales breakdown
by offering

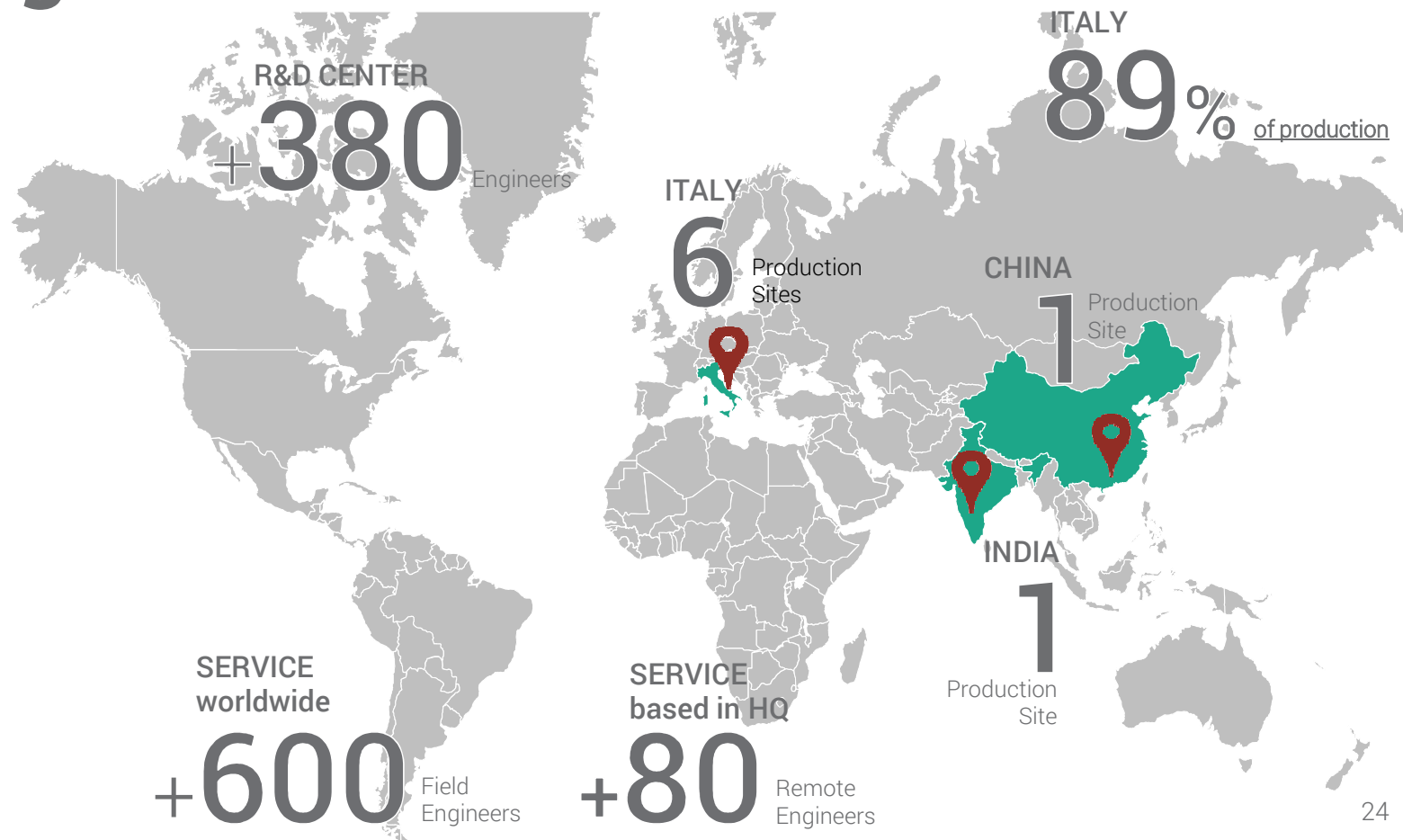


■ Service ■ Machinery

Sales breakdown
by type



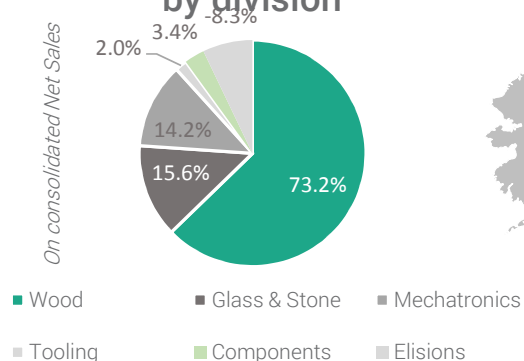
■ System ■ Stand Alone



Delivery

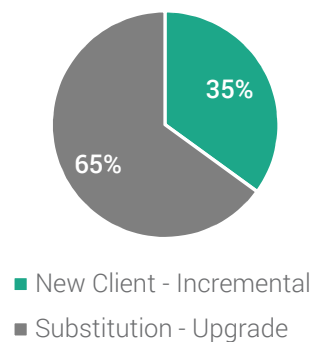
Sales breakdown by division

On consolidated Net Sales



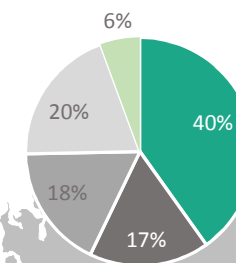
Sales breakdown by Client Type

On Machines sold

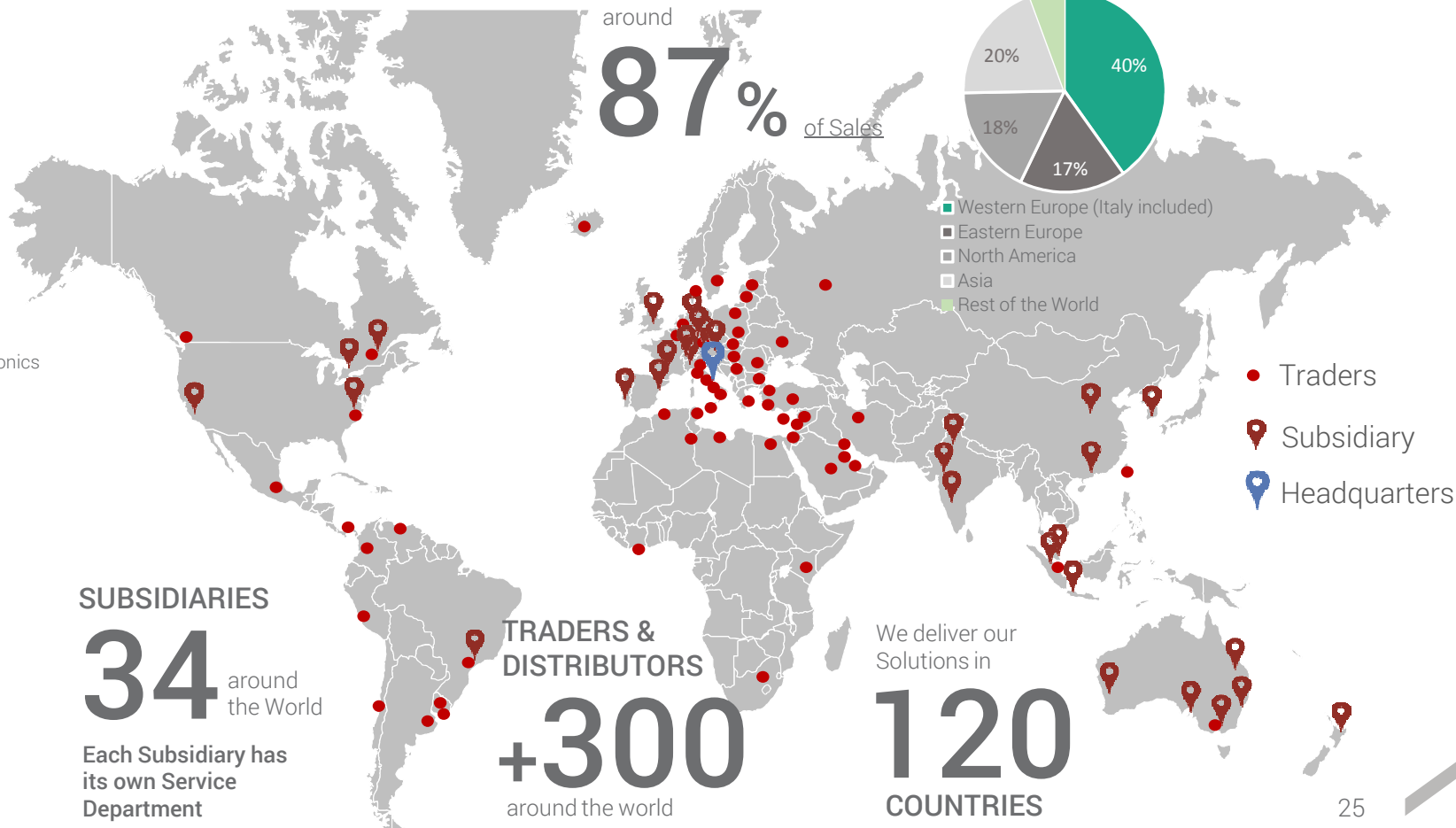


EXPORT
around

87% of Sales



■ Western Europe (Italy included)
■ Eastern Europe
■ North America
■ Asia
■ Rest of the World



SUBSIDIARIES

34 around the World

Each Subsidiary has its own Service Department

TRADERS & DISTRIBUTORS

+300 around the world

We deliver our Solutions in

120 COUNTRIES

Our **Business Model** / Wide offering for a wide Customer base

BIESSEGROUP
2016-2018 3-Years Business Plan

Our Products



WOOD



GLASS



STONE



PLASTIC



METAL

01

Machines

We design, manufacture and distribute a comprehensive range of machinery and technologies for processing wood, glass, stone and, in recent years, plastics.

02

Systems

We create engineered solutions, from plant design to production, implementation, installation and maintenance

03

Mechatronics

We design, manufacture and deliver high-tech mechanical and electronic components for machinery.

04

Tooling

We create customized diamond and binder mixes for stone and glass processing machinery.



Made With Biesse Group
technologies

Our **Business Model** /

BIESSEGROUP
2016-2018 3-Years Business Plan

Our main customers

Ikea
Howdens
Masonite
Colombini Group
Veneta Cucine
Roland Gerling

Lube Cucine
Lago
Fiam
Onsrud
Heian

Saint Gobain
Pilkington
Fidia
Glaströsch
Cosentino
Sauder

TYPE OF CUSTOMERS

- | | | |
|---|---------------------------------------|--------------------------------|
| ✓ Joiners | ✓ Glass workers | ✓ Wood machinery producers |
| ✓ Makers of large furniture items | ✓ Marble workers | ✓ Aluminum machinery producers |
| ✓ Windows and doors | ✓ Furniture | ✓ Plastic machinery producers |
| ✓ Wood building companies and manufacturers | ✓ Kitchen companies and manufacturers | ✓ Metal machinery producers |

Our **Business Model** /

Wide **customer base**

Customer Sales Distribution 2015e

BIESSEGROUP
2016-2018 3-Years Business Plan

60.000
number of
Customers
(up today)



**Small
manufactures**

20
(€/000)

Q1

Median



Average

Q3

**Large
manufactures**

10.000 >
(€/000)





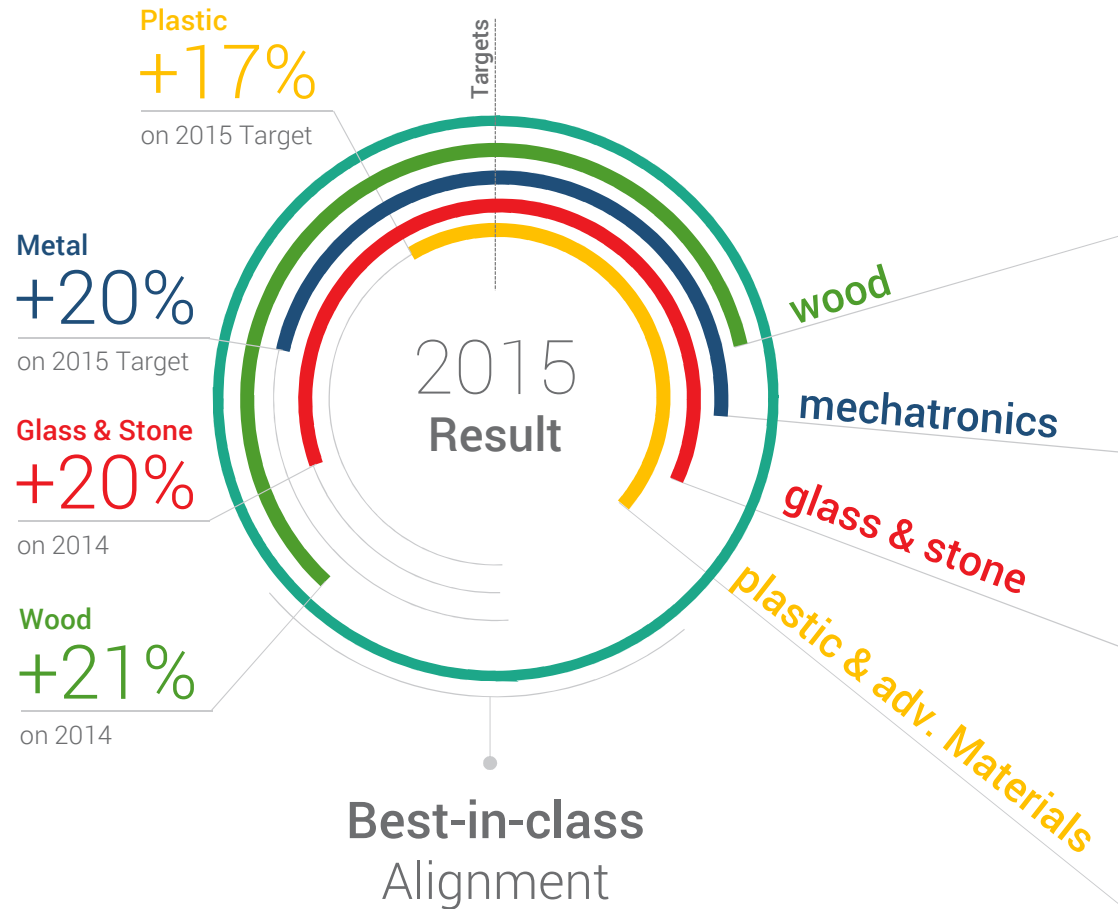
2.

Our strategy



2.1 + Products

Our strategy in action



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2016-2018 3-Years Business Plan

We reinforced our industry-leading position, increasing our market share in the actual products segment.

We successfully introduced electrospindles and electroheads for machine tools for metals

We enhanced our product offering and became more competitive on the market.

We successfully transferred our product knowledge to the new business unit and achieved great results.

+ Products

Our new targets

Metal
15 mln€
2018 Target

Plastic
20 mln€
2018 Target



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2016-2018 3-Years Business Plan

9%

Wood Division Estimated
CAGR 2015-2018

4%

Market Estimated
CAGR 2015-2018

10%

Mechatronics Unit Estimated
CAGR 2015-2018

5%

Market Estimated
CAGR 2015-2018

12%

G&S Division Estimated
CAGR 2015-2018

7%

Market Estimated
CAGR 2015-2018

78%

Plastic & A.M. Division Estimated
CAGR 2015-2018

+ Products

Wood



Targets

BIESSEGROUP

2016-2018 3-Years Business Plan

01

Enhance R&D for innovative solutions
(technologies and new materials)

02

Expand the product range: renovation and
completion of the range of machines

03

Improve product reliability, **renew** existing
product range

9%

Wood Division Estimated
CAGR 2015-2018

4%

Market Estimated
CAGR 2015-2018

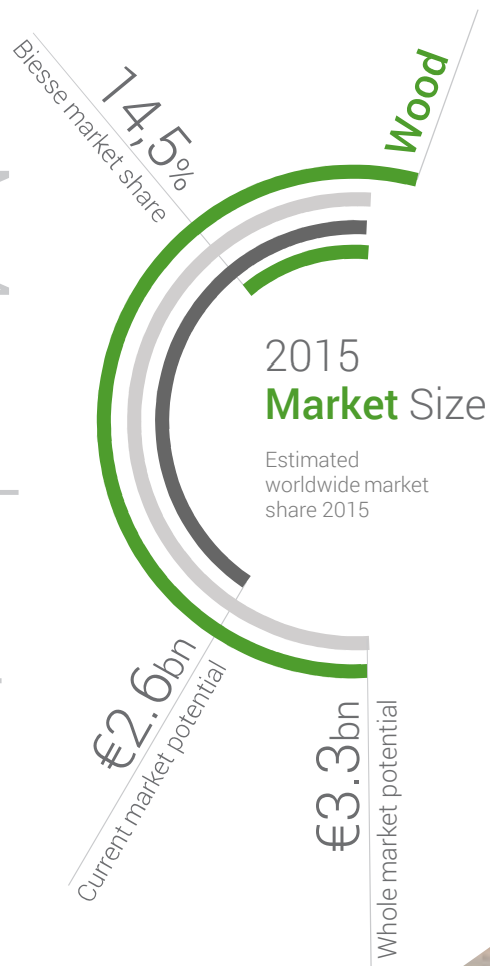
+ Products

Wood

BIESSEGROUP

2016-2018 3-Years Business Plan

Market



Outlook

Looking forward, we expect the market to continue grow at about 3.7 times the reference sector average growth rate.

Competitors

The competition in the current market is consolidated. We are the second leading company in the sector. Main competitors are located in Germany and in Italy. The most important of these are **HOMAG** (29% estimated market share) and **SCM** (7% estimated market share).

CUSTOMERS



+ Products

Glass & Stone

Targets



BIESSEGROUP

2016-2018 3-Years Business Plan

01

Maintain and reinforce our **leading position** in the glass sector

02

Expand our offering in **new product segments**

03

Increase our market share in the stone segment, reinforcing our leadership in this area

12%

G&S Division Estimated
CAGR 2015-2018

7%

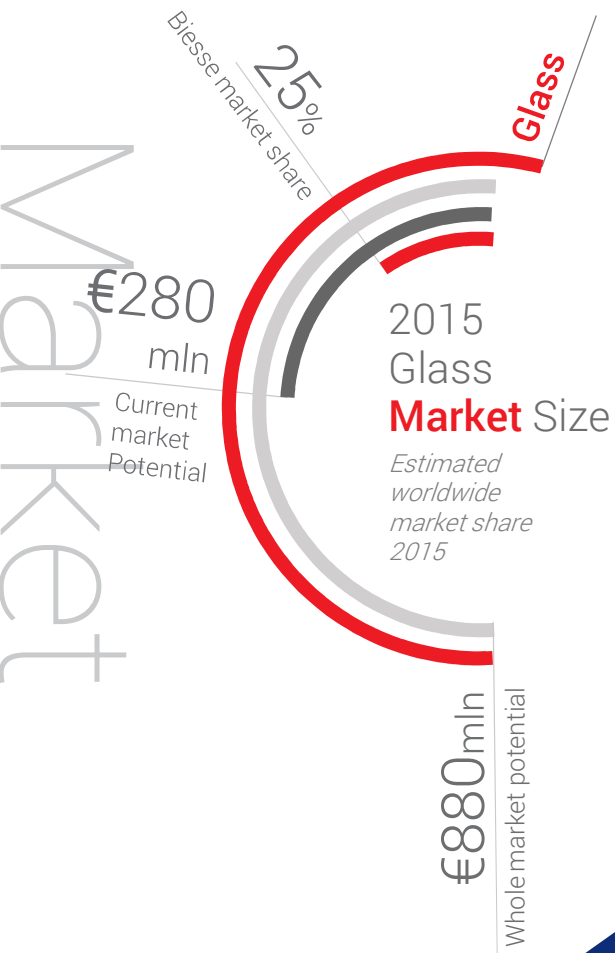
Market Estimated
CAGR 2015-2018

+ Products

Glass

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2016-2018 3-Years Business Plan



Outlook

In the near future, we anticipate that the glass processing market will grow at about 3.7 times the reference sector average growth rate.

Competitors

We are currently the industry leader in the glass processing market in which we operate. Main competitors are located in Italy and they are **CMS**, **Bottero**, and **Hegla**.

CUSTOMERS



Ciudad de las
Artes y las
Ciencias
(Valencia)

+ Products

Stone



Outlook

Looking to the future, as the in the wood sector, we expect the market to continue to grow at about 3.7 times the reference sector average growth rate.

Competitors

The competition in the current market is consolidated. We are among the leading companies in the sector and we intend to reinforce our positioning. Main competitors are located in France and in Italy and they are **CMS**, **Breton** and **Thibaut**.

CUSTOMERS



"Bicefalo"
marble
sculpture
**Marmi
Fontanelli**

+ Products

Mechatronics



Targets

BIESSEGROUP

2016-2018 3-Years Business Plan

01

Maintain and reinforce our **leading positioning** in the Wood- Aluminum- Plastic (WAP) sector

02

Reinforce our partnership with our current customers

03

Diversify into other sectors, continuing to **expand our presence in the metal sector** and replicating our WAP standards of excellence in new sectors

10%

Mechatronics Unit Estimated CAGR 2015-2018

5%

Market Estimated CAGR 2015-2018

+ Products

Mechatronics



Targets

BIESSEGROUP

2016-2018 3-Years Business Plan

5,6 mln/€

2015 target

6,7 mln/€

2015e Result

15 mln/€

2018 target in
metal sector

+19,7%

on target

Our expansion in the metal segment has shown that we have the **capabilities to successfully extend** our areas of competence and **compete in new sectors**.

We will continue to invest in R&D in order to identity new product expansion opportunities in other sectors.

+ Products

Mechatronics

BIESSEGROUP

2016-2018 3-Years Business Plan

Markets



Outlook

In the near future, we anticipate that the spindles market will grow in line with the reference markets of WAP and metal working machines.

Competitors

Our mechatronics division is currently the leader in the WAP (Wood Advanced Materials*, Plastic) spindles sector. We recently entered the metal spindles sector. Our main competitors are from Germany. They are **KESSLER**, **IBAG**, **GMN**, **WEISS** (Siemens), **FISHER PRECISE** and **STEP TEC**.

CUSTOMERS



+ Products

Mechatronics

BIESSEGROUP

2016-2018 3-Years Business Plan



Biesse Group directly designs and manufactures all **high-tech components** for its machines. Through our Mechatronics Unit, we guarantee our **technological independence**.

The vocation of our Mechatronics Unit is **continuous innovation**. Until a few years ago, our business activity was focused on creating and selling mechanical components.

Now, we create and sell **smart devices** and **smart mechanical components**

Our devices interact with the machinery to support **predictive logics with regard to** functionality, performance and preventive maintenance of the machines, and of the factory as a whole.

Our **product reliability**,
Our **technologically-advanced** offering,
Our ability to **introduce innovation** into the market -
These are our **Competitive Advantages**.



+ Products

Mechatronics

BIESSEGROUP

2016-2018 3-Years Business Plan



***Advanced materials**

- ✓ Carbon Fiber
- ✓ Foam
- ✓ Composite
- ✓ Aluminium
- ✓ Titanium

Our Mechatronics Division is the **trailblazer for expansion** into new sectors.

We **successfully entered the advanced materials* & plastic** processing machinery sector, thanks to our dedication to constant innovation.

Through our capability to create top-quality solutions, we also **successfully entered the metal** electro-spindles sector.

Our **Mechatronics Division** is the key to **breaking into new sectors** and **diversifying our business**.



+ Products

Mechatronics

Offering



01 We Combined **2 Axis Heads** and **Direct Drive Technology**

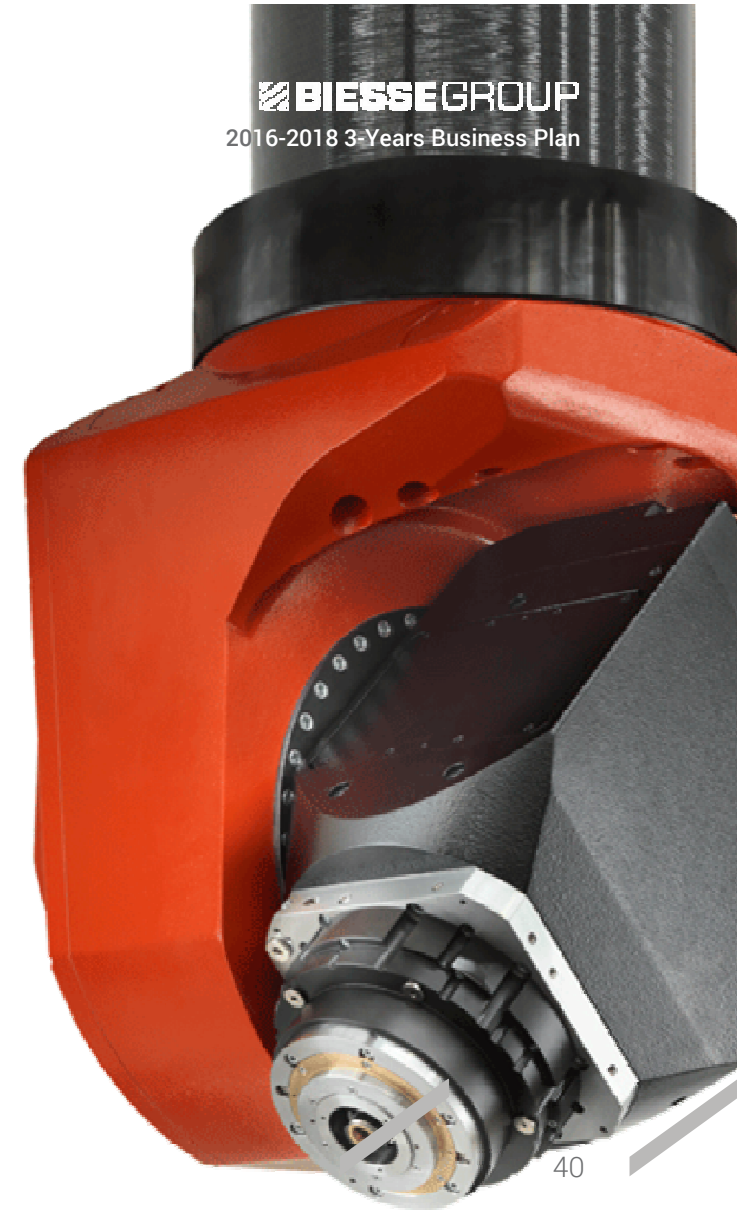
- ✓ improved **working precision** due to the absence of mechanical stress
- ✓ improved **positioning speed**
- ✓ extended **reliability**.

02 We will introduce new **electro-spindles models** to enhance our offering in the metal sector

- ✓ Medium size spindles
- ✓ Large size spindles

BIESSEGROUP

2016-2018 3-Years Business Plan



+ Products

Advanced Materials*



*Advanced materials

- ✓ Carbon Fiber
- ✓ Foam
- ✓ Composite
- ✓ Aluminium
- ✓ Titanium

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2016-2018 3-Years Business Plan

3 mln/€
2015 target

3,5 mln/€
2015e result

+16,7%
On target

Our successful entry into the plastic & advanced materials sector confirms our **capability to diversify** into new sectors through our innovative **Mechatronics Division** and our **consolidated expertise**.

20 mln/€
2018e target

In the future, we will expand our product offering in order to meet the needs of the entire market.

+ Products

Advanced Materials*

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2016-2018 3-Years Business Plan



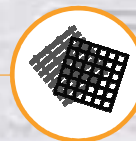
Outlook

In the near future, we expect that the market of Advanced Materials* Processing where we insist will double around the GDP grow rate.

Competitors

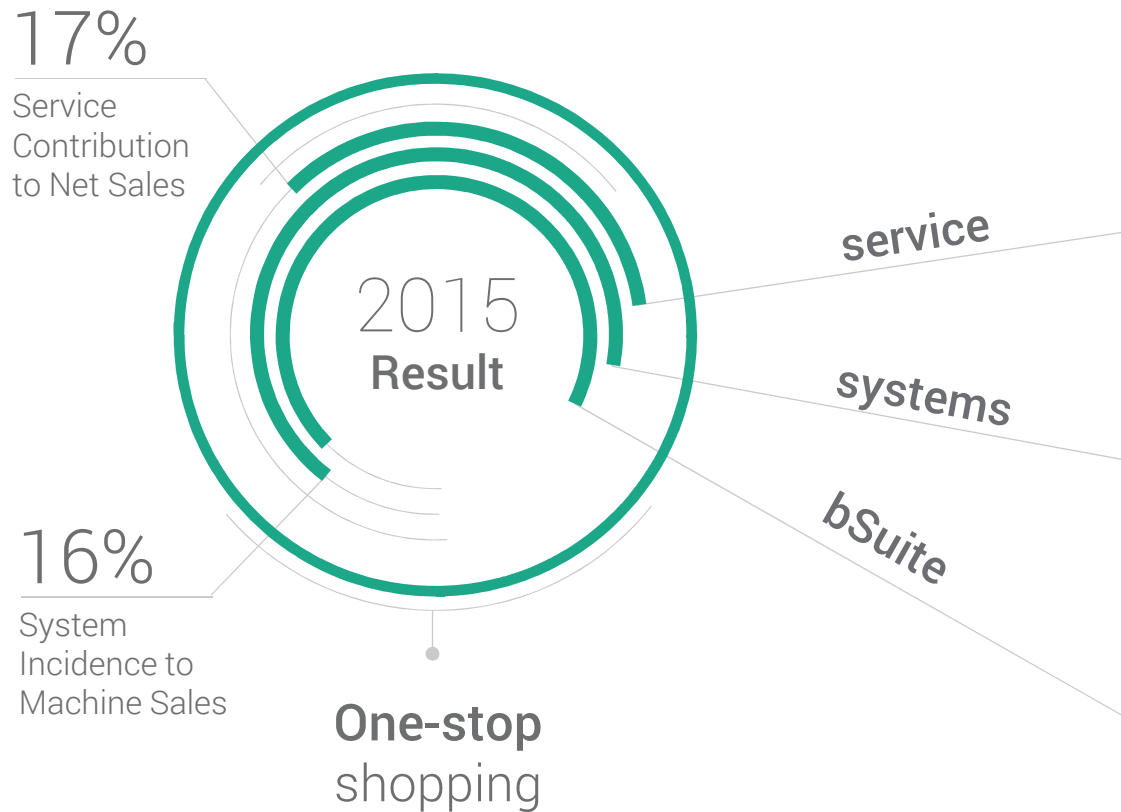
The plastic processing machinery market is highly fragmented worldwide and there are not the same number of companies as in the woodworking machines sector (CMS Industrie - Multicam – Flow Corporation).

CUSTOMERS



2.2 + Solutions

Our strategy in action



We are continually strengthening our services worldwide. We continue to invest in the training of our engineers, in order improve the level of service we deliver

We have successfully adopted a Lean Production approach, and have implemented an order management system which covers each stage, from sales to installation.

We have successfully developed new tools to satisfy the majority of our customers' software requirements with a single, integrated solution.

+ Solutions

Our new targets

18,5%

Service
Target
Contribution
to Net Sales

20%

System
Target
Contribution
to Machine
Sales

0,5%

Software
Target
Contribution
to Net Sales

2015
Result

**One-stop
shopping**

service

systems

bSuite

BIESSEGROUP

2016-2018 3-Years Business Plan

To evolve to Service 2.0: from a "break and fix" approach to a predictive service

To increase our market share in the system solutions market.

To begin to profit from software fees on a yearly basis.

+ Solutions

Service



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2016-2018 3-Years Business Plan

Our network supports **our customers worldwide**.

Through Biesse service and Biesse parts, we offer **technical services and machine/component spares to businesses** anywhere in the world on-site, as well as on-line - 24/7.

Our Service will evolve to **Service 2.0**

- ✓ **Proactivity**: leave "break-and -fix" service logics in the past and move onto **predictive services**
- ✓ **Spare Parts**: encourage a 24/7 assistance / no **down-time approach** with maintenance contracts
- ✓ Maintain **excellence** in terms of service levels

18,5%

2018 Target
incidence on Net Sales

+ Solutions

Systems

Targets



BIESSEGROUP

2016-2018 3-Years Business Plan

We want to reinforce our positioning and **increase our market share, becoming a leading company** in the engineering solutions sector.

65 mln/€

2015e results

20%

2018 Target
incidence on
Machine Sales

+ Solutions

Systems

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2016-2018 3-Years Business Plan



Biesse Systems is a team of sector experts, capable of understanding and anticipating business needs, who work with the customer from inception through to system installation and testing.

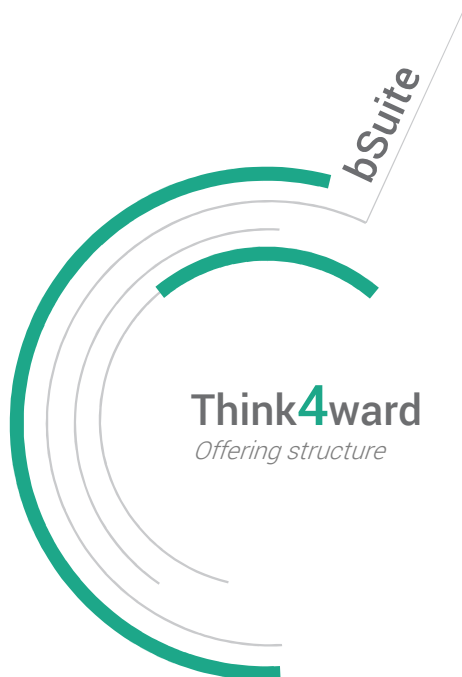
From **engineering to the manufacturing**, from the installation to the after-sales support, we are able to realize complete solutions for our Clients.

- 01 **Boost our sales** and after-sales approach
- 02 **Ensure dedicated** and highly-specialized **services** with key accounts for 360-degree customer management
- 03 **Enhancing** our offering of **flexible systems**

+ Solutions

bSuite

Targets



BIESSEGROUP

2016-2018 3-Years Business Plan

01

Consolidation, reliability and rationalization.

Superior technology for creating synergies in machine automation.

02

Technological superiority and sustainability.

Ensuring advanced, sustainable know-how in order to develop intelligent machines.

03

Simple, smart software. Meeting growing technological needs through application software and smart apps.

04

Business software. Business-oriented software to enhance collaboration with our customers' businesses.

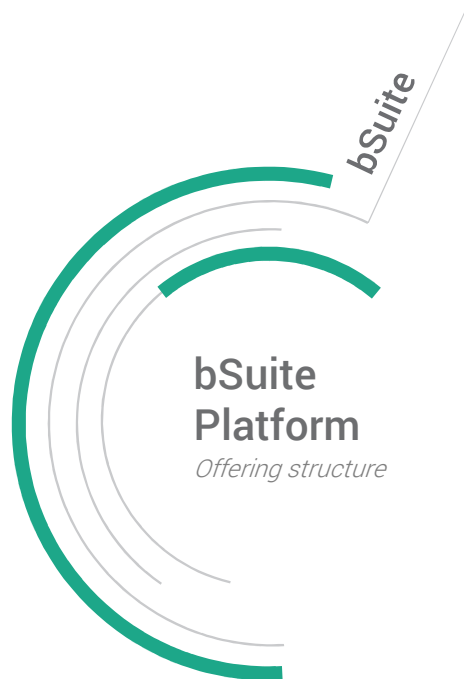
0,5%

Potential Software Fees
contribution to Net Sales

+ Solutions

bSuite

Offering



bPlatform

Challenging market standards.



bSolid is a 3D cad cam software application



bEdge is a bSuite plug-in, seamlessly integrated for edgebanding planning.



bWindows is a seamlessly integrated plug-in for the planning of windows/door frames.



bNest is the bSuite plugin specifically for nesting operations.



bProcess is the tool that allows in a simple and intuitive way to organize production for a cell of machines.



bCabinet is the bSuite plugin for furniture design.

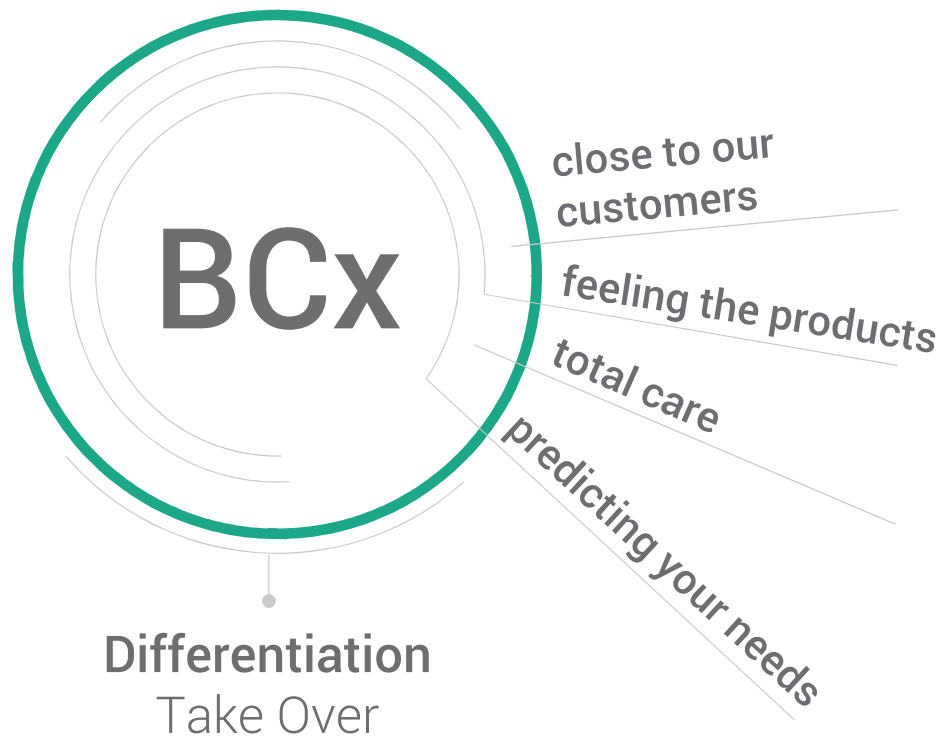
BIESSEGROUP

2016-2018 3-Years Business Plan



2.3 Biesse Customer Experience

Our strategy in action



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2016-2018 3-Years Business Plan

Our clients are
makers:

companies that build houses,
companies that build furniture,
companies that build windows,

**companies that build
the shape of the world.**

+ BCX

Close to our customers



We want to strengthen our **dealer network** –this is crucial in helping us to engage our clients.

BIESSEGROUP

2016-2018 3-Years Business Plan

Continue the Trade Markets Investments towards the “Roadmap to success”.

01

Increase market share

02

Hire dedicated resident **key account managers & skilled sales force**

03

Focus on growing customers through a production upgrade

04

Strengthen the dealer network and increase the integration

+ BCX

Close to our customers



We will continue to **expand our global presence** - we want to be close to our customers.

BIESSEGROUP

2016-2018 3-Years Business Plan

01

Continue to promote the “**Roadmap to success**” for our subsidiaries: moving from reactive to **proactive**, fostering entrepreneurship at all levels, defining market and customer-oriented strategies

02

Create **3 new Clusters** of business:

- ✓ DACH (Germany-Austria-Switzerland)
- ✓ Turkey/ Middle East
- ✓ China/Far East Asia

03

New more “aggressive” **Sales Matrix**

04

Invest in **human resources** and capabilities as growth drivers

+ BCX

Near to customers



The production abroad is constantly growing in **India & China**.

BIESSEGROUP

2016-2018 3-Years Business Plan

01

We want to continue increase our production in the Chinese and Indian facilities.

02

Local4Global: we want to increase the percentage of production exported worldwide from Asian production sites.

20%

2018 Target
production abroad quote

+ BCX

Feeling the products



In order to create a **360-degree experience** for our **customers worldwide**, we have designed a roadmap that will help us to increase **brand awareness**, engage our customers and improve the **Biesse customer experience**.

BIESSEGROUP

2016-2018 3-Years Business Plan

✓ Biesse Headquarter Showroom 2.0

Continue to improve our Showroom, increase the number of events, demos and "Insider"-dedicated events held.

✓ Worldwide Showroom plan

Improve and strengthen existing showroom events and measure their impact on the local market.

6.600 m²

Headquarters Showrooms
(wood + glass & stone)

13.000 m²

Showrooms worldwide

+ BCX

Feeling the products



We want our customers to **see** how our products work. We want our customers to touch our products, to understand how they can satisfy their needs. We want our customers to live the **Biesse Experience**.

BIESSEGROUP

2016-2018 3-Years Business Plan

✓ Main fairs and events worldwide

We must be forever present in our sector, and ensure that we are the best.

✓ Dedicated in-house events

Increase the number of events on specific materials for specific audiences ("Made In Biesse")

We want to show our incredible solutions around the world.

+40

Fairs and exhibits worldwide

+ BCX

Feeling the products



By demonstrating the perfect functionality of our products and engaging our customers through **training** and **events**, we will spread the **Biesse Experience** worldwide.

BIESSEGROUP

2016-2018 3-Years Business Plan

✓ Regional Marketing

Nominating "Best Dealers" and "Best Customers" is another way to engage our entire customer base and show how our products work locally through trade shows, dealer open-house events and Tech Tour plan.

✓ Academy Days

Customers and dealers taking part in training on Biesse Products, and how they can exploit the full potential of these.

We want to engage our customers with dedicated events on specific materials.

+7.000

Demos per Year

+ BCX

Total Care

BIESSEGROUP
2016-2018 3-Years Business Plan



Our Total Care package not only contributes to building **long-term relationships** with our customers – it also exceeds the standards of the packages offered within the **industries** in which we operate.

Total Care is a multi-year Warranty and Financial Plan currently **testing in UK and Canada.**

- 01 Customer Experience**
Total Care is definitely not a 'marketing tactic' – it is a long-term strategy designed to make dealing with Biesse an easy, enjoyable and rewarding experience.
- 02 Peace of Mind**
Total Care enables customers to run their business. Cover for preventive maintenance, breakdowns and even damage due to operator error are all included.
- 03 Confidence**
Our multi-years warranty is based on our excellent machine reliability statistics.
- 04 Investment**
The cost of ownership and the risks normally associated with purchasing and operating capital plants are minimized.
- 05 Protection**
At the end of the 5-year plan, customers can decide to upgrade to a new machine, and the original machine is placed on the second user market, with the benefits of a full service history and increased value.

+ BCX

Predicting your needs



We make
Smart Factory
of our Customers.

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2016-2018 3-Years Business Plan

We offer **innovative solutions** with high levels of flexibility, not only thanks to our production logic, but also the ability of our machines to adapt to **customer requirements in accordance with** the increased availability of information (IoT).

The Internet of Things, transformed from a simple resource to a central element of the Customer Value Chain.

In 2013 we were the **first to introduce smart devices** to the Wood -Aluminum –Plastic (WAP) sector.

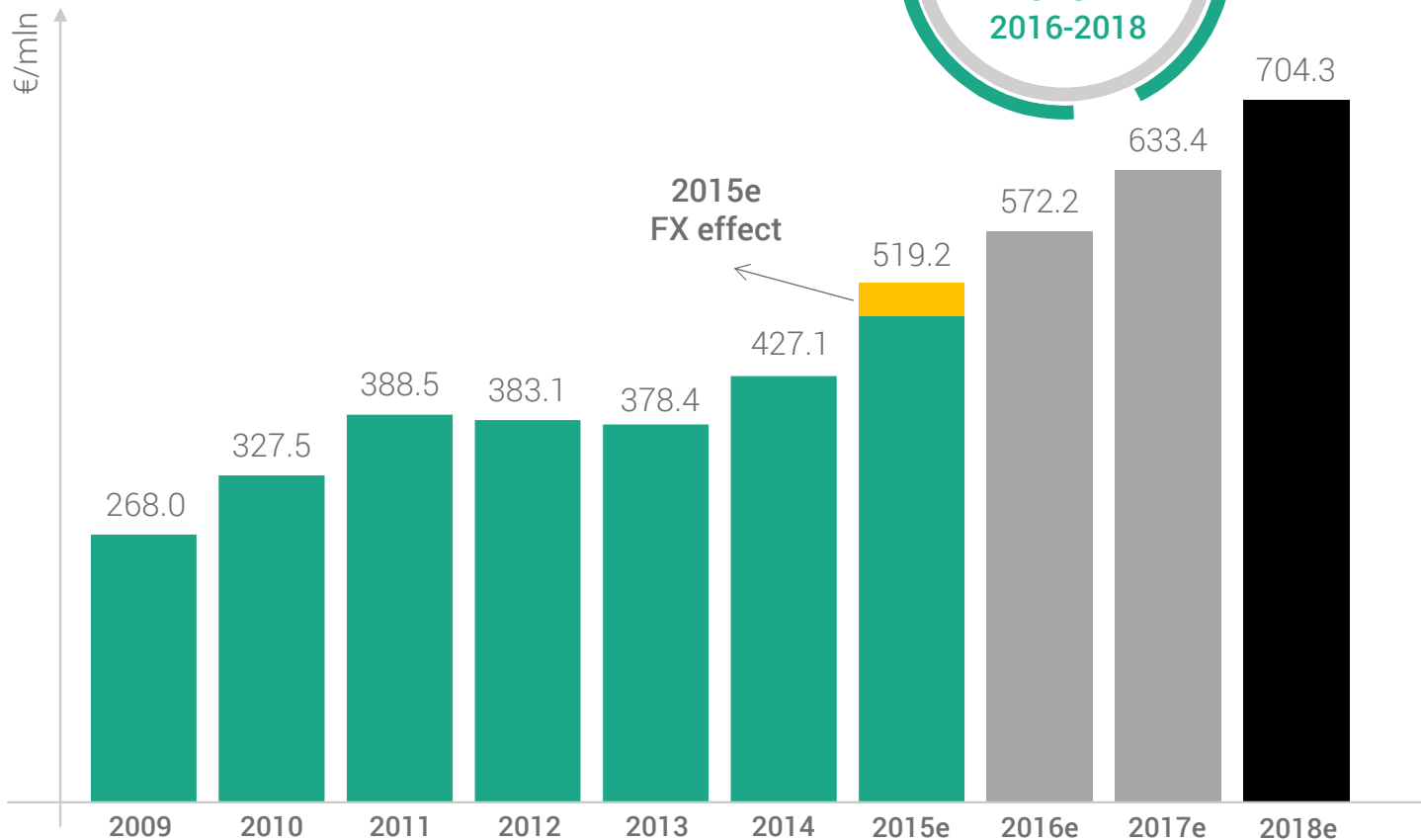
Our working approach evolved from a break-and-fix logic to a more advanced, **predictive logic**.

Now we want to
drive our Customer into the Future.



More Revenue

Net Sales



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3-Years Business Plan 2016 - 2018

Continuing to pursue **organic growth**.

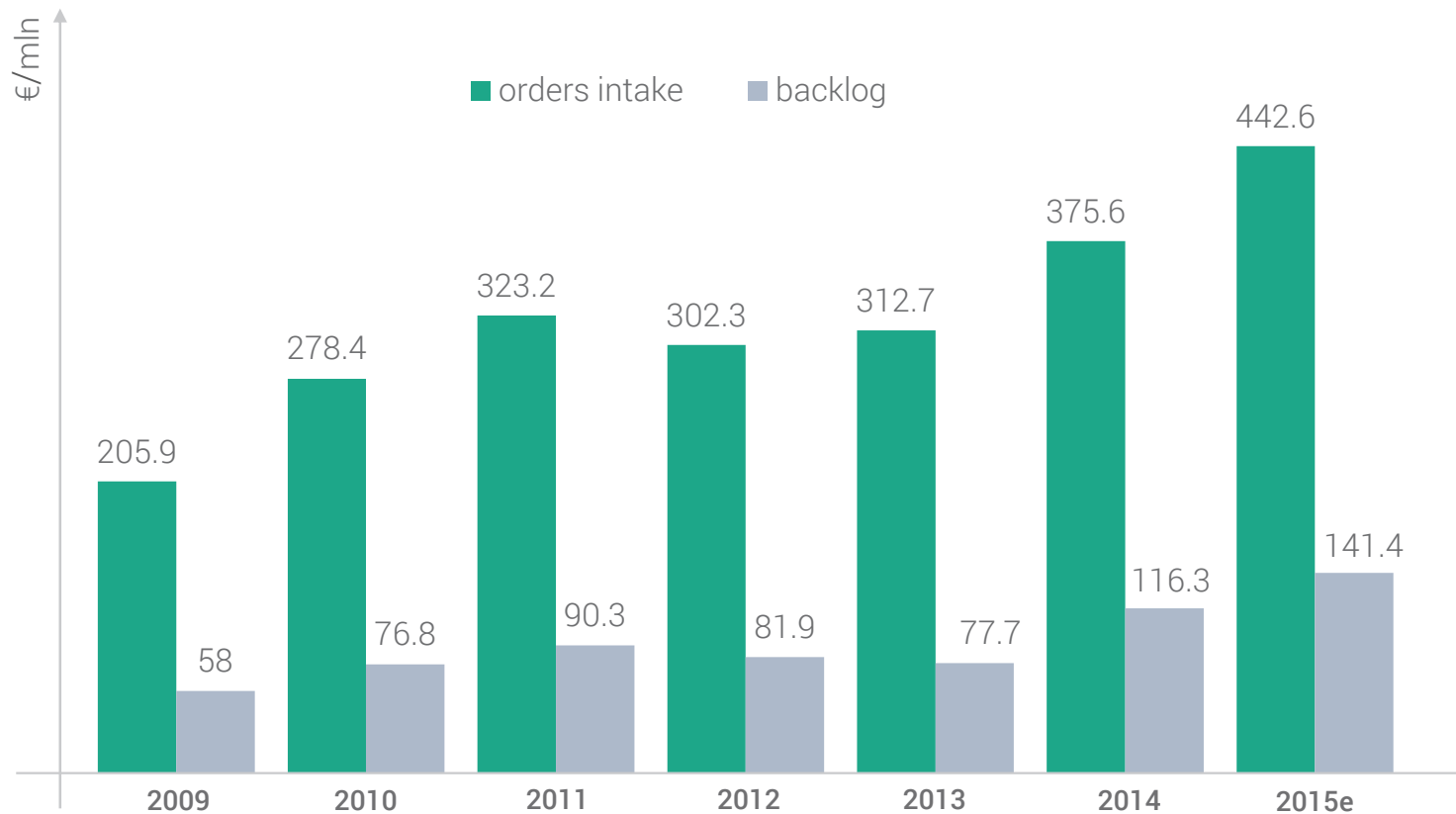
- ✓ Same perimeter
- ✓ Increasing our sales force, agents and distributors worldwide
- ✓ Growing **not only in the woodworking** machine sector, but also in the areas of glass, stone and mechatronics
- ✓ Continuing to **diversify into new sectors**: advanced materials* and metal working

More **Revenue**

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3-Years Business Plan 2016 - 2018

Group order intake & backlog



Continue to increase **our sales.**

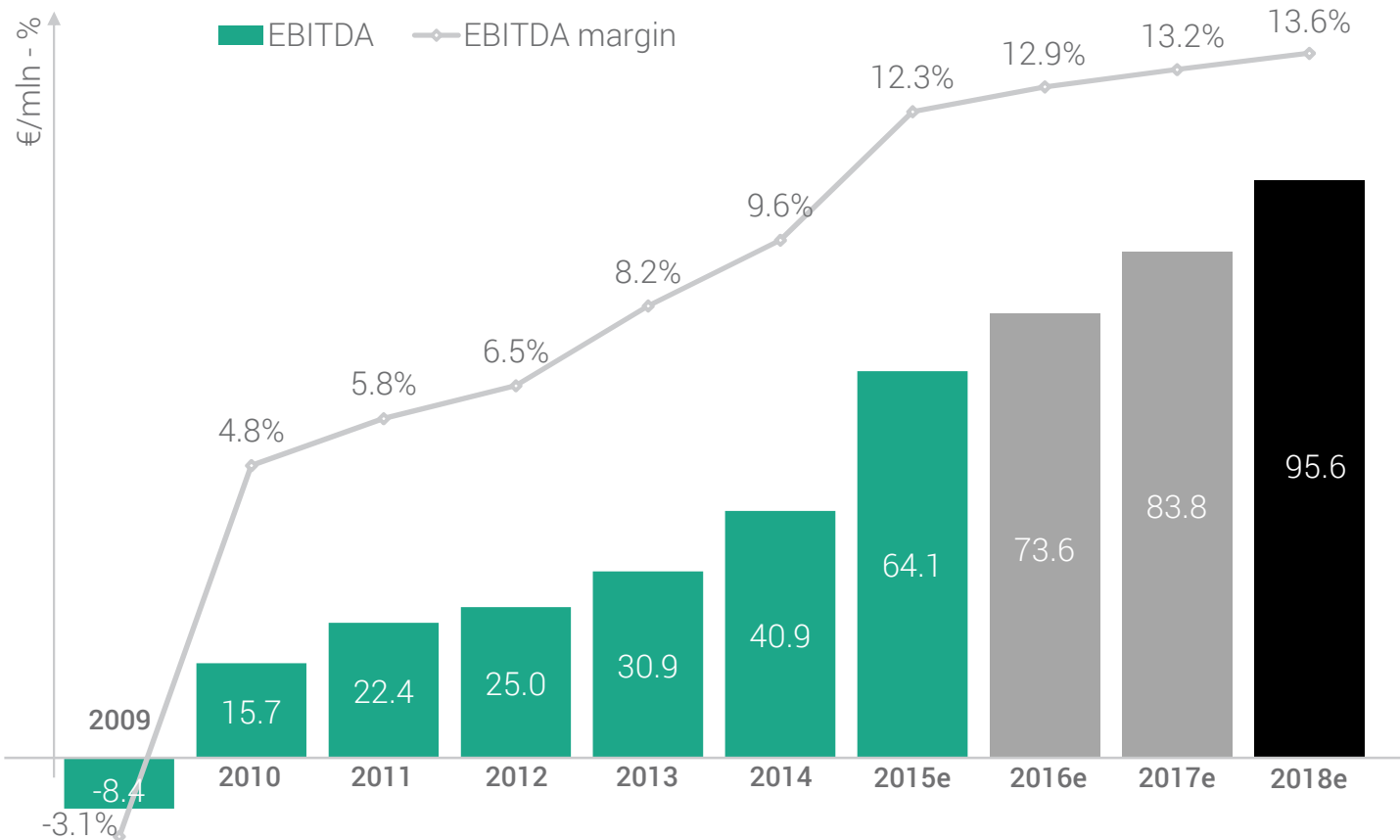
- ✓ 2015: Group orders intake **+17,8%** (vs. the same period 2014)
- ✓ 2015: Group backlog December 2015 **+21,5%** (vs. the same period 2014)

More Profit

BIESSEGROUP

3-Years Business Plan 2016 - 2018

Ebitda



Continue to increase
generation of value.

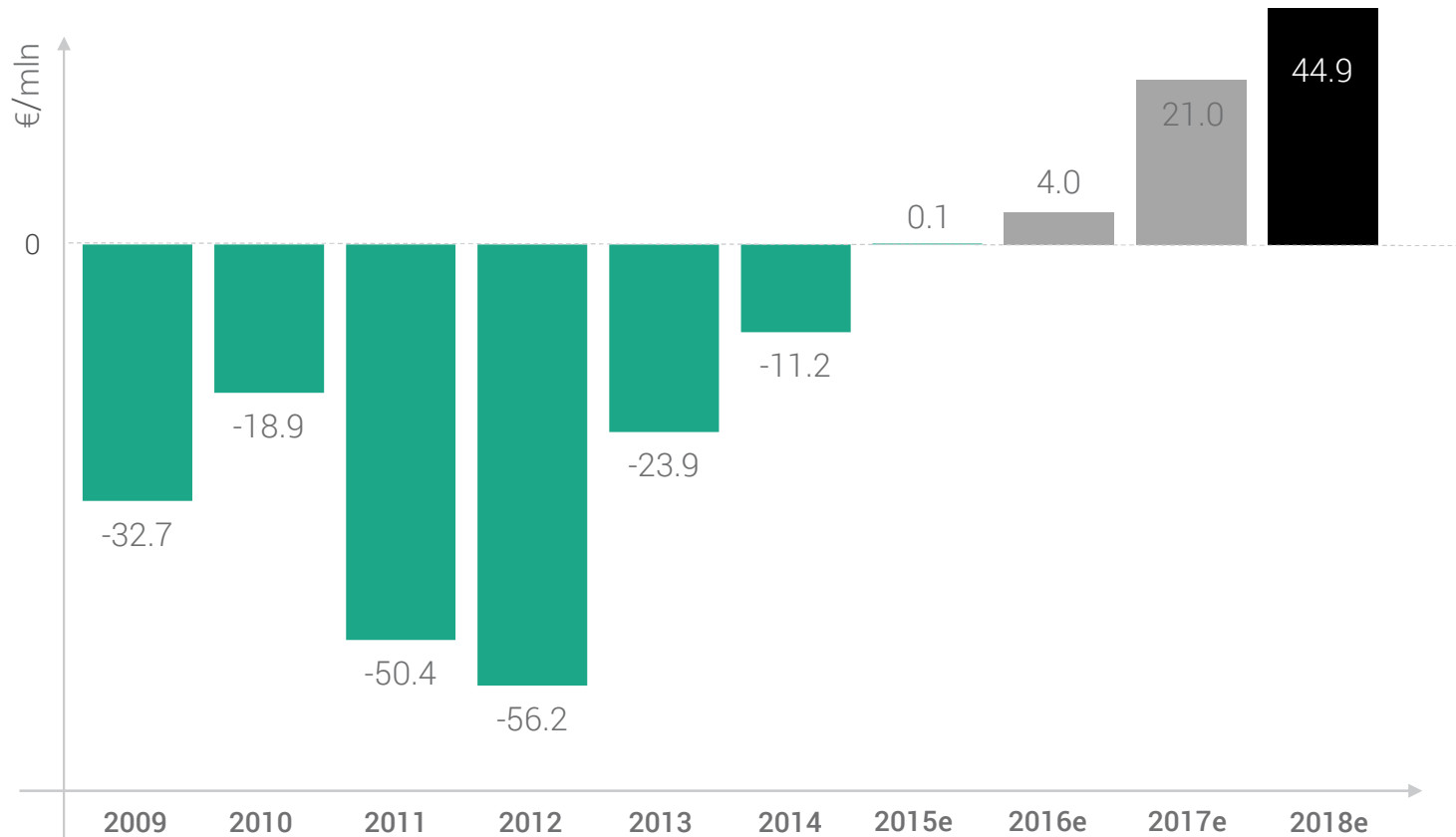
- ✓ Decreasing incidence of **COGS** on Net Sales through footprint optimization and efficiency
- ✓ Maintaining **Labour Cost** incidence on Net Sales **below 29%**
- ✓ Maintaining **Overhead** incidence on Net Sales **below 20%**

More **Cash**

BIESSEGROUP

3-Years Business Plan 2016 - 2018

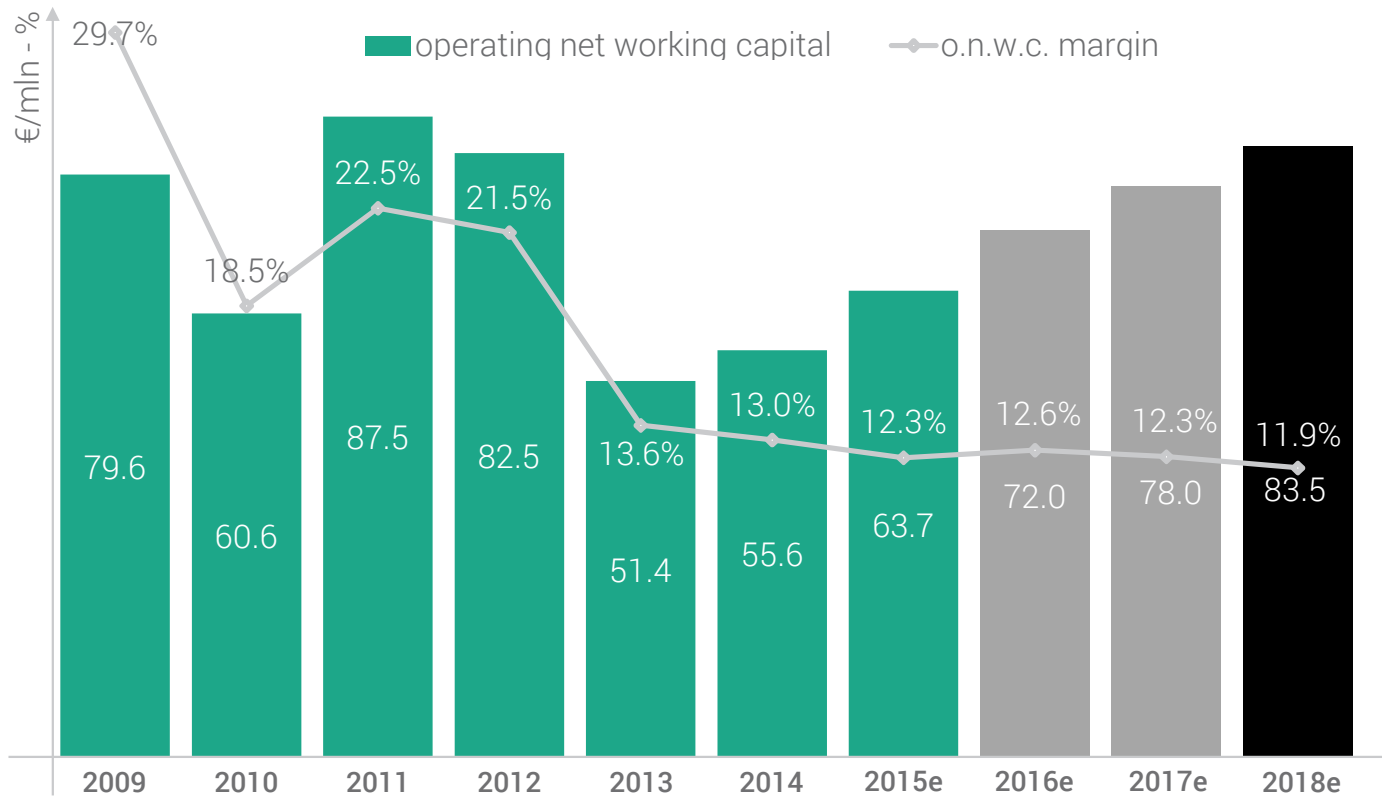
Net Debt



Continue to generate a **positive cash flow**.

- ✓ Starting from **Zero Net Debt in 2015**
- ✓ Continuing to invest in **R&D around 5% of Net Sales**
- ✓ 2016 **investing Cash Flow** on CAPEX to support our growth forecast

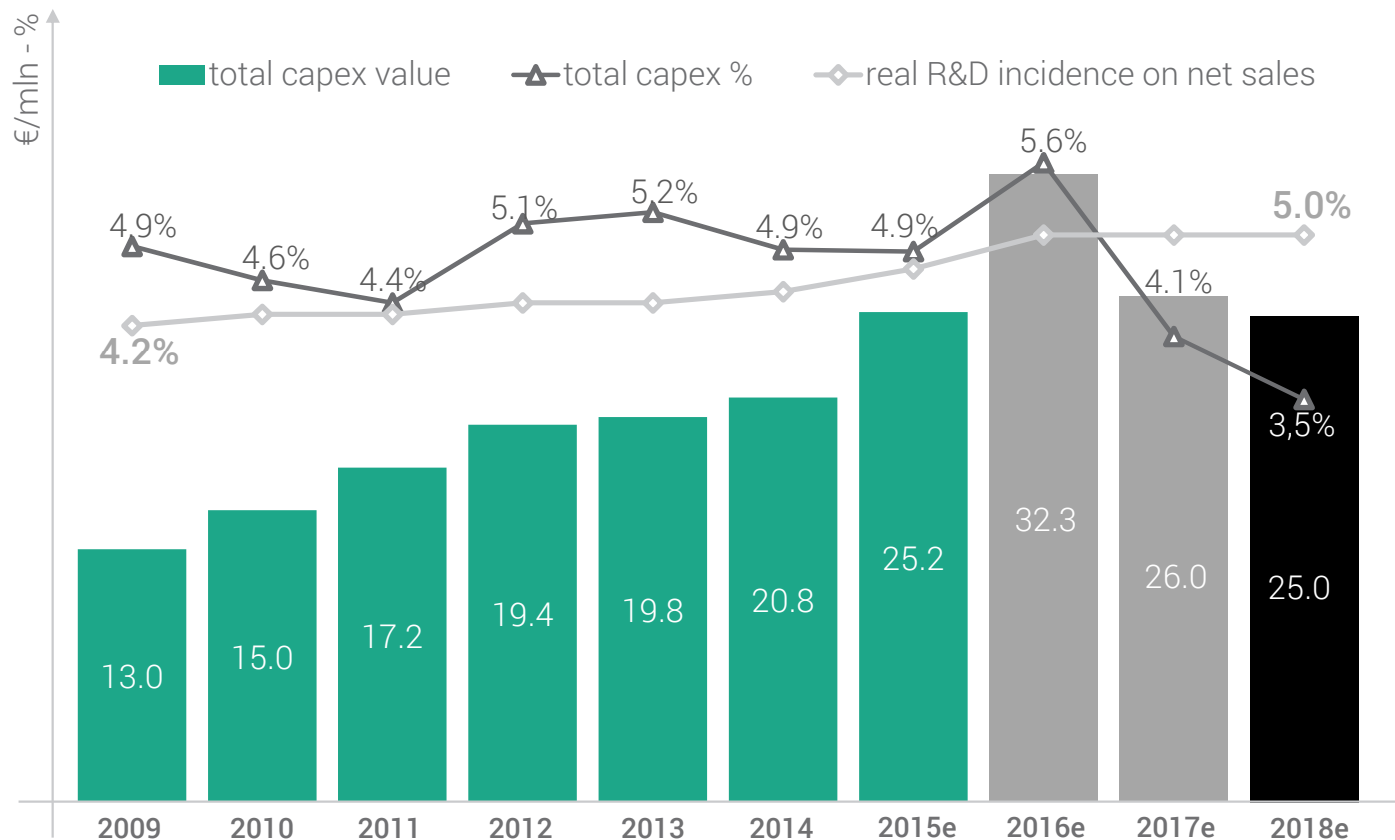
Operating **Net Working Capital**



Continue to strictly **control** our Operating Net Working Capital.

- ✓ Maintaining **Operating Net Working Capital** incidence on Net Sales well **below 14%**
- ✓ Maintaining our Group **inventories** below **22%** incidence on Net Sales
- ✓ Maintaining our Group **DSO** around **60 days**
- ✓ Maintaining our Group **DPO** around **110 days**

Capex



Invest to **continue**
our growth path.

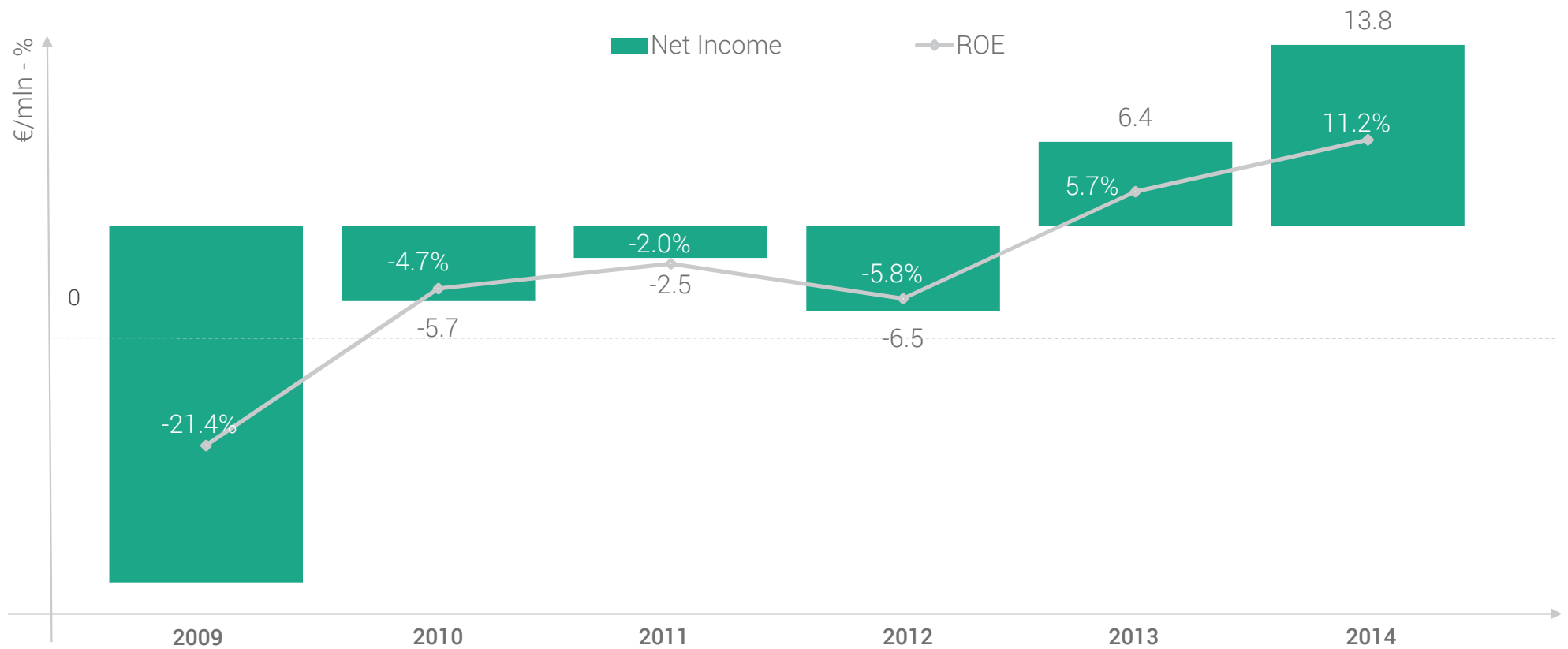
2016

Main Investments drivers

- ✓ **Indian** Manufacturing Site Expansion (+10.000m²)
- ✓ **Chinese** Production Site Lean Manufacturing Adoption
- ✓ **Mechatronics** Italian new plant for R&D and production (10.000m²)
- ✓ **R&D constant investment**, around 5% on net sales every year
- ✓ Wood machinery production site enlargement & maintenance capex

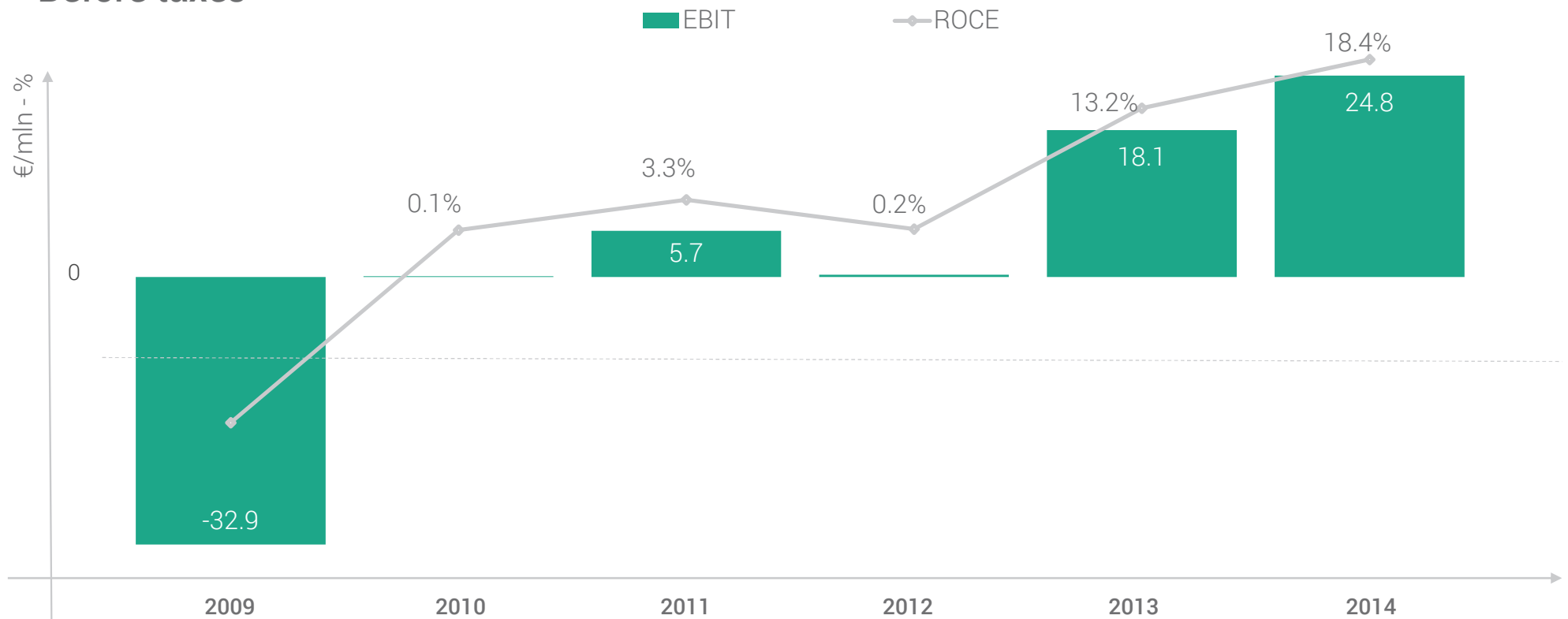
4.

ROE




ROCE

Before taxes



Extract of the P&L

€/mln	2013	2014	2015e		2018e	Targets
Net sales year -1	378,4 -1,2%	427,1 +12,9%	519,2 +21,6%		704,3 +11,2%	decrease COGS incidence % on Net Sales of 1.2% through footprint optimization and efficiency
Cost of good sold	156,5 41,4%	171,2 40,1%	205,6 39,8%		271,9 38,6%	
Value added	143,5	169,1	212,9	CAGR 11.9%	298,6	
%	37,9%	39,6%	41,0%		42,4%	
Labour cost	112,7 29,8%	128,2 30,0%	148,8 28,7%	CAGR 14.3	203,0 28,8%	< 29% incidence
overhead	81,4 21,5%	89,7 21,0%	104,6 20,1%		136,0 19,3%	< 20% incidence
EBITDA	30,9	40,9	64,1	CAGR 17,9%	95,6	
%	8,2%	9,6%	12,3%		13,6%	
EBIT	18,1	24,8	43,8		71,6	
%	4,8%	5,8%	8,4%		10,2%	

Operating Net Working Capital

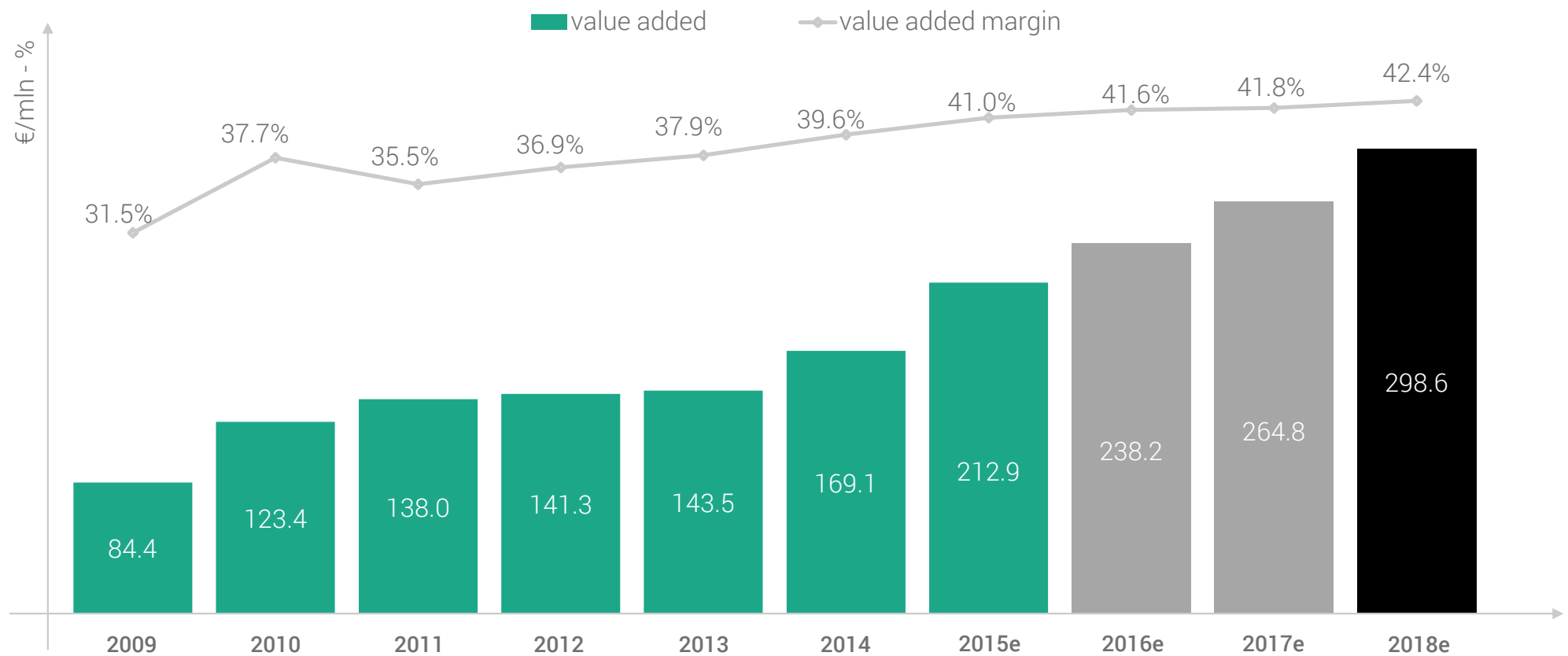
€/mln	2013	2014	2015e	2018e	Targets
Inventories % net sales	22,8%	23,0%	21,6%	19,4%	<22%
Receivables % net sales	20,1%	18,9%	20,3%	19,1%	DSO 60 days
Payables % net sales	29,4%	28,8%	29,6%	26,6%	DPO 110 days
Operating Net Working Capital	51,4	55,6	63,7	83,5	
% net sales	13,6%	13,0%	12,3%	11,9%	

Cashflow - Net Debt

€/mln	2013	2014	2015e	2016e	2017e	2018e
Gross Cashflow	52,1	38,3	46,3			64,1
% net sales	13,8%	9,0%	8,9%			9,1%
Investments	-19,9	-20,8	-25,2			-25,0
% net sales	5,2%	4,9%	4,9%			3,5%
Net Cashflow	32,3	17,5	21,1			39,1
% net sales	8,5%	4,1%	4,1%			5,6%
dividends		-4,8 0.18 per share	-9,8 0.36 per share 71% of 2014 net result			
Δ Net Debt		12,7	11,3			
Net Debt	-23,9	-11,2	0,1			44,9

Target
Dividend
Payments
**40% of Net
Result**

Value added

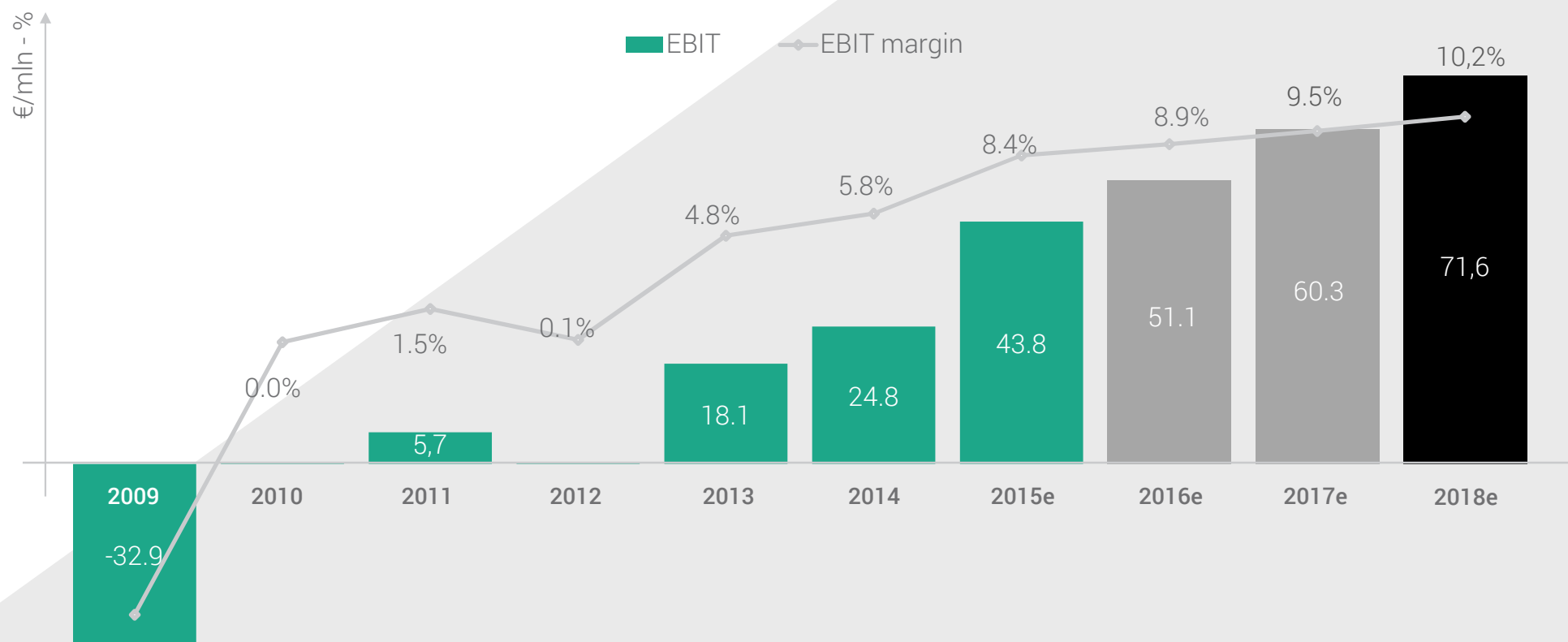


Annex

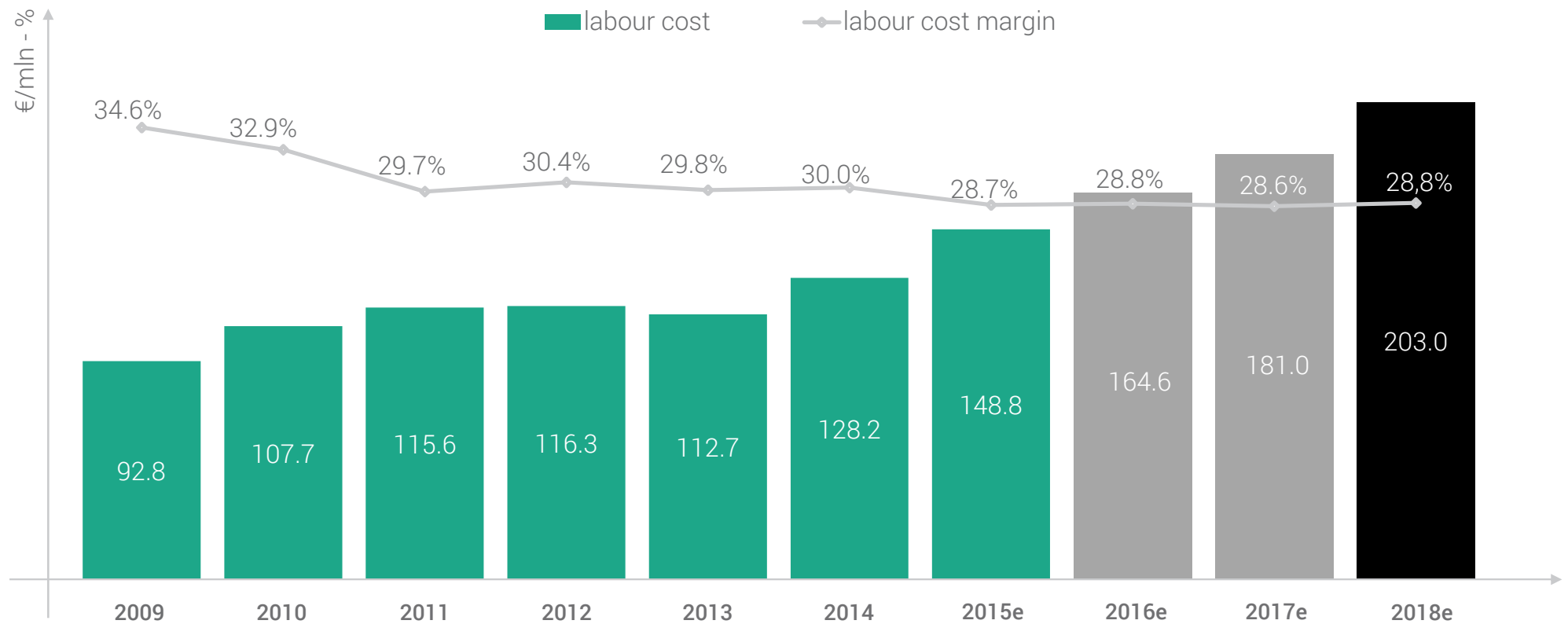
Ebit

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3-Years Business Plan 2016 - 2018



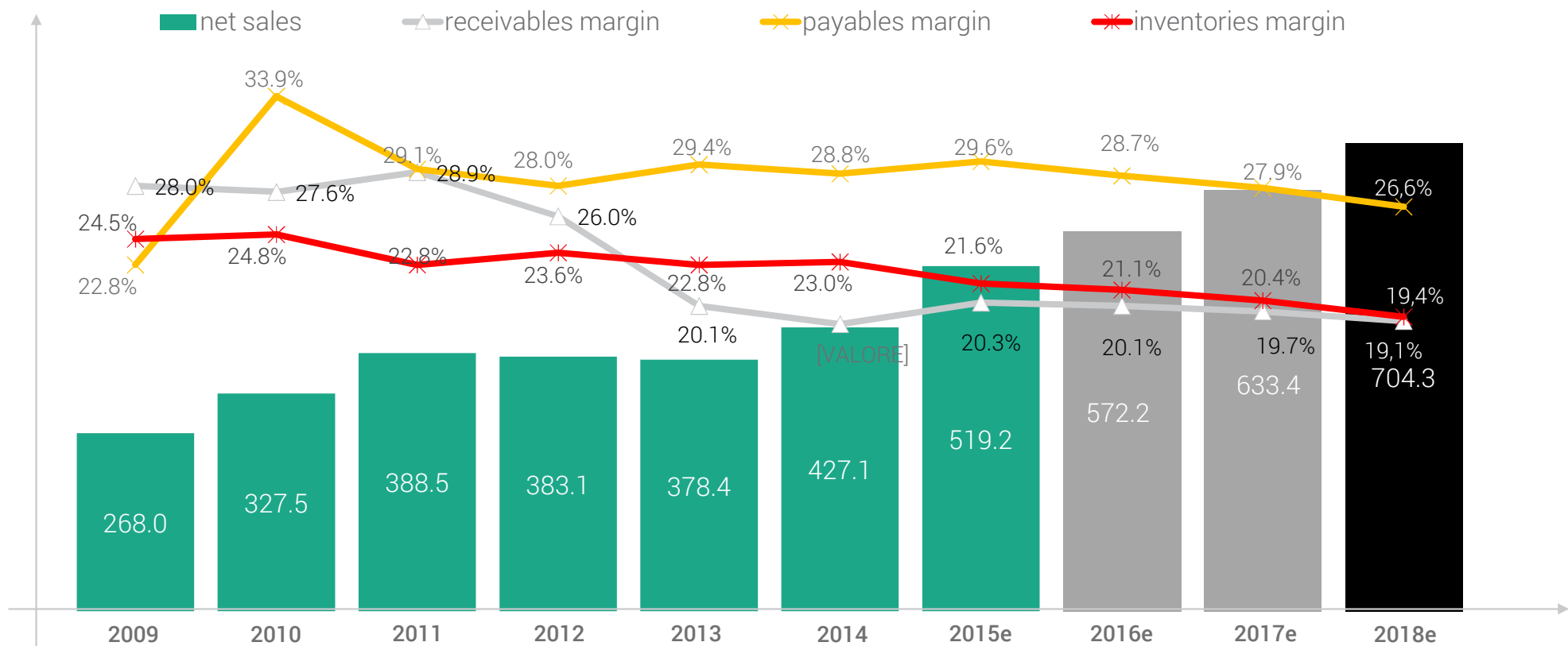
Labour cost



Group People Distribution

	2010	2011	2012	2013	2014	2015	2018e
Production % of total people	965 41%	1.250 46%	1.265 45%	1.175 44%	1.201 42%	1.335 42%	
Service & After sale % of total people	568 24%	577 21%	574 21%	613 22%	628 22%	690 22%	
R&D % of total people	293 12%	316 12%	338 12%	321 12%	361 13%	383 13%	
Sales & Marketing % of total people	340 13%	361 13%	364 13%	351 13%	439 15%	495 15,6%	
G & A % of total people	202 9%	233 9%	242 9%	235 9%	252 9%	273 9%	
ITALY % of total people	1660 70%	1.656 61%	1.646 59%	1.547 57%	1.605 56%	1.780 56%	50%
OUTSIDE ITALY % of total people	708 30%	1.081 39%	1.136 41%	1.148 43%	1.276 44%	1.396 44%	50%
TOTAL	2.368	2.737	2.782	2.695	2.881	3.176	

Receivables - Payables - Inventories

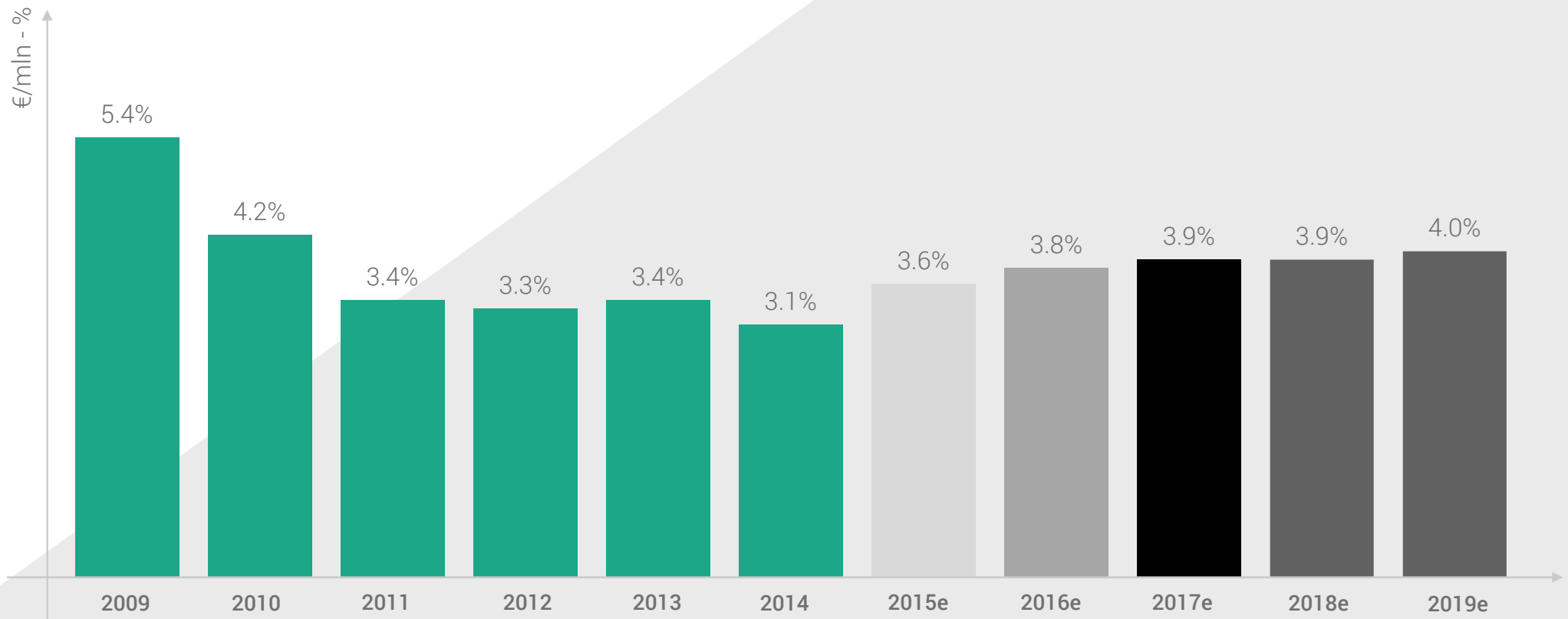


Annex

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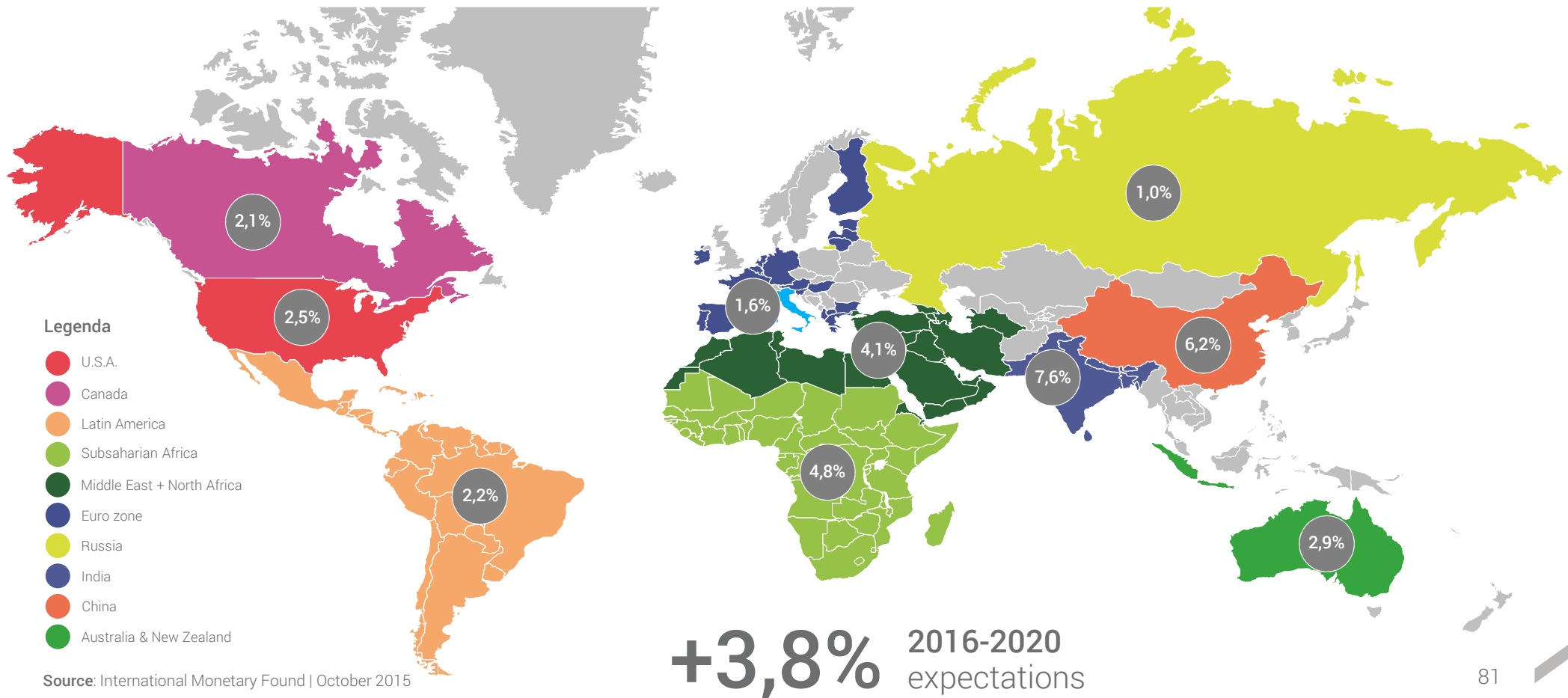
3-Years Business Plan 2016 - 2018

World GDP



Source: International Monetary Found | October 2015

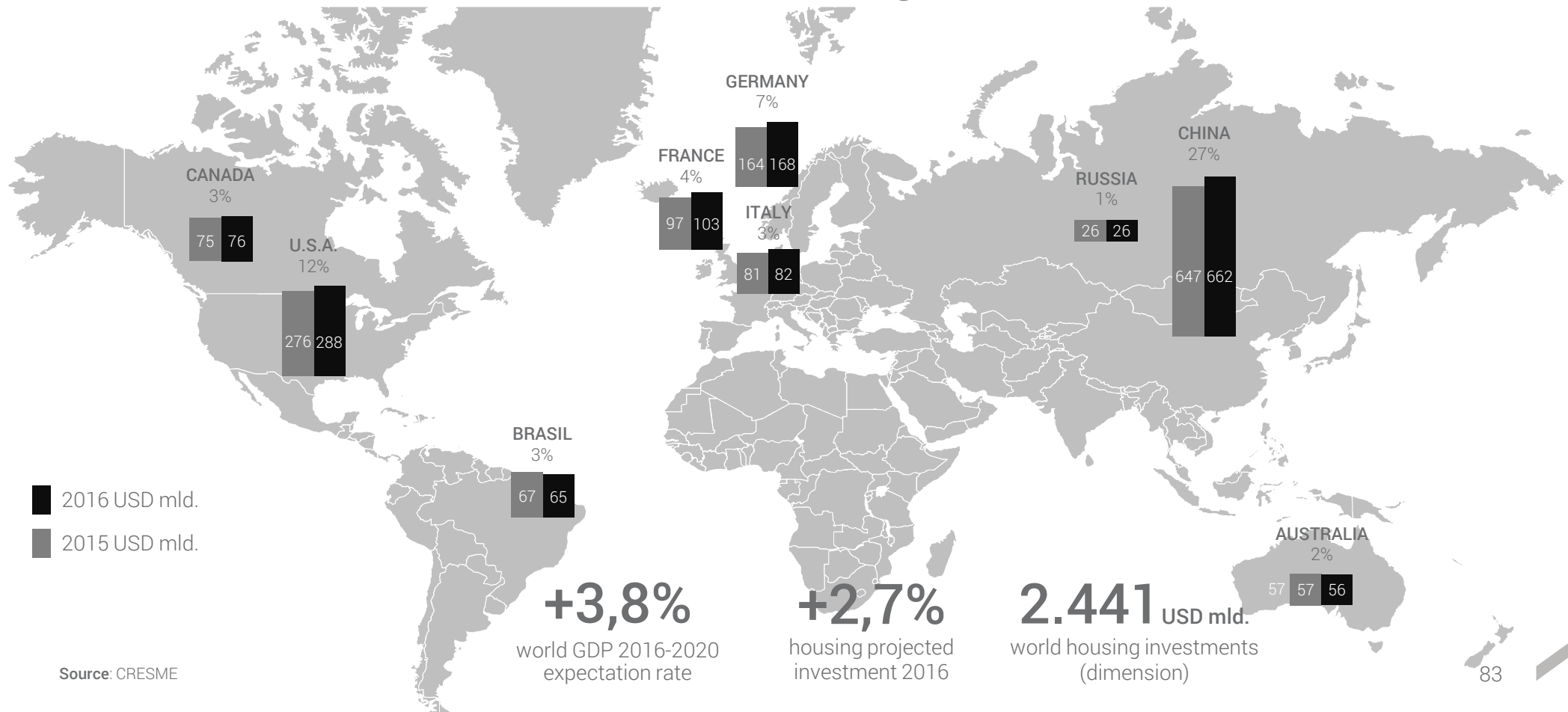
World GDP



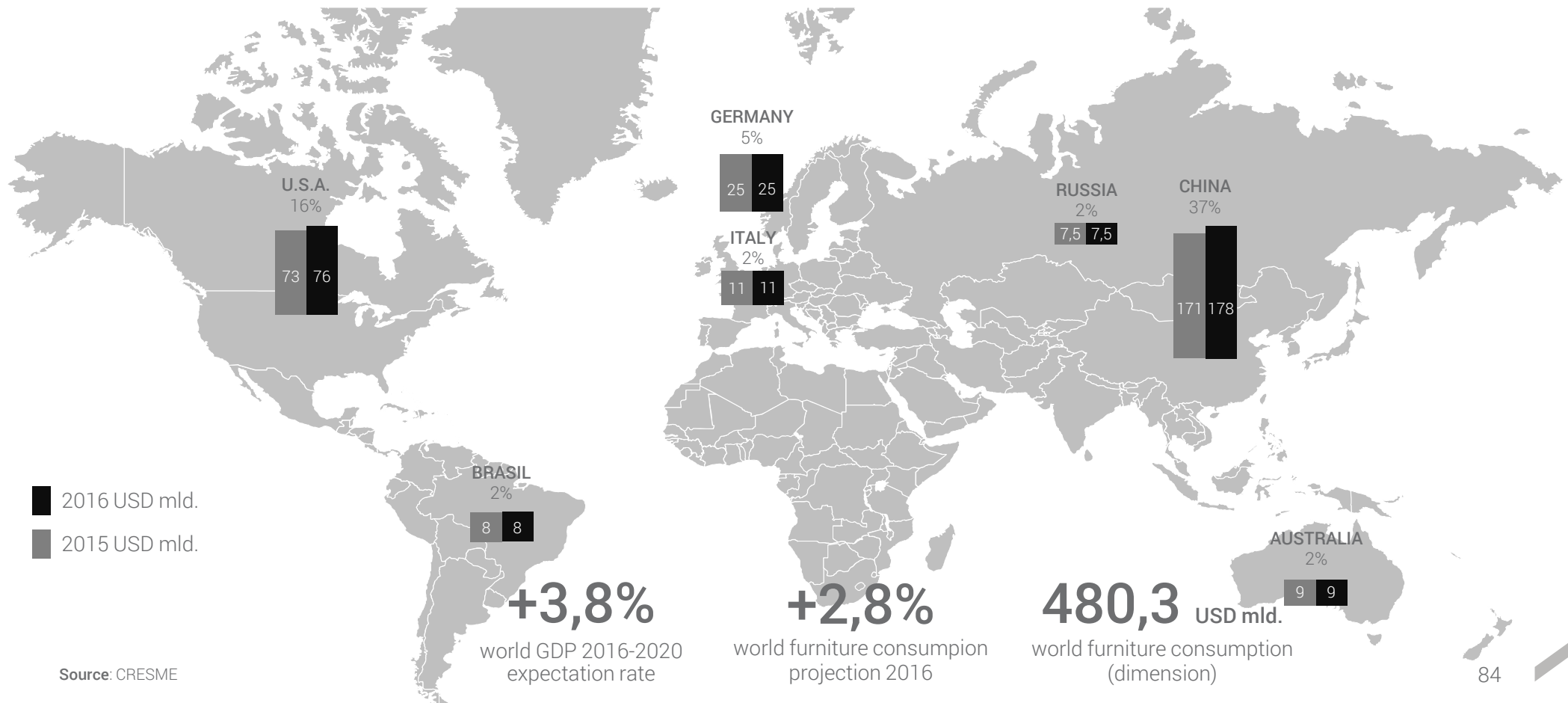
Furniture breakdown



Reference markets: Housing



Reference markets: Furniture

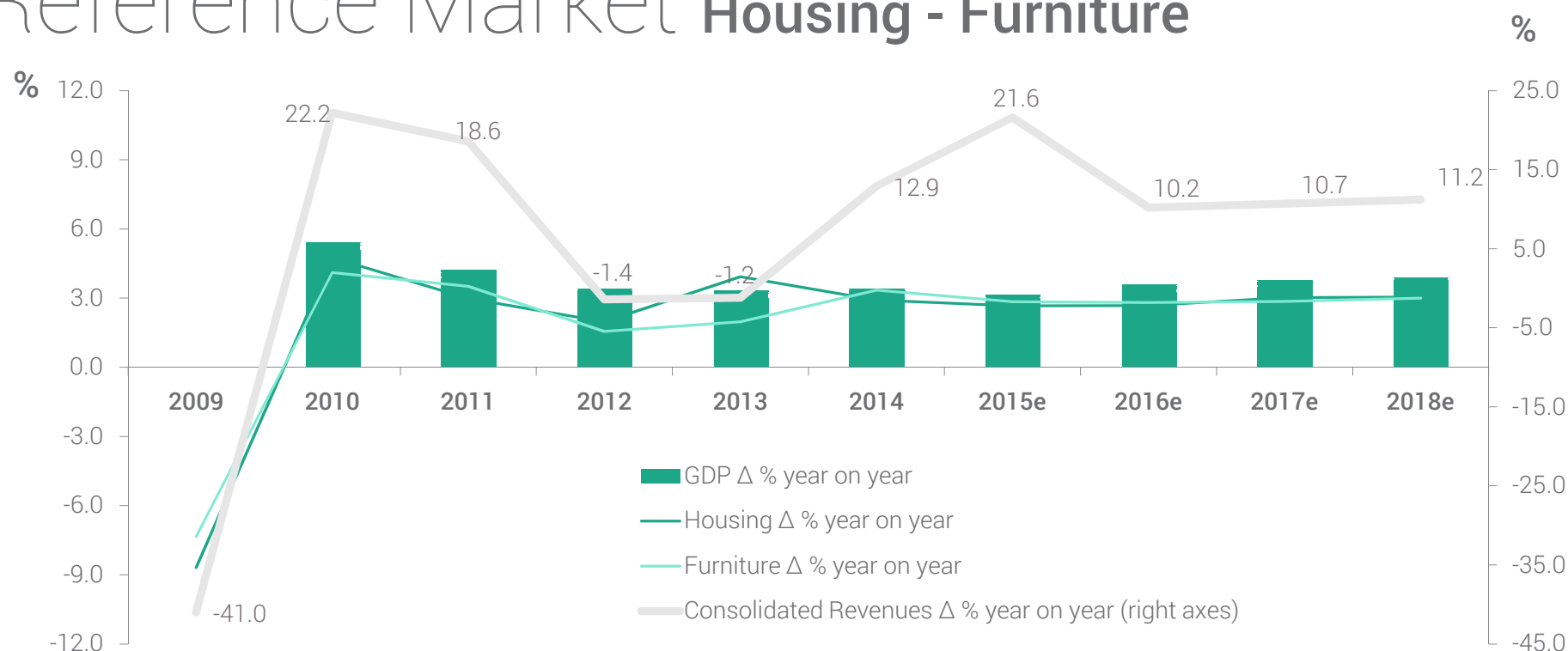


More **Revenue**

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3-Years Business Plan 2016 - 2018

Reference Market **Housing - Furniture**



Source: CSIL
furniture demand
(world) - CRESME /
SIMCO GDP and new
housing (world)

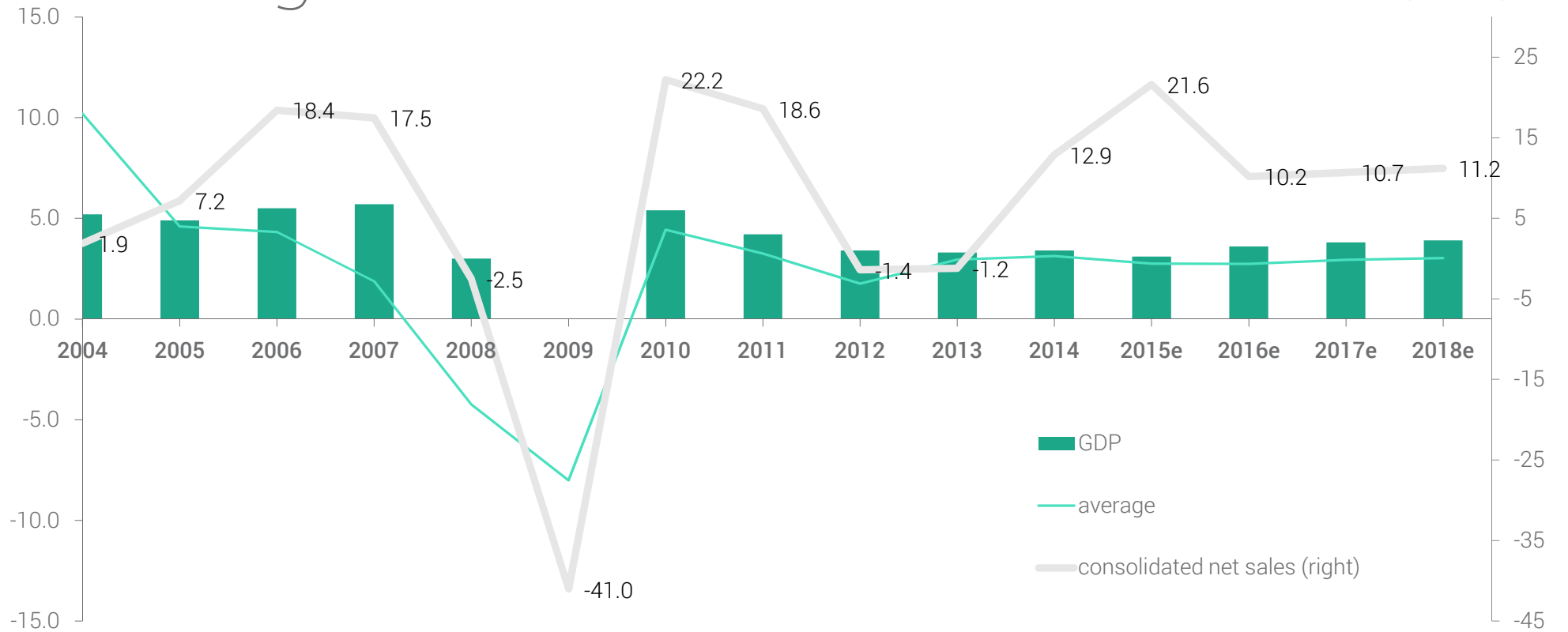
+3,8%
World GPD
2016-2018

+10,7%
Consolidated net sales
CAGR 2016-2018

+2,9%
Furniture
2016-2018

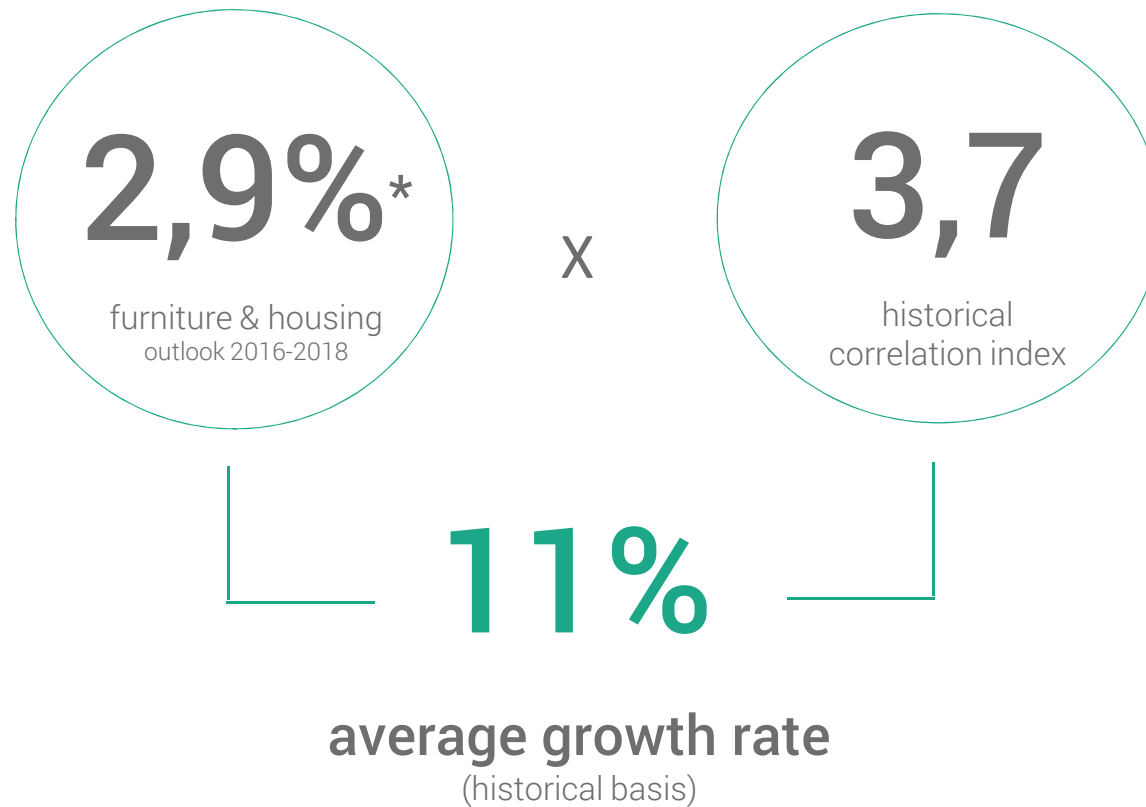
+2,9%
Housing
2016-2018

Housing - furniture



3,7 historical correlation index

Housing - furniture



* world "furniture" 2016-2018: +2,9%

world "new housing residential" 2016-2018: +2,9%

world furniture & housing average 2016-2018: +2,9%

Acimall & Ucimu

Italian associations



«During the year that has just ended, we saw an increase in production of 7.2%, once again characterized by a growth of the export sector to the tune of 6.8%. A positive result was also achieved by the domestic sector, which is clearly recovering from the recent challenges suffered. With regard to expectations for 2016, Acimall anticipates a growth of between 5-10%, conditioned, as ever, by the results of the planned policies of incentivization».



**Italian woodworking machineries & tools
manufacturers association**

Press release dated December 16th, 2015 - Extract



«Excellent results were seen for the year 2015, with an increase in production of 12.2%, while consumption of machine tools increased by 31.3% compared to 2014. This was driven in particular by domestic demand, which increased by 45.4% (again compared to the results achieved in 2014). For 2016, welcomed by many as a good year for the Italian manufacturing industry, an increase in production of 7.2% is anticipated, with particular emphasis on the export sector, which is up by 6.6%. As with other production segments, the contribution expected in the wake of the proposed tax relief legislation (tax incentives) is a decisive factor».



**Italian machines tools, robots and
automation manufactures association**

Press release dated December 15th, 2015 - Extract



biessegroup.com