

Forward-thinking solutions to leverage the fourth industrial revolution



Company presentation October 2017





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Who we are

Our purpose Our beliefs $H \circ W$ Where With $\bigvee \bigcirc$

Our **purpose**

"...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

Generalo Selv

Biesse Group / Who we are

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 manufacture machines and components for wood, glass, stone, advanced materials and metal processing through specialised business units and 9 manufacturing sites in Italy and worldwide.

industrial group business divisions

production sites



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

More than

200

patents registered



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.

More than

37

subsidiaries and representative offices

300

selected distributors



Customers in 120 countries: manufacturers of furniture, design items and door/window frames, producers of elements for the building, nautical and aerospace industries.



"Strength lies in differences, not in similarities" (Stephen Covey)

3,964

employees throughout the world (temporary workers included) are our Human Capital

(June 2017 update)



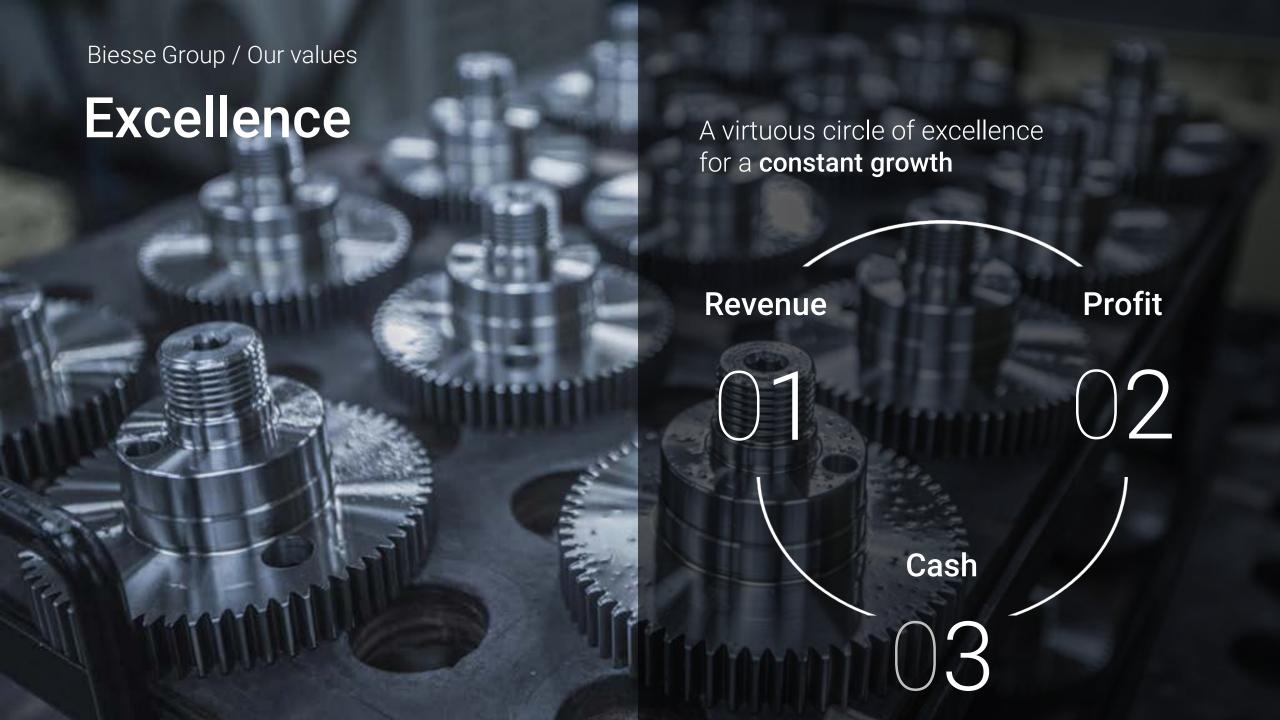
BIESSEGROUP

Our **Values**

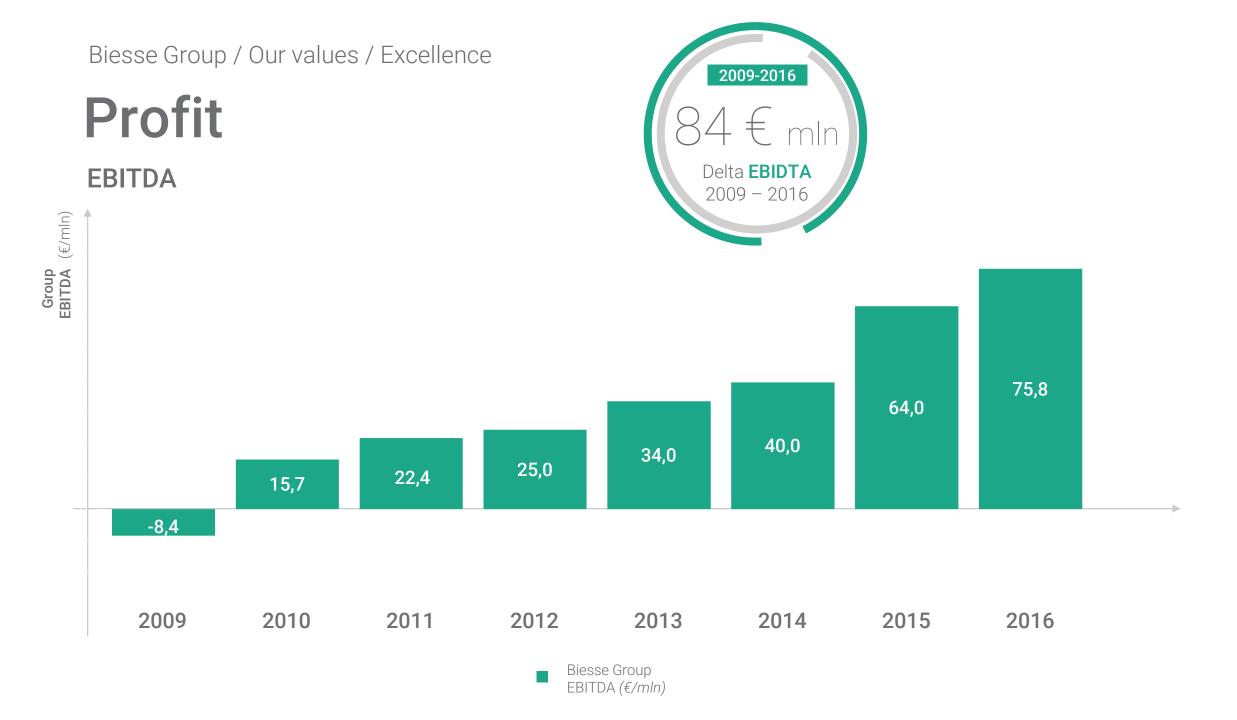
Innovation Reliability Excellence





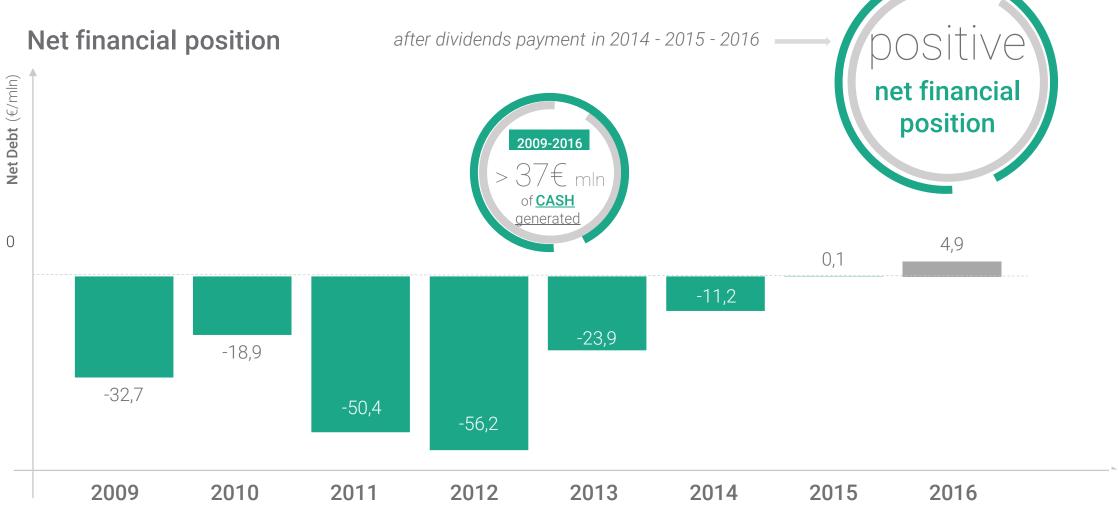


Biesse Group / Our values / Excellence **BIESSE**GROUP 2009-2016 Revenue Biesse Group Consolidates Net Sales (€/mln) of **revenues** an history of growth **CAGR 12.7%** 619 Group Consolidated Net Sales (€/mln) 519 466 455 427 396 388 383 378 370 353 335 328 306 310 admitted to the 268 STAR segment (Milan Stock Exchange) June 2001 1969 1980 2013 2016 2001 2009 Glass bSoft Metal Wood Mechatronics (software) Stone Plastic & 19 Advanced Materials





Cash



BIESSEGROUP

Business **Model**

Products
Footprint
Distribution
Customers

Biesse Group / Business Model

Products



WOOD



GLASS



STONE



PLASTIC



02

Systems

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

04

01

Machines

We design, manufacture and distribute a comprehensive range of machinery and technologies for processing wood, glass, stone and advanced materials

Tooling

We manufacture custom made blends of diamonds and alloy tools for glass, stone and synthetic materials processing, which have been developed and field tested to meet customer requirements.

BIESSEGROUP

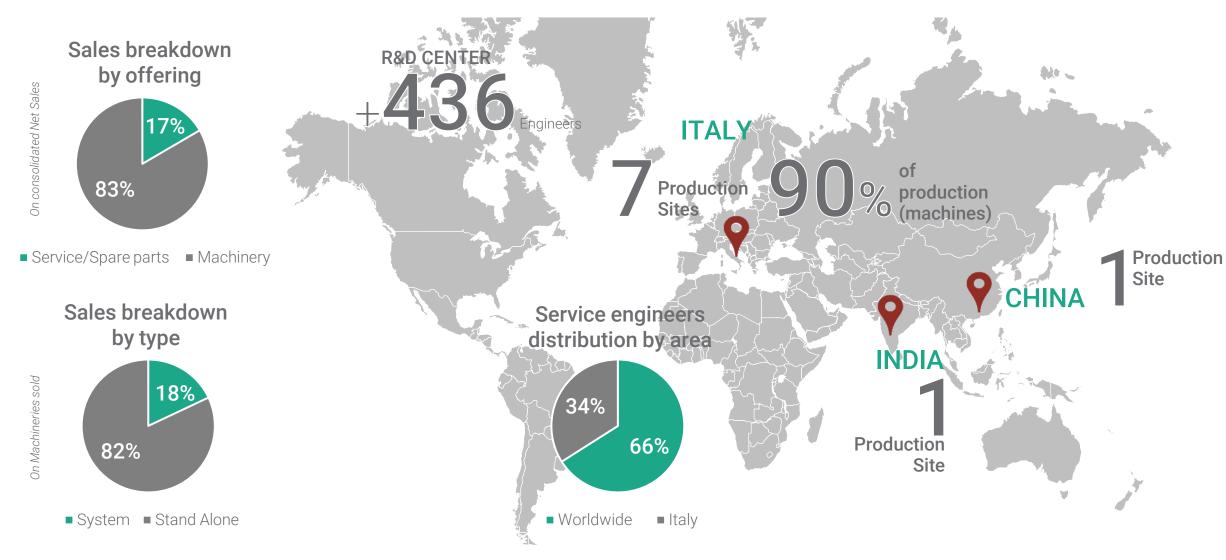
Mechatronics

We design, manufacture and deliver high-tech mechanical and electronic components for machinery INDUSTRY 4.0 ready.

03

23

Footprint

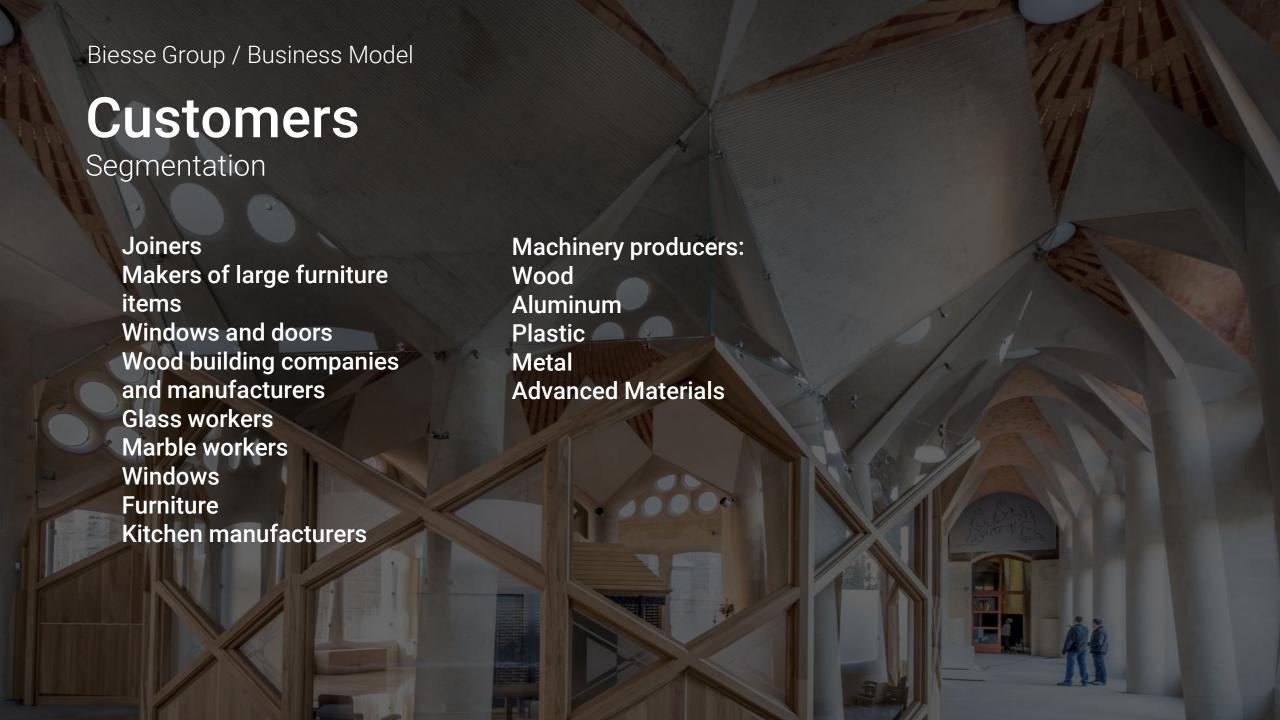




4%

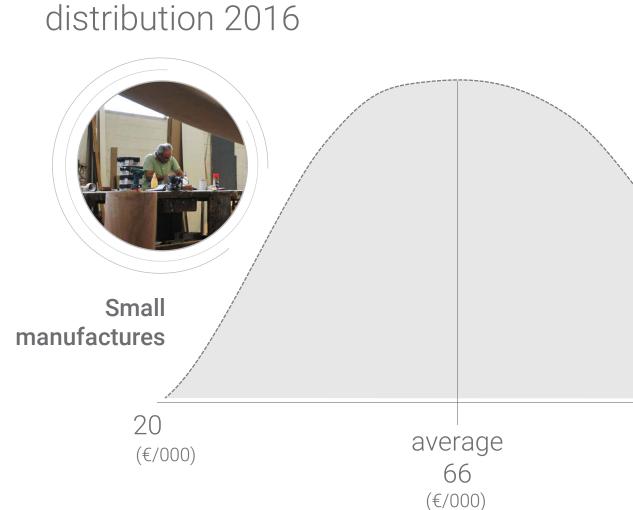
Distribution





Biesse Group / Business Model

Customer Sales



over
65.000

Customers
(up today)

BIESSEGROUP



Large manufactures

10.000 > (€/000)





Strategy & Results

2016 successes Execution on track

Where we are / Strategy & Results

2016 Successes



Net 29,5 +39,9%
Result €/mln +39,9%
period 2015

Order 493,2 Intake €/mln

+11,4% on same period 2015

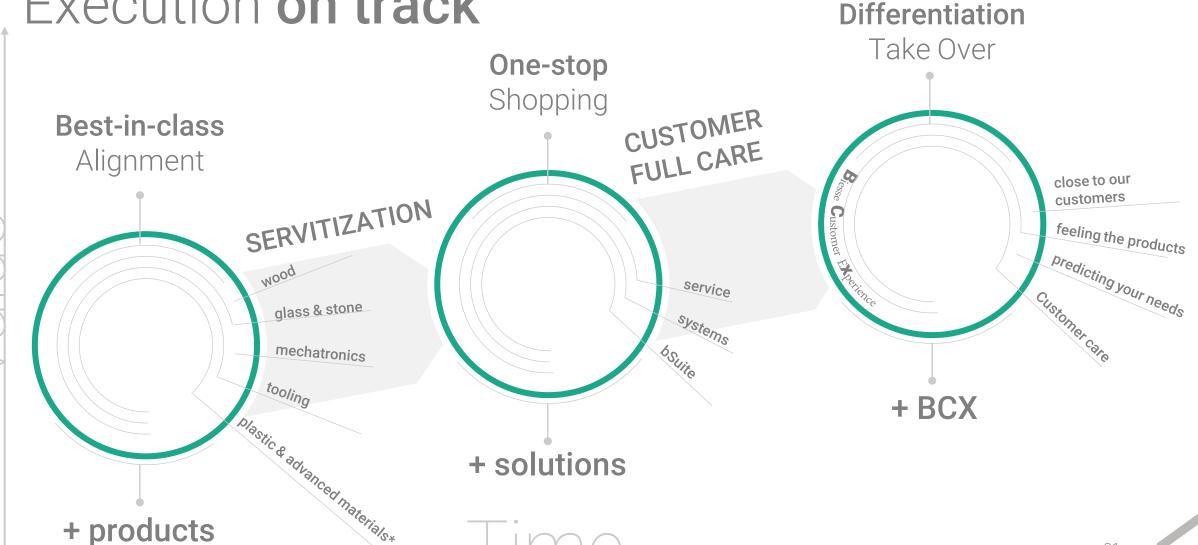




5,8 12,3% on Net Sales



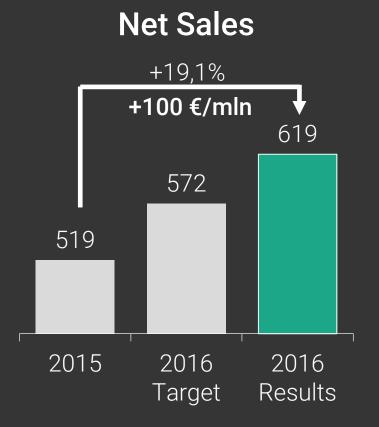
Execution on track

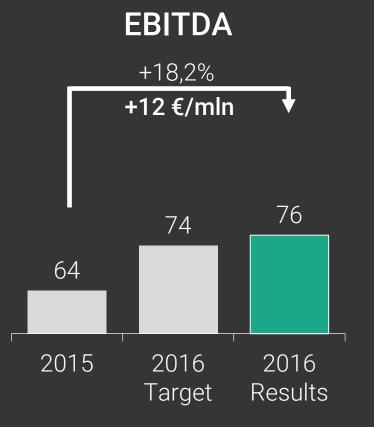


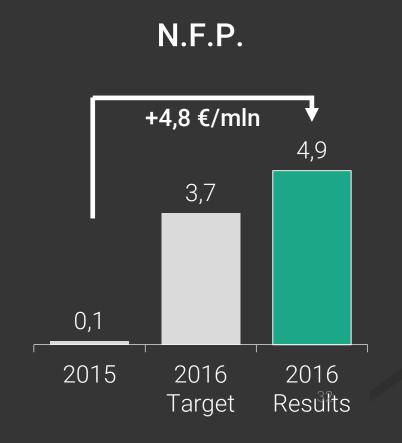
Execution on track



On track with plan Execution









Products

Exceeding targets
Wood
Housing
Glass & Stone
Mechatronics
Tooling
Advanced Materials

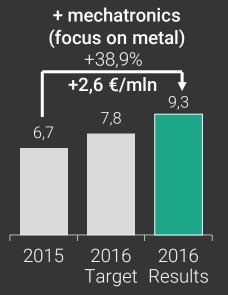
BIESSEGROUF

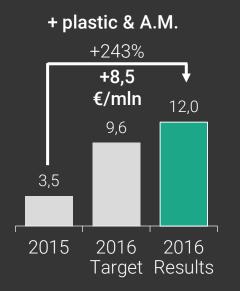
Exceeding targets

Best-in-class Alignment

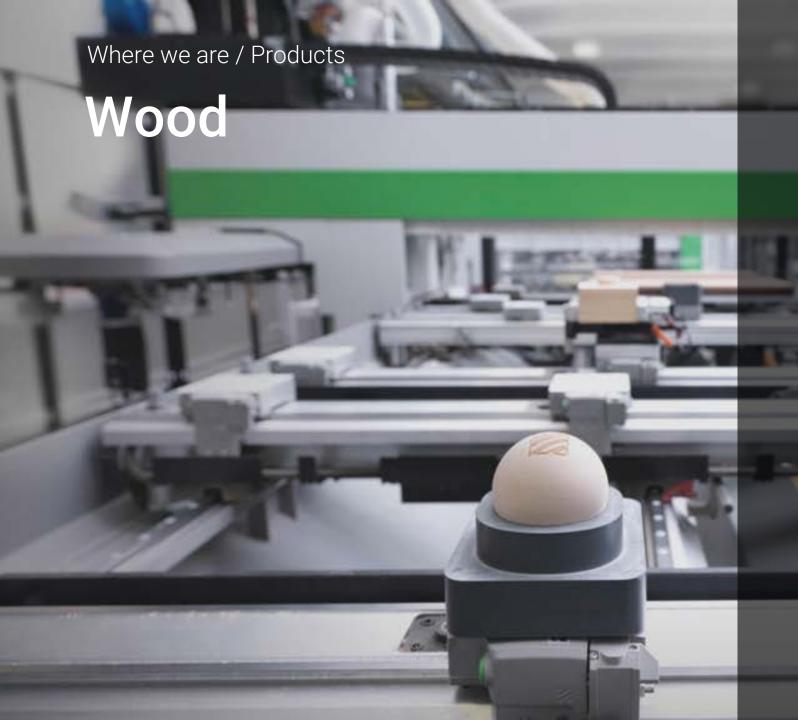












BIESSEGROUP

Technology news

Rover A Smart
Rover K Smart
Rover M5
Brema Eko 2.2
Selco WN 2
Selco SK3
Viet Opera R
Stream AK
Stream K
Winner W4

Where we are / Products

Housing

Uniteam joined Biesse Group

Uniteam has specialized in the design and manufacture of multi-axis machines for wood construction materials, machining of advanced materials and a range of other special applications from automotive to prototyping.

Working together to broaden their product range and to push territorial boundaries.





Where we are / Products

Glass & Stone

Technology news

Glass

Master series - Glass Genius CT-RED series

Stone

Master series - Stone Mastersaw 625 DT



Where we are / Products

Mechatronics

Technology news

ES505

ES575

ES511

Electrospindles dedicated to **metal and composite material** processing on CNC machine tools

HS610

HS810

Two-Axis-heads dedicated to **metal** processing CNC machine tools

ES951 e-CORE range extension **IoT ready**Electrospindles dedicated to **wood and aluminum** processing

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Where we are / Products

Tooling

Technology news

Swave KCX DMV/504 New Flash Tools for technical materials



Where we are / Products **Advanced Materials Technology news** Materia FC Materia CL

Materia FC Materia CL Materia LD Materia MR Rover Plast M5 Brema Plast Eko 2.1





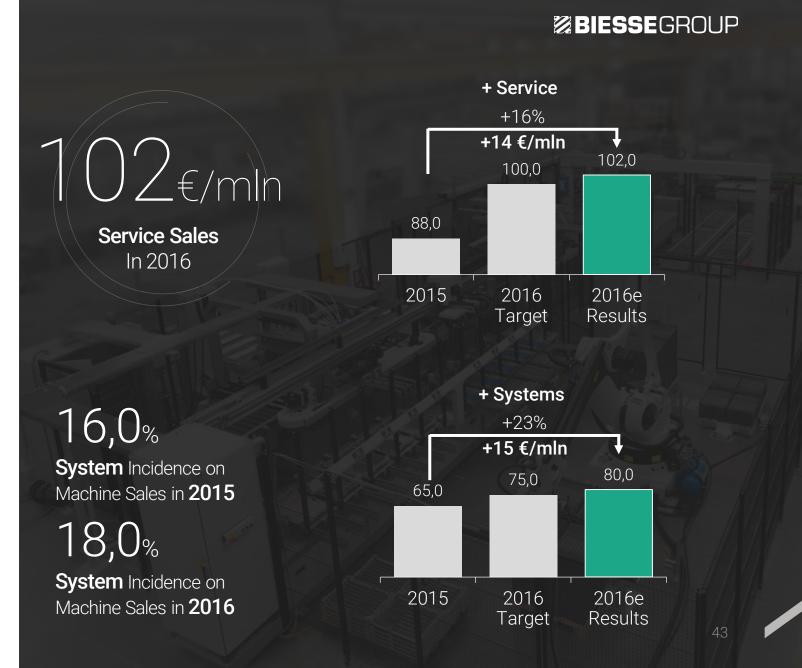
Solutions

Exceeding targets
Service
Systems
bSuite achievements

Where we are / Solutions

Exceeding targets













Customer **Experience**

Exceeding targets
Close to customers
Feeling the products
Predicting customer needs
IIoT with Accenture & Microsoft

Where we are / Customer Experience

Exceeding target



DifferentiationTake Over

Revenues in **North America** in 2016

+18,4 mln/€

Revenues in **ASIA** in 2016

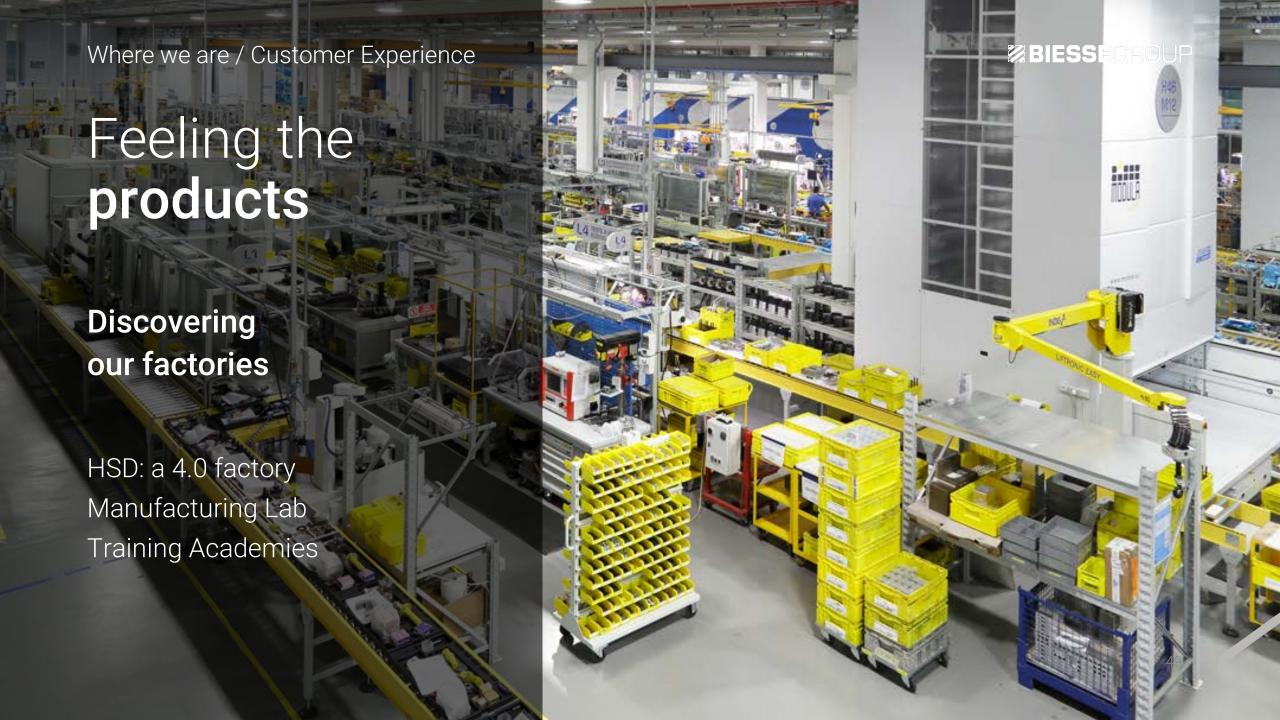
+26,7 mln/€

Revenues in **Western Europe** in 2016

+72,6 mln/€

+4
New Local
Branches

8.000 **Demos** in 2016





Predicting Customer needs

A new step towards the Factory of the Future "For us 4.0 is not simply a number representing the so-called new industrial revolution, but a real commitment toward our customers to allow them, to achieve the highest level of efficiency"

Federico Broccoli (Wood Division Director / Sales)



01 Design



02 Materials



03 Production



04 Shape & Installation Software



Materials Innovation

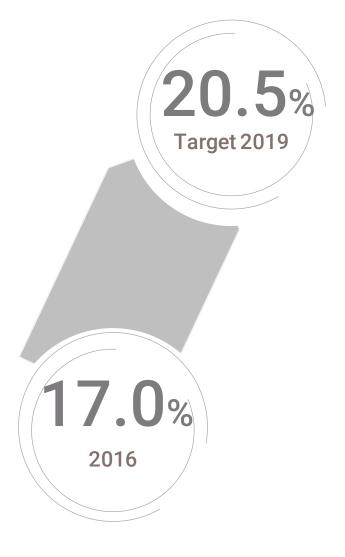


Digital Manufacturing Machines



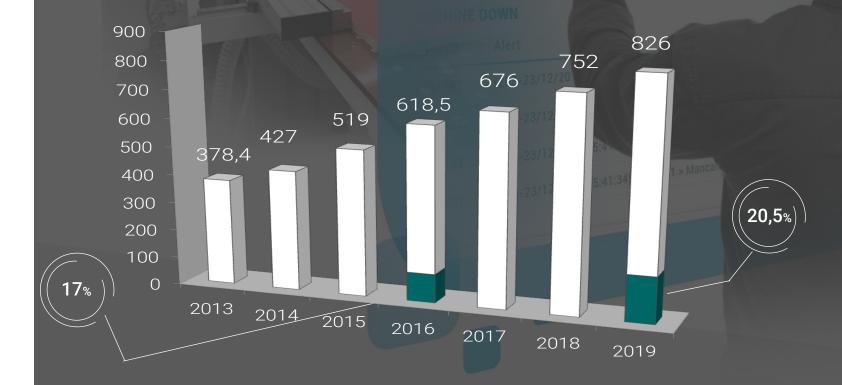
Industry 4.0

Service



Going towards the Service 2.0

- ✓ proactivity: from the "break-and-fix" to the proactive service
- ✓ spare parts: 24x7 assistance / no down time maintanance contracts spare parts inventories with more than 8.000 parts
- ✓ training: dedicated traning of the Biesse engineers and dealers



SOPHIA

Greater values from machines

Sophia is a business solution - a connected asset management - that Biesse developed to create more value for the customers improving the productivity and the operative efficiency decreasing the costs.

Sophia -actually offered inside the IIoT service - is a solution for the customers through the Cloud platform Machine Knowledge Center.



Sophia

Remote diagnostic

Hotline services

Statistics & apps

Yearly phisical diagnostic machine learning predictive maintenance

Preventive &

Extended guarantee

Remote training using the "amplified reality"

Spare parte advising services

TODAY

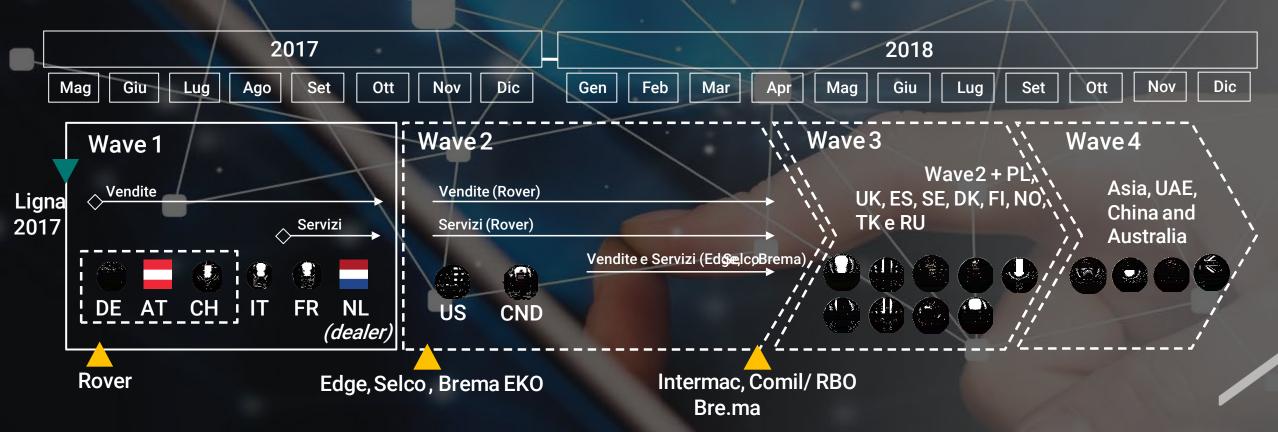
TOMORROW

Roadmap

the SOPHIA solution has been already presented during the last LIGNA fair regarding the IIoT service for the Rover (wood) machineries

Starting from the next Biesse Inside (October 2017):

-enlarge the geographical perimeter (wave 1 -2-3-4) even extending the machineries models (edge banding, sizing and inserting) . see the roadmap below





Where we want to go / Continuous Growth

More products New target



BIESSEGROUP

9%

Wood Division Estimated CAGR 2017-2019

4%

Market Estimated CAGR 2017-2019

12%

G&S Division Estimated CAGR 2017-2019

7%

Market Estimated CAGR 2017-2019

11%

Mechatronics Division Estimated CAGR 2017-2019

5%

Market Estimated CAGR 2017-2019

12%

Tooling Division Estimated CAGR 2017-2019

92%

A.M. Division Estimated CAGR 2017-2019

Where we want to go / Continuous Growth

More solutions

New target

to Net Sales



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

To increase our market share in the system solutions market.

To improve our software to keep offering to our Customers endless possibilities.

Where we want to go / Continuous Growth

BCx New targets

- ✓ Continue to increase our capillarity throughSubsidiaries and Distributors
- ✓ Invest in the excellence of Chinese and Indian manufacturing plants
- ✓ Develop a unique Worldwide BiesseCustomer Experience
- ✓ Improve our Customer Care
- ✓ Implement the IIoT





More **Products**

Markets & Targets
Wood
Housing
Glass & Stone
Mechatronics
Advanced Materials

Where we want to go / More Products **BIESSEGROUP** Wood - Market Outlook Looking forward, we expect the market to continue grow at about 3.9 times the reference sector average growth rate. **Competitors** SCA The competition in the current market is consolidated. Indústria de We are the second leading company in the sector. Móveis Main competitors are located in Germany and (Brasil) 2016 in Italy. The most important of these are **HOMAG in Germany** (29.5% estimated **Market** Size market share) and SCM in Italy talaisisisisisisis Estimated (7% estimated market share*). worldwide market share 2016 *automatic machines Whole market potential

Wood - Targets

9%

Wood Division Estimated CAGR 2017-2019

4%

Market Estimated CAGR 2017-2019





Housing - Target

1 1 €/mln 2019 Target in wood

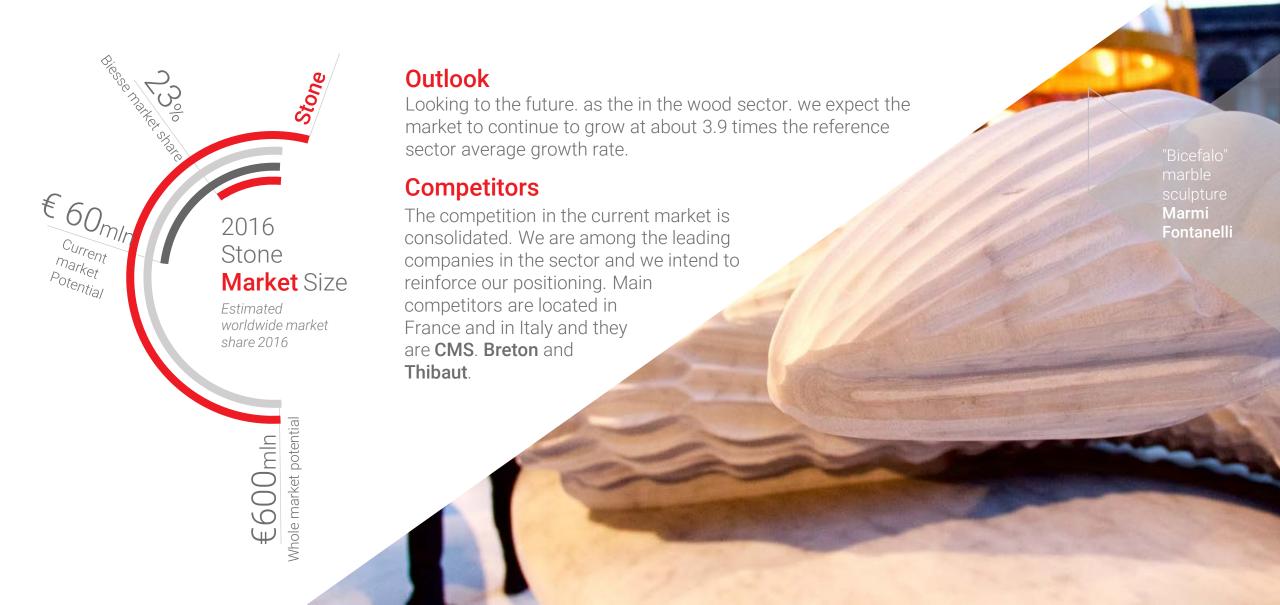
construction materials machines market Biesse Group will further extend its product range, increasing penetration in the "niche" yet highly-strategic industry of timber carpentry (beams and structural façades).

Expand our offering in other timber carpentry segments (minor complexity and higher volumes)

Leverage on **Biesse capillarity** to boost sales and after-sales worldwide

Where we want to go / More Products **BIESSEGROUP** Glass - Market **Outlook** In the near future. we anticipate that the glass processing market will grow at about 3.9 times the reference sector average growth rate. Ciudad de las Artes y las **Competitors** Ciencias, Cerviglas We are currently the industry leader in the 2016 (Valencia) glass processing market in which we operate. mln Glass Main competitors are located in Italy and Current **Market** Size they are CMS. Bottero. and Hegla. market Estimated Potential worldwide market share 2016 €880mln Whole market potential

Stone - Market



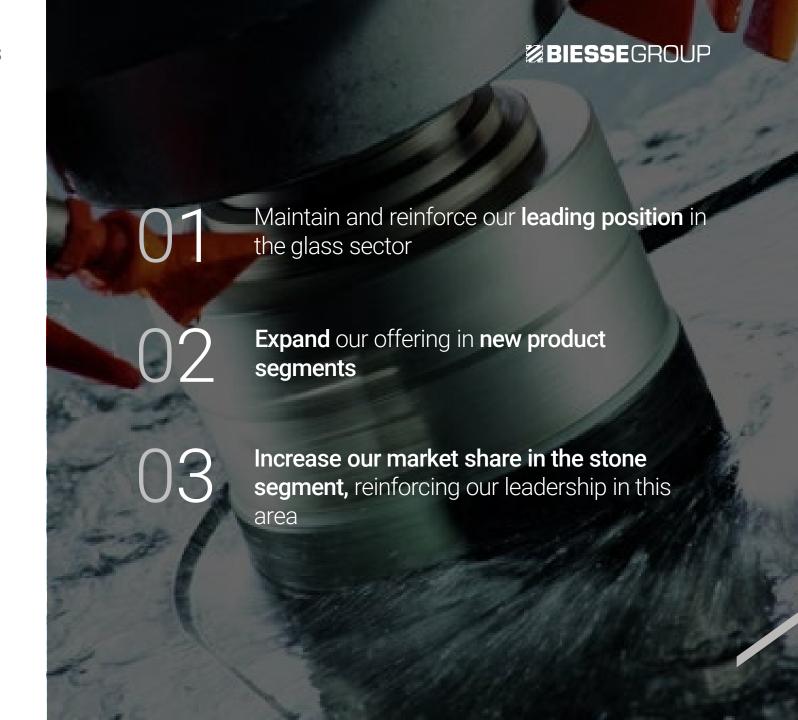
Glass & Stone Target

12%

G&S Division Estimated CAGR 2017-2019

7%

Market Estimated CAGR 2017-2019





New Deals

2 small acquisitions for Intermac

Glass & Stone

Movetro s.r.l.

Controlled since the end of July for its know-how, quality and design in manufacturing automated systems, for storing and handling glass flat panels.

Montresor & C. s.r.l.

Acquired between July and August, the company is a market leader in edge polishers machinery with a very strong technological components. With its know-how the company can reach customers in marble, granite, porcelain and synthetic/advanced materials.

Both acquisitions will enable Intermac (the Biesse dedicated brand) to **increase its 4.0. solutions** enlarge the products gamma offering automated and integrated turnkey plants to larger customers.















Mechatronics - Market



Mechatronics **Targets**

11%

Mechatronics UnitEstimated
CAGR 2017-2019

5%

Market
Estimated
CAGR 2017-2019

19_{mln/€}

2019 target in metal sector

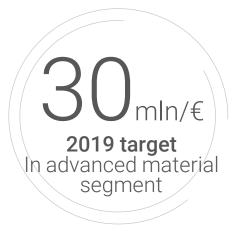


Advanced Materials*



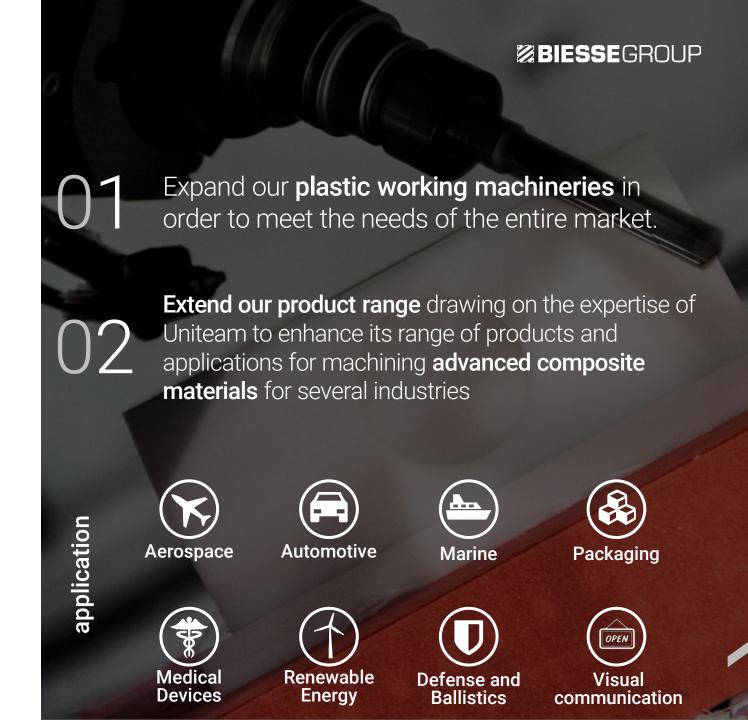
Where we want to go / More Products

Advanced Materials*



*Advanced materials

- ✓ Carbon Fiber
- ✓ Foam
- ✓ Plastics
- ✓ Alluminium
- ✓ Titanium





More Solutions

2019 new targets
Service
Systems
bSuite

Service



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.

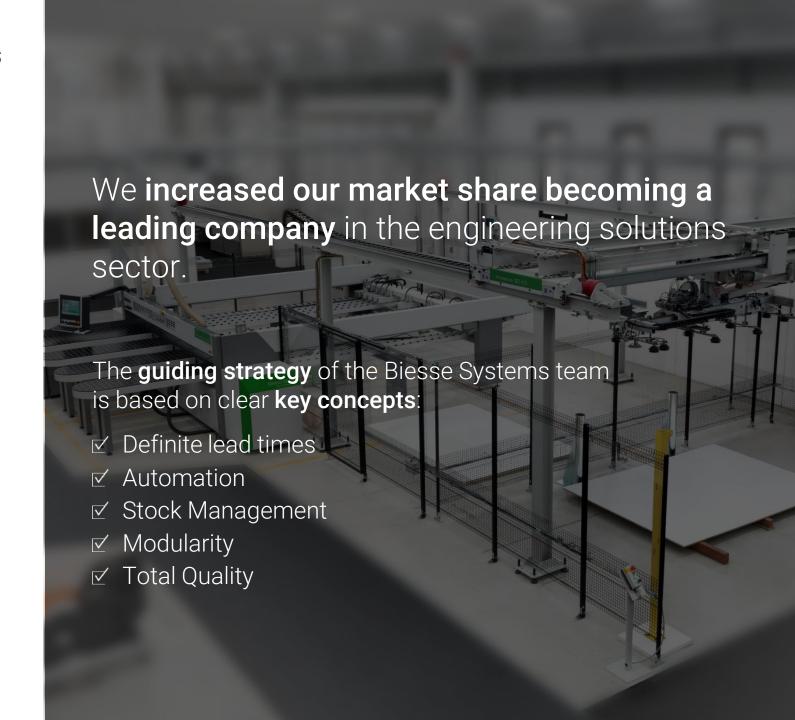
Our Service will evolve to **Service 2.0**

- ✓ Proactivity: leave "break-and -fix" service logics in the past and move onto proactive services. On-site assistance
- ✓ Spare Parts: encourage a 24/7 assistance / no down-time approach with maintenance contracts / replacement parts warehouse with over 8.000 items
- ✓ Continuous Training: training dedicated to Biesse Field engineers, subsidiary and dealer personnel

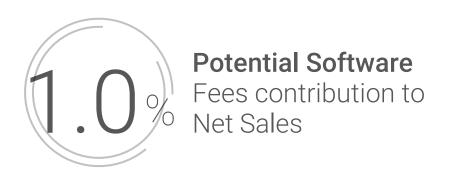
Where we want to go / More Solutions

Systems





bSuite



Consolidation. reliability and rationalization.
Superior technology for creating synergies in machine automation.

Technological superiority and sustainability.

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

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

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

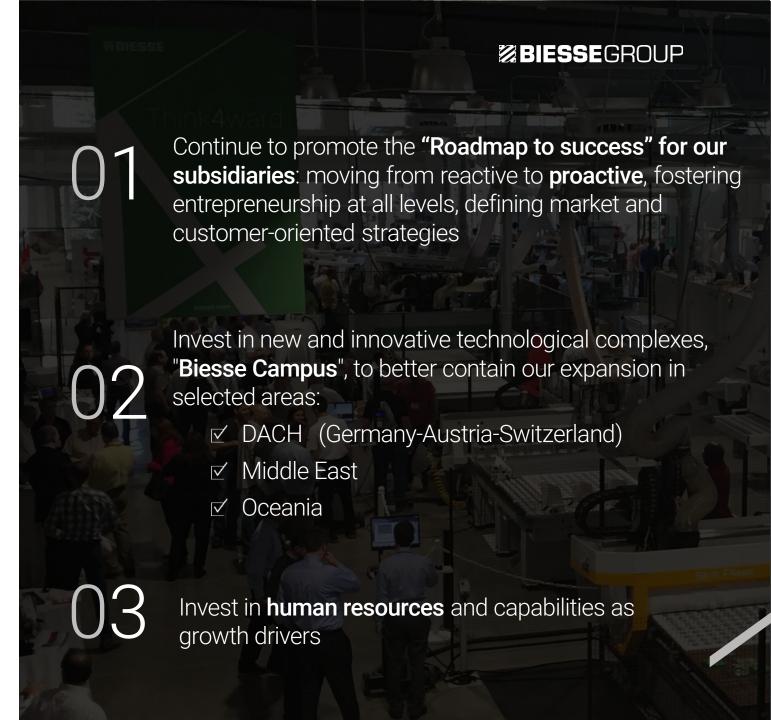


Biesse Customer Experience

BCx
Close to customers
Feeling the products
Customer Services
IIoT: predicting your needs

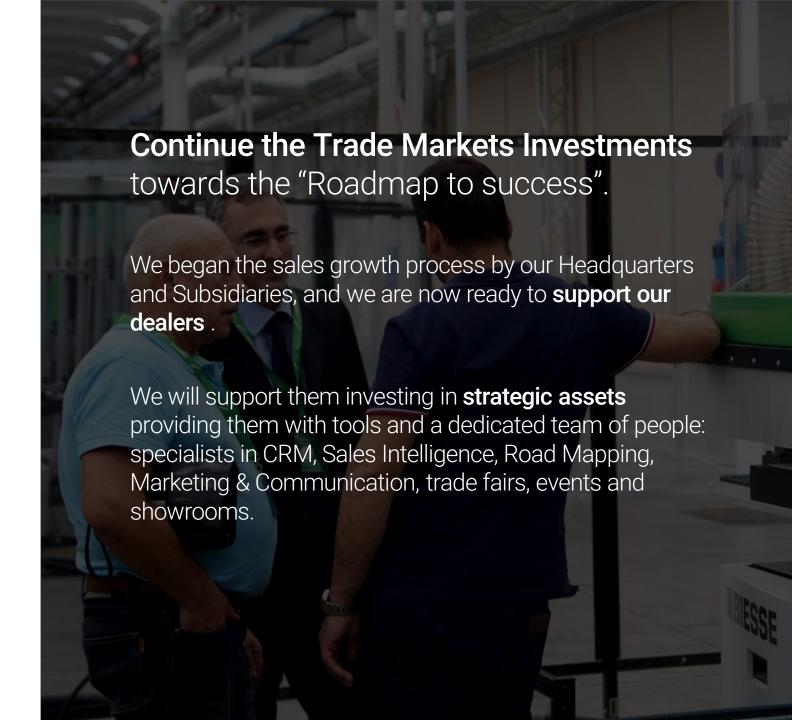
Close to customers: **Subsidiaries**

To **expand our global presence** to be close to our customers.



Close to customers: Trade Distribution 2.0

To strengthen our **dealer network**



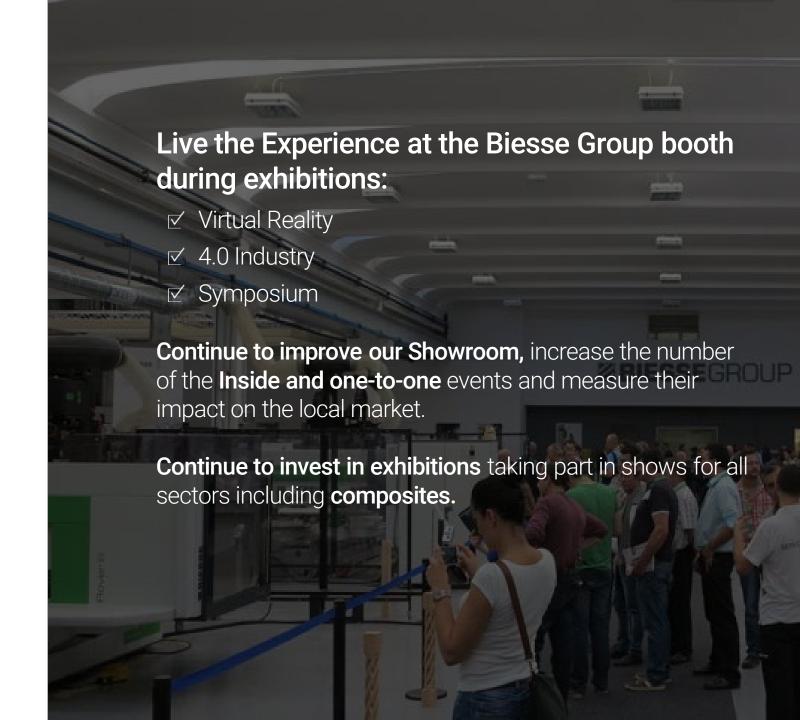
Close to customers: India & China

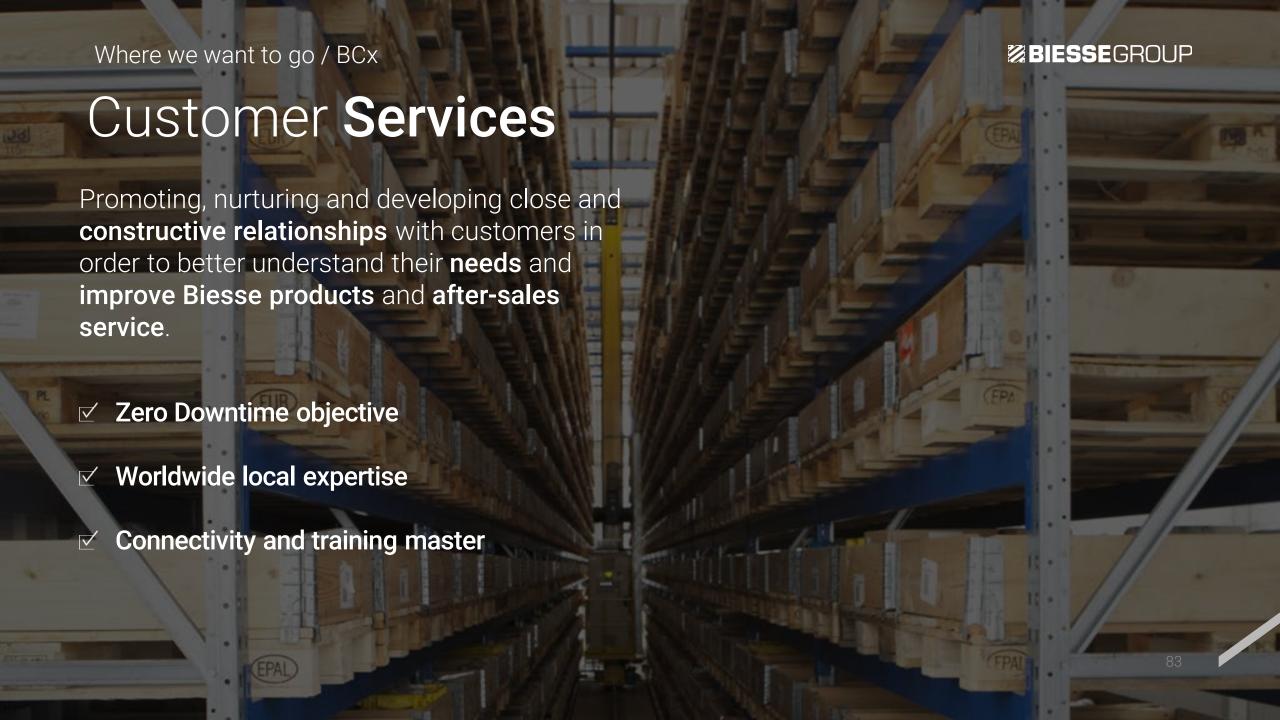
In addition to the Italian sites, we boost manufacturing sites in **India** and **China**, to better **satisfy Customer worldwide**.

The two sites, **Bangalore** and **Dongguan** manufacture a **portfolio Local4Global**, distributing their products worldwide.



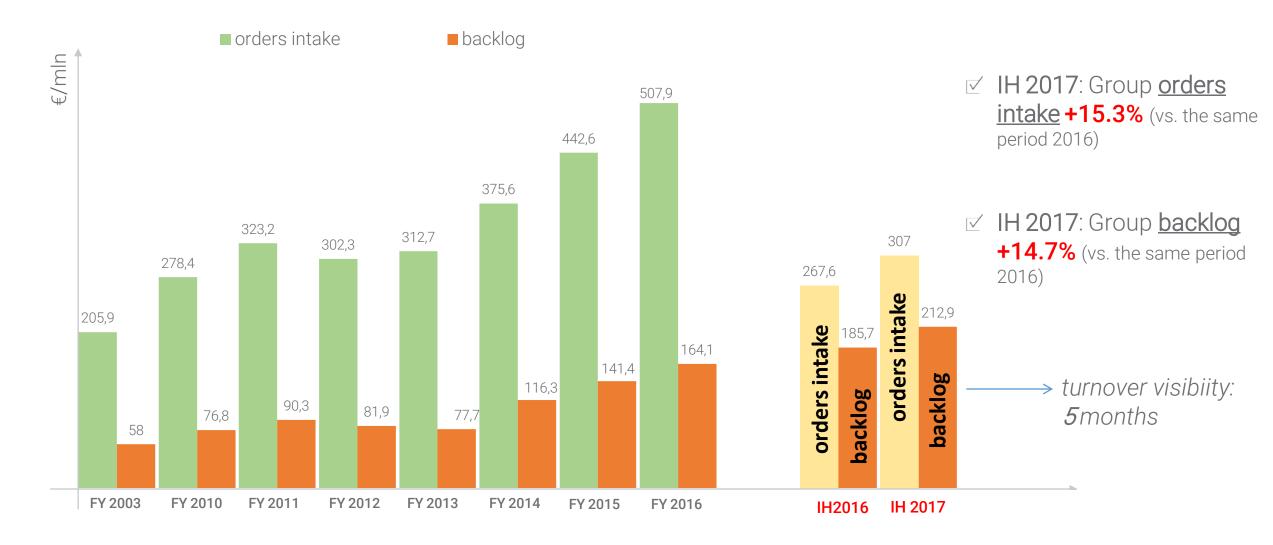
Feeling the products







Orders intake & backlog



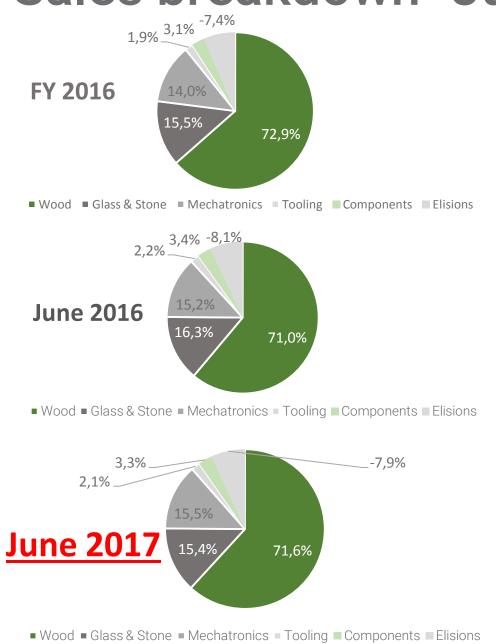
Extract of the P&L - IH 2017

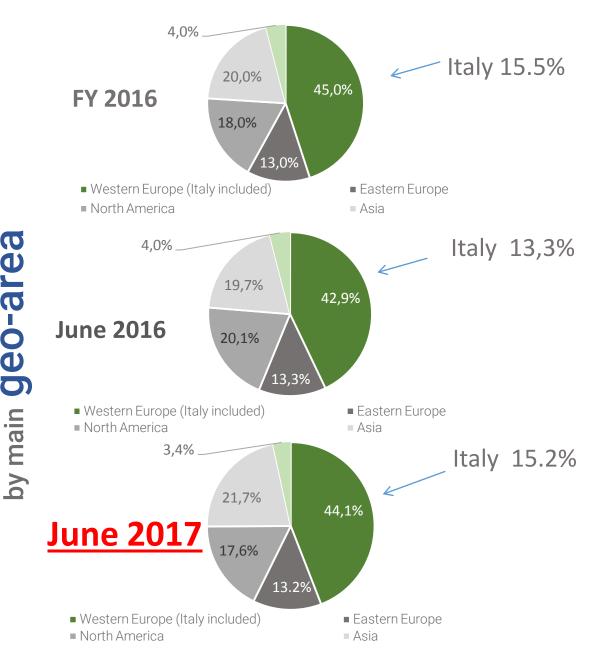
BIESSEGROUP

€/mln	FY 2013	FY 2014	FY 2015	FY 2016	IH 2016	IH 2017
Net sales	378.4	427.1	513.1	618.5	283.4	331.2
year -1	-1.2 %	+12.3 %	+21.5 %	+19.1 %	+15.4%	+16.9%
Value added	143.5	163.1	212.4	252.4	116.4	139.1
%	37.3 %	33.6 %	40.3 %	40.8 %	41.1	42.0%
Labour cost	112.7	128.2	148.2	176.6	86.0	98.3
%	23.8%	30.0%	28.6%	28.6%	30.3%	29.7%
EBITDA	30.3	40.3	64.1	75.8	30.4	40.8
%	8.2 %	3.6 %	12.4 %	12.3 %	10.7%	12.3%
EBIT	18.1	26.5	43.8	56.3	20.9	29.6
%	4.8 %	6.2 %	8.4 %	8.1 %	7.4%	8.9%
Net Result	4.3	13.8	21.1	29.5	12.0	17.5
%	1.1 %	3.2 %	4.1 %	4.8 %	4.2%	5.3%
				tax rate	43.2%	37.2%

Sales breakdown- June 2017

Q





IH 2017 vs IH 2007



Net sales year -1 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 **2017e** Value added 466.0 | 454.3 | 268.0 | 327.5 388.5 383.1 378.4 | 427.1 | 519.1 | 618.5 | 676.3 net sales 17.5% | -2.5% | -41.0% | 22.2% | 12.9% | 21.5% | 19.1% | 9.3% 18.6% -1.4% -1.2% Labour cost labour cost -103.9 -110.9 -92.8 -107.7 -115.6 -116.3 -112.7 -128.2 -148.2 -176.6 -201.0 -22.3% | -24.4% | -34.6% | -32.9% | -29.7% |-30.4%| -29.8% |-30.0%| -28.6% |-28.6% |-29.7% 57.3 25.0 79.1 -8.4 15.7 22.4 34.3 39.6 64.1 75.8 83.3 **EBITDA EBITDA** 17.0% | 12.6% -3.2% 5.8% 6.5% 9.1% 12.4% 12.3% | 12.3% 4.8% 35.7 -32.9 5.7 43.7 55.1 **EBIT** 65.4 0.1 0.3 18.1 24.8 60.6 **EBIT** -12.3% 8.4% 14.0% 7.9% 0.0% 1.5% 0.1% 4.8% 5.8% 8.9% 9.0% 41.7 20.2 -27.3 -5.7 -2.4 -6.5 6.4 13.8 21.1 29.5 37.8 net result

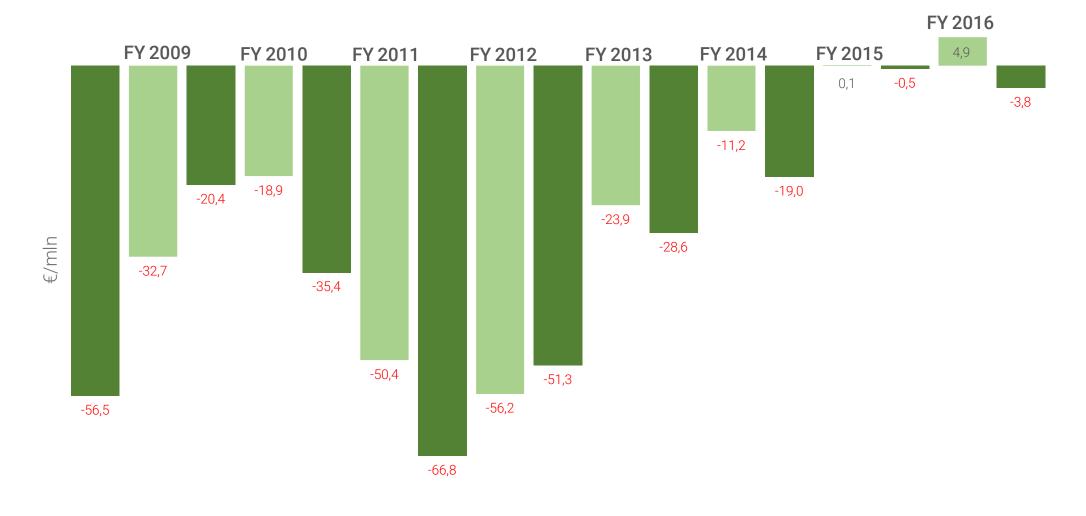
€/mln

Net Result

IH 2017	•••••	IH 2007
331.2 +16.9%		226.6 +28.2%
139.1 42.0%		92.4 40.8%
98.3 29.7%	SOS	53.0 23.4%
40.8 12.3%	54	41.0 18.1%
29.6 8.9%	Y	33.5 14.8%
17.5 5.3%		19.4 8.6%

tax rate 37.2% 42.0%

Net Financial Position-first half trend



IH 2009 IH 2010 IH 2011 IH 2012 IH 2013 IH 2014 IH 2015 IH 2016 IH 2017



Operating Net Working Capital IH 2017

€/mln	FY 2013	FY 2014	FY 2015	FY 2016	IH 2016	IH 2017	
Inventories % net sales	22.8%	23.0%	21.5%	21.1%	48.1%	43.8%	DSI 171 days
Receivables % net sales	20.1%	18.3%	20.3%	20.8%	41.3%	35.7%	DSO 54 days
Payables % net sales	23.4%	28.8%	23.5%	31.1%	68.7%	62.0%	DPO 124 days
Operating Net Working Capital % net sales	51.4 13.6%	55.6 13.0%	63.4 12.2%	66.9 10.8%	71.6 20.7 % half year ir	72.7 17.5% ncidence	target incidence <12%

Cashflow IH 2017

€/mln	FY 2013	FY 2014	FY 2015	FY 2016	IH2016	IH 2017
Gross Cashflow % net sales	52.1 13.8 %	38.3 3.0 %	46.3 8.3 %	46.6 7.5 %	22.4	18.1
Investments % net sales	-13.3 5.2%	-20.8 4.3%	-25.2 4.3%	-32.0 5.2%	-13.2	-16.5
Net Cashflow %	32.3 8.5 %	17.5 4.1 %	21.1 4.0 %	14.6 2.4 %	9.2	1.6
not ordinary items (dividends/treasury shares activity balance/acquisitions payment)		-4.8 div. paid € 0.18 per share	-3.8 div. paid € 0.36 per share	-9.8 div. paid € 0.36 per share	-9.8	-10.3
delta Net debt	+32.3	+12.7	+11.3	4.8	-0.6	-8.7
NET FINANCIAL POSITION	-23.3	-11.2	0.1	4.9	-0.5	-3.8



People distribution (without interim people)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	June 2016	June 2017
Production % of total people	365	1250	1265	1175	1201	1335	1482	1414	1494
	41%	46%	45%	44%	42%	42%	41%	41%	40%
Service & After sale % of total people	568	577	574	613	628	630	803	777	867
	24%	21%	21%	22%	22%	22%	22%	22%	23%
R&D	233	316	338	321	361	383	436	416	447
% of total people	12%	12%	12%	12%	13%	13%	12%	12%	11.8%
Sales & Marketing	340	361	364	351	433	435	587	548	631
% of total people	13%	13%	13%	13%	15%	15.6%	16%	16%	16.7%
G & A	202	233	242	235	252	273	310	304	332
% of total people	3%	3%	3%	3%	3%	3%	8.5%	9%	8.8%
ITALY	1660	1656	1646	1547	1605	1780	2.009	1903	2108
% of total people	70%	61%	53%	57%	56%	56%	56%	55%	55%
OUTSIDE ITALY** % of total people	708	1081	1136	11 48	1276	1336	1.609	1556	1663
	30%	33%	41%	43%	44%	44%	44%	45%	45%
TOTAL	2368	2737	2782	2635	2881	3176	3.618	3,459 <	→ 3,771 9%

People distribution

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	June 2016	June 2017
ITALY	1660	1656	1646	1 547	1605	1780	2009	1903	2108
% of total people	70%	61%	53%	57%	56%	56%	56%	55%	56%
OUTSIDE ITALY** % of total people	708	1081	1136	1148	1276	1336	1609	1556	1663
	30%	33%	41%	43%	44%	44%	44%	45%	44%
TOTAL	2368	2737	2782	2635	2881	3176	3618	3,459	3,771

VS dec 2016: +153 without interim people (+4.2%) (+90 Italy +54 Subsidiaries)

interim people at the end of December 2016: **191** interim people at the end of June 2017: **193**

IH 2017: 3,771

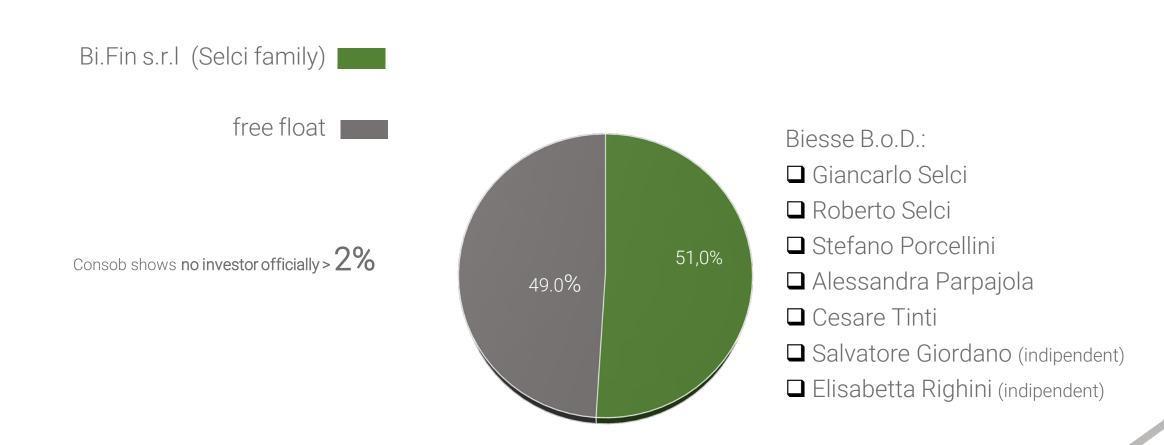
without interim people

IH 2017: 3,964

with interim people

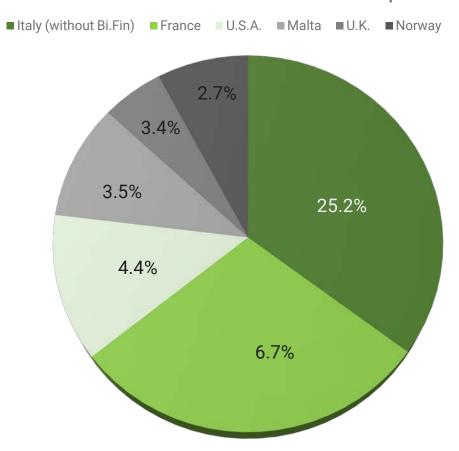
Shareholders breakdown by ownership — Board of Directors



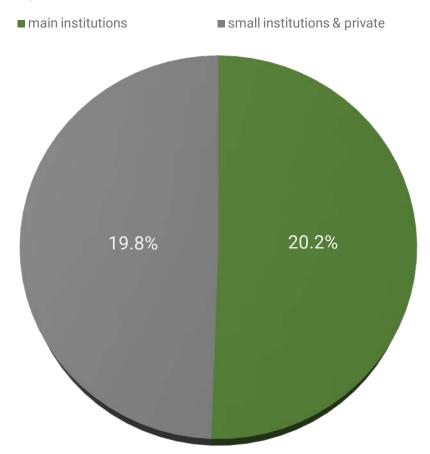


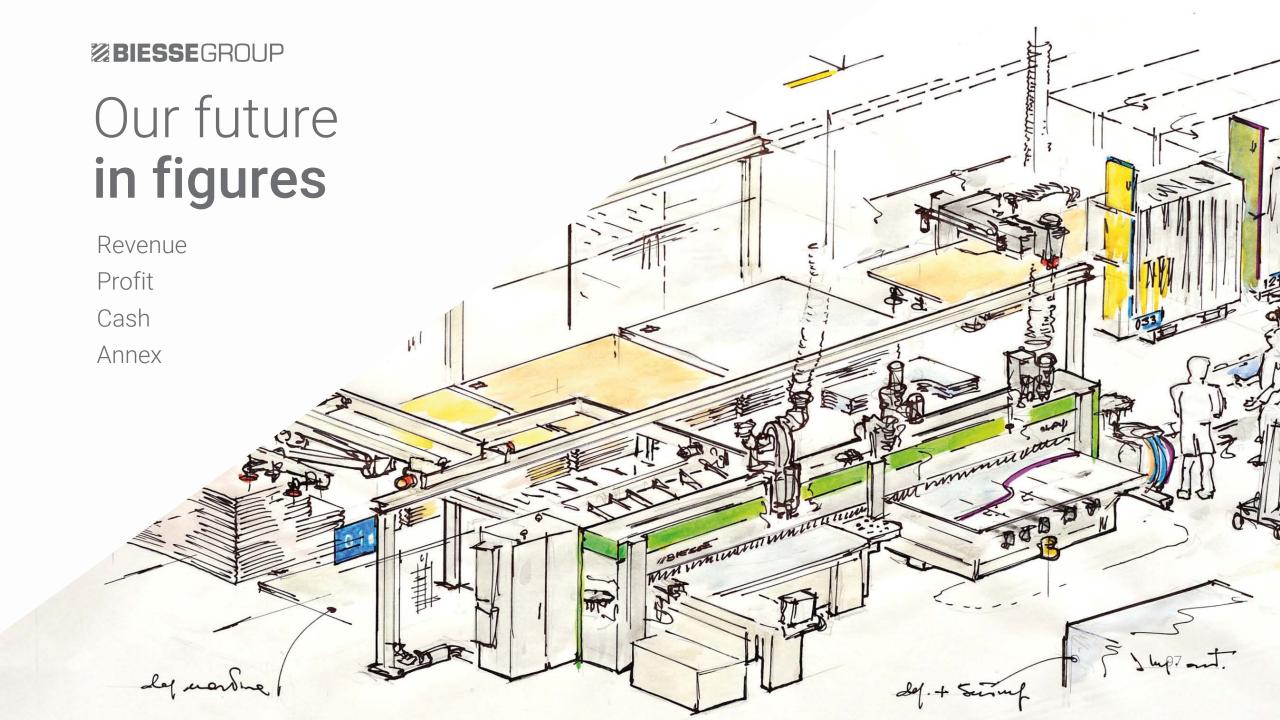
Shareholders breakdown by countries and types

Countries - % of the Biesse share capital

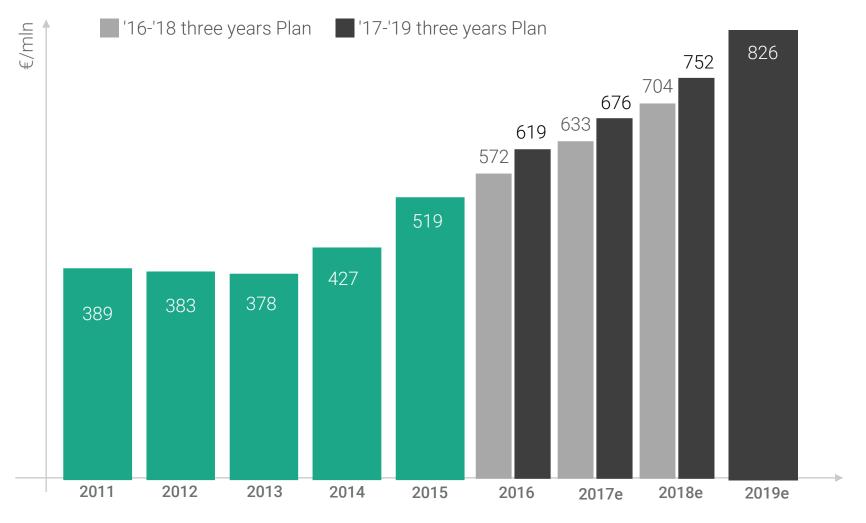


Types - % of the Biesse share capital





Net Sales - Anticipating plan execution



Confirming the growth growth path to consolidate our leadership

- ✓ In 2016 we went beyond our targets, anticipating plan execution
- We yearn to achieve higher targets in 2019 leveraging on our strategy: more products, more solutions, more customers

Stabilize **Profitability**



10,1% Net sales CAGR 2017-2019

Continue our growth path

39%

Target COGS incidence on Net Sales

<30%

Target Labor Cost incidence on Net Sales

<20%

Target Overhead Cost on Incidence on Net Sales

Optimize our production cost

Invest in human
resources and
capabilities as growth
driver, controlling
incidence on net sales

✓ Optimize Overhead cost

Our future in figures / Revenue

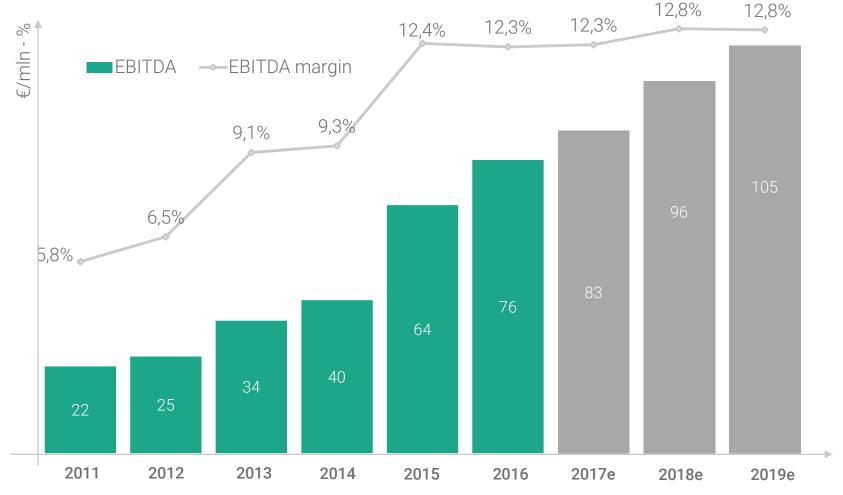


Continuing to pursue an organic growth.

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



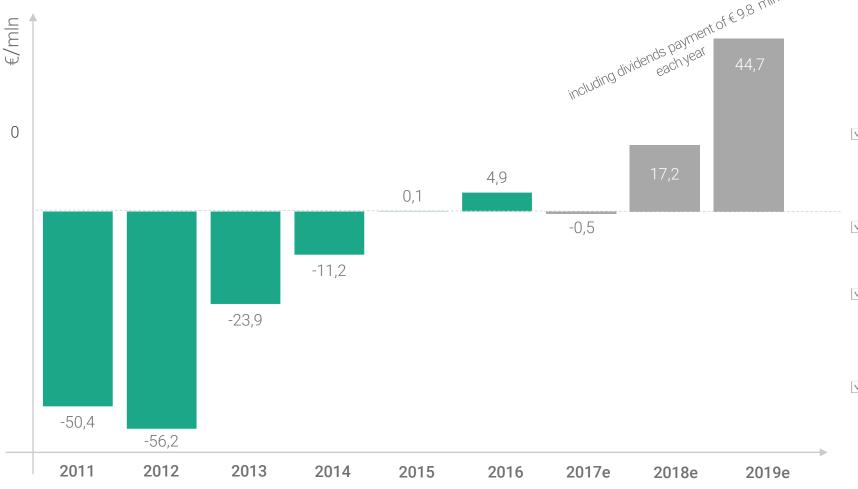
Ebitda



Generation of value.

- ✓ **Decreasing incidence of COGS** on Net Sales through
 world production optimization
 and efficiency
- Maintaining Labour Cost incidence on Net Sales below30%
- Maintaining Overhead incidence on Net Sales well below 20%

Net Financial Position

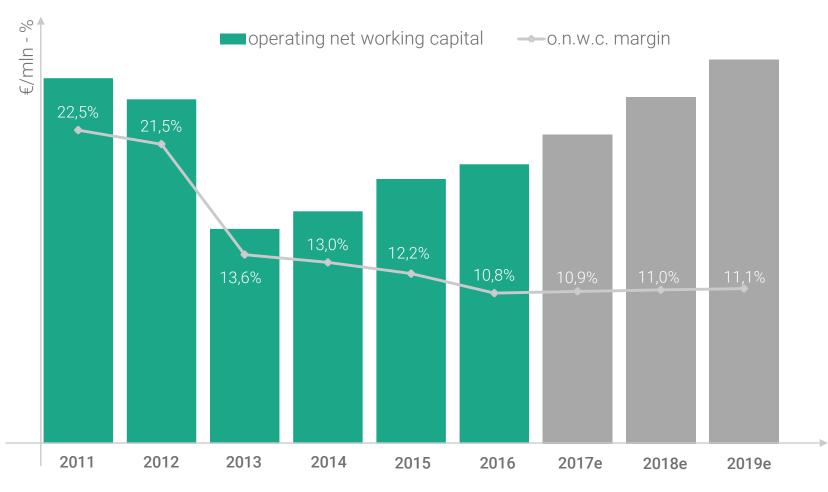


Positive cash flow

- Starting point: positive Net Financial Position at the end of 2016
- Continuing to invest in R&D around 2% of Net Sales
- ✓ Cash Flow finances the projected increasing CAPEX to support our growth forecast
- Paid yearly dividends (since 2014 for tree years) for a total amount of > € 24 mln



Operating Net Working Capital

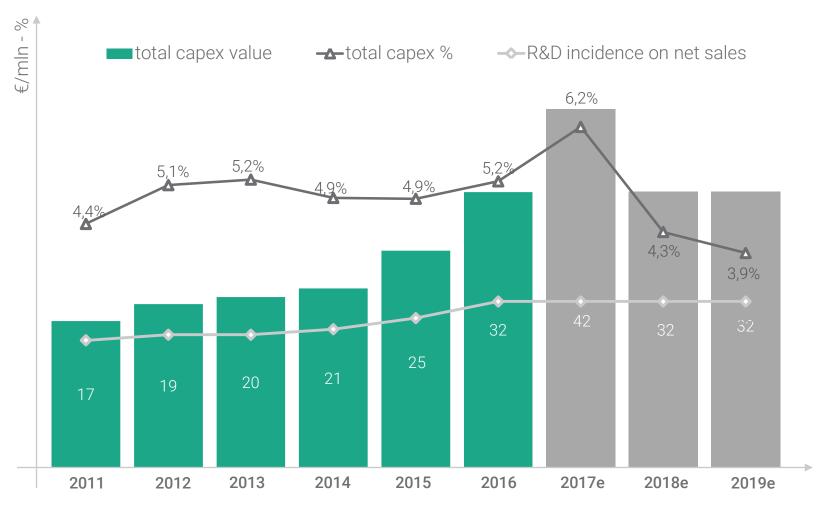


Control our Operating Net Working Capital.

- Maintaining Operating Net Working Capital incidence on Net Sales well below 12%
- Maintaining our Group inventories below 21% incidence on Net Sales
- ✓ Maintaining our Group DSO around 60 -65 days
 - Maintaining our Group **DPO** around **100-110 days**

Our future in figures / Other figures

Capex*



*Potential growth strategy through M&A not included

Continue our growth path through investments.

2017e

tangible: € 24.4 mln intangible: € 17.2 mln

main investments drivers:

- ✓ Indian Manufacturing Site
- Chinese durable goods investments (KOREX)
- Mechatronics Italian plant (HSD S.p.A.) components production machines
- Metal Working (internal phase): improvement of the components production
- ✓ I.T.: digital factory PLM & CRM Oracle implementation
- R&D constant investment. around on net sales every year



Capex: tangibles



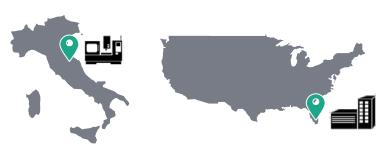
✓ **Indian** Manufacturing Site widening to meet the projected productive expansion



 Chinese Production Site upgrade and durable goods investments (KOREX)
 CNC lathe , vertical and horizontal working center machines

TANGIBLE ASSETS

Continue our growth path through investments



✓ Mechatronics Italian plant (HSD S.p.A.) components production machines (rotary tables) + american subsidiary new site (HSD U.S.A. subsidiary)





Metal working (internal phase):
 improvement of the components
 production – durable goods
 investments ,

Our future in figures / Other figures

Capex: intangibles

continue our growth path through investments

Collaboration Communication Co-sharing



Extract of the P&L

						1		
	€/mln	2013	2014	2015	2016		2019e	Targets
	Net sales year -1	378.4 -1.2 %	427.1 +12.9 %	519.1 +21.5 %	618.5 +19.1 %	CAGR 10.1	825.7	
	Cost of good sold	155.9 41.2 %	177.6 41.6%	206.1 39.8%	^{245.1} 39.6%		³²² 39.0%	
	Value added	147.0	167.8	212.4	252.4		347.3	
	%	38.8%	39.3%	40.9%	40.8%	CAGR 11.2	42.1%	
	Labour cost	112.7 29.8%	128.2 30.0%	148.2 28.6%	176.69 28.6%		241.9 29.3%	< 30% incidence
	overhead	81.8 21.6%	91.0 21.3 %	104.7 20.2%	124.5 20.1 %		159.4 19.3%	< 20% incidence
\\	EBITDA	34.3	39.6	64.1	75.8		105.4	
	%	9.1%	9.3%	12.4%	12.3%	CAGR 11.6	12.8%	
	EBIT	18.1	24.8	43.7	55.1*		78.7	
	%	4.8%	5.8%	8.4%	8.9%	CAGR 12.6	9.5%	

^{*}after non recurring items

Our future in figures / Other figures

Operating Net Working Capital

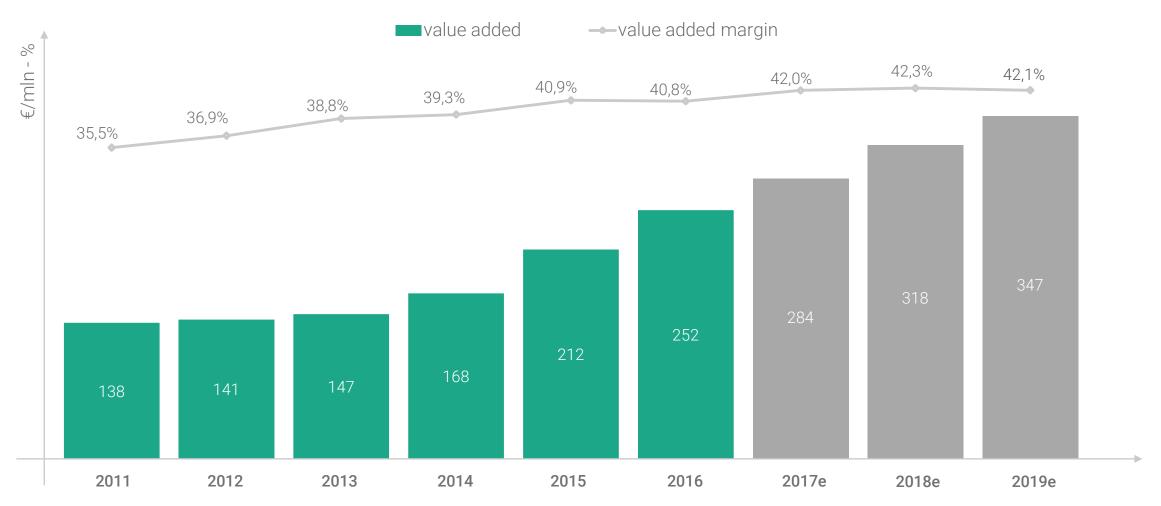
	€/mln	2013	2014	2015	2016	2019e	Targets
	Inventories % net sales	22.8%	23.0%	21.5%	21.1%	20.2%	<21%
	Receivables % net sales	20.1%	18.9%	20.3%	20.8%	20.6%	DSO 60-65 days
	Payables % net sales	29.4%	28.8%	29.5%	31.1%	29.7%	DPO 100-110 days
Opera	ating Net Working Capital % net sales	51.4 13.6%	55.6 13.0%	63.4 12.2%	66.9 10.8%	92.0 11.1%	
					10.0.0	11111	

Cashflow - Net Debt

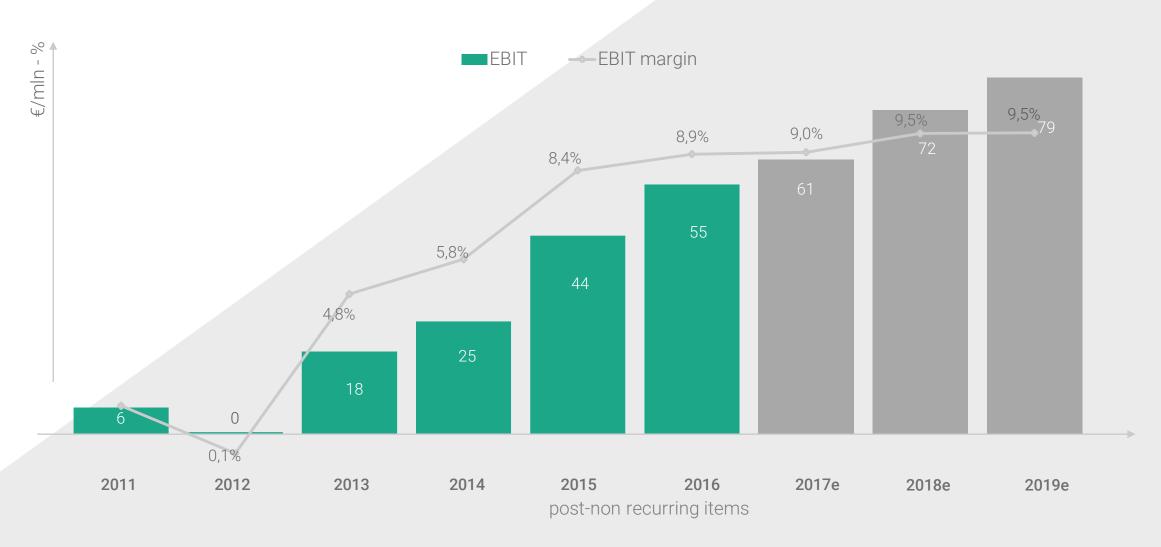
€/mln	2013	2014	2015	2016	2019e
Gross Cashflow % net sales	52.0 13.8 %	38.3 9.0%	46.3 8.9 %	46.6 7.5 %	69.3 8.4 %
Investments % net sales	-19.8 5.2%	-20.8 4.9%	-25.2 4.9%	-32.0 5.9%	-32.0 3.9%
Net Cashflow % net sales	32.2 8.5 %	17.5 4.1 %	21.1 4.1 %	14.6 2.4 %	37.3 4.5 %
dividends		-4.8 0.18 per share	-9.8 0.36 per share	-9.8 0.36 per share	-9.8 0.36 per share
Δ Net Debt		12.7	11.3	4.8	
Net Debt	-23.9	-11.2	0.1	4.9	44.7

Our future in figures / Other figures

Value added

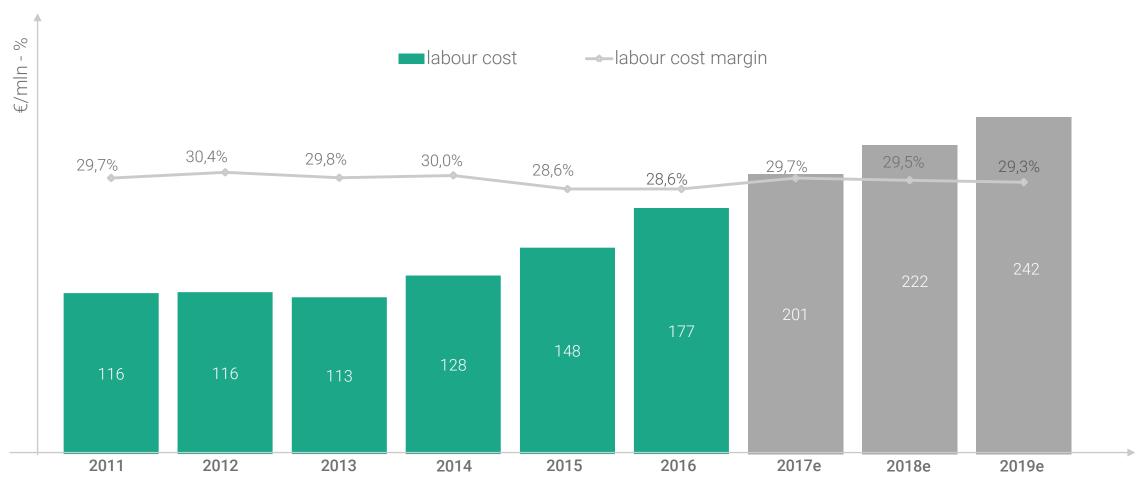


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Our future in figures / Other figures

Labour cost



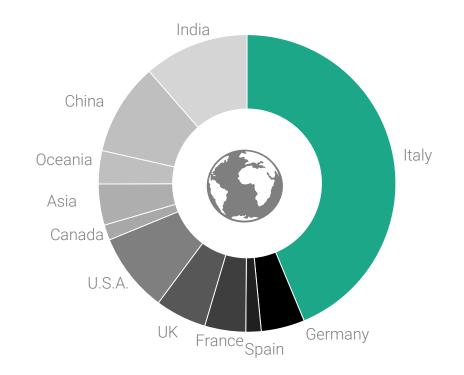


People evolution

	FY 2016	FY 2017e	%
Production	1.482	1,574	+ 6.2
Service & After sale	803	934	+16.3
R&D	436	495	+13.5
Sales & Marketing	587	676	+15.2
G & A	310	324	+4.5
ITALY	2.009	2,166	+ 7.8
OUTSIDE ITALY	1.609	1,837	+ 14.2
TOTAL	3.618	4,003	+10.6

the labour cost increase is **EURO 25.1** mln vs 2016 (**29.7% 2017** incidence against net sale vs 28.5% in 2016)

Increase by countries





Executive strategy



Our future in figures / Other figures

Acquisitions

Small deals regarding existing divisions to complete and enlarge the products gamma

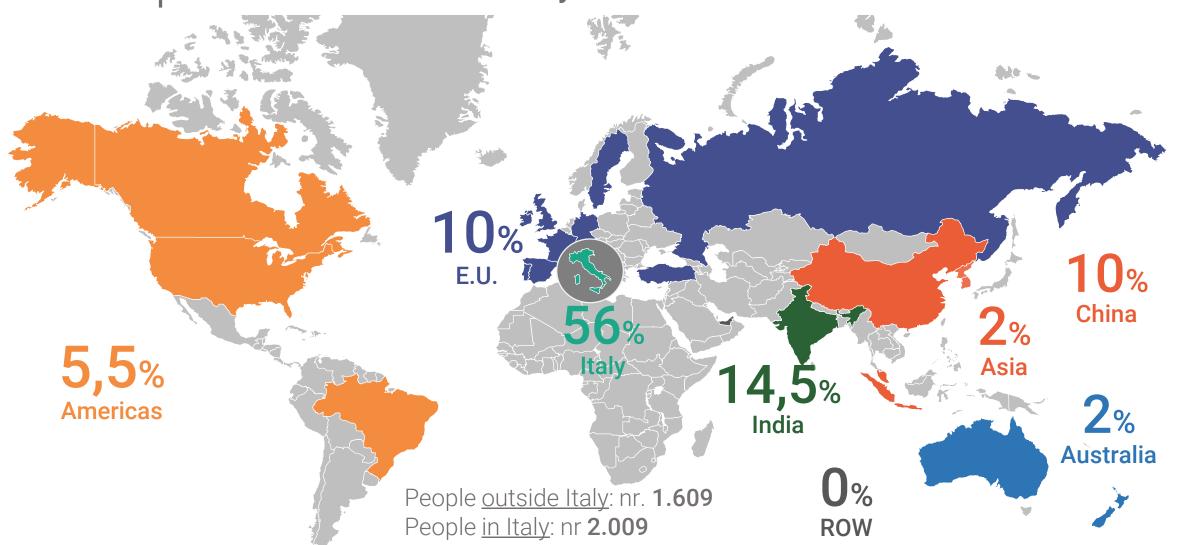
Domestic deals to acquire technology knowledge transferring them the corporate culture

No restructuring - no dilution

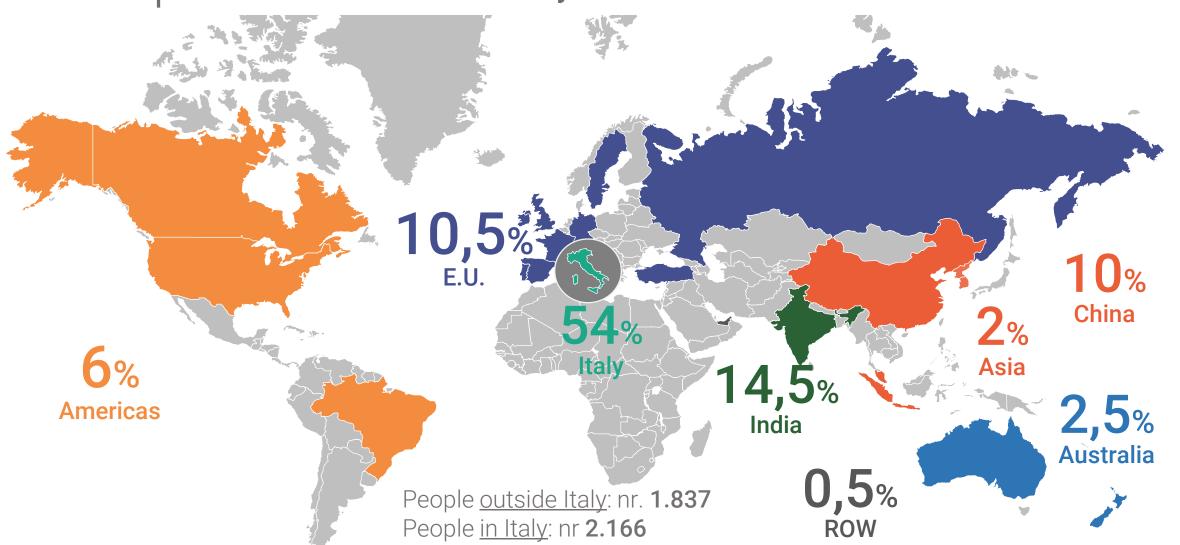




People distribution by main countries - 2016



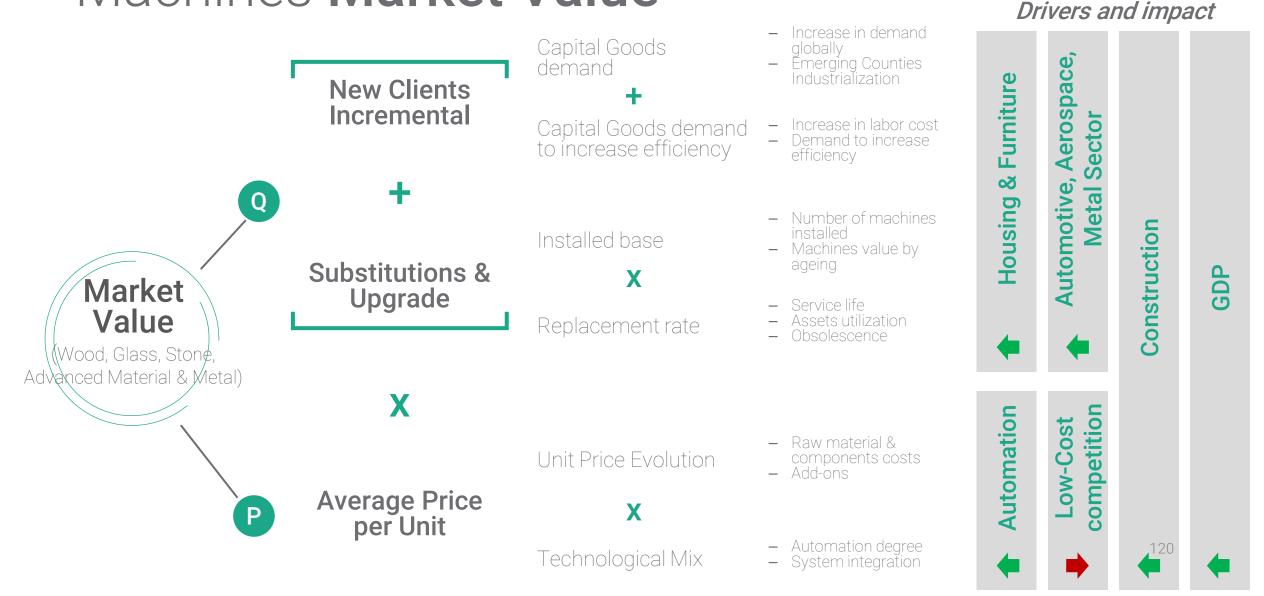
People distribution by main countries - 2017e



BIESSEGROUP

Annex

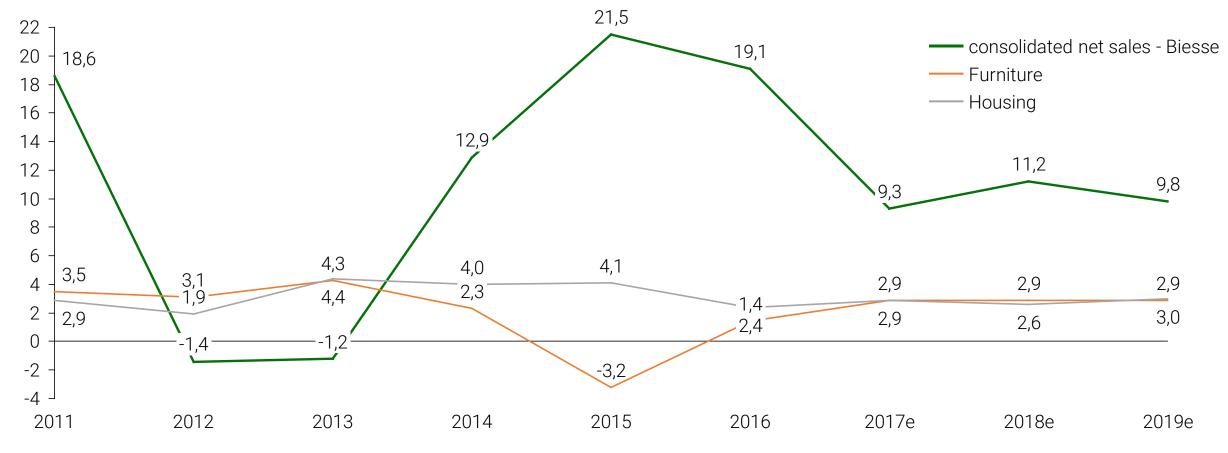
Machines Market Value





Housing - Furniture





A Historical correlation index (since 2004)

Housing & Furniture - Beta



world furniture & housing average 2017-2019: **+2.9%**

historical correlation index (2004-2016): 3.9

THEORETICAL BIESSE GROW RATE: 11.3%

Financial calendar Next events!

Finance Meeting

Pesaro

16-17

October

2017

Inside Biesse

Pesaro

19-21

October

2017

Biesse Board of Directors IIIQ 2017

approval

10

November 2017

Exane Mid-Cap conference

London

30

November

2017

Paris Roadshow

4-5

December

2017





biessegroup.com

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