

COMPANY PRESENTATION

OCTOBER 2018

 **BIESSE**GROUP



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Biesse Group is a global leader in the technology for processing wood, glass, stone, 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**.



IN

1

Industrial Group

5

Business Divisions

12

Production Sites

We manufacture machines and components for wood, glass, stone, advanced materials and metal processing through specialised business units and 12 manufacturing sites in Italy and worldwide.

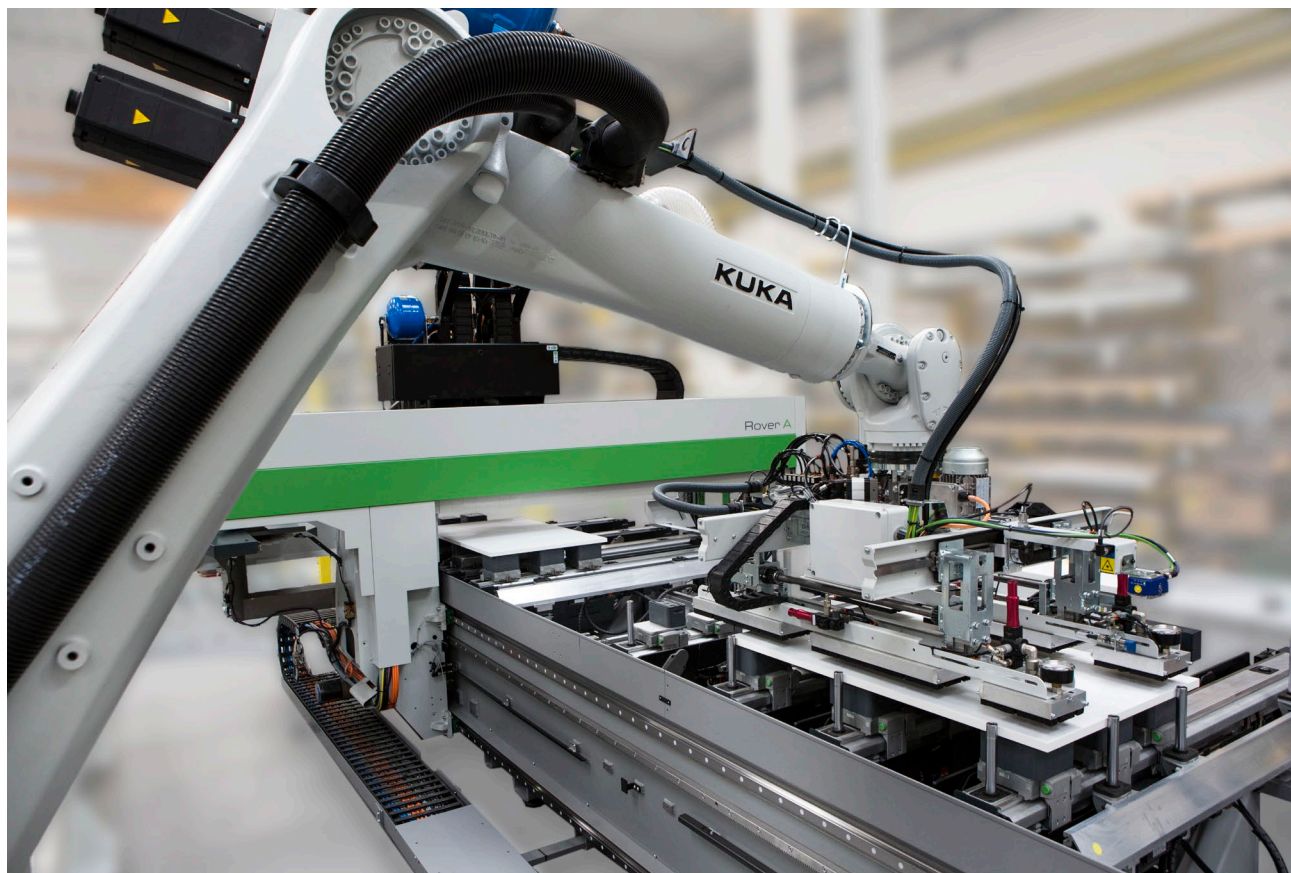
HOW

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

More than

200

Patents registered



WHERE

39

Subsidiaries and
representative offices

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

300

Selected distributors

WITH

Customers in 120 Countries.

Manufacturers of furniture, design items and door/window frames, producers of elements for the building, nautical and aerospace industries.

More than **4,200** employees throughout the world
(*temporary workers included*)
are our

Human Capital Value



INNOVATION

Innovation is the driving force for the way we do business, continuously striving for excellence to support our customers' competitiveness.

Innovation is hard-wired in our DNA.



RELIABILITY

Our main principles:

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



EXCELLENCE

A VIRTUOUS CIRCLE OF
EXCELLENCE...

FOR A **CONSTANT
GROWTH**

Revenue

01

Profit

02

Cash

03



REVENUE

AN HISTORY OF GROWTH

 **BIESSEGROUP**



 Biesse Group
Consolidates Net Sales (€/mln)



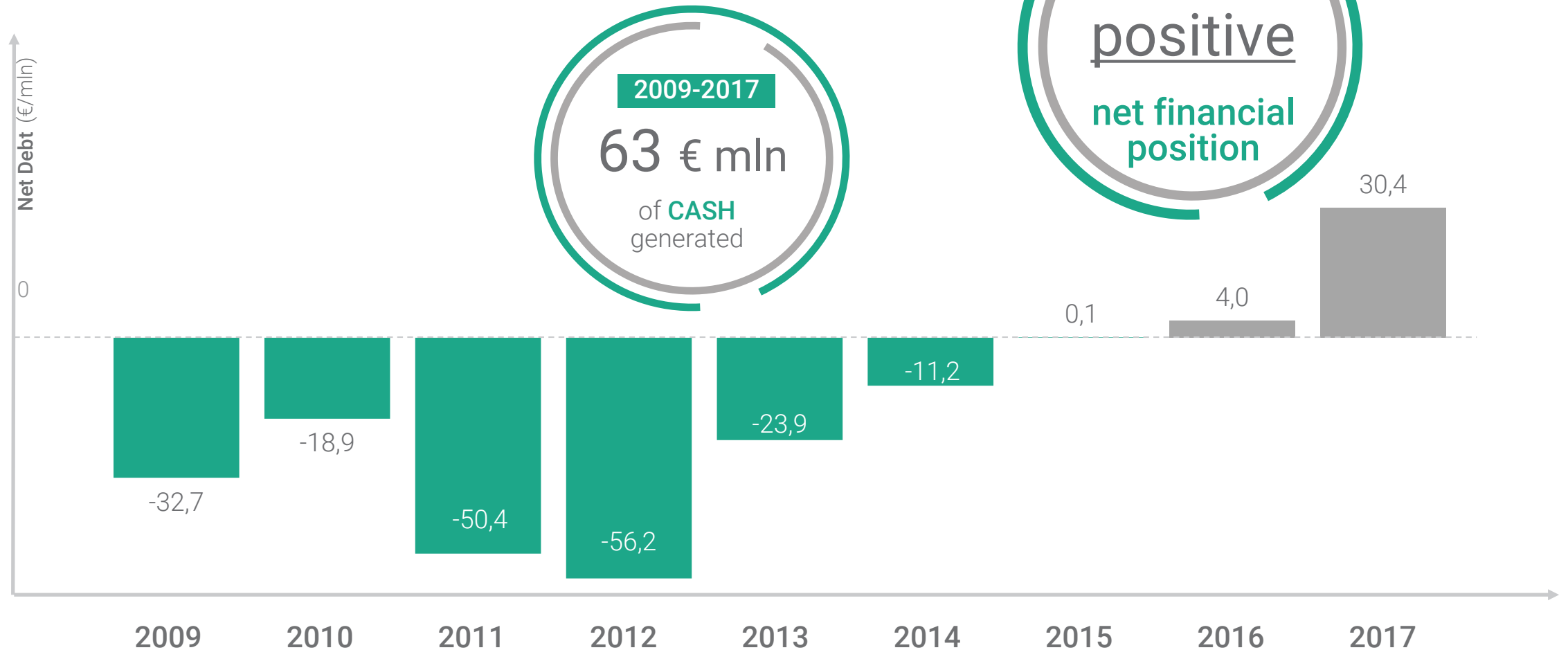
PROFIT

EBITDA



CASH

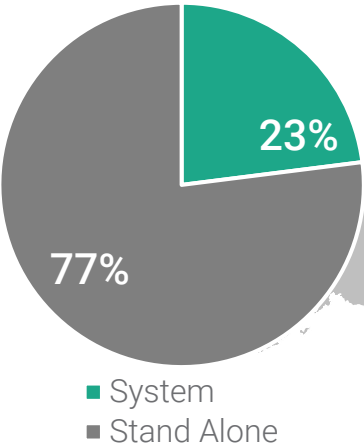
NET FINANCIAL POSITION



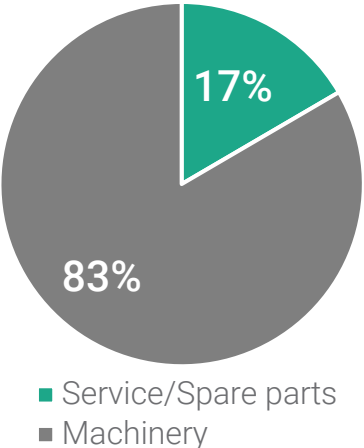
FOOTPRINT

DECEMBER 2017

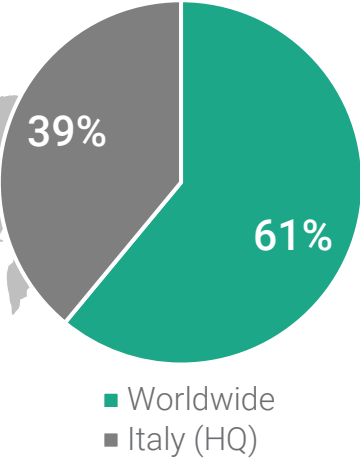
Sales breakdown by type



Sales breakdown by offering

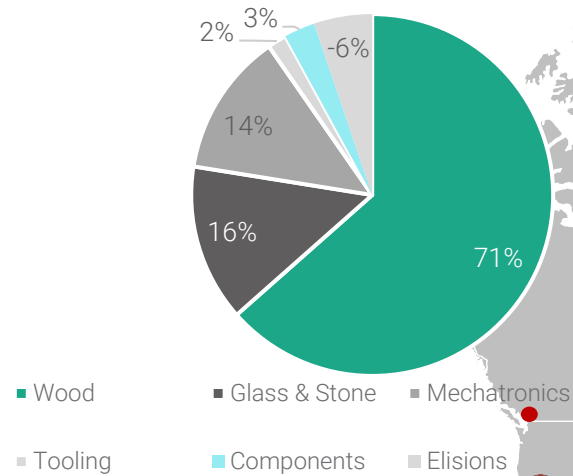


Service engineers distribution by area

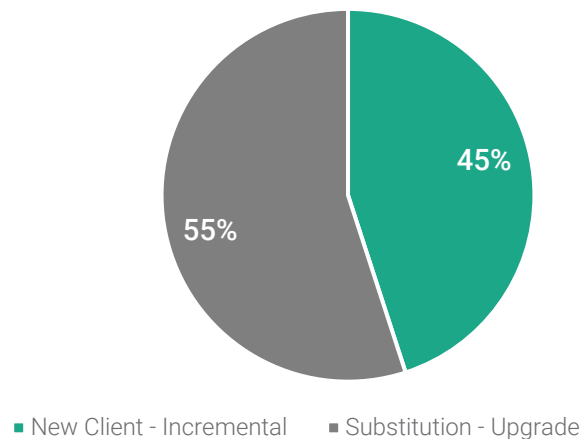


DISTRIBUTION

Sales breakdown by division



Sales breakdown by client Type



EXPORT
around

84%
Of Sales

SUBSIDIARIES

39
around the World

Each Subsidiary
has its own Service
Department

DECEMBER 2017

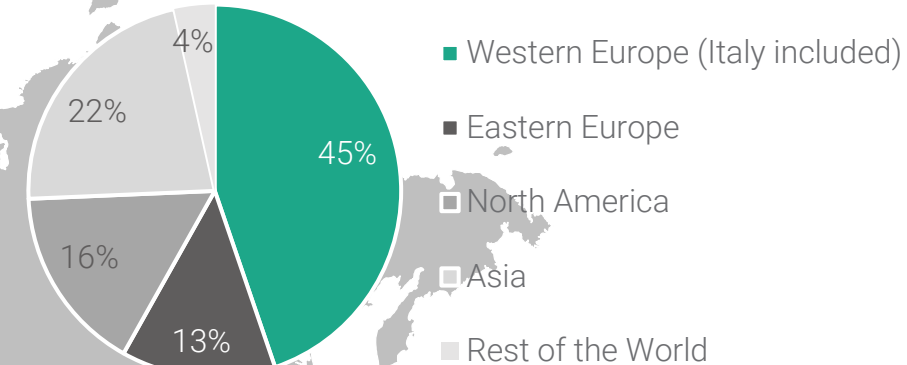
We deliver our solutions
in more than

120
COUNTRIES

TRADERS &
DISTRIBUTORS

+300
around the world

Sales breakdown by geo-areas



- Traders
- 📍 Subsidiary
- 📍 Headquarters

CUSTOMERS

SEGMENTS:

- JOINERS
- MAKERS OF LARGE FURNITURE ITEMS
- WINDOWS AND DOORS
- WOOD BUILDING COMPANIES AND MANUFACTURERS
- GLASS WORKERS
- MARBLE WORKERS
- WINDOWS
- FURNITURE
- KITCHEN MANUFACTURERS
- MACHINERY PRODUCERS:
- WOOD
- ALUMINUM
- PLASTIC
- METAL
- ADVANCED MATERIALS

A SHORT SELECTION OF THE COMPANIES WE SERVE:

Veneta Cucine
Progetti di Vita



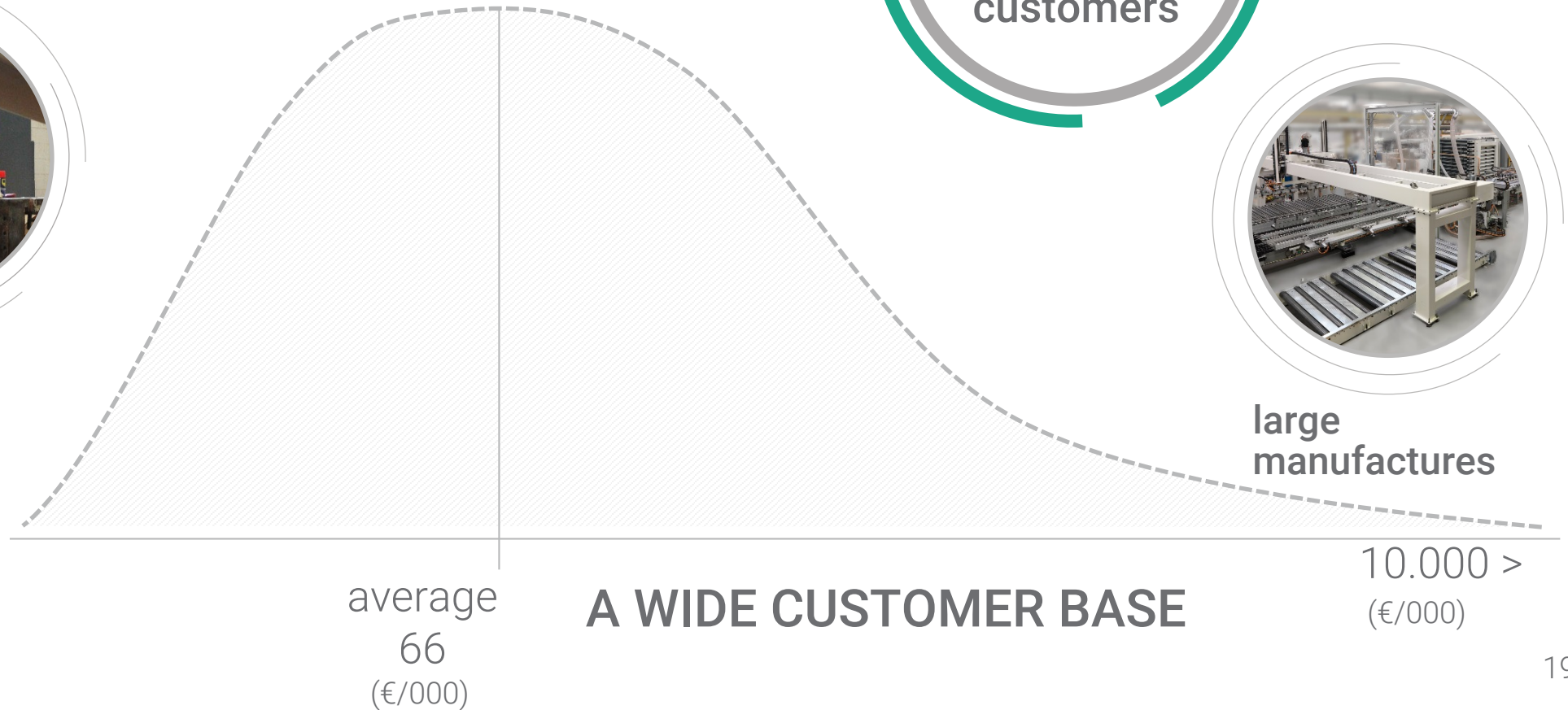
CUSTOMERS BASE & AVERAGE PRICE

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small
manufactures

20
(€/000)



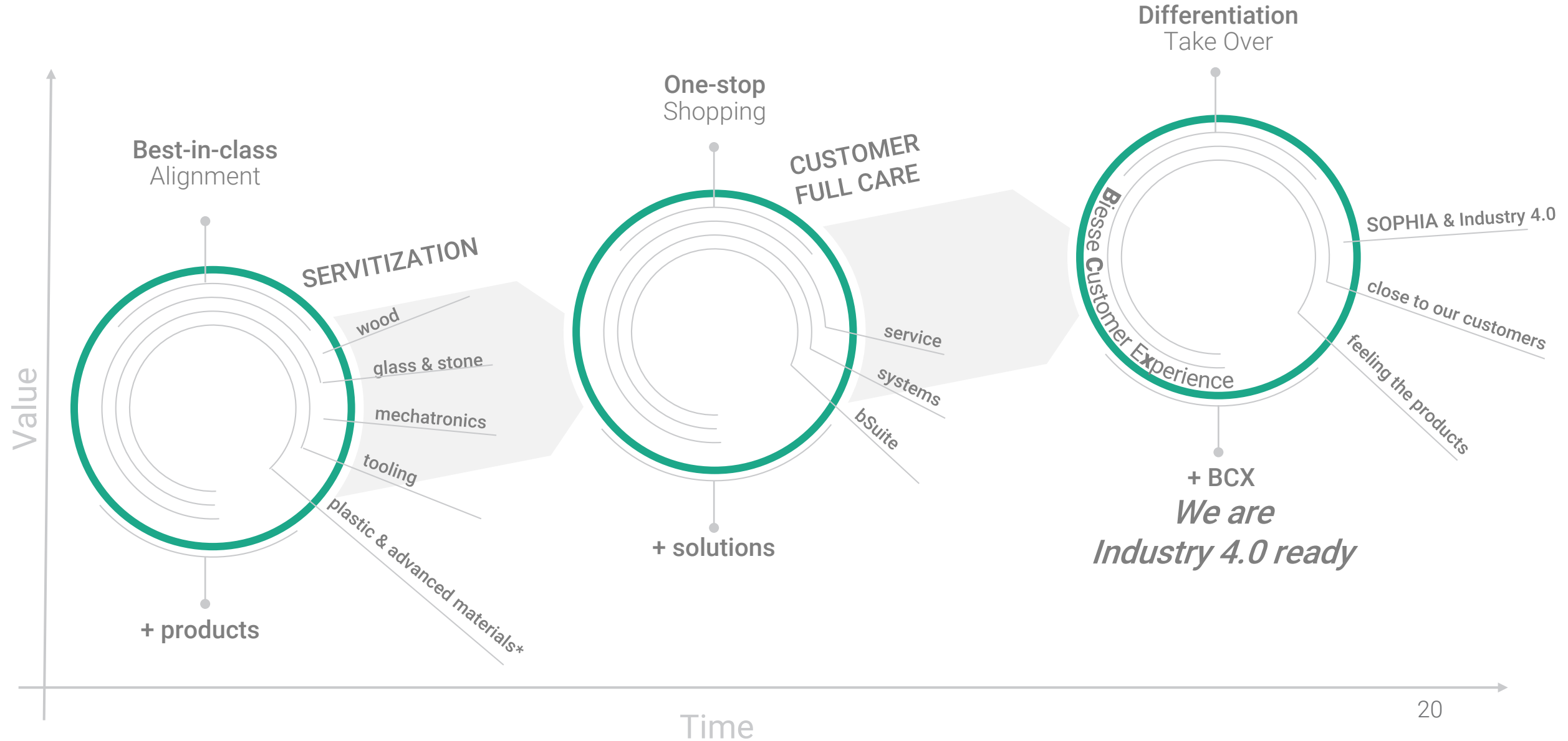
over
66.000
customers



large
manufactures

STRATEGY

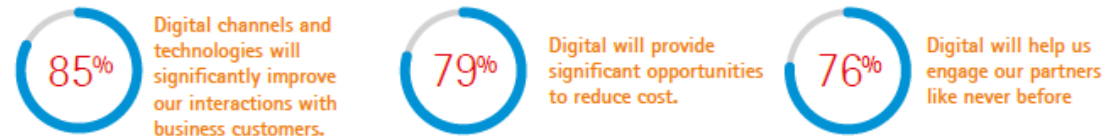
 **BIESSEGROUP**



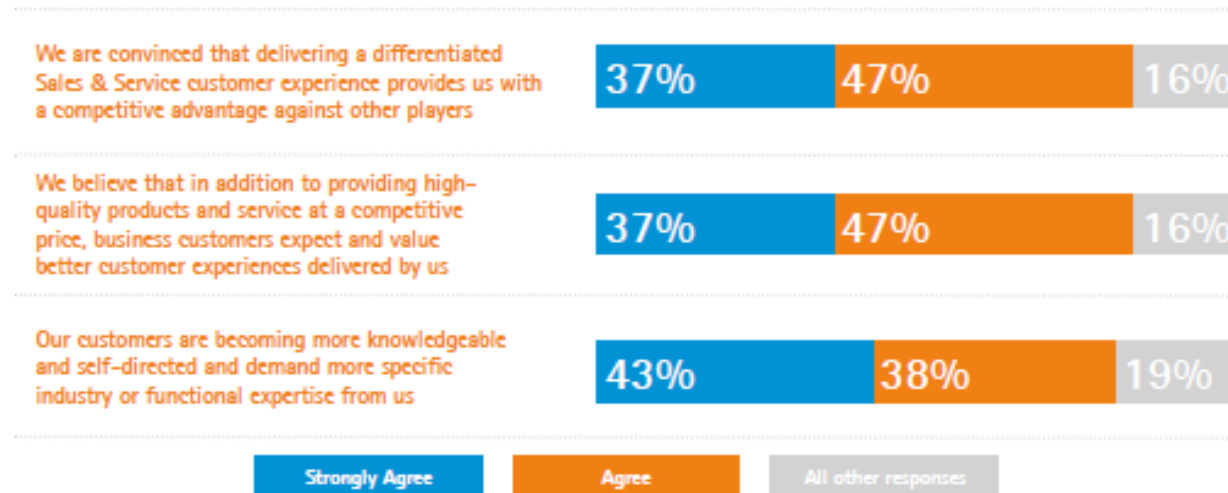
FACING A DISRUPTIVE GROWTH (1)

...B2B companies will need a completely different approach to driving growth...

what will impact our business over the next years:

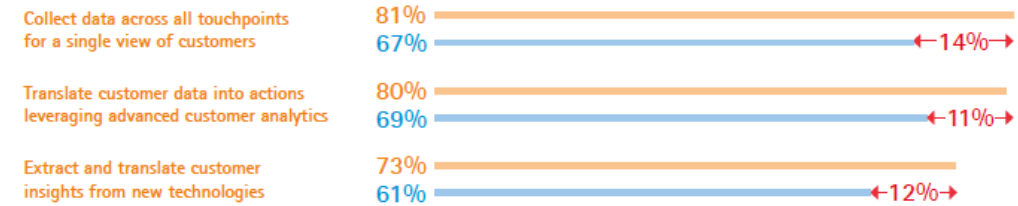


Changing customer expectations

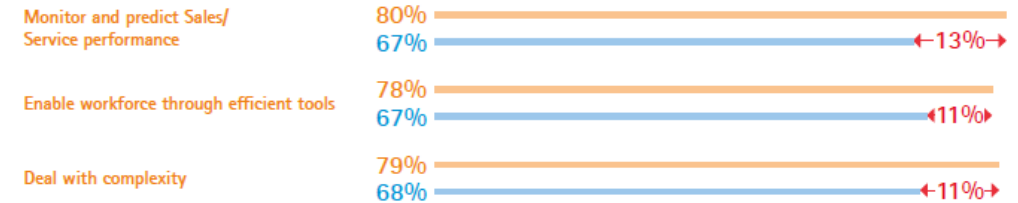


Importance vs. Performance – largest gaps

Customer Insights & Analytics



Customer Experience Operations & Performance



Importance

Performance

FACING A DISRUPTIVE GROWTH (2)

...HOW BIESSE IS FACING THIS PHASE:

1 - REMAIN AHEAD OF CUSTOMER EXPECTANTIONS

2 – LEVERAGE DIGITALE TECHNOLOGIES

3 – SALES AND MARKETING ORGANIZATION FIT



**Provide direct channels to
end users through
eCommerce**



**Continue to drive process
efficiencies**



**Foster collaboration and
align target setting**



**Establish a governance
model to drive digitization**



Access and employ the right talent

SYSTEMS

 **BIESSE**GROUP



More than
1000
Systems installed worldwide

BSUITE ACHIEVEMENT



A complete platform
fully implemented

The single, integrated
platform to manage all
machine processes has
been **fully implemented**
on machines.

SMART FACTORIES

 **BIESSE**GROUP

The new era of digitalisation for small and medium-sized companies

70%

Smart for all

Our goal is to identify 4.0 Industry - oriented Customers in order to provide them with a new business model focused on software and integration.

30%

Super Systems

In the smart factory of tomorrow, each component is traced and identifiable enabling automatic feedback and process statistics to be generated.

SOPHIA

 **BIESSE**GROUP

BIESSE CHOSE **ACCENTURE'S INDUSTRY X.0** TO LEAD IN THE NEW



S O P H I A is the **IoT platform**, created by Biesse in collaboration with Accenture, which enables **its customers to access a wide range of services** to streamline and rationalise their work management processes.



Smart Products



Smart Services



New Customer Experiences



S O P H I A

E P R U N N
R T E M N A
V I D A O L
I M I N V Y
C I C A S
E Z T T I S
S A I I O N
O T V I O N
N Y

IIOT - SOPHIA

IOT BIESSE SERVICE PACK

- Priority service and extended coverage
- Continuous connection with the Biesse control center
- Direct monitoring of machine performance through a dedicated app
- Analysis of machine downtime, remote diagnostics and fault prevention
- On-site functional checks and technical inspections within the warranty period
- Proactive call after machine downtime notification
- Extended hours for service coverage from 8 to 12 hours per day

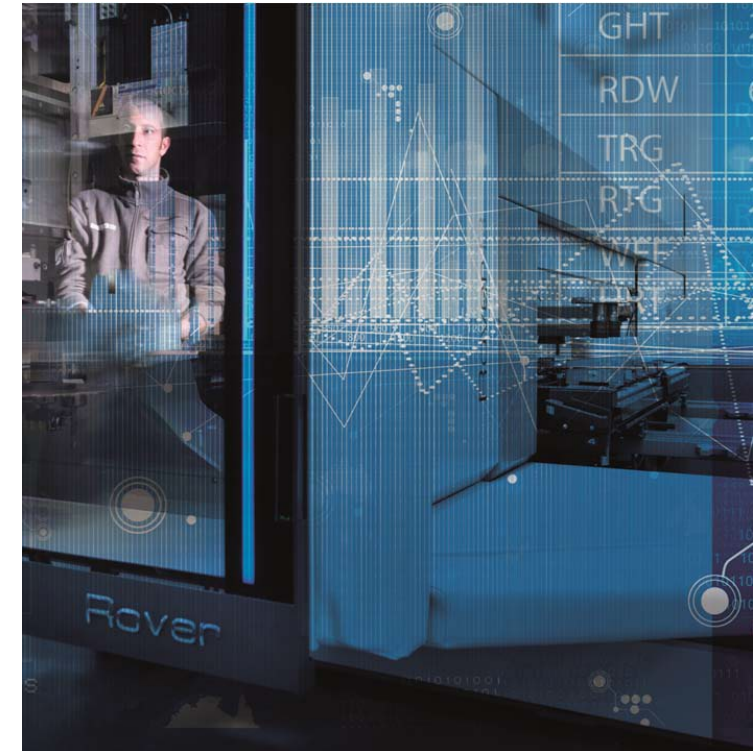


TO ACHIEVE GREAT RESULTS

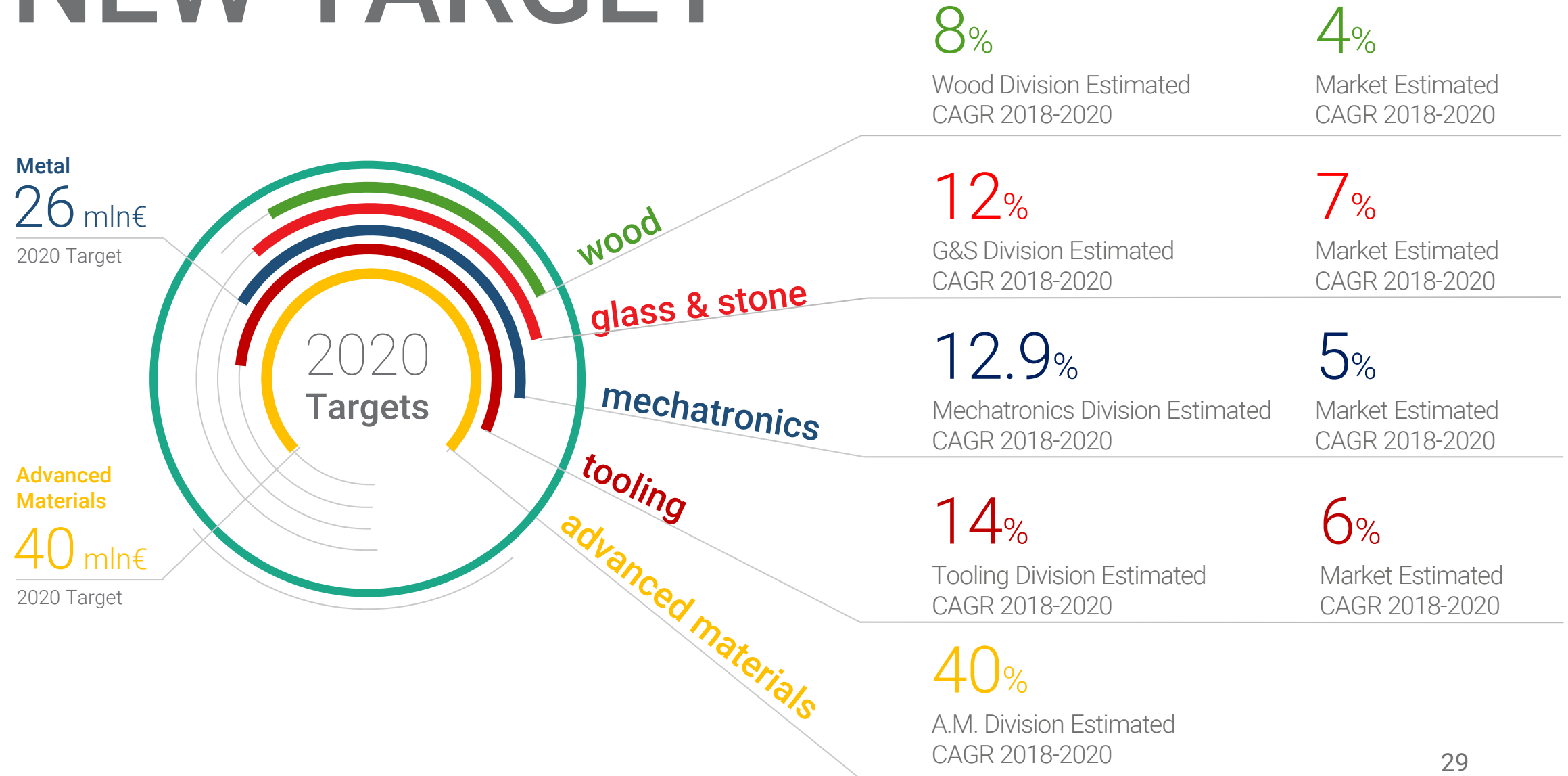
on track to connect
20.000
machines
whitin 2020

ROUTE TO NEW SERVICES

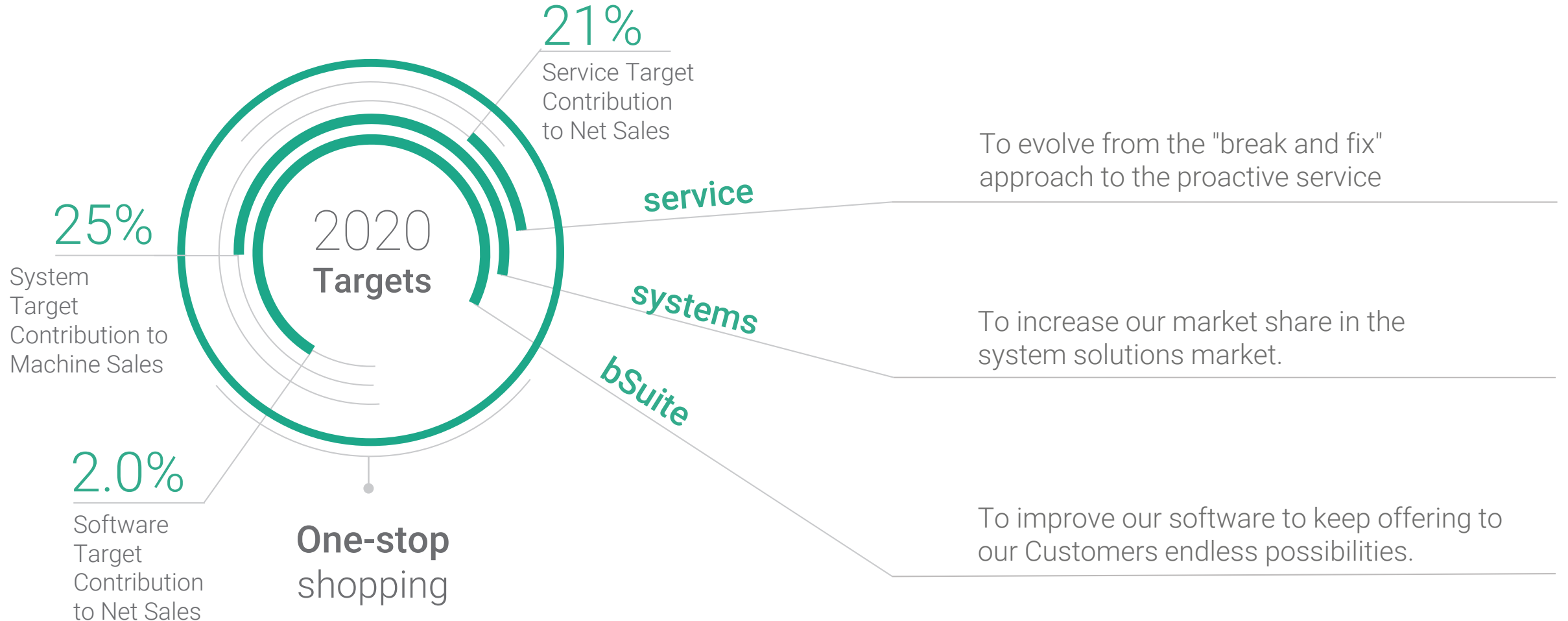
With its new IIOT platform, Biesse is transforming itself from product-oriented manufacturer to a **digital business** offering to its customers value added services.



MORE PRODUCTS NEW TARGET



MORE SOLUTIONS NEW TARGET



WOOD-MARKET

COMPETITORS

The competition in the current market is consolidated. We evaluate to be the second leading company in the sector.

Main competitors are located in Germany and in Italy. The most important ones are: **HE HOMAG** in Germany belonging the **DÜRR** (30.5% estimated market share) and **scm group** in Italy (7,5% estimated market share*) not listed yet.



WOOD-TARGETS

8%

Wood division Estimated
CAGR 2018-2020
vs 2017

4%

Market Estimated
CAGR 2018-2020
vs 2017

01

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

02

Renovation and **completion** of the range
of machines

03

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

04

Expand the product range of
**woodworking machines for the housing
market**

HOUSING-MARKET

COMPETITORS

The competition in the market is consolidated. Main competitors are located in Germany and in Italy. The most important ones are  **Hundegger** (the Market Leader), **HE HOMAG** () **HE WEINMANN** in Germany and **scm** **group**, **essetire** in Italy.



HOUSING-TARGET

15 €/mIn

2020 Target in wood
construction
materials (structural wood)

Biesse Group will continue to extend its product range, **increasing penetration** in the **high potential segment** (actually forecasted the best one) yet highly-strategic industry of **timber carpentry** (beams and structural façades).

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

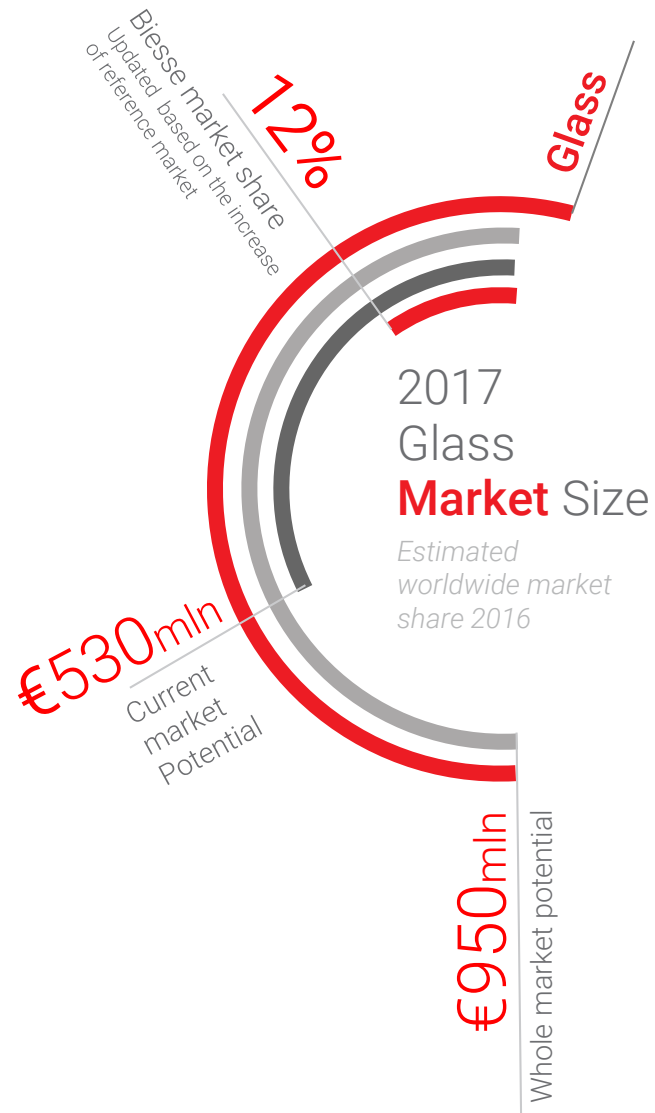
02 Leverage on **Biesse capillarity** to boost sales and after-sales worldwide

GLASS-MARKET

COMPETITORS

We are currently the industry leader in the glass processing market in which we operate. Main competitors are located in Italy and Germany, Austria:

They are:  **Cms** ( **scm group**) **LiSEC**, **Bottero** e **HEGLA**®.



STONE-MARKET

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**,  **THIBAUT** and **COMANDULLI**.



GLASS & STONE TARGET

12%

G&S Division Estimated
CAGR 2018-2020
vs 2017

7%

Market Estimated
CAGR 2018-2020
vs 2017

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

TOOLING – GLASS – STONE & CERAMIC MARKET

 **BIESSE**GROUP



TOOLING - TARGET

14%

Tooling Division Estimated
CAGR 2018-2020
(vs 2017)

6%

Market Estimated
CAGR 2018-2020
(vs 2017)

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

MECHATRONICS TARGET

12.9%

Mechatronics Unit
Estimated
CAGR 2018-2020
(vs 2017)

5%

Market
Estimated
CAGR 2018-2020
(vs 2017)

26 mln/€

2020 target in
metal sector

01

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

02

Enlarge our product offering for metal working machines

03

Continue to strengthen its sales organization especially in Asian and Western Europe Market

ADVANCED MATERIALS

COMPETITORS

The advanced material* processing machinery market is highly fragmented worldwide, main competitors are **GEISS AG**, **GRIMME**, **belotti** cnc / machining centers, **Cms (scm group)**, **breton**, **MÉCANUMÉRIC** and **Flow**.



Care Model 1:1 Clay block

*Advanced materials

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

BIESSEGROUP



ADVANCED MATERIALS*

40

mln/€

2020 target
In advanced
material segment

*Advanced materials

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

 **BIESSE**GROUP

01

Expand our **plastic working machineries** in order to meet the needs of the market.

02

Extend our product range drawing on the expertise of Uniteam to enhance its range of products and applications for machining **advanced composite materials** for several industries

application



Aerospace



Automotive



Marine



Packaging



Medical
Devices



Renewable
Energy



Defense and
Ballistics



Visual
communication



Our network supports **our customers worldwide**. Through Biesse service and Biesse parts, we offer **technical services and machine/component spares parts** anywhere in the world on-site, as well as on-line - 24/7.

Our Service will evolve to Service 2.0

Predictive: leave "break-and -fix" service as is logics and anticipate the needs moving onto **predictive services thanks** .

Digital: Fully implement On Line Sophia Services platform to offer advanced remote assistance, Spare Parts purchasing, Intelligent Troubleshooting, software update distribution and machines connection to Customer ERP

Master in Competence: Structure Training Academy supporting product and process competence to our Customers and Service team



We **increased our market share becoming a leading company** in the engineering solutions sector worldwide recognised.

The **guiding strategy** of the Biesse Systems team is based on the following clear **key concepts**:

- Definite lead times
- Automation
- Stock Management
- Modularity
- Total Quality



Potential Software

Fees contribution to
Net Sales (to be
invoiced)

- 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.

CLOSE TO CUSTOMERS

SUBSIDIARIES

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

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

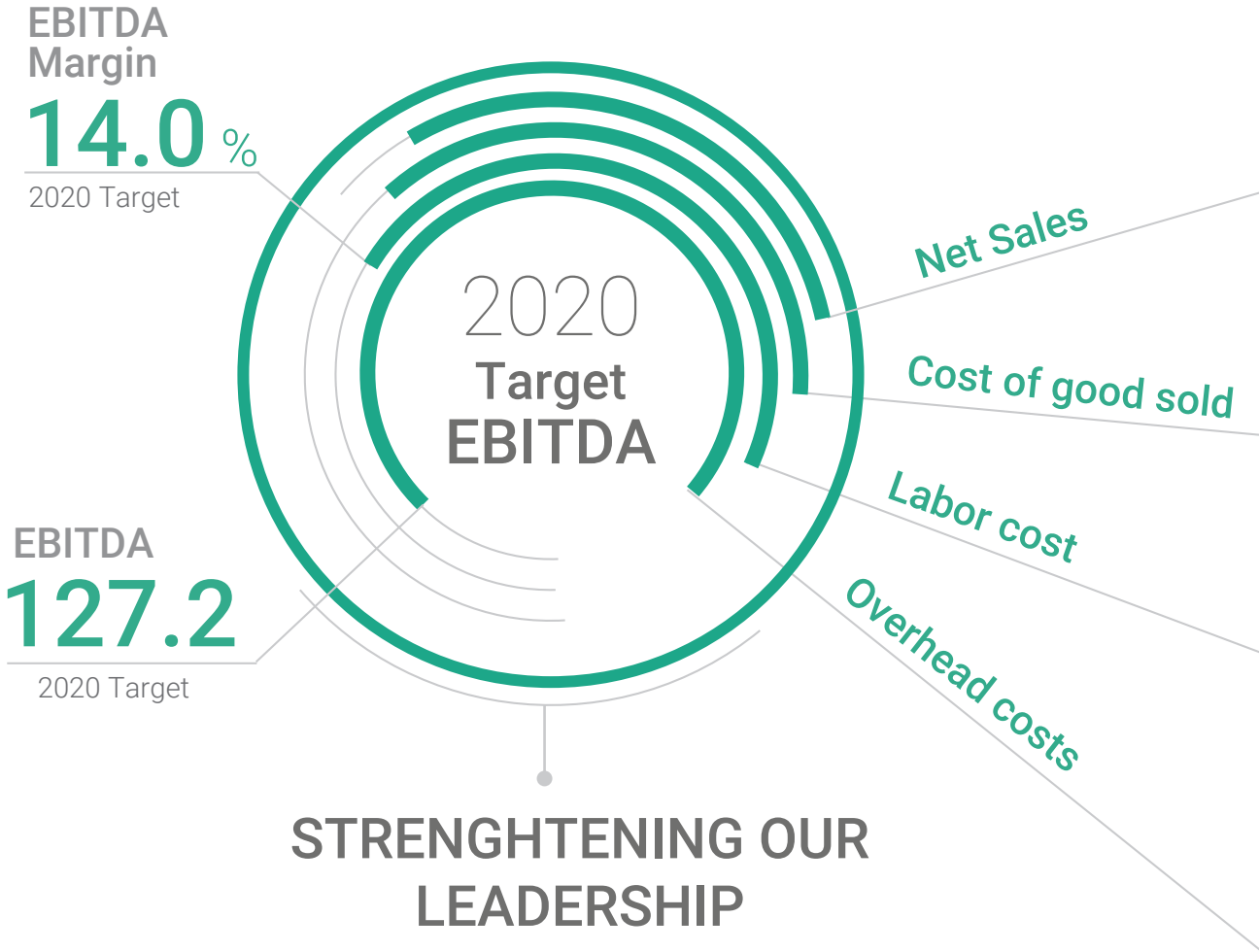
02

Invest in new and innovative technological complexes, **“Biesse Campus”**, to better support our expansion in selected areas

03

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

STABILIZE PROFITABILITY



9.5%

Net sales
CAGR 2018-2020 vs 2017

- ☑ **Continue our growth trend**

< 39%

Target COGS
incidence on Net Sales

- ☑ **Optimize our production costs**

< 30%

Target Labor Cost
incidence on Net Sales

- ☑ **Invest in human resources** and capabilities as growth driver, **controlling their incidence** on net sales

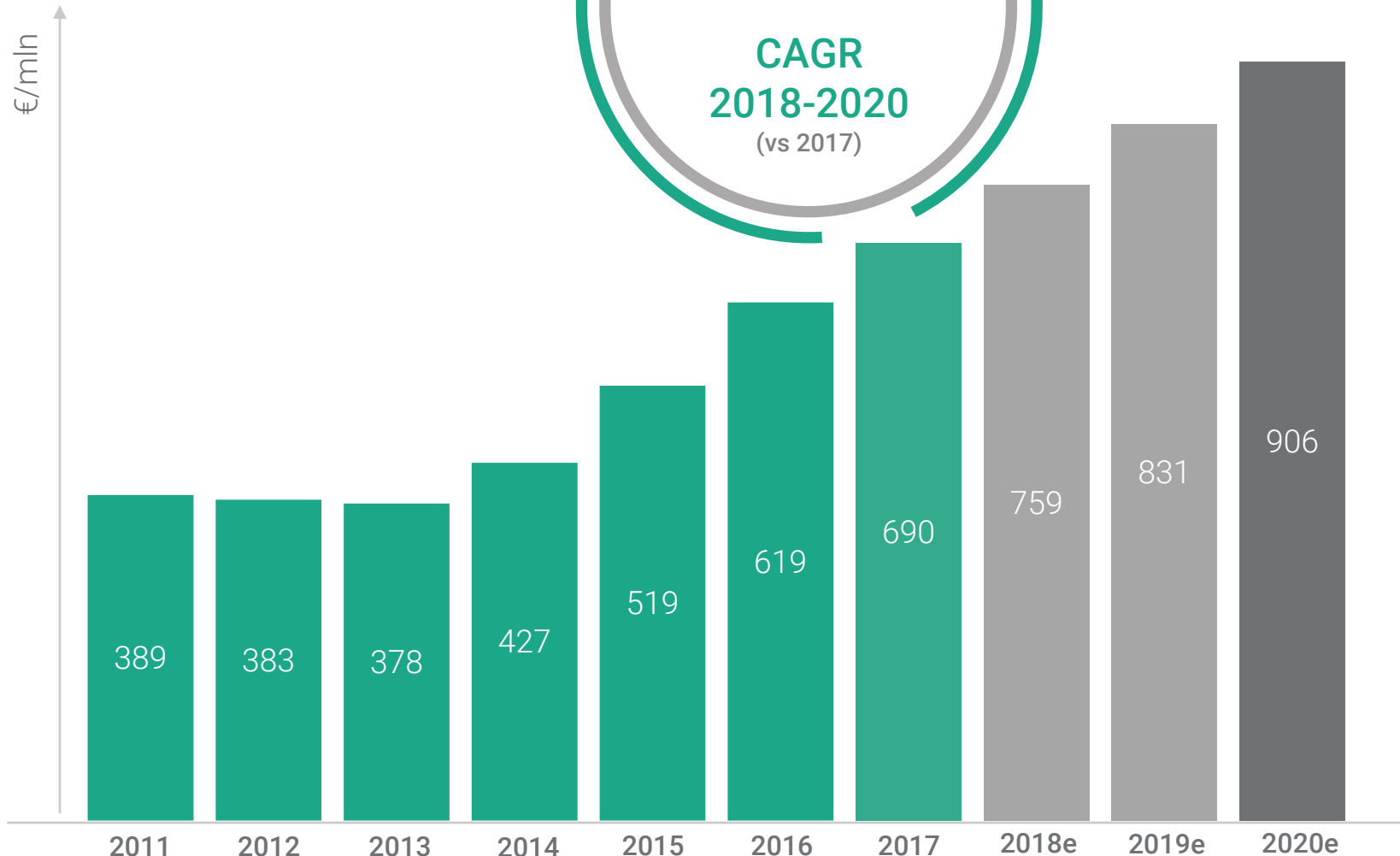
< 20%

Target Overhead Cost on
Incidence on Net Sales

- ☑ **Optimize** Overhead costs

2018-2020: THE “OLD” 3 YEARS PLAN

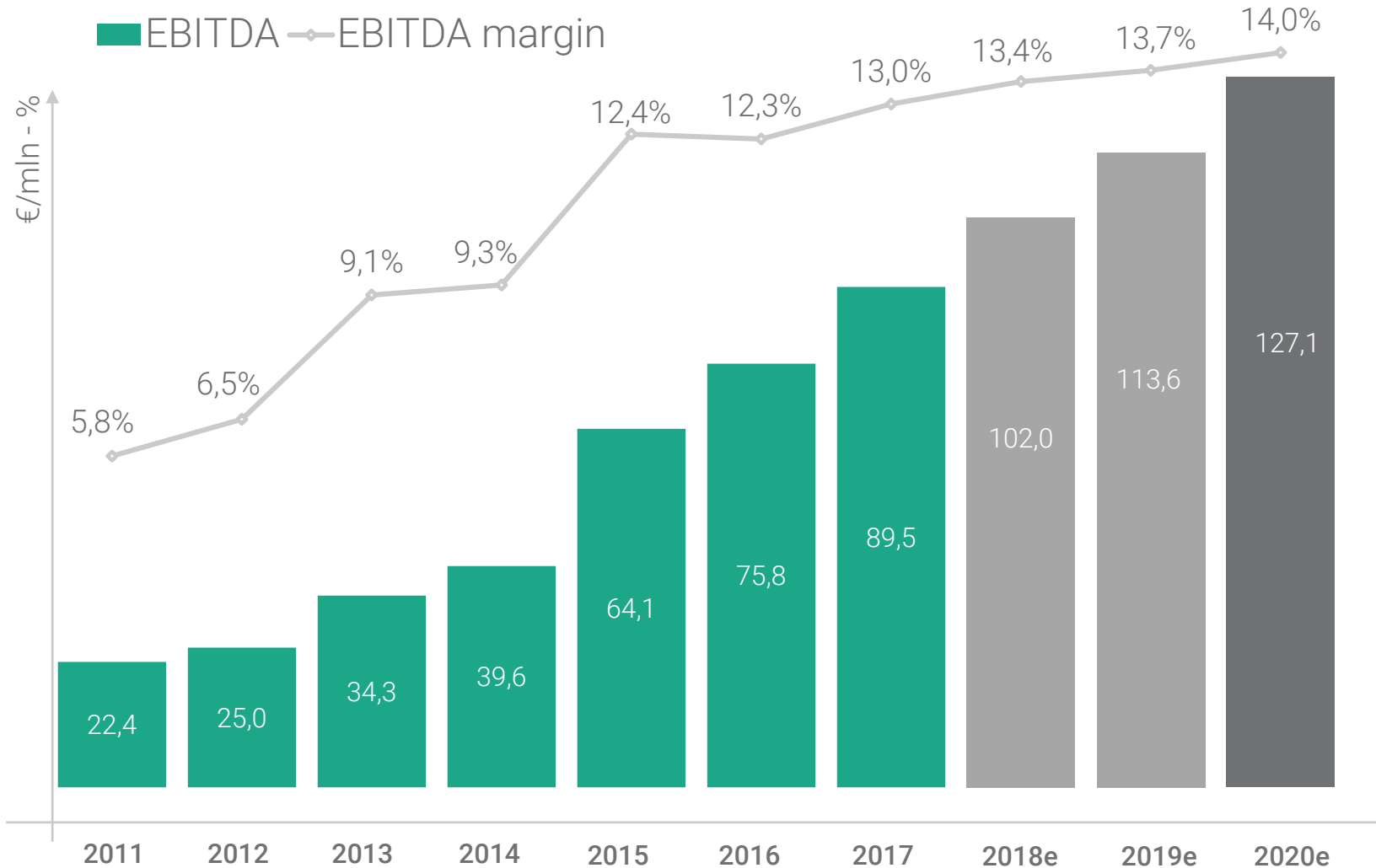
NET SALES



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 glass, stone, mechatronics and advanced materials segments, especially considering the after-sales services
- ✓ Continuing to **diversify into new sectors**: advanced materials and metal working even through the mechatronics division

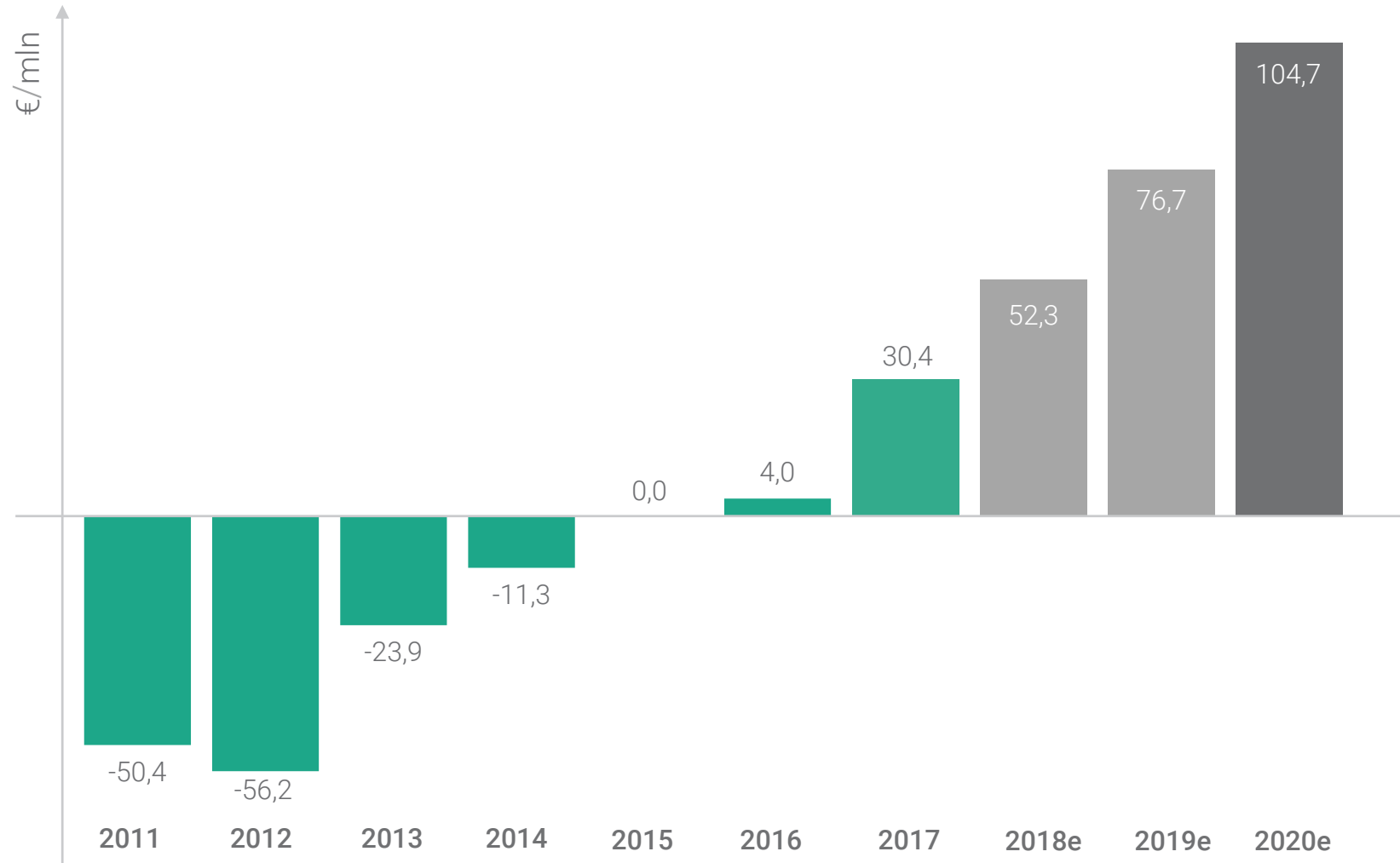
EBITDA



Generation of value.

- ✓ **Decreasing incidence of COGS** on Net Sales taking advantage of the world production optimization and efficiency
- ✓ Maintaining **Labour Cost** incidence on Net Sales **below 30%**
- ✓ Maintaining **Overhead** incidence on Net Sales **below 20%**

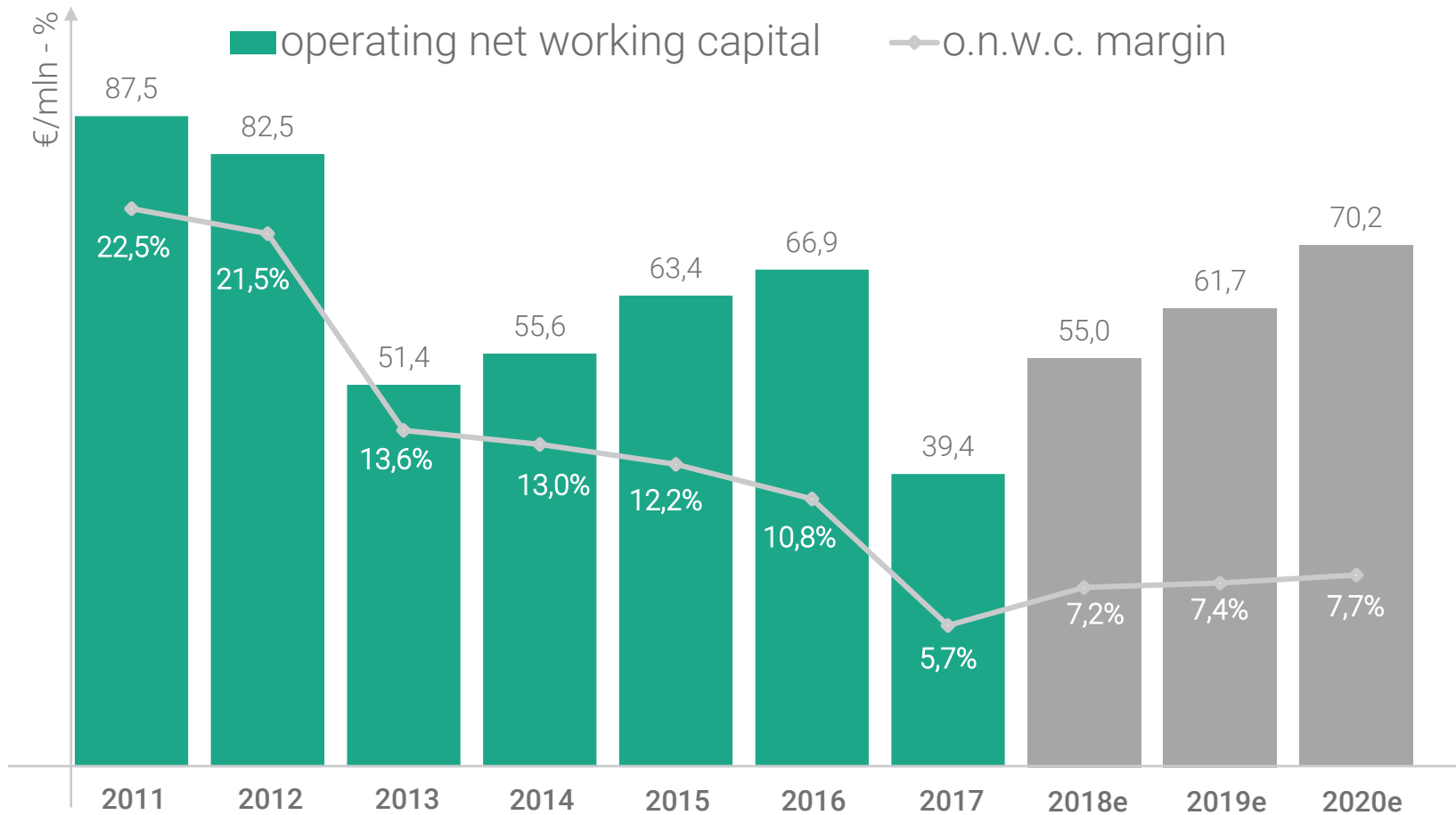
NET FINANCIAL POSITION



Positive cash flow.

- ✓ Starting point: huge, **positive Net Financial Position** at the end of 2017
- ✓ Continuing to invest in **R&D around 1.5% of Net Sales (capitalized) – effective 4%**
- ✓ **Cash Flow** finances the projected increasing CAPEX to support our growth forecast
- ✓ Already paid yearly **dividends** (since 2014 for four years) for a total amount of > € 34 mln - dividend policy 30% of the expected Group net profit

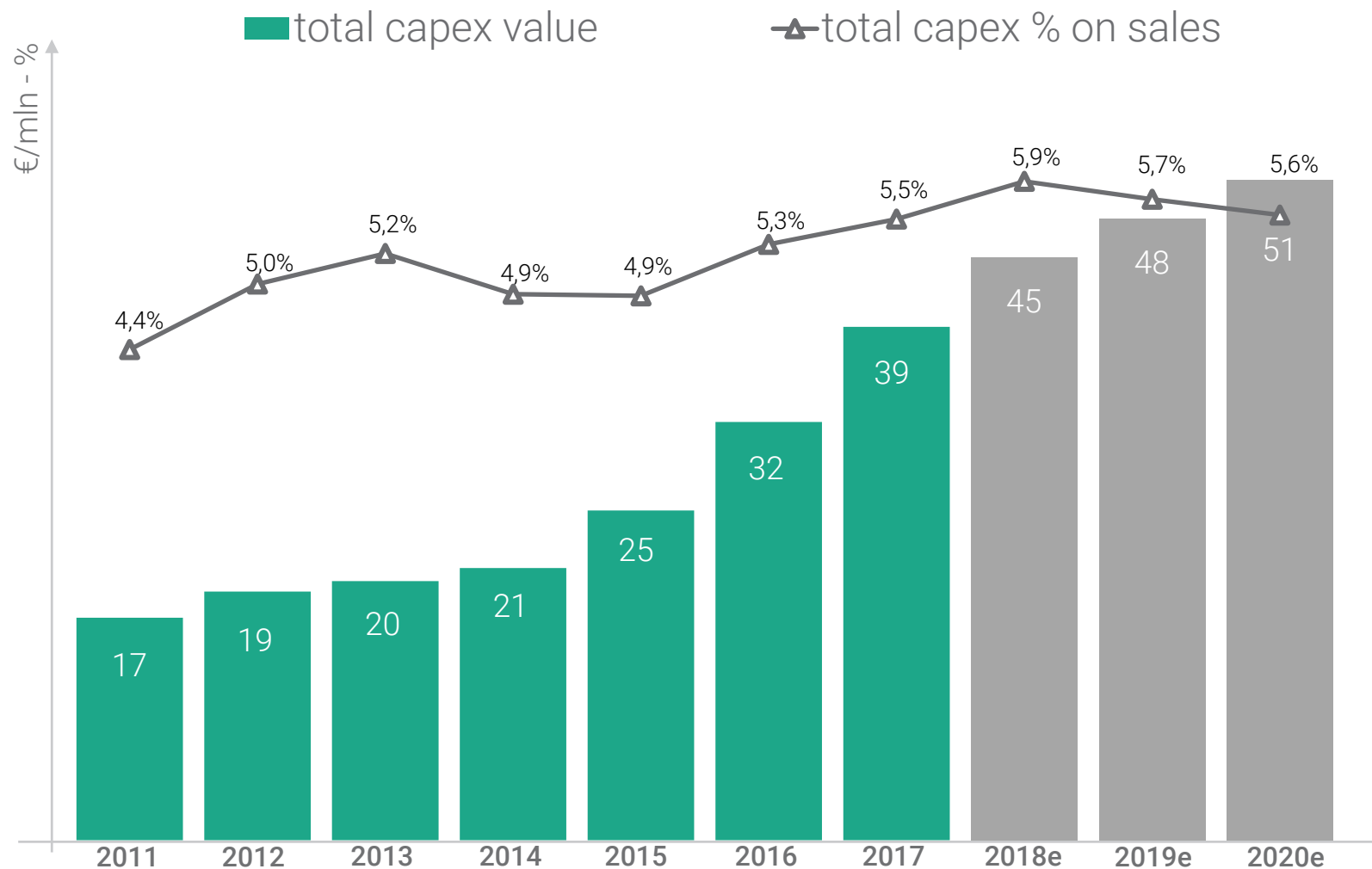
OPERATIVE NET WORKING CAPITAL



Control our Operative Net Working Capital.

- ✓ Maintaining **Operative Net Working Capital** incidence on Net Sales **below 9-10%**
- ✓ Maintaining our Group **inventories** below **22%** incidence on Net Sales
- ✓ Maintaining our Group **DSO** around **50 -55 days max**
- ✓ Maintaining our Group **DPO** around **110-120 days**

CAPEX*



continue our growth trend through focused investments.

2018e

tangible: € 27.4mln
intangible: € 17.6mln

main investments drivers:

- ✓ **India:** investment in durable goods
- ✓ **Uniteam:** improvement of the production plant
- ✓ **Mechatronics:** Italian plant (HSD S.p.A.) components production machines extension
- ✓ **Metal Working:** (internal phase): improvement of the components production
- ✓ **I.T.:** digital factory – PLM & CRM – Oracle Subsidiaries implementation
- ✓ **R&D constant investment.** Around 1.5% on net sales every year

**potential growth strategy through M&A not included*

CAPEX: TANGIBLES



- ✓ **India:** Manufacturing durable goods investments to meet the projected productive expansion improving the quality



- ✓ **Housing (Uniteam Wood Division):** improvement production plant – durable goods investments

Continue our growth trend
through focused investments

TANGIBLE ASSETS



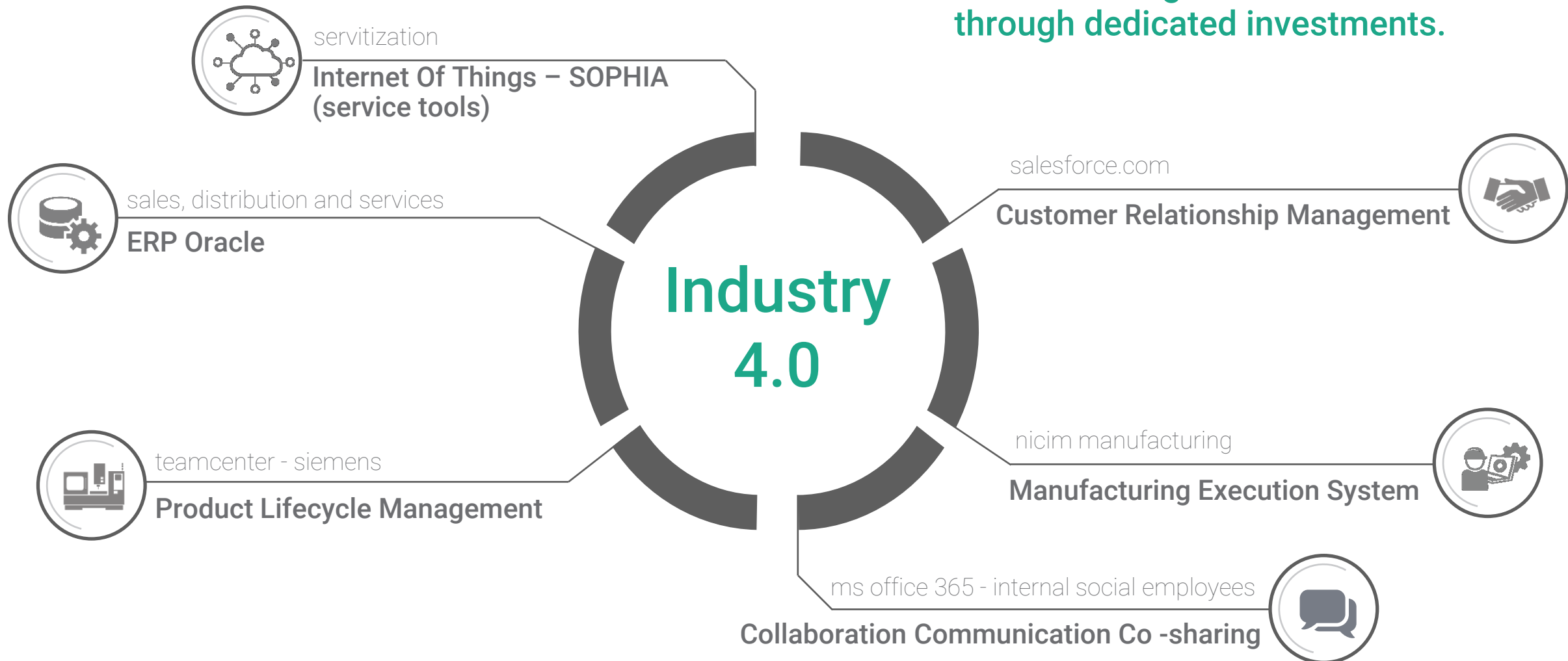
- ✓ **Mechatronics** Italian plant (HSD S.p.A.) components production machines (rotary tables) and production plant expansion



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

CAPEX: INTANGIBLES

Continue our growth trend
through dedicated investments.



EXTRACT OF THE P&L

€/mln	2013	2014	2015	2016	2017		2020e	Targets
Net sales <i>year -1</i>	378.4 -1.2%	427.1 +12.9%	519.1 +21.5%	618.5 +19.1%	690.1 +11.6%	CAGR 9.5%	906.2	
Cost of good sold	155.9 41.2%	177.6 41.6%	206.1 39.8%	245.1 39.6%	270.1 39.1%		348.1 38.4%	
Value added %	147.0 38.8%	167.8 39.3%	212.4 40.9%	252.4 40.8%	288.6 41.8%	CAGR 10.8%	393.1 43.4%	
Labour cost	112.7 29.8%	128.2 30.0%	148.2 28.6%	176.6 28.6%	199.1 28.9%		266.0 29.3%	< 30% incidence
overhead	81.8 21.6%	91.0 21.3%	104.7 20.2%	124.5 20.1%	136.1 19.7%		167.7 18.5%	< 20% incidence
EBITDA %	34.3 9.1%	39.6 9.3%	64.1 12.4%	75.8 12.3%	89.5 13.0%	CAGR% 12.4%	127.1 14.0%	
EBIT %	18.1 4.8%	24.8 5.8%	43.7 8.4%	55.1* 8.9%	63.6* 9.2%	CAGR 14.6%	95.7 10.6%	

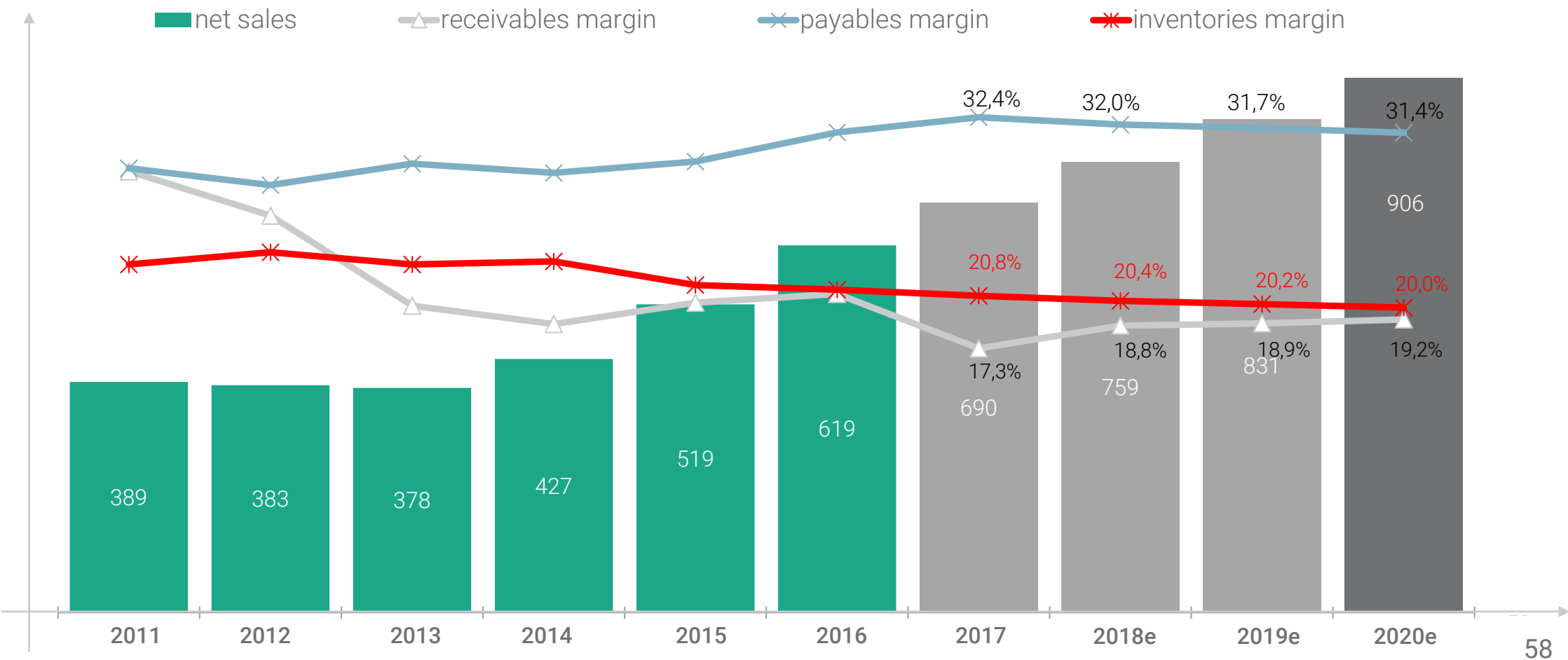
*after non recurring items

tax rate 29.6%

OPERATIVE NET WORKING CAPITAL

€/mln	2013	2014	2015	2016	2017	2020e	Targets
Inventories % net sales	22.8%	23.0%	21.5%	21.1%	20.8%	20.0%	<22%
Receivables % net sales	20.1%	18.9%	20.3%	20.8%	17.3%	19.2%	DSO 55 days
Payables % net sales	29.4%	28.8%	29.5%	31.1%	32.4%	31.4%	DPO 120 days
Operating Net Working Capital	51.4	55.6	63.4	66.9	38.7	70.2	
% net sales	13.6%	13.0%	12.2%	10.8%	5.6%	7.7%	

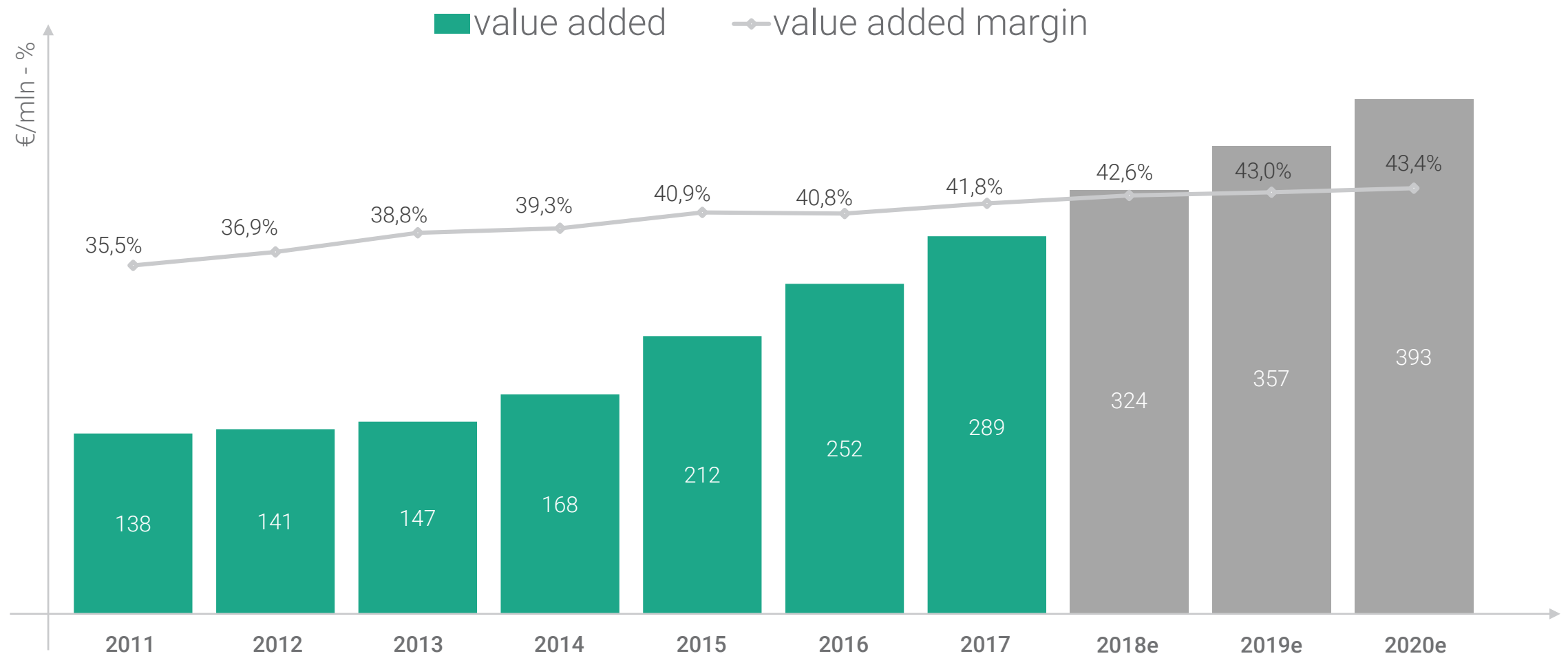
RECEIVABLES PAYABLES INVENTORIES



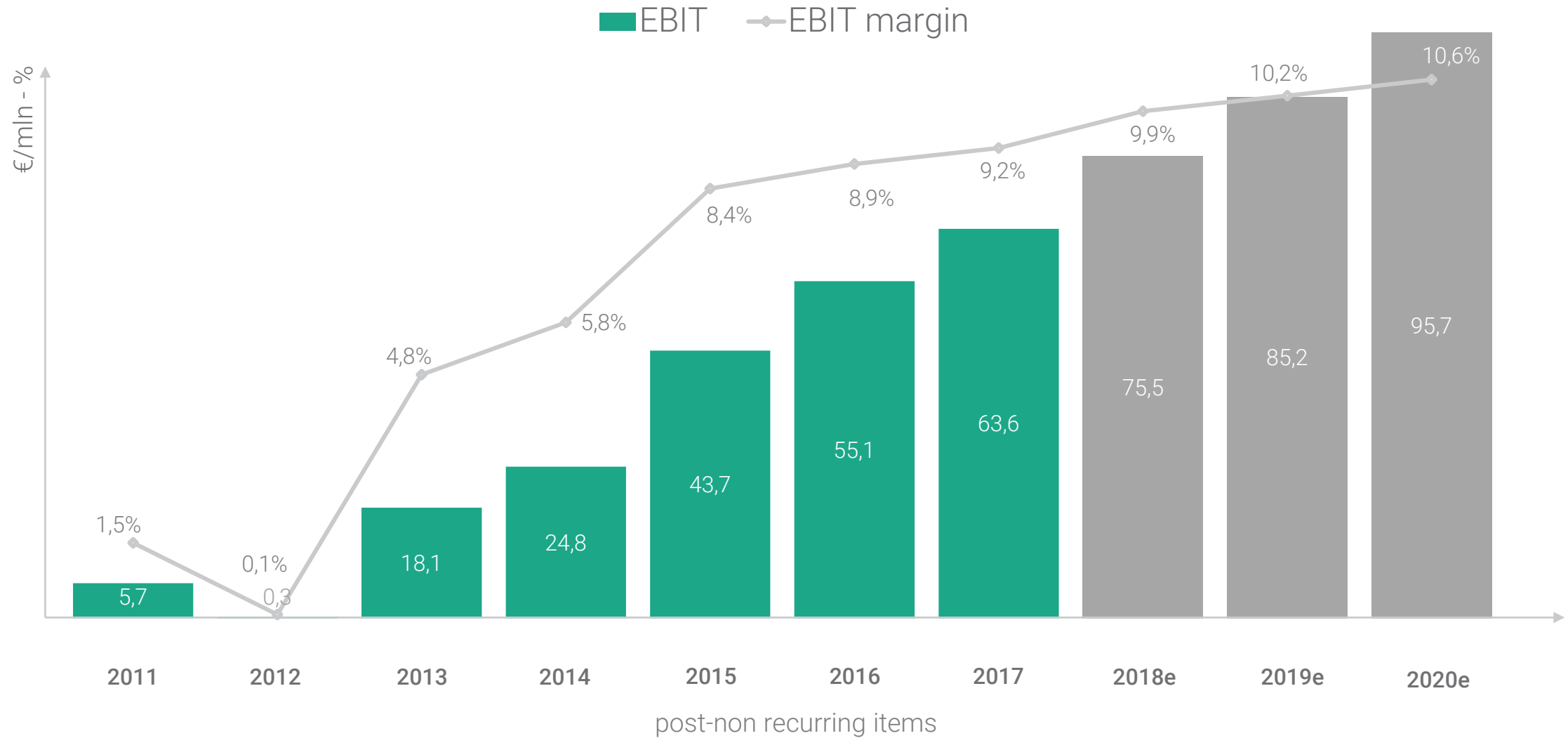
CASHFLOW

€/mln	2013	2014	2015	2016	2017	2020e
Gross Cashflow % net sales	52.0 13.8%	38.3 9.0%	46.3 8.9%	45.8 7.4%	75.4 10.9%	95.2 10.5%
Investments % net sales	-19.8 5.2%	-20.8 4.9%	-25.2 4.9%	-32.0 5.2%	-39.2 5.7%	-50.5 5.6%
Net Cashflow % net sales	32.2 8.5%	17.5 4.1%	21.1 4.1%	13.8 2.2%	36.2 5.2%	44.7 4.9%
<i>dividends</i>		-4.8 <i>0.18 per share</i>	-9.8 <i>0.36 per share</i>	-9.8 <i>0.36 per share</i>	-9.8 <i>0.36 per share</i>	-16.6 <i>30% of net profit</i>
Δ Net Debt		12.7	11.3	4.0	26.4	€ 28.1 vs 2019e
Net Debt	-23.9	-11.3	0.0	4.0	30.4	104.7

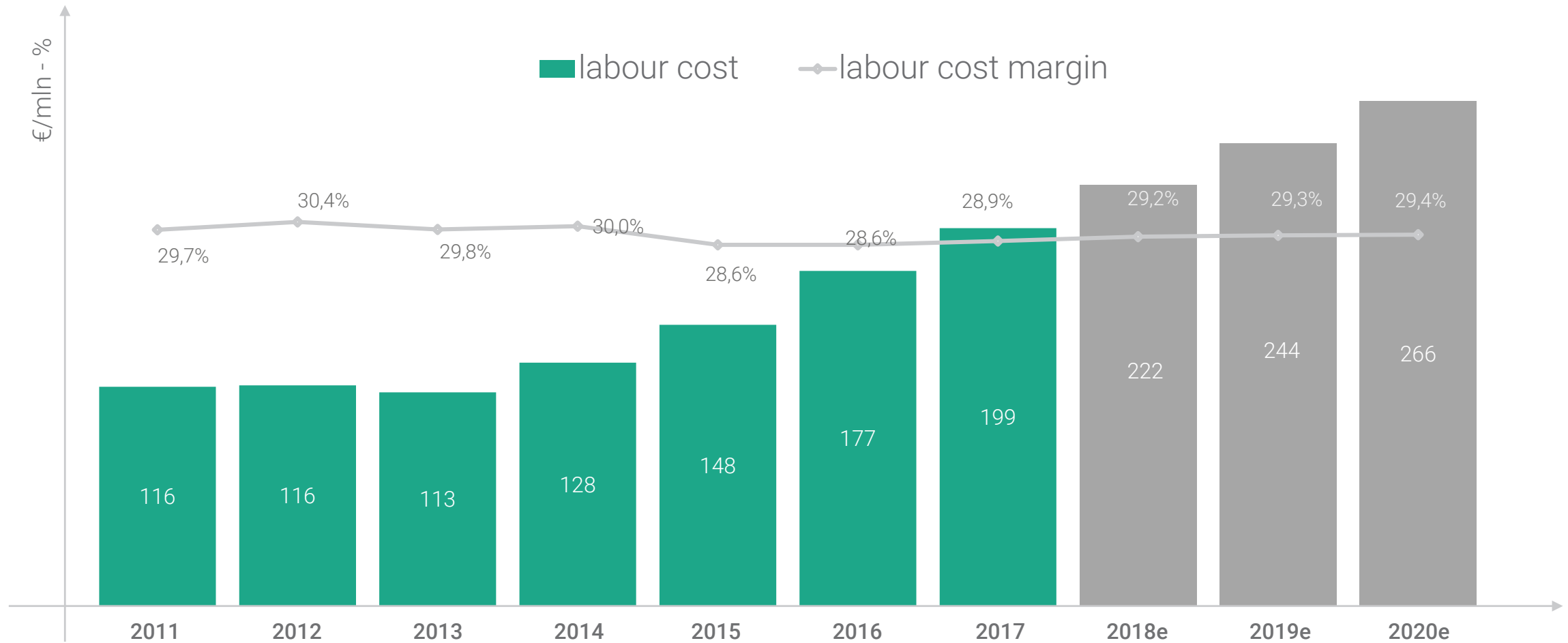
VALUE ADDED



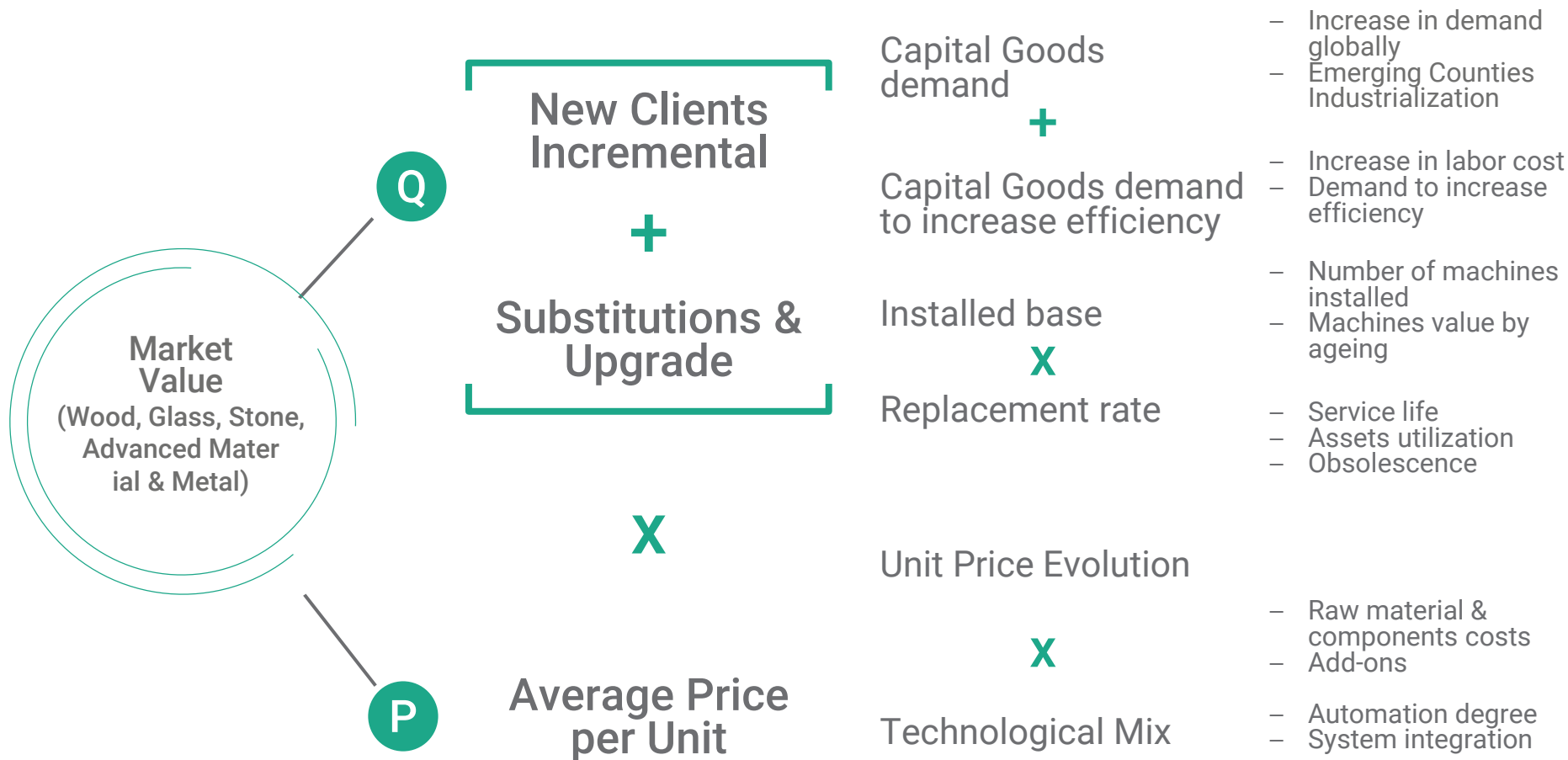
EBIT



LABOUR COST

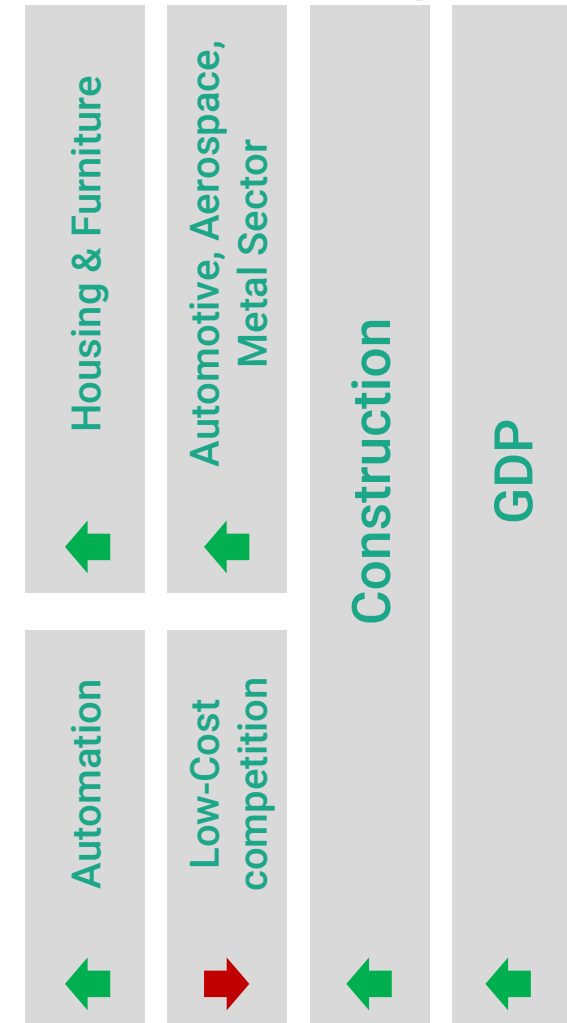


MACHINES MARKET VALUE



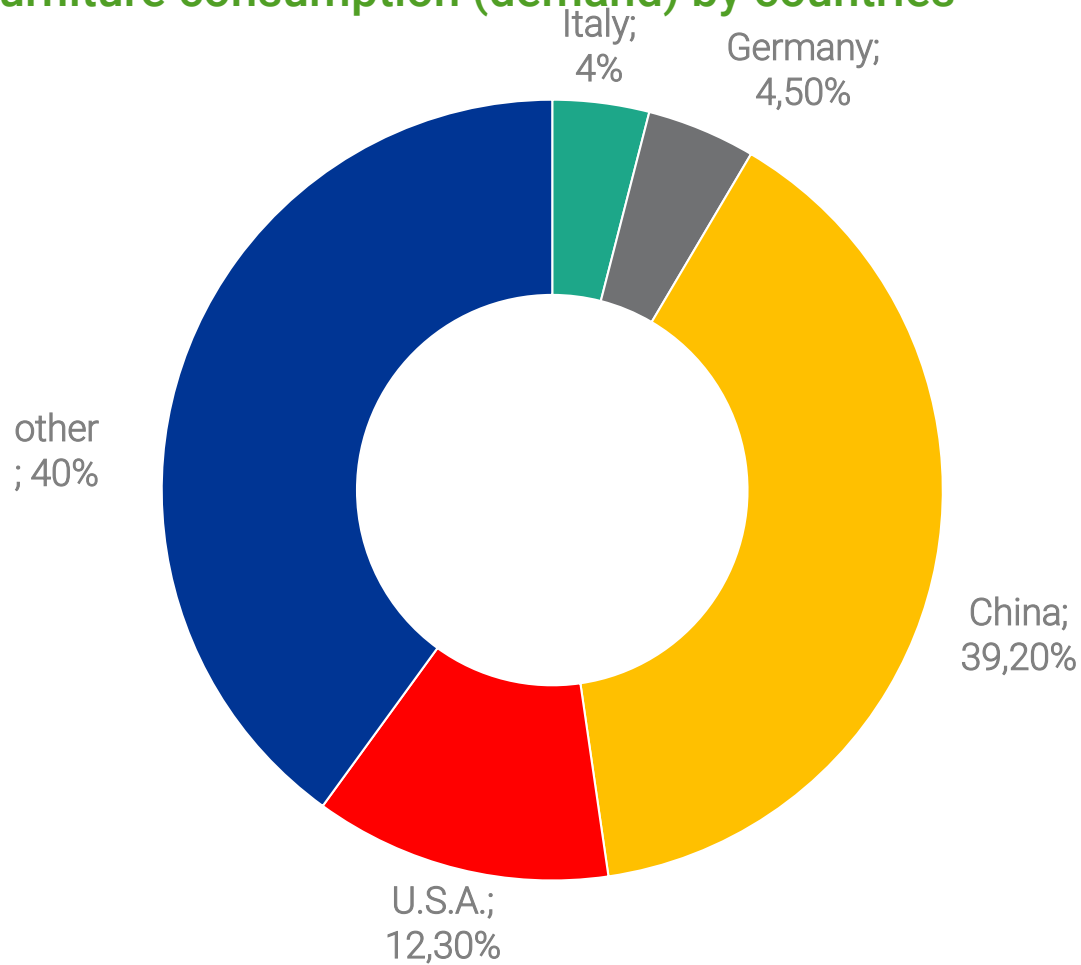
- Increase in demand globally
- Emerging Countries Industrialization
- Increase in labor cost
- Demand to increase efficiency
- Number of machines installed
- Machines value by ageing
- Service life
- Assets utilization
- Obsolescence
- Raw material & components costs
- Add-ons
- Automation degree
- System integration

Drivers and impact



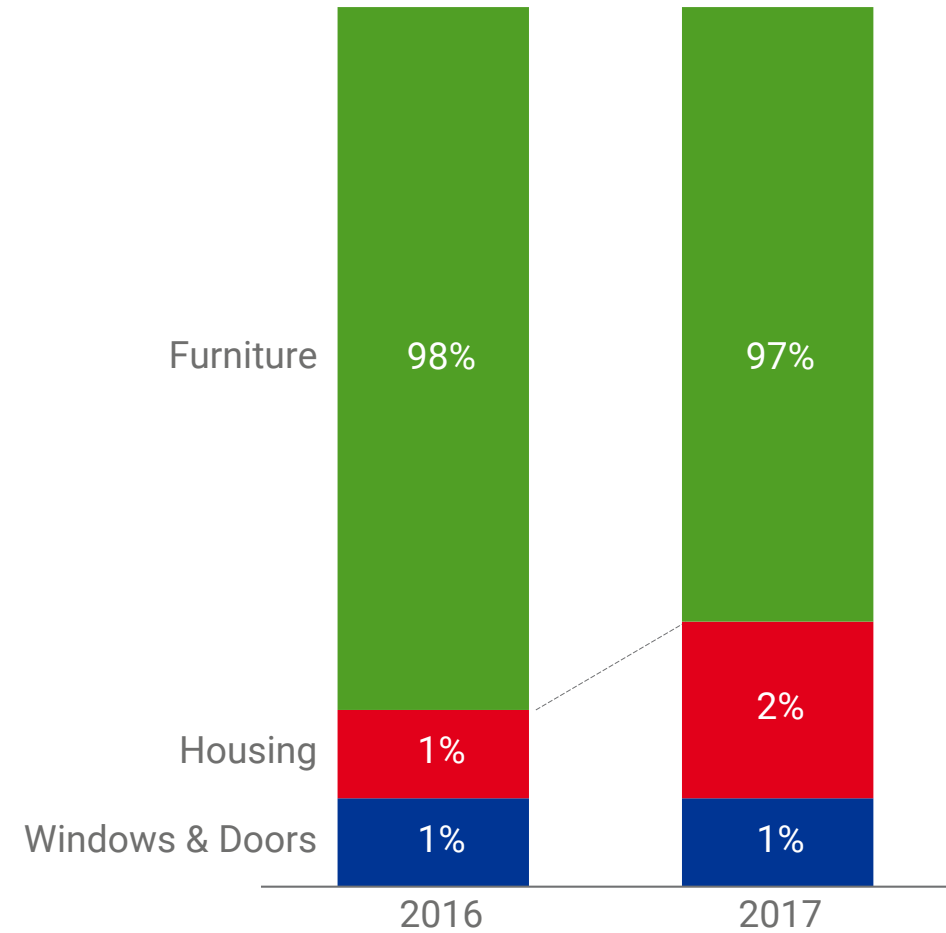
MAIN REFERENCE MARKETS:

furniture consumption (demand) by countries



Source: CSIL

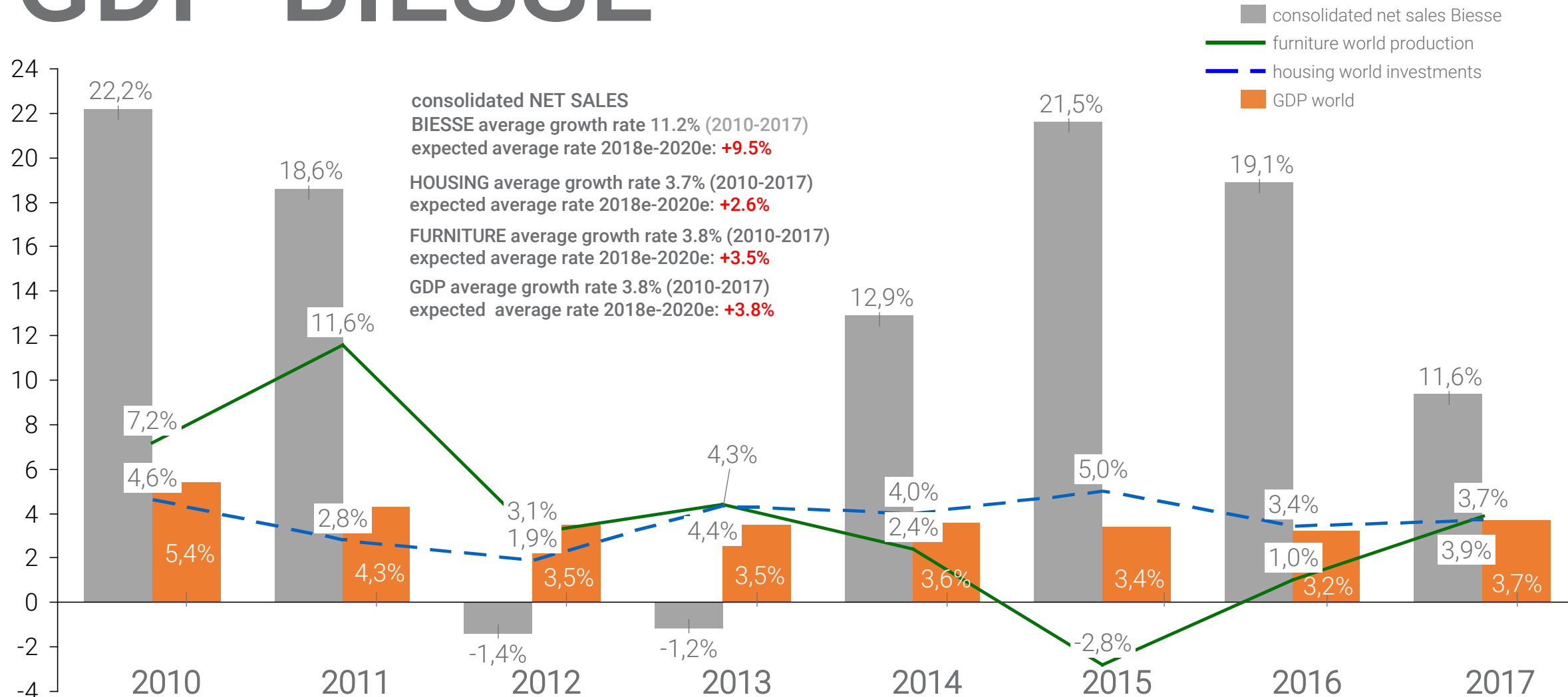
Biesse % of sales per macro-sectors:
total dimension 2017: € 4.5 bln



Source: Biesse

HOUSING-FURNITURE GDP-BIESSE

 **BIESSE**GROUP

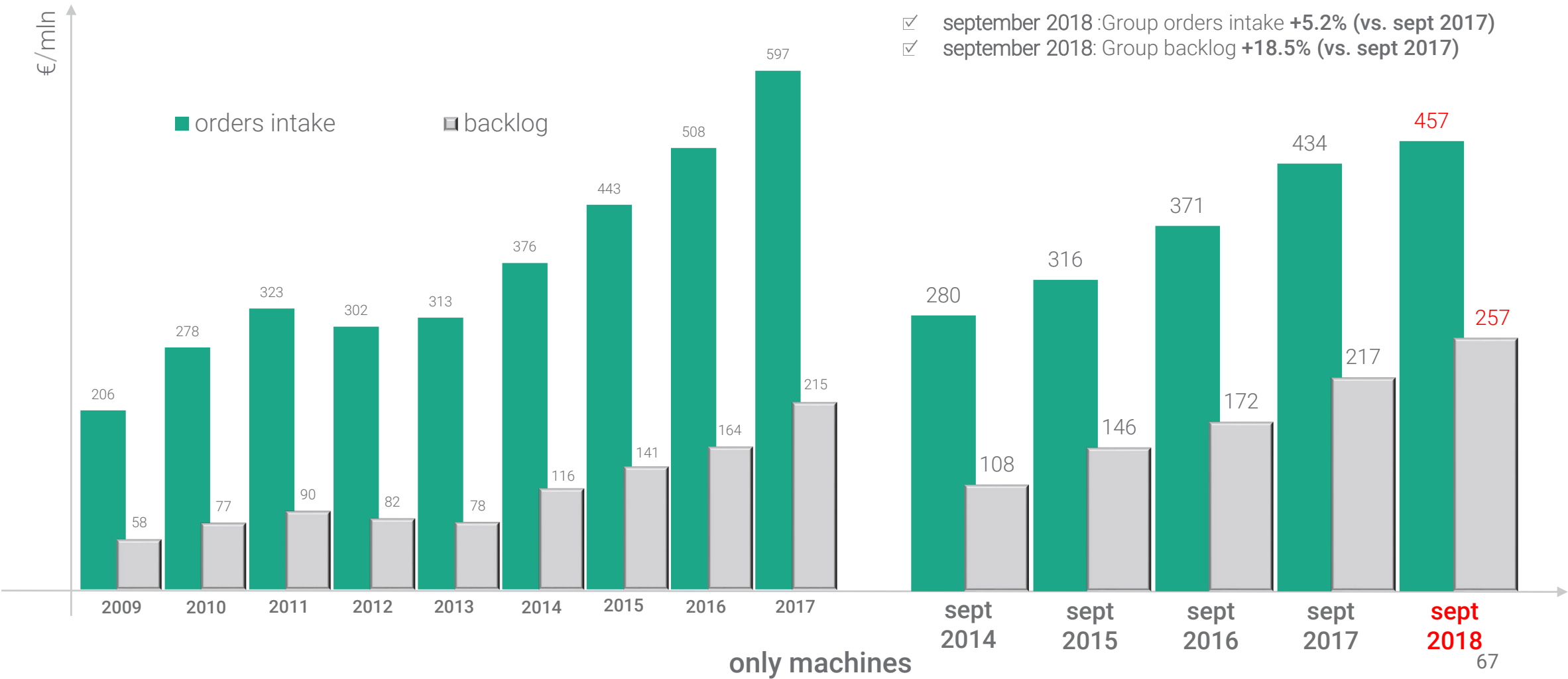


Source: Bloomberg – CSIL - CRESME

ORDERS UPDATE

SEPTEMBER 2018

GROUP ORDERS INTAKE & BACKLOG



EQUITY STORY

SHAREHOLDERS – B.O.D. STRUCTURE

EQUITY STORY (a)

- service growth: increase the installed base to growth a profitable service business
- market position: more than 50% of the daily business from the non-mature economies markets
- technological leadership: **Biesse** mission is to enable customers (in all divisions) to reduce costs and increase production efficiency “looking into the future”
- Industry 4.0 & smart factory: intelligent solutions already completed (SOPHIA platform and BAvant software products family)
- value creation: **ROCE** in 2013 0.2% - **ROCE** in 2017 40.3% (ROCE=EBIT/capital employed)

EQUITY STORY (b)

Biesse performance indicators (most used ones)

(financial)

€/mln	2012	2013	2014	2015	2016	2017
INCOMING ORDERS	302.3	312.7	375.6	442.6	507.9	596.8
NET SALES	383.1	378.4	427.1	519.1	618.5	690.1
EBITDA	25.0	34.3	39.6	64.1	75.8	89.5
EBIT	0.3	18.1	24.8	43.7	55.1	63.6
ROCE	0.2%	12.7	18.4%	30.9%	35.6%	40.3%

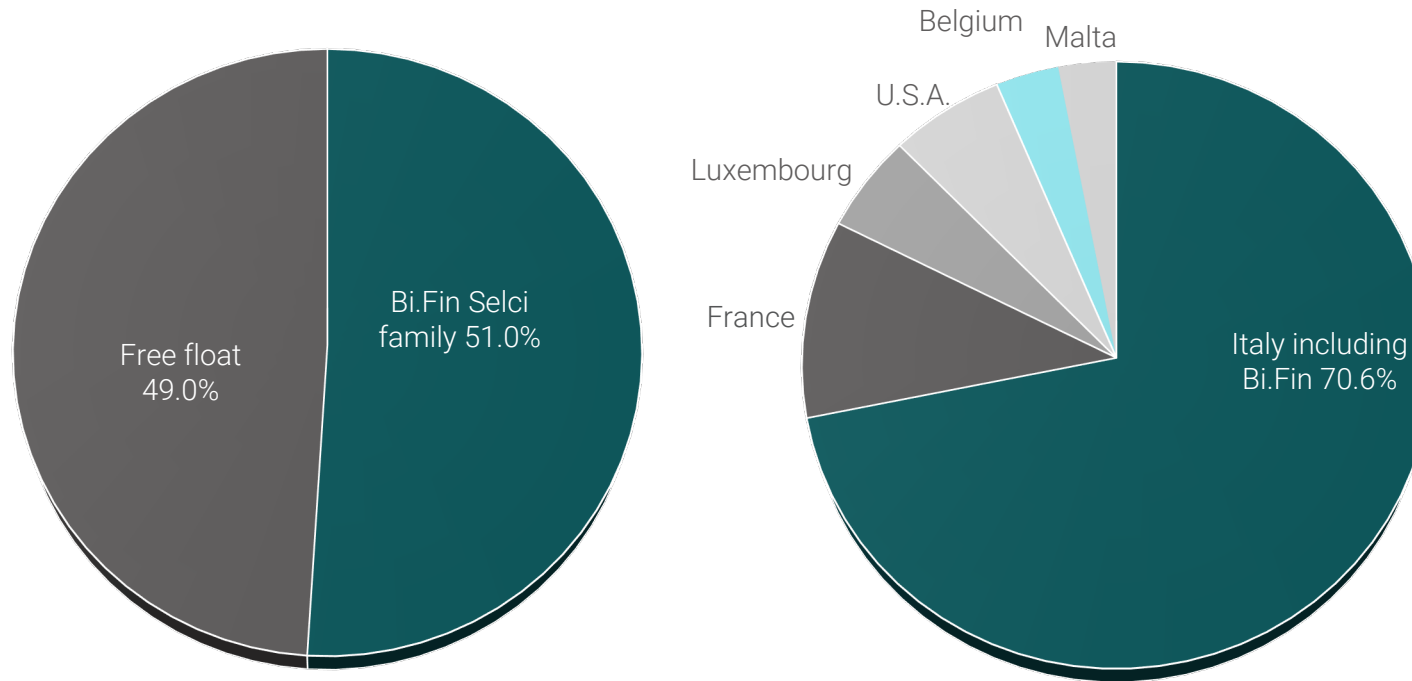
- Incoming orders
- sales
- EBITDA/EBIT
- ROCE (EBIT/capital employed)
- free cashflow

(non – financial)

- employee and customer satisfaction
- training
- sustainability
- innovation

SHAREHOLDERS

BREAKDOWN – BOARD OF DIRECTORS



Biesse B.o.D.:

- ❑ Giancarlo Selci (Founder - President)
- ❑ Roberto Selci (C.E.O.)
- ❑ Stefano Porcellini (Group Director)
- ❑ Alessandra Parpajola
- ❑ Giovanni Chiura (independent)
- ❑ Federica Palazzi (independent)
- ❑ Elisabetta Righini (independent)

FIRST HALF 2018

THE LATEST RESULTS OFFICIALLY APPROVED

 **BIESSE**GROUP

BIESSE HIGHLIGHTS

IH 2018

orders intake
+3.6%

net sales
€ 356

ebitda
€ 43.5 (incidence on
sales 12.2%)

backlog
+10.8%

net financial position
cash positive
€ 16.7

ebit
€ 30.3 (incidence on
sales 8.6%)

Group people nr.
4,290

(including temporary people)

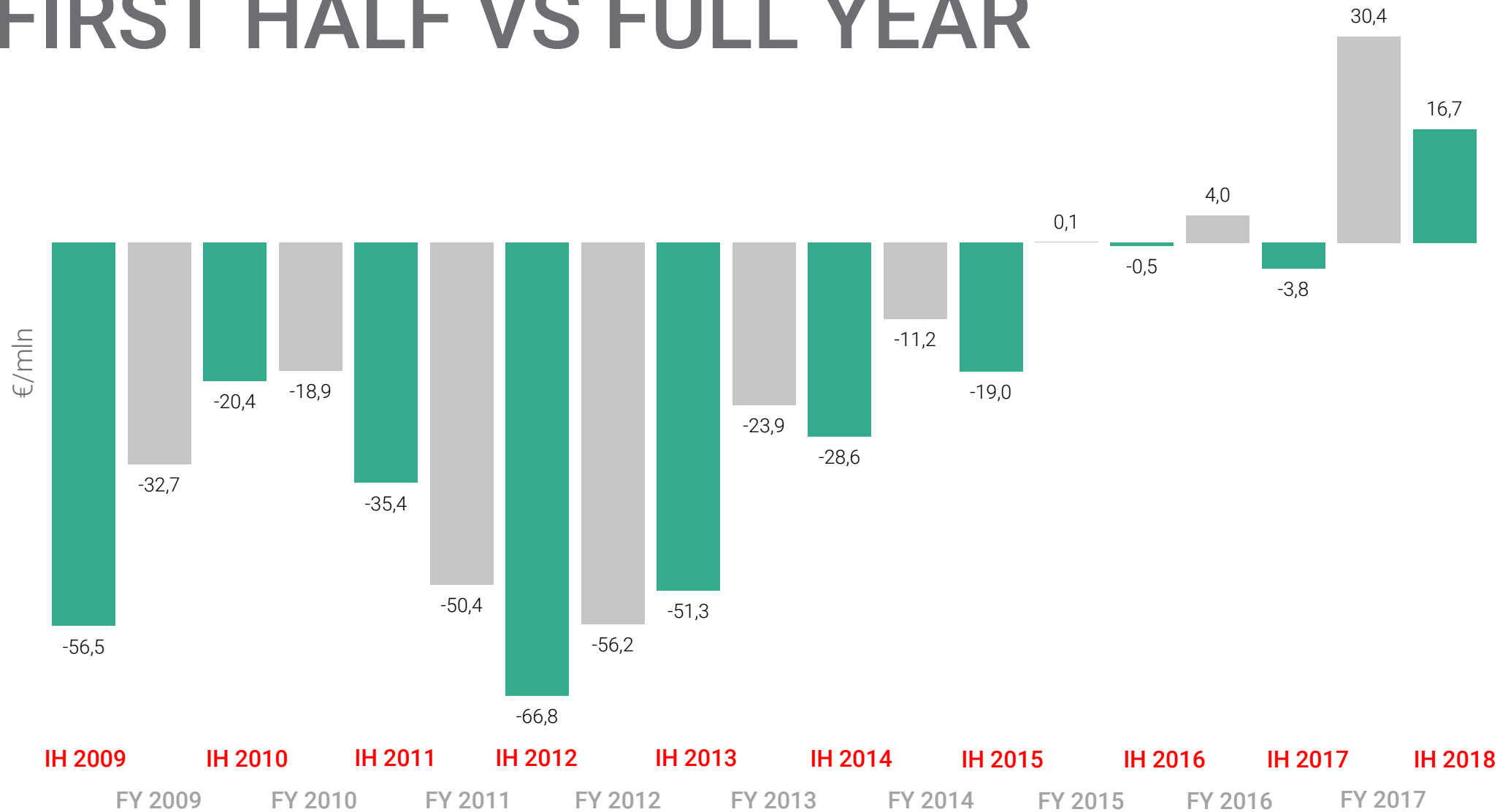
net result
€ 17.2 (incidence on
sales 5.0%)

EXTRACT OF THE P&L – IH 2018

€/mln	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	<i>IH 2017</i>	<i>IH 2018</i>
Net sales year -1	378.4 -1.2%	427.1 +12.3%	513.1 +21.5%	618.5 +19.1%	690.1 +11.6%	<i>331.2</i>	<i>356</i>
Value added %	143.5 37.3%	163.1 33.6%	212.4 40.3%	252.4 40.8%	288.6 41.8%	<i>139 42.0%</i>	<i>150.3 42.2%</i>
Labour cost %	112.7 23.8%	128.2 30.0%	148.2 28.6%	176.6 28.6%	199.1 28.9%	<i>98.3 29.7%</i>	<i>106.8 30.0%</i>
EBITDA %	30.3 8.2%	40.3 3.6%	64.1 12.4%	75.8 12.3%	89.5 13.0%	<i>40.8 12.3%</i>	<i>43.5 12.2%</i>
EBIT %	18.1 4.8%	26.5 6.2%	43.8 8.4%	55.1 8.9%	63.6 9.2%	<i>29.6 8,9%</i>	<i>30.3 8.5%</i>
					tax rate	37.2%	35.8 %

NET FINANCIAL POSITION

FIRST HALF VS FULL YEAR



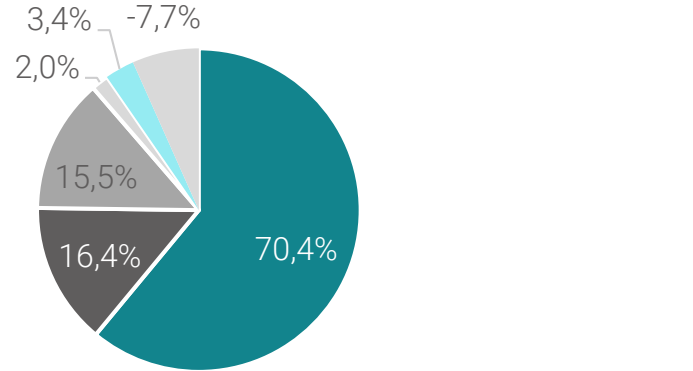
CASHFLOW - NET DEBT

€/mln	2013	2014	2015	2016	2017	<i>IH 2018</i>	2020e
Gross Cashflow % net sales	52.0 13.8%	38.3 9.0%	46.3 8.9%	45.8 7.4%	75.4 10.9%	19.1 5.4%	95.2 10.5%
Investments % net sales	-19.8 5.2%	-20.8 4.9%	-25.2 4.9%	-32.0 5.2%	-39.2 5.7%	-19.7 5.6%	-50.5 5.6%
Net Cashflow % net sales	32.2 8.5%	17.5 4.1%	21.1 4.1%	13.8 2.2%	36.2 5.2%	-0.6 -0.2%	44.7 4.9%
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	-13.1 0.48 per share	-16.6 30% of net profit
Δ Net Debt		12.7	11.3	4.0	26.4	-13,7	
Net Debt	-23.9	-11.3	0.0	4.0	30.4	16.7	104.7

SALES BREAKDOWN - JUNE 2018

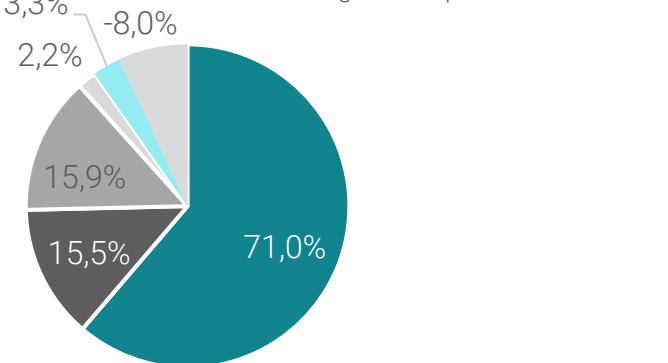
by business divisions

IH 2018



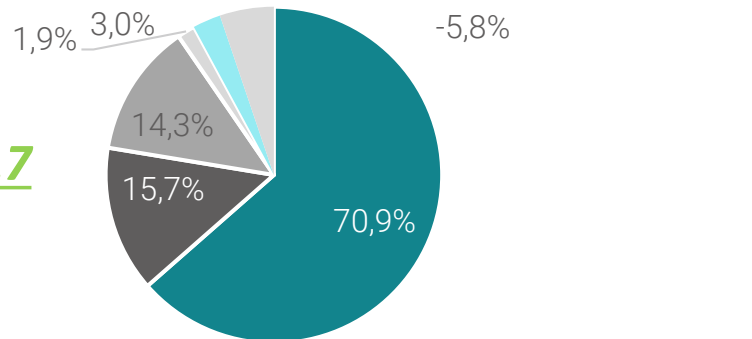
■ Wood ■ Glass & Stone ■ Mechatronics ■ Tooling ■ Components ■ Elisions

IH 2017



■ Wood ■ Glass & Stone ■ Mechatronics ■ Tooling ■ Components ■ Elisions

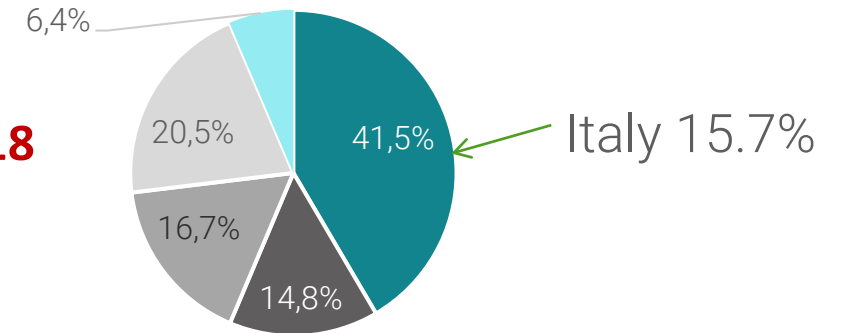
FY 2017



■ Wood ■ Glass & Stone ■ Mechatronics ■ Tooling ■ Components ■ Elisions

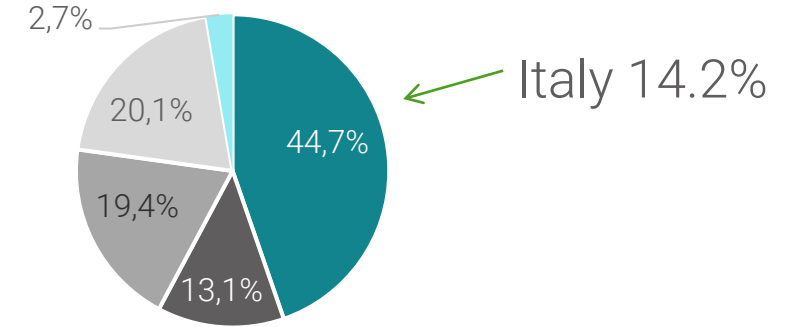
by main geo-areas

IH 2018



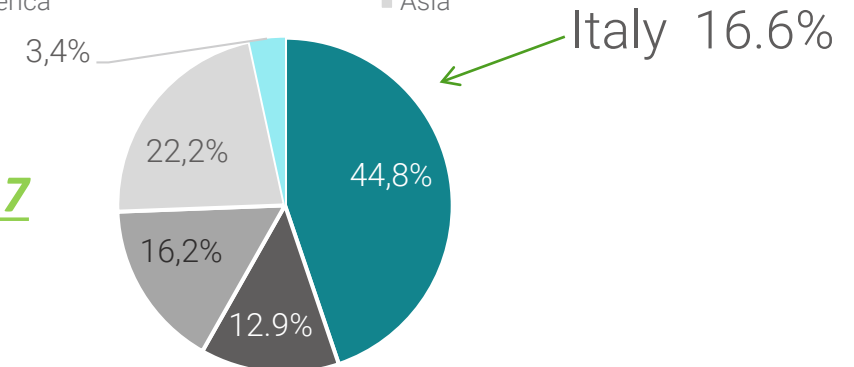
■ Western Europe (Italy included) ■ Eastern Europe
■ North America ■ Asia

IH 2017



■ Western Europe (Italy included) ■ Eastern Europe
■ North America ■ Asia

FY 2017



■ Western Europe (Italy included) ■ Eastern Europe
■ North America ■ Asia

GROUP PEOPLE DISTRIBUTION

JUNE 2018

PEOPLE DISTRIBUTION

 **BIESSE GROUP**

(without interim people)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2016	FY 2016	FY 2017	<i>June 2018</i>
Production % of total people	965 41%	1.250 46%	1.265 45%	1.175 44%	1.201 42%	1.335 42%	1.482 41%	1.494 39%	1.623 39%
Service & After sale % of total people	568 24%	577 21%	574 21%	613 22%	628 22%	690 22%	803 22%	894 23%	934 23%
R&D % of total people	293 12%	316 12%	338 12%	321 12%	361 13%	383 13%	436 12%	479 12.5%	527 12.8%
Sales & Marketing % of total people	340 13%	361 13%	364 13%	351 13%	439 15%	495 15%	587 16%	641 17%	700 17%
G & A % of total people	202 9%	233 9%	242 9%	235 9%	252 9%	273 9%	310 8.5%	338 8.8%	331 8.0%
ITALY % of total people	1.660 70%	1.656 61%	1.646 59%	1.547 57%	1.605 56%	1.780 56%	2.009 56%	2.176 56%	2.398 58%
OUTSIDE ITALY % of total people	708 30%	1.081 39%	1.136 41%	1.148 43%	1.276 44%	1.396 44%	1.609 44%	1.670 44%	1.717 42%
TOTAL	2,368	2,737	2,782	2,695	2,881	3,176	3,618	3,846	4,115

PEOPLE DISTRIBUTION

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	<i>June 2017</i>	<i>June 2018</i>	
ITALY % of total people	1660 70%	1656 61%	1646 53%	1547 57%	1605 56%	1780 56%	2009 56%	2176 56%	2108 56%	2296 58%	
OUTSIDE ITALY** % of total people	708 30%	1081 33%	1136 41%	1148 43%	1276 44%	1336 44%	1609 44%	1670 44%	1677 44%	1672 42%	
TOTAL	2368	2737	2782	2695	2881	3176	3618	3846	3785	4115	+8.7%

interim people at the end of June 2016: **195**
interim people at the end of June 2017: **193**
Interim people at the end of June 2018: **175**

June 2018:
4,290



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