

3-YEAR BUSINESS PLAN

2019-2021

 **BIESSE**GROUP



IT'S THE FUTURE THAT MAKES HISTORY.

WE HAVE BEEN DESIGNING INNOVATION
FOR FIFTY YEARS, DRIVEN BY AN
INCREDIBLE ENGINE, POWERED BY
PEOPLE, PASSION AND PRECISION.



 **BIESSE**GROUP

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- 1.2 EXCELLENCE
- 1.3 BUSINESS MODEL

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- 2.3 #PRODUCTS
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BUSINESS GROUP

- 1.1 OUR IDENTITY
- 1.2 EXCELLENCE
- 1.3 BUSINESS MODEL

OUR IDENTITY

- 1.1 OUR IDENTITY
- 1.2 EXCELLENCE
- 1.3 BUSINESS MODEL

- OUR VALUES
- THE VISION
- ONE INDUSTRIAL GROUP
- ALL OVER THE WORLD
- SUPPORTING OUR CUSTOMERS
- WITH OUR PEOPLE

OUR VALUES

 **BIESSEGROUP**
3 -Year Business Plan

Biesse Group is a global leader founded in Pesaro in 1969 by Giancarlo Selci.
listed on the Borsa Italiana since 2001 – STAR segment.
The Group has a strong Italian identity and strongly believe in:

INNOVATION

RELIABILITY

RESPECT

THE VISION

 **BIESSE GROUP**
3 -Year Business Plan

Biesse Group's vision is embodied by the word THINKFORWARD:

a stimulus to **LOOK AHEAD** and **ANTICIPATE**
THE FUTURE setting new standards to drive
TECHNOLOGICAL INNOVATION and
DIGITAL transformation.

ONE INDUSTRIAL GROUP

BIESSE GROUP
3 -Year Business Plan

We manufacture technology for processing wood, glass, stone, advanced materials and metal through specialised business units and 12 manufacturing sites in Italy and worldwide. We operate worldwide with our own key brands: Biesse, Intermac, Diamut, HSD.

4
MAIN BUSINESS
DIVISIONS

12
PRODUCTION
SITES

ALL OVER THE WORLD

BIESSEGROUP
3 -Year Business Plan

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.

39 + 300

SUBSIDIARIES AND
REPRESENTATIVE
OFFICES

SELECTED
DISTRIBUTORS

BIESSE
INTERMAC

SUPPORTING OUR CUSTOMERS

BIESSEGROUP
3 -Year Business Plan

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

CUSTOMERS IN
120
COUNTRIES

WITH OUR PEOPLE

BIESSEGROUP
3 -Year Business Plan

We acknowledge that People are essential to our development, because the ability to innovate and pursue excellence in the realisation of products is the consequence of the passion and dedication of all those are part of the Biesse family.

4400*

**(temporary workers included)*

EXCELLENCE

- 1.1 OUR IDENTITY
- 1.2 EXCELLENCE
- 1.3 BUSINESS MODEL

- REVENUE
- PROFIT
- CASH

EXCELLENCE

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3 -Year Business Plan

A virtuous circle of
excellence
for a constant growth.

Revenue

01

Profit

02

Cash

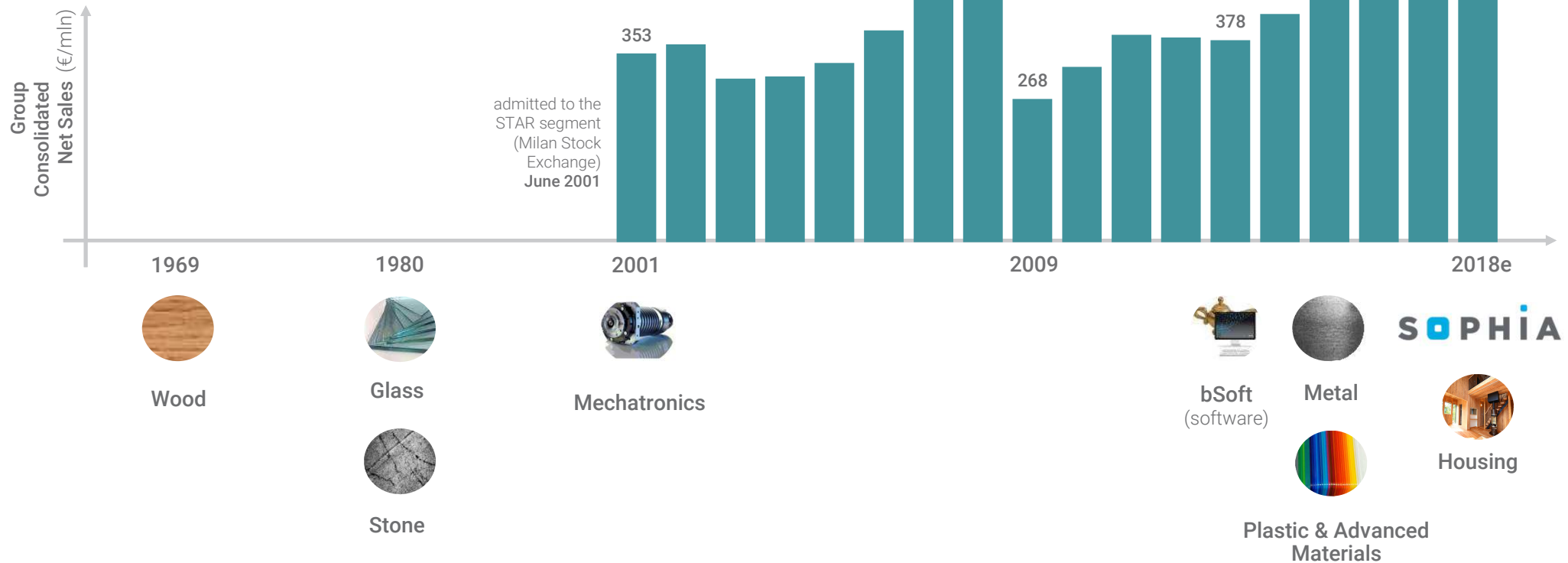
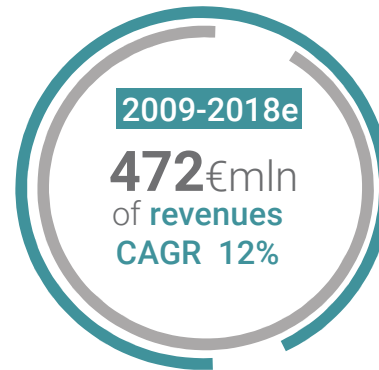
03

BIESSE

REVENUE

AN HISTORY OF GROWTH

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3 -Year Business Plan



PROFIT

EBITDA

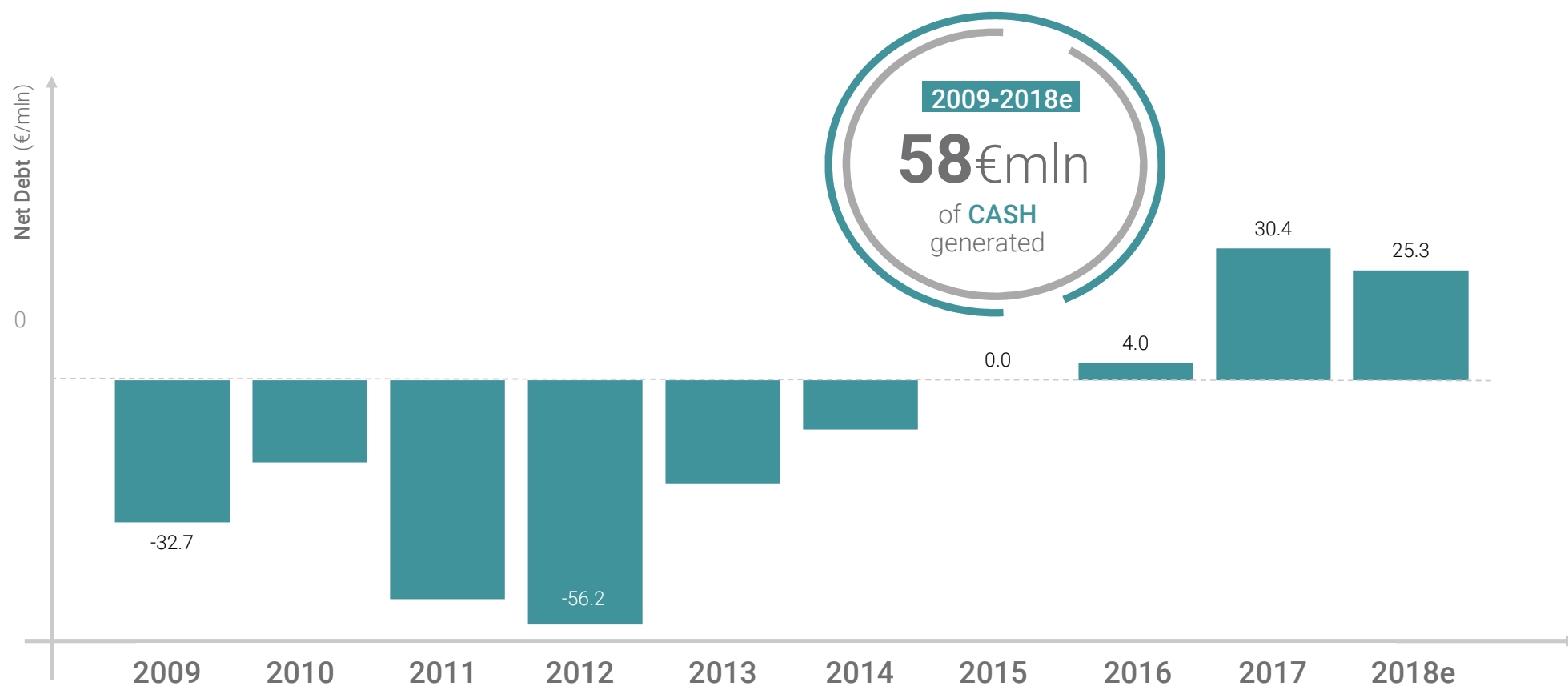
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3 -Year Business Plan



CASH

NET FINANCIAL POSITION

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3 -Year Business Plan



BUSINESS MODEL

- 1.1 WHO WE ARE
- 1.2 EXCELLENCE
- 1.3 BUSINESS MODEL

- PRODUCTS
- FOOTPRINT
- DISTRIBUTION
- CUSTOMERS

PRODUCTS

 **BIESSE GROUP**
3 -Year Business Plan

01 Machines

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

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 INDUSTRY 4.0 ready.

04 Tooling

We manufacture tools for the processing of glass, stone and ceramic. Its synergy with Intermac has enabled it to develop a range of tools, which in terms of reliability, have become a benchmark in the market.

05 Service

Through dedicated personnel, we provide professional pre-sale consulting services, and continuous after sales assistance to ensure the correct installation and start-up of machinery, software and Systems.

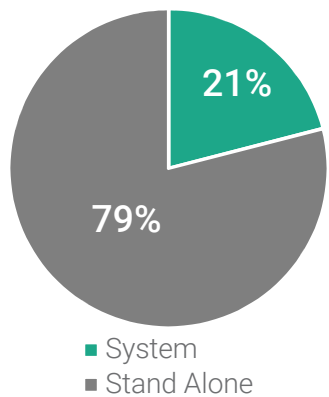
06 Software

We have developed our software solutions by closely observing the work carried out by the customer every day, with simple interfaces, designed to make everyday use of the machine practical.

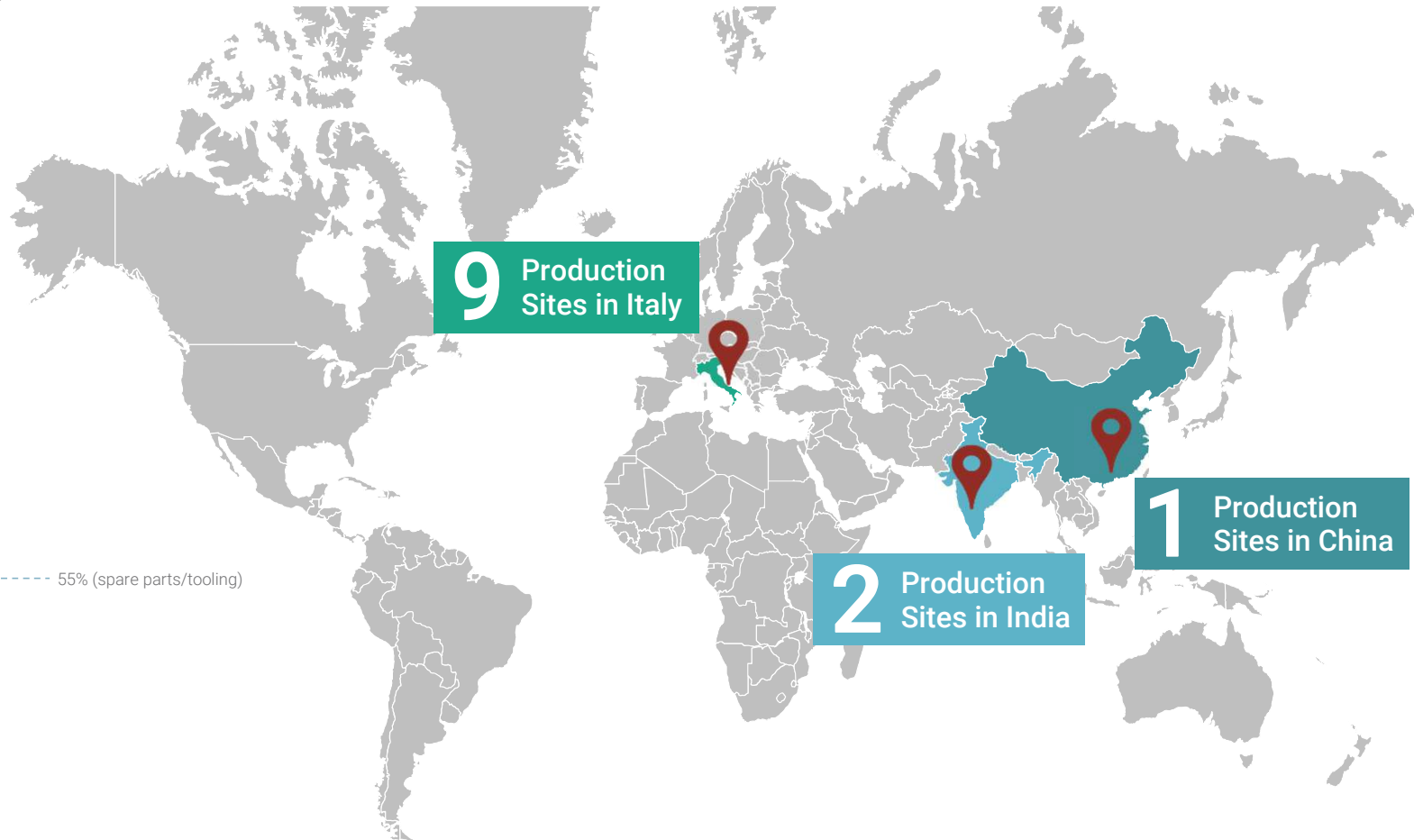
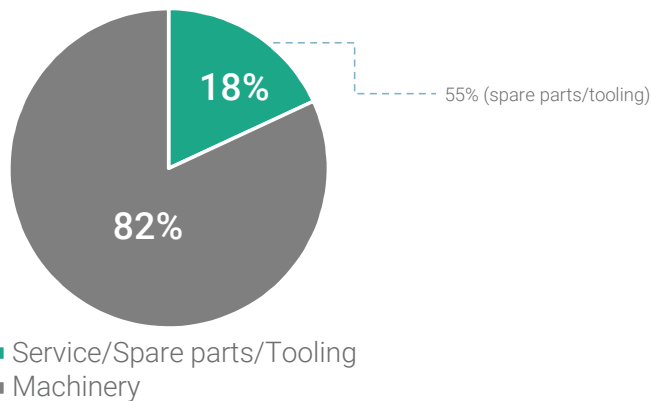
FOOTPRINT

BIESSEGROUP
3 -Year Business Plan

Sales breakdown
by type on machines sales

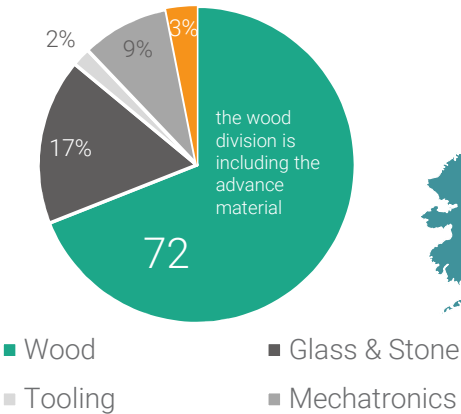


Sales breakdown by
offering

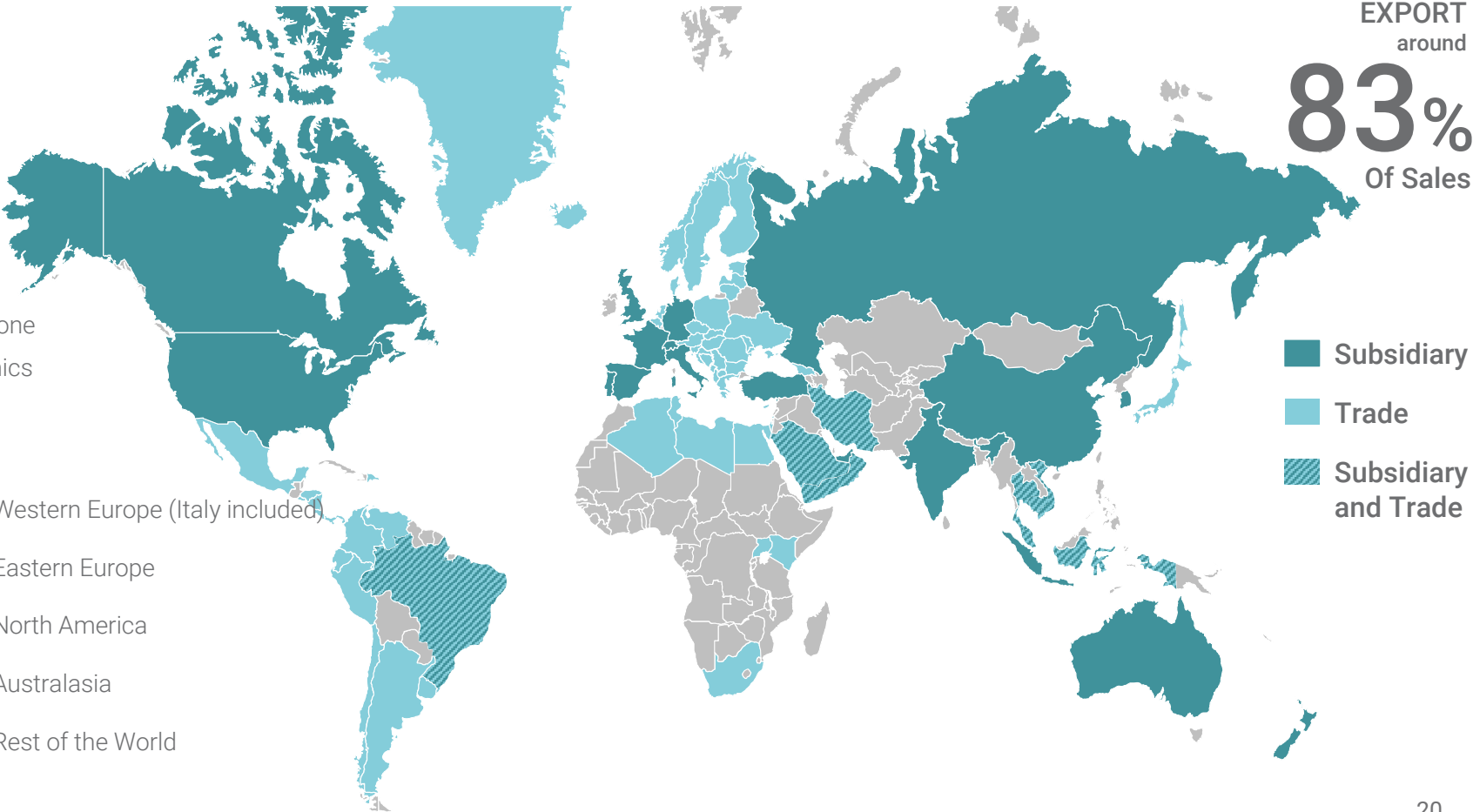
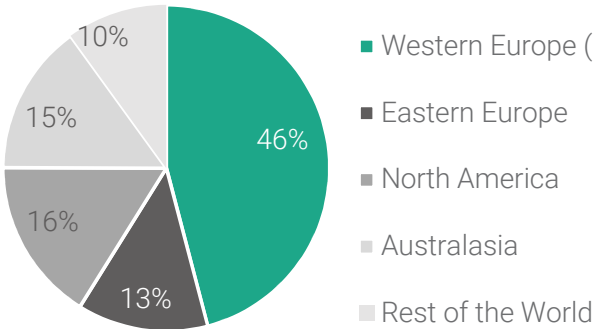


DISTRIBUTION

Sales breakdown by division



Sales breakdown by geo-areas



CUSTOMERS

(BY SEGMENT)

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furnishing



furnishing



frames (doors/windows)



housing-structural wood



housing

CUSTOMERS

(BY SEGMENT)

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office furniture



advanced materials



glass



stone-marble



automotive

CUSTOMER SALES

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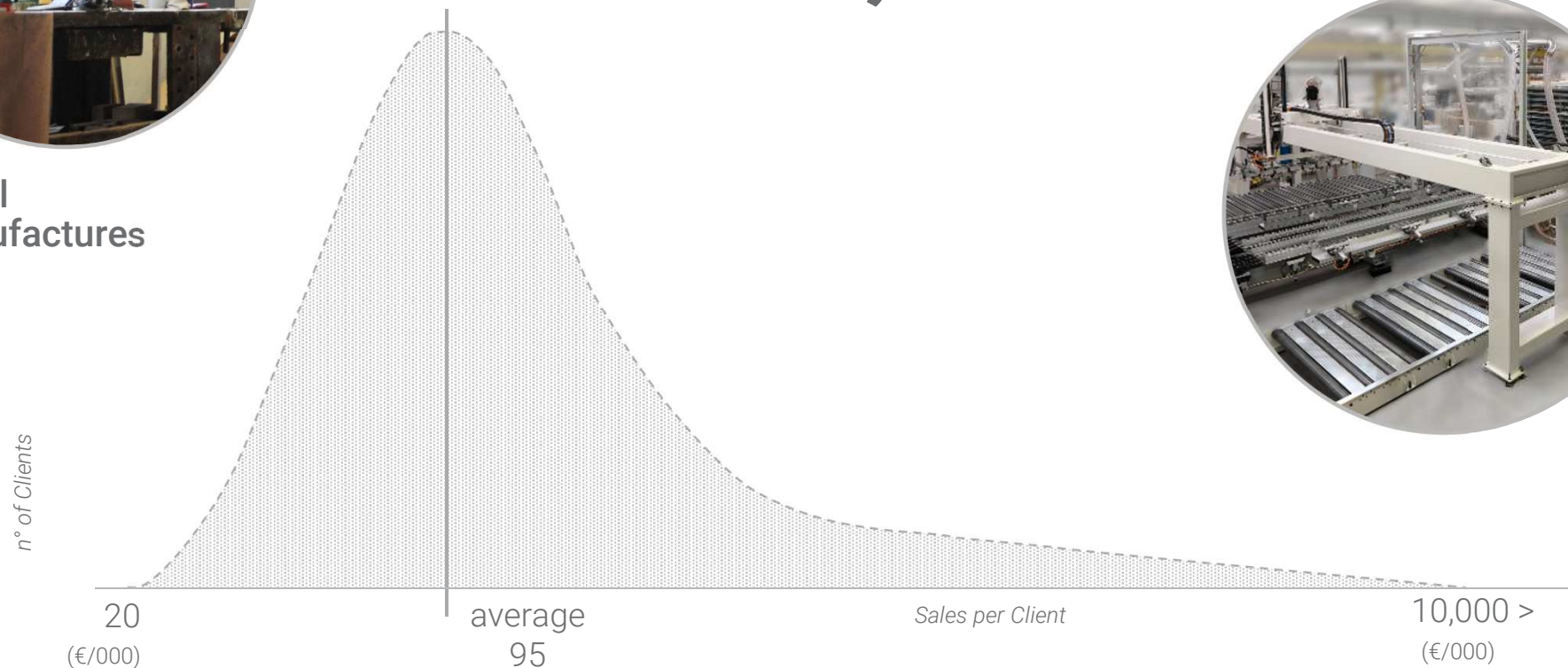
a wide and fragmented customer base with no risk of concentration

> 66,000



Small
manufactures

Medium/Large
manufactures



CONTINUOUS GROWTH

- 2.1 CONTEXT
- 2.2 CONTINUOUS GROWTH
- 2.3 # PRODUCTS
- 2.4 # SOLUTIONS
- 2.5 # CONNECTED COMPANY

- THE TIME OF UNCERTAINTY
- RISK PERCEPTION
- NEW DIGITAL PARADIGM
- DISRUPTIVE GROWTH

THE TIME OF UNCERTAINTY

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Trade War

China - U.S.A.
(decoupling & custom duties)

Political uncertainties & turmoil

Russia - Turkey – Iran - Venezuela

"Brexit" (soft-hard)

Worldwide slowdown and downgrade in economic growth

(i.e. China)

Internal Conflicts

(i.e. "Yellow Vest" protest)

Growing populism and nationalism

Change of economic Strategy

RISK PERCEPTION

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In the Global Risks Perception Survey, nearly 1,000 decision-makers assess the risks facing the world.
Nine out of 10 respondents expect worsening economic and political confrontations between major powers.

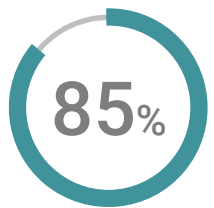


Source: World Economic Forum Risk Perception Survey 2019

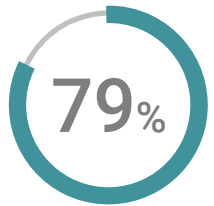
NEW DIGITAL PARADIGM

BIESSE GROUP
3 -Year Business Plan

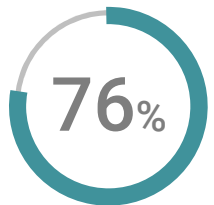
What will impact Business Model over next years?



Digital channels and technologies will significantly improve our interactions with **business customer**



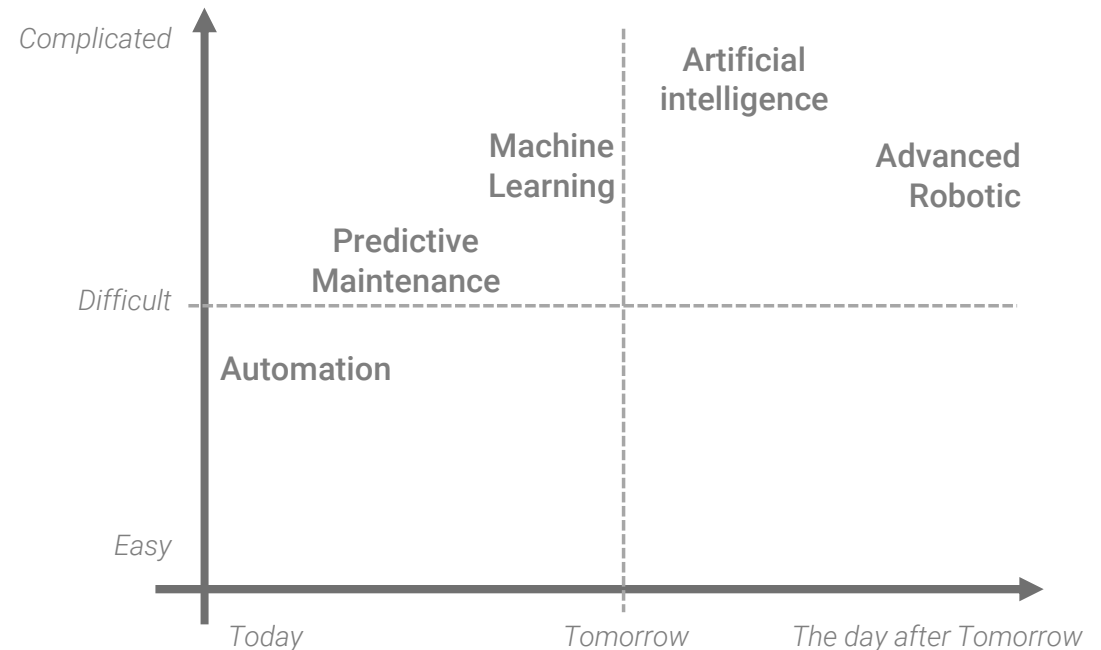
Digital will provide **significant** opportunities to **reduce cost**



Digital will help us **engage** our **partner** like never before

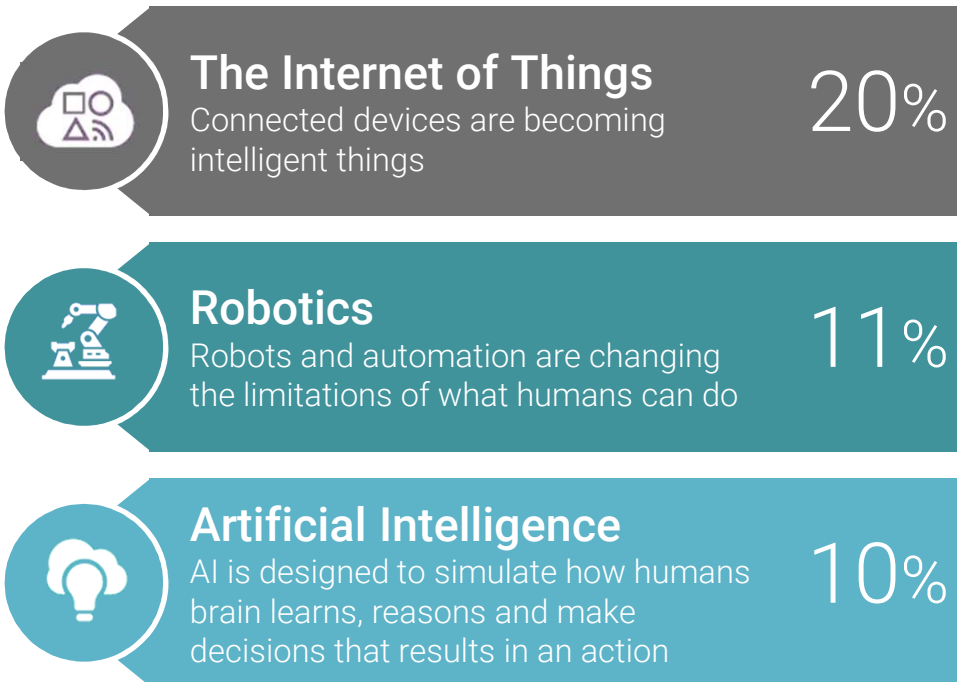
Source: Accenture Survey

How, When, What will impact our business

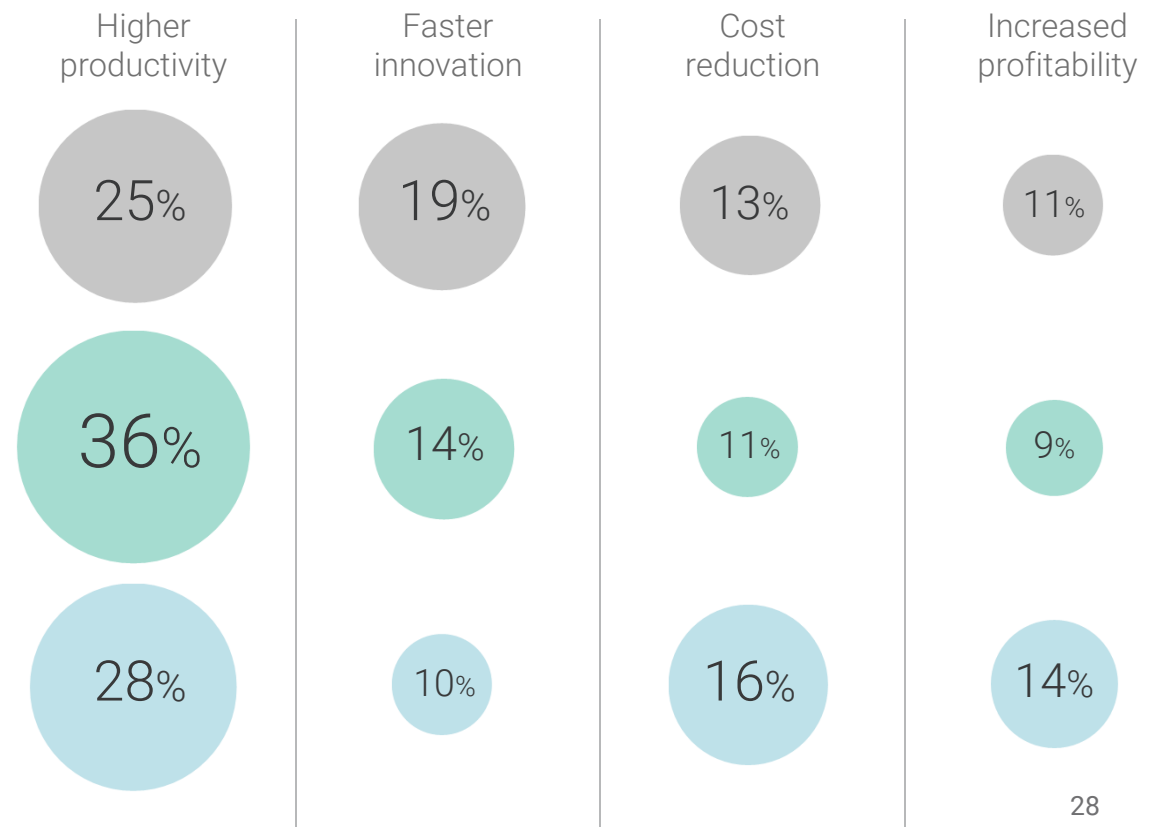


DISRUPTIVE GROWTH

What are the top technologies that will drive business disruption over the next three years?
A survey to 750 Global Industry Leaders (C-Level).



Impact on Business Model and Business Benefits



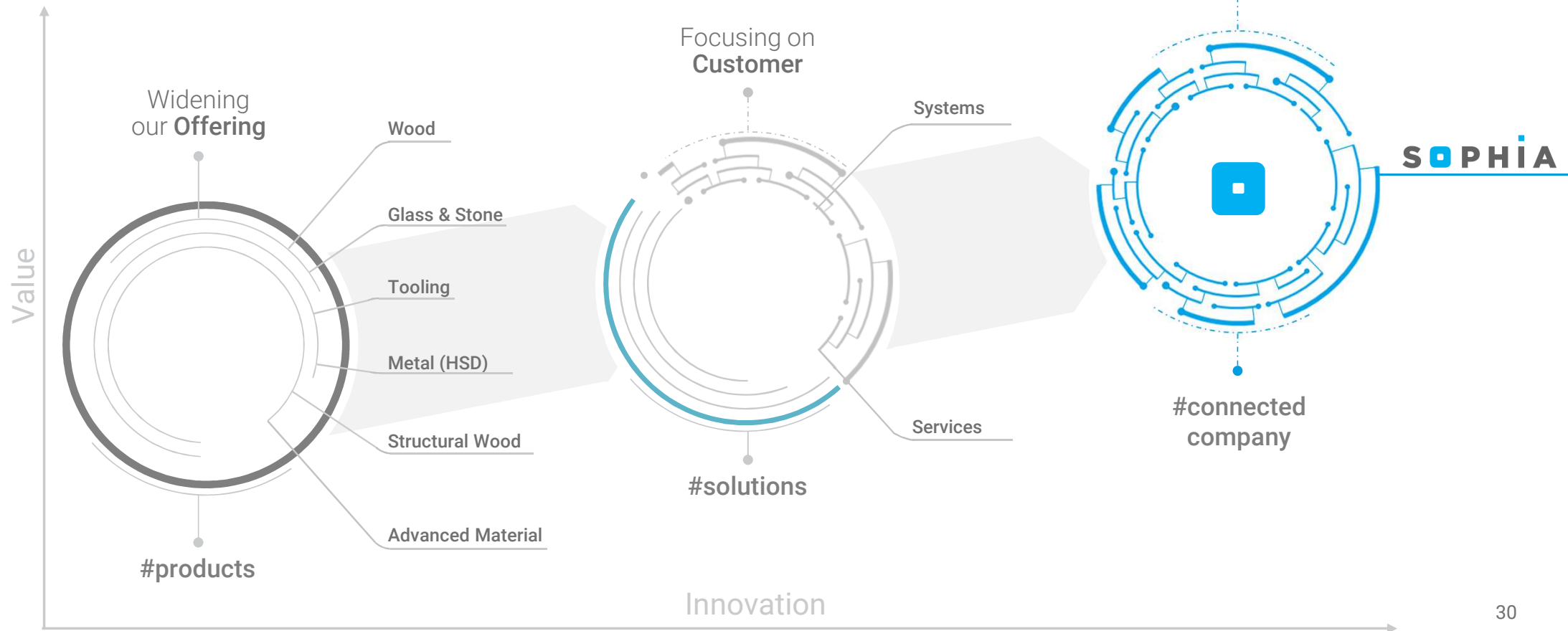
CONTINUOUS GROWTH

- 2.1 CONTEXT
- 2.2 CONTINUOUS GROWTH
- 2.3 # PRODUCTS
- 2.4 # SOLUTIONS
- 2.5 # CONNECTED COMPANY

- FUTURE IS NOW
- #SOLUTIONS TARGETS
- #CONNECTED COMPANY TARGETS
- OUR STRATEGY IN FIGURES

FUTURE IS NOW

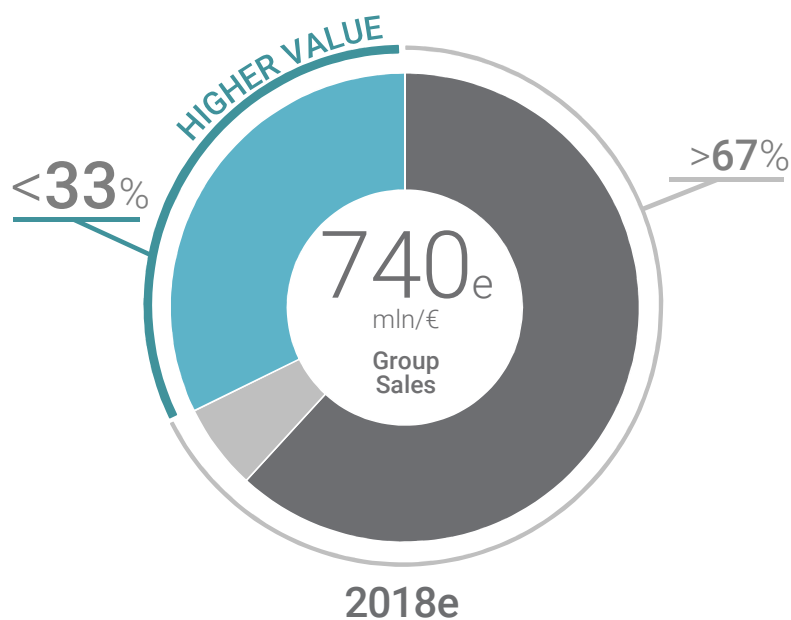
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3 -Year Business Plan



OUR STRATEGY IN FIGURES

BIESSEGROUP
3 -Year Business Plan

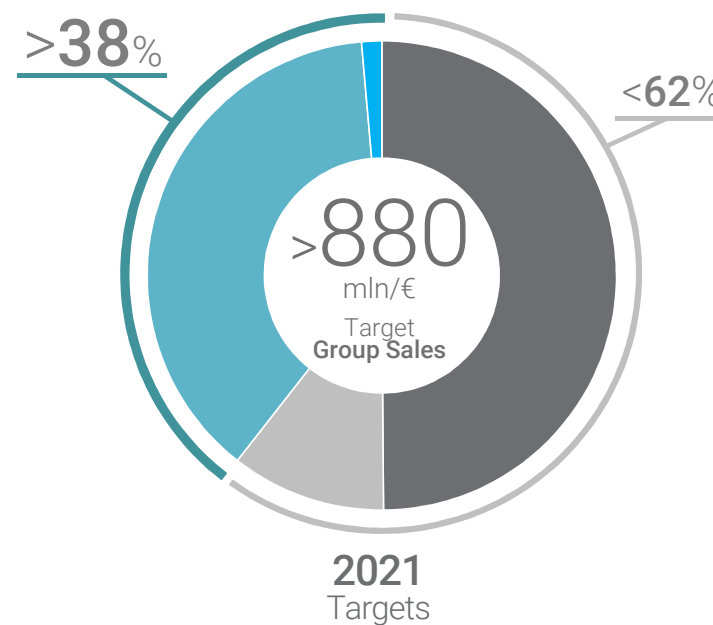
Widening our offering



Focusing on Customer



Truly Digital



WIDENING OUR OFFERING

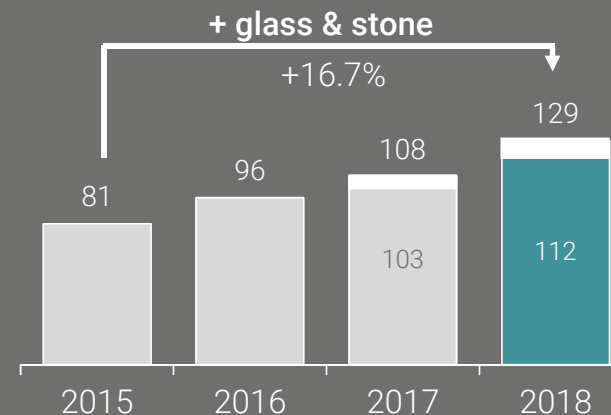
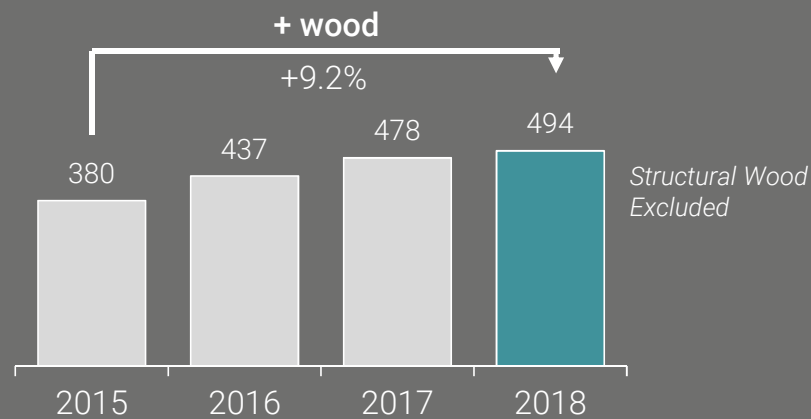
- 2.1 CONTEXT
- 2.2 CONTINUOUS GROWTH
- 2.3 # PRODUCTS**
- 2.4 # SOLUTIONS
- 2.5 # CONNECTED COMPANY

- OUR TRACK RECORD
- # PRODUCTS TARGETS
- CORE SEGMENTS MARKET 2018E
- WOOD
- GLASS & STONE
- TOOLING
- NEW SEGMENTS MARKET 2018E
- STRUCTURAL WOOD
- MECHATRONICS
- ADVANCED MATERIAL
- ENLARGE OUR PRODUCT OFFERING

OUR TRACK RECORD

BIESSEGROUP

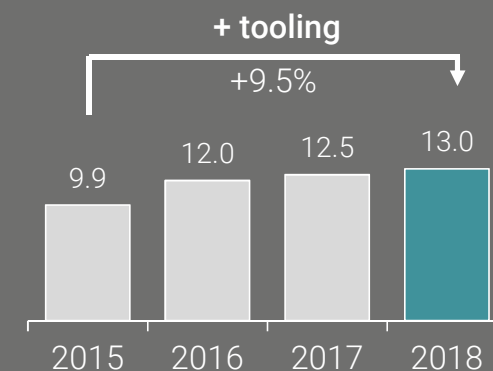
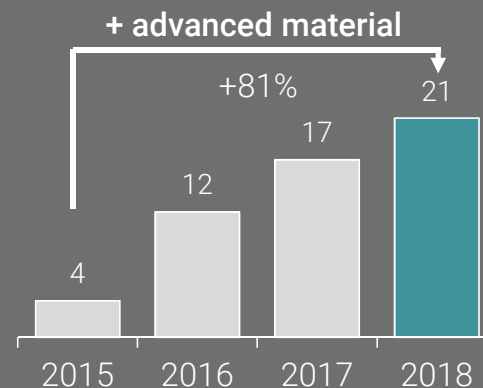
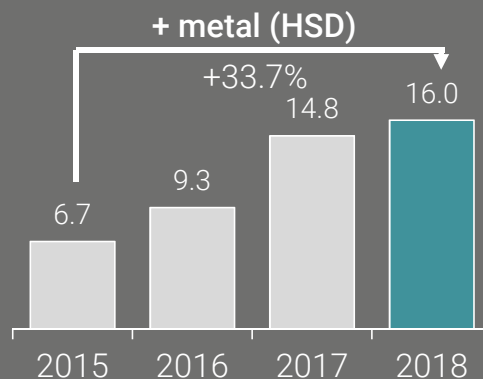
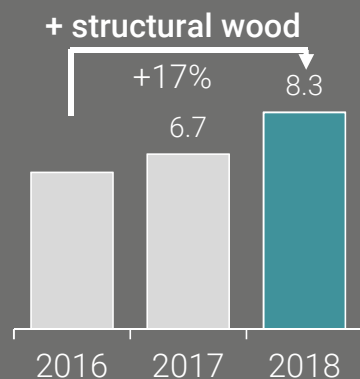
CAGR
2015-2018



Movetro and Montresor

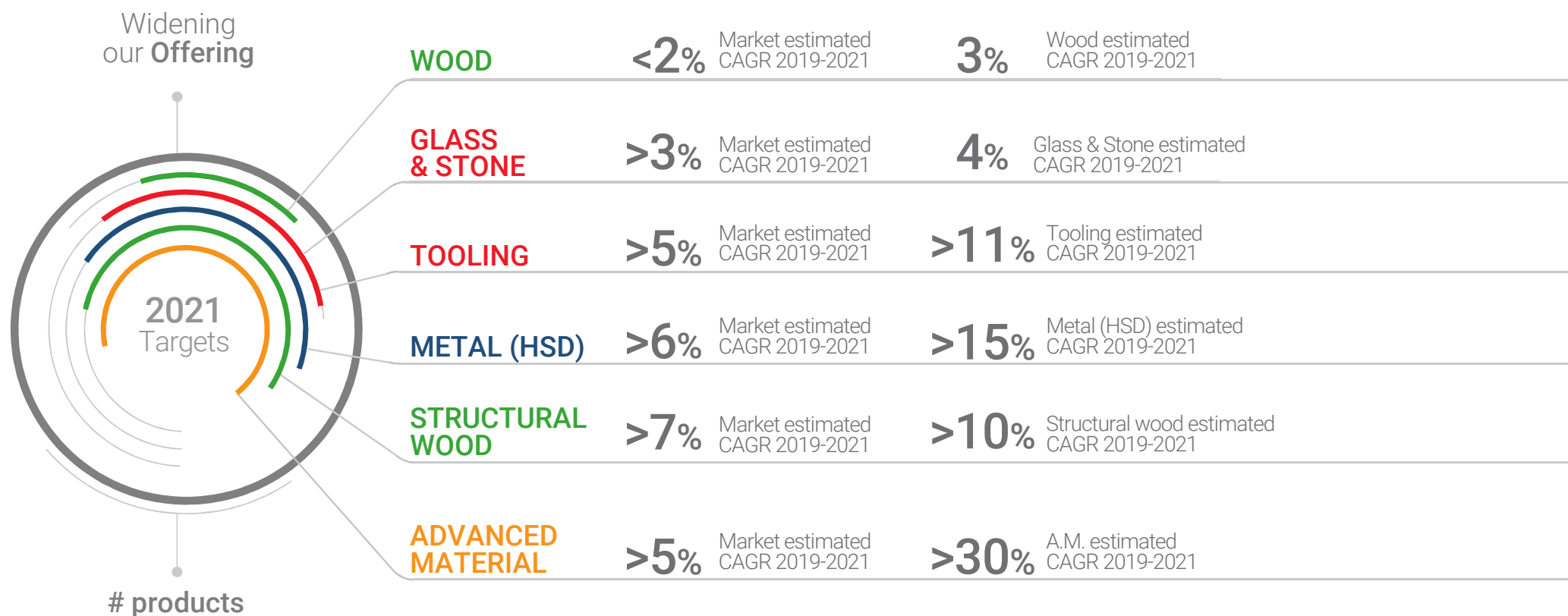
In 2018e, 17 mln/€ of which 11 mln/€ Full Year Effect

In 2017, 5 months impact on sales for 5 mln/€



#PRODUCTS TARGETS

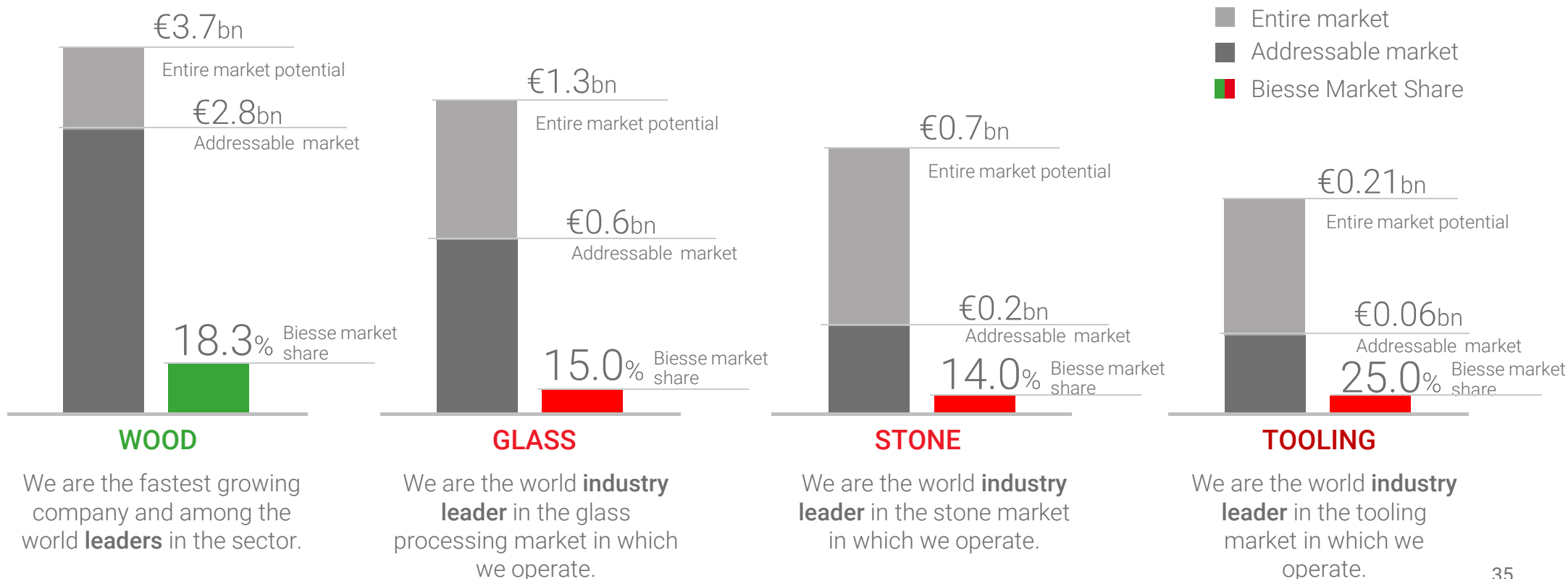
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3 -Year Business Plan



CORE SEGMENTS MARKET 2018

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We are among leaders in our reference markets: Wood, Glass, Stone working machinery and Tooling



WOOD

3%

Wood Estimated
CAGR 2019-2021

<2%

Market Estimated
CAGR 2019-2021

We defined guidelines of the **Action Plan** to achieve our targets:

01

Expand our **product offering** to meet **Customers** needs for **more automation, more flexibility** and **easy-use machines**

02

Enlarge our offering of **Full Liner products** and machines integrated with our **handling** and **storage solutions**

03

Strengthen our R&D on **innovative solutions** to **process furnishing** (new materials)

GLASS & STONE

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4%

G&S Division Estimated
CAGR 2019-2021

3%

Market Estimated
CAGR 2019-2021

We defined guidelines of the **Action Plan**
to achieve our targets:

01

Expand our offering in **Automation** and **Full Liner**.

02

Focus on the **new product range** for **space, storage** and **handling** needs of **Ceramic working** Factories

03

Protect our leading position in the **stand-alone** machines segment.

TOOLING

>11%

Tooling Division Estimated
CAGR 2019-2021

>5%

Market Estimated
CAGR 2019-2021

We defined guidelines of the **Action Plan** to achieve our targets:

01

In **2018** Biesse Group made its **debut in the Ceramic sector**. The Group approached this new segment through an **innovative range** of **tools** and **solutions** dedicated to the squaring, lapping and polishing of all **ceramic materials**. **In next three years we want to enlarge** our offering of **tooling products** for ceramic CNC machines.

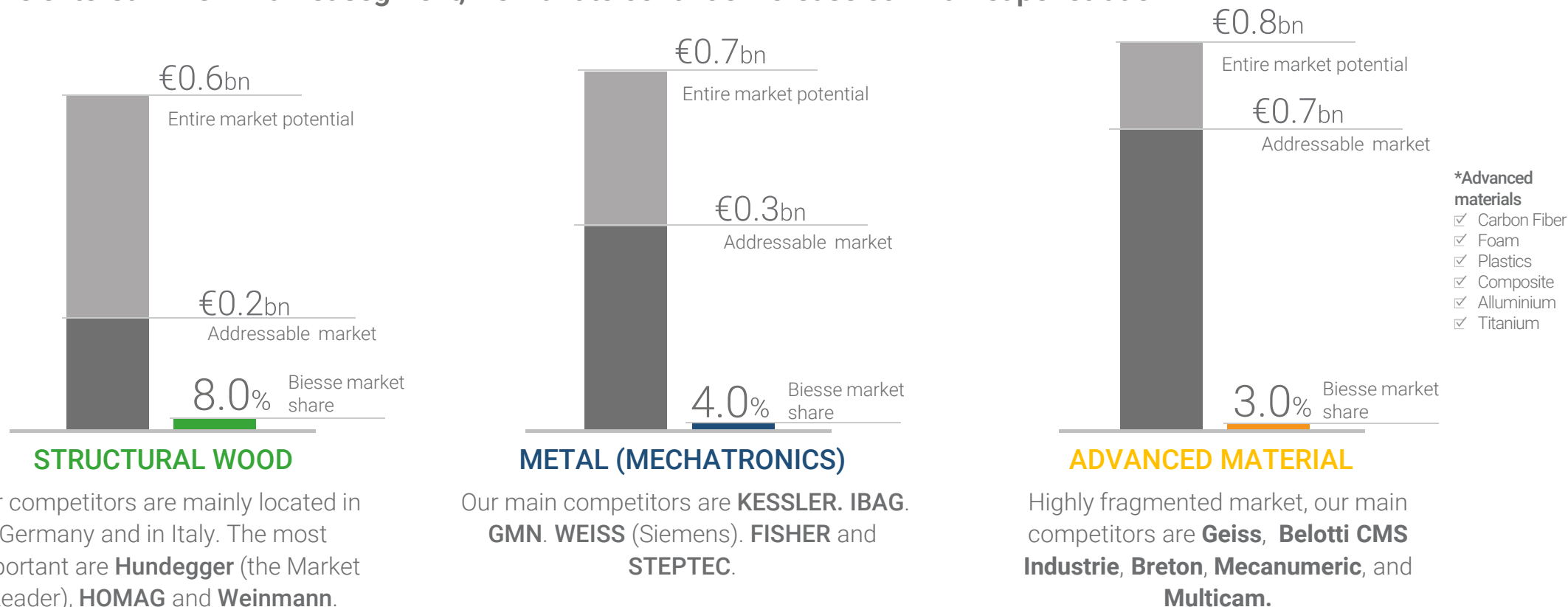
02

Expand our **presence** in the **U.S. market**, through a **dedicated production line** inside the Biesse America Campus.

NEW SEGMENTS MARKET 2018

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We entered in new market segment, we want to continue increase our market penetration.



STRUCTURAL WOOD

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>10%

Estimated CAGR 2019-2021

We defined guidelines of the **Action Plan** to achieve our targets:

01

Expand our offering, introducing **new products** both **in high-end and mid-end segment**: RC and CLT series

02

Empower our salesforce team especially in Key Markets

03

Increase our **production capacity (Italy)**

MECHATRONICS

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6%

Market
Estimated
CAGR 2019-2021

15%

metal spindle sales
estimated
CAGR 2019-2021

We defined guidelines of the **Action Plan** to achieve our targets:

01

Introduce a new product category: rotary tables, that allows a more effective metal working process.

02

Enlarge our product offering for metal working machines.

03

Expand abroad, especially in Asian (Taiwan) and Western Europe Market

04

Increase our **production capacity (Italy)**

ADVANCED MATERIALS

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>30%

Estimated CAGR 2019-2021

We defined guidelines of the **Action Plan** to achieve our targets:

01 Invest in **Commercial development**, empowering our **sales organization worldwide** with special focus on the **American market**

02 **Enlarge our product offering** for Advanced Materials working also in **Full Liner solutions**

03 Invest to **increase our production capacity** of Advanced Materials Machines

***Advanced materials**

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

ENLARGE OUR PRODUCT OFFERING

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New **thermoforming** machine.

Development of **System** for Advanced Material working.

Expansion and complete **renewal** of the Rover and Materia product lines.

New projects based on **additive manufacturing** from 2021.

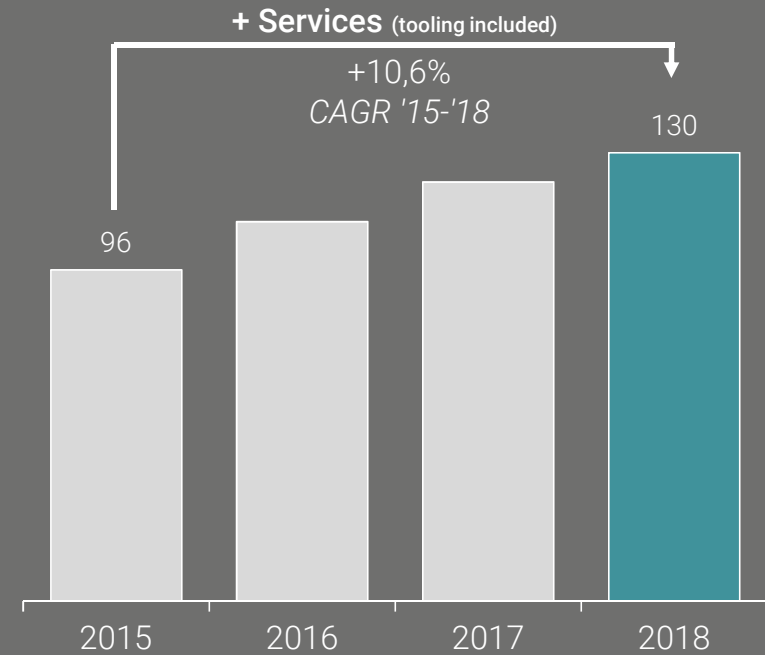
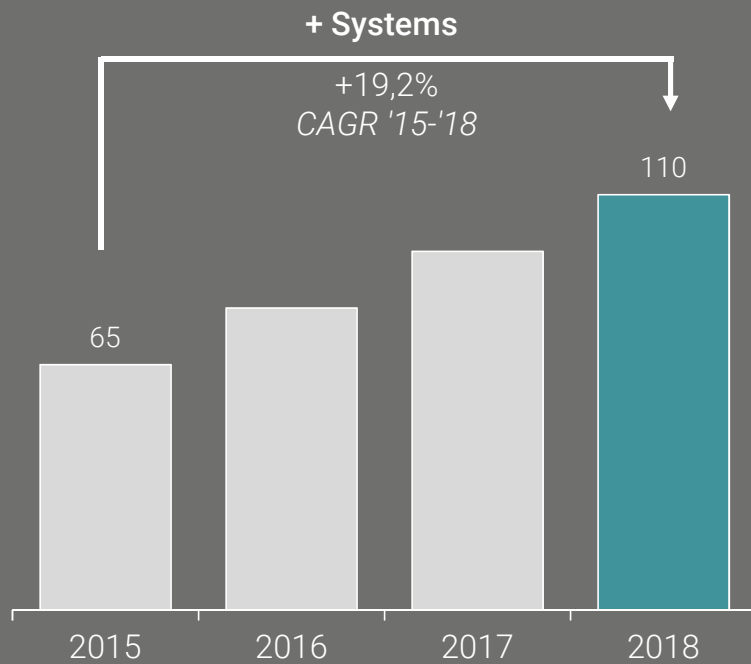


FOCUSING ON CUSTOMER

- 2.1 CONTEXT
- 2.2 CONTINUOUS GROWTH
- 2.3 # PRODUCTS
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- OUR TRACK RECORD
- SYSTEMS
 - TARGETS
 - ACTION PLAN
 - AUTOMATION
- SERVICES
 - TARGETS
 - ONE SERVICE
 - PARTS

OUR TRACK RECORD



SYSTEM TARGETS

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>10%

Systems Sales
Estimated
CAGR 2018-2021

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

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

- Define lead times
- Increase Automation
- Improve Stock Management
- Solutions modularity
- Total Quality

SYSTEM ACTION PLAN

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We defined guidelines of the **Action Plan** to achieve our targets:

- 01 **Automaction:** strong focus on **Industry 4.0** oriented solutions
- 02 Introduce and integrate **new software solution** (MES - Manufacturing Execution System) to manage the entire factory production processes
- 03 Becoming leader in the **engineering solutions sector**, focusing also on small and medium Clients
- 04 Approach the market with **Global Key Accounts** for large manufacturing companies

AUTOMACTION

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Automaction

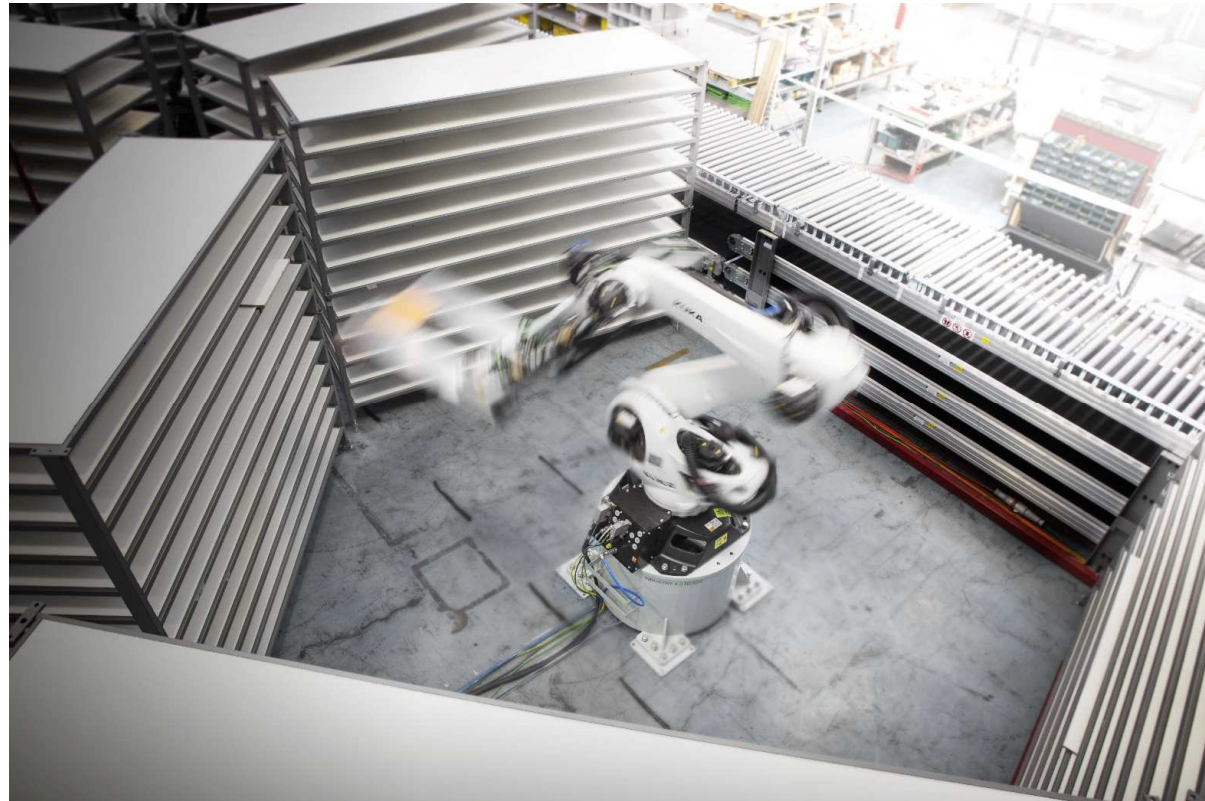
Automaction is a Biesse's new concept that represents the concreteness of the new technological innovations developed by the company.

Robot

The company's spirit of innovation takes a huge step forward in the evolution of robotic systems for panel handling

B_Avant

Automated supervisor (software) for the integrated and efficient management of all production flows according to machining requirements.



FOCUSING ON CUSTOMER

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SERVICE TARGETS

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We will focus on Services development, increasing **covering** and **efficiency**.

21.5%

Expected Service
Contribution to net sales
in 2021

We defined guidelines of the **Action Plan** to achieve our targets:

01 Increase services sales using **SOPHIA** and
Predictive Maintenance Services

02 **Services market place** development: **Parts**

03 Integration of **Self Diagnostic Systems** on machines

04 Establish the **Academy Service** in **Headquarter**
(Italy), **Asia** and **America**

50%

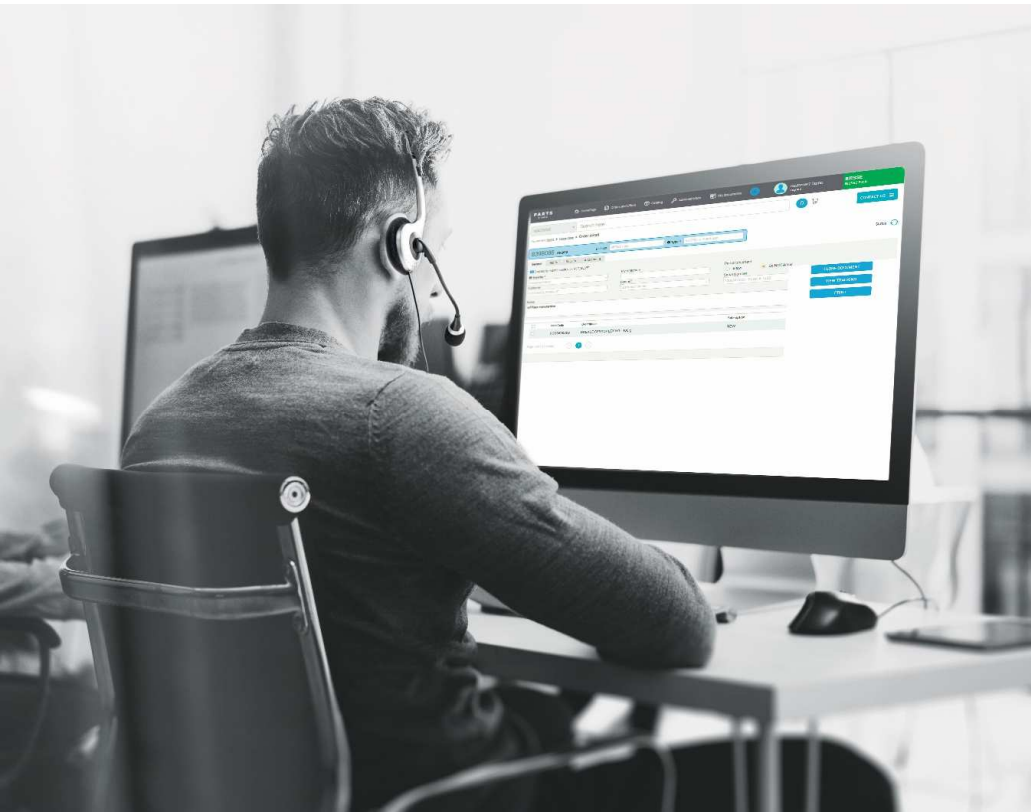
Target of **Spare Parts**
Orders made with
Sophia in 2021

<1 h

2021 target **response**
time on machine down
for **Sophia Customers**

ONE SERVICE One Company

Empower **corporate culture** to achieve greater results.



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01

"One Service" wants to be the way to work well and efficiently together and with Lean processes.

02

Training, through the Biesse Academy we intend to manage the skills of the Services resources and to increase knowledge about products and processes.

03

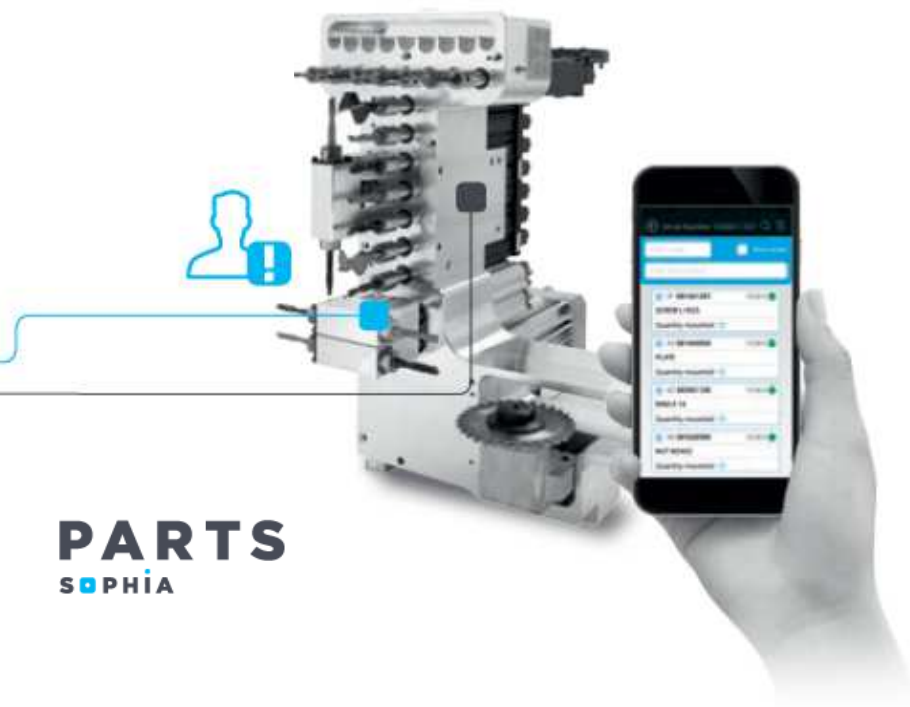
After the successful experience of the CRM project for the Commercial Area, Biesse has also activated **Salesforce teams to support the Service processes**.

04

New Global Organization, to simplify the relation with our Client introducing the **Customer Care Manager**

PARTS

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Parts Sophia is the easy, intuitive and personalized new tool for **ordering Biesse spare parts**

The **main features of Parts** services are:

- the **automatic creation** of a **spare parts basket** following an IoT maintenance task
- the **opening** of a **technical intervention request** via the portal or PARTS - SOPHIA app

BECOMING DIGITAL

- 2.1 CONTEXT
- 2.2 CONTINUOUS GROWTH
- 2.3 # PRODUCTS
- 2.4 # SOLUTIONS
- 2.5 # CONNECTED COMPANY

- LEADING THE CHANGE
- SOPHIA TO ENABLE SMART FACTORY
- SOPHIA TO SUPPORT BIESSE CUSTOMERS
- SOPHIA TARGETS

LEADING THE CHANGE

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With **SOPHIA**, Biesse is defining new standards in **digital technologies** that enable **Smart Factory**.

SOPHIA is **Biesse's IIoT** (Industrial Internet of Things) **platform**, developed with Accenture and Microsoft, that **enable new services**: long distance diagnostics, analysis and proactive maintenance, analysis of manufacturing events in order to optimize our Client's production.

SOPHIA is made up of **two integrated areas**: **IoT** and **Parts**. They're linked with two apps so that the customer can easily access the functions offered by the platform.

SOPHIA

IoT

PARTS

SOPHIA TO SUPPORT BIESSE CUSTOMERS

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SERVICES

Biesse supports its customers, offering technological connectivity, sharing of expertise, professional consulting services, training and ongoing assistance.

PREDICTIVE

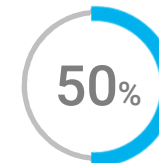
SOPHIA helps to prevent problems that could damage customer production. Biesse takes proactive steps to contact customers, reducing machine downtime and inefficient wasted time.

ANALYSIS

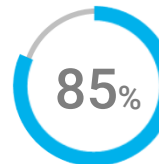
The information gathered and analysed is transformed into useful indications for optimising customer production and product quality, providing extremely opportunities for growth.



Increase in productivity



Reduction in machine downtime



Reduction in the time necessary for diagnostic



Cost reduction for Biesse Customer

SOPHIA TARGETS

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>1,000

Machines already sold having
SOPHIA package

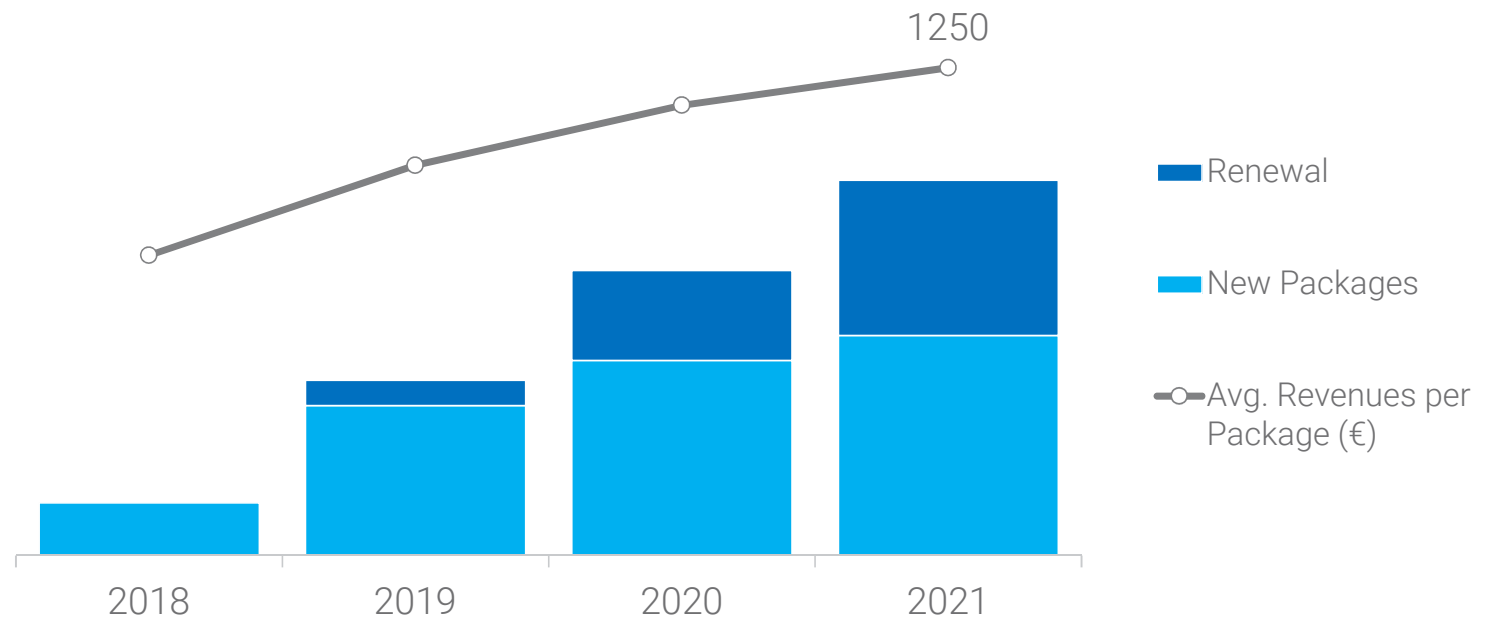
Route to the future

Digital innovation creates the future: an inevitable process, that is yet to be developed in machinery industry.

SOPHIA paves the way for the future of Industry 4.0, starting now.

Number of Machines sold with SOPHIA Packages and average revenues per package 2018-2021

SOPHIA will connect
>7,000
machines by 2021 and make
them intelligent.



OUR FUTURE IN FIGURES

3.1 OUR FUTURE IN FIGURES

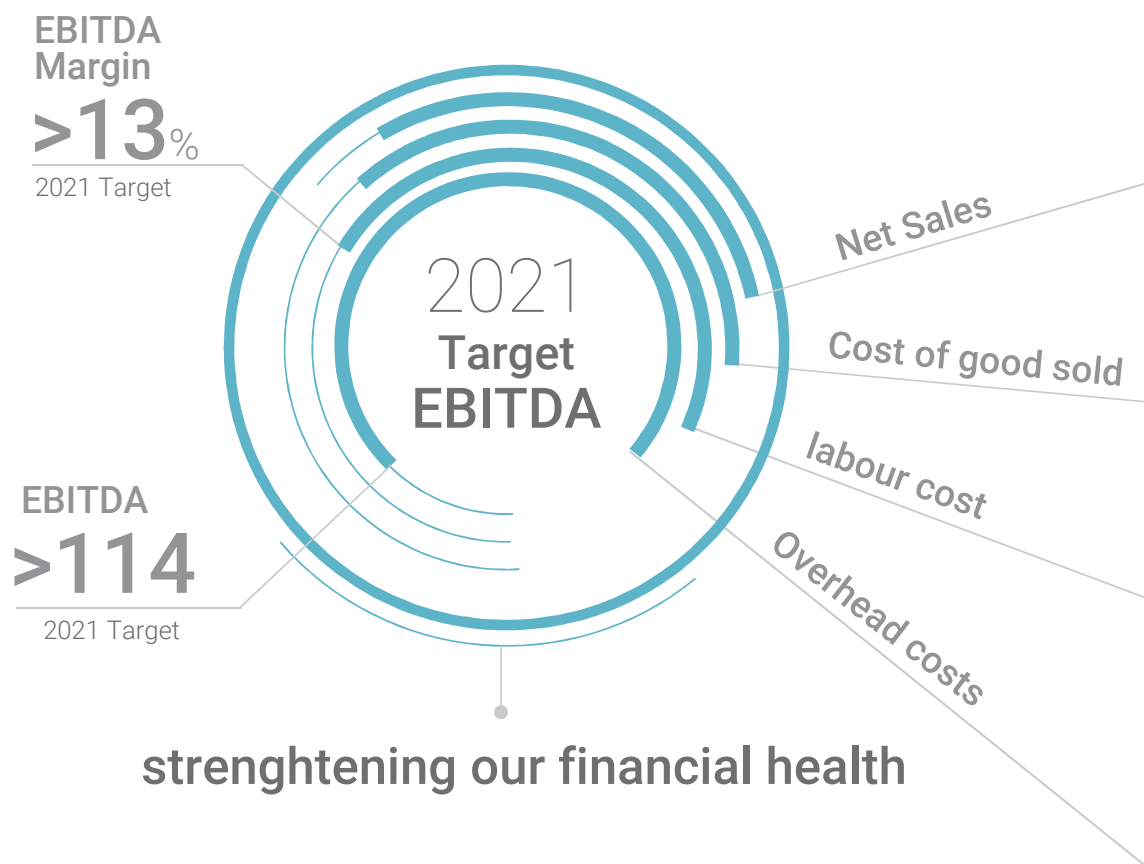
3.2 OTHER FIGURES

3.3 ANNEX

3.4 THE SHARE

- STABILIZE THE PROFITABILITY
- NET SALES
- EBITDA
- NET DEBT
- OPERATIVE NET WORKING CAPITAL
- CAPEX

STABILIZE THE PROFITABILITY



6%

Net sales
CAGR 2019-2021 vs 2018e

<40%

Target COGS
incidence on Net Sales

<30%

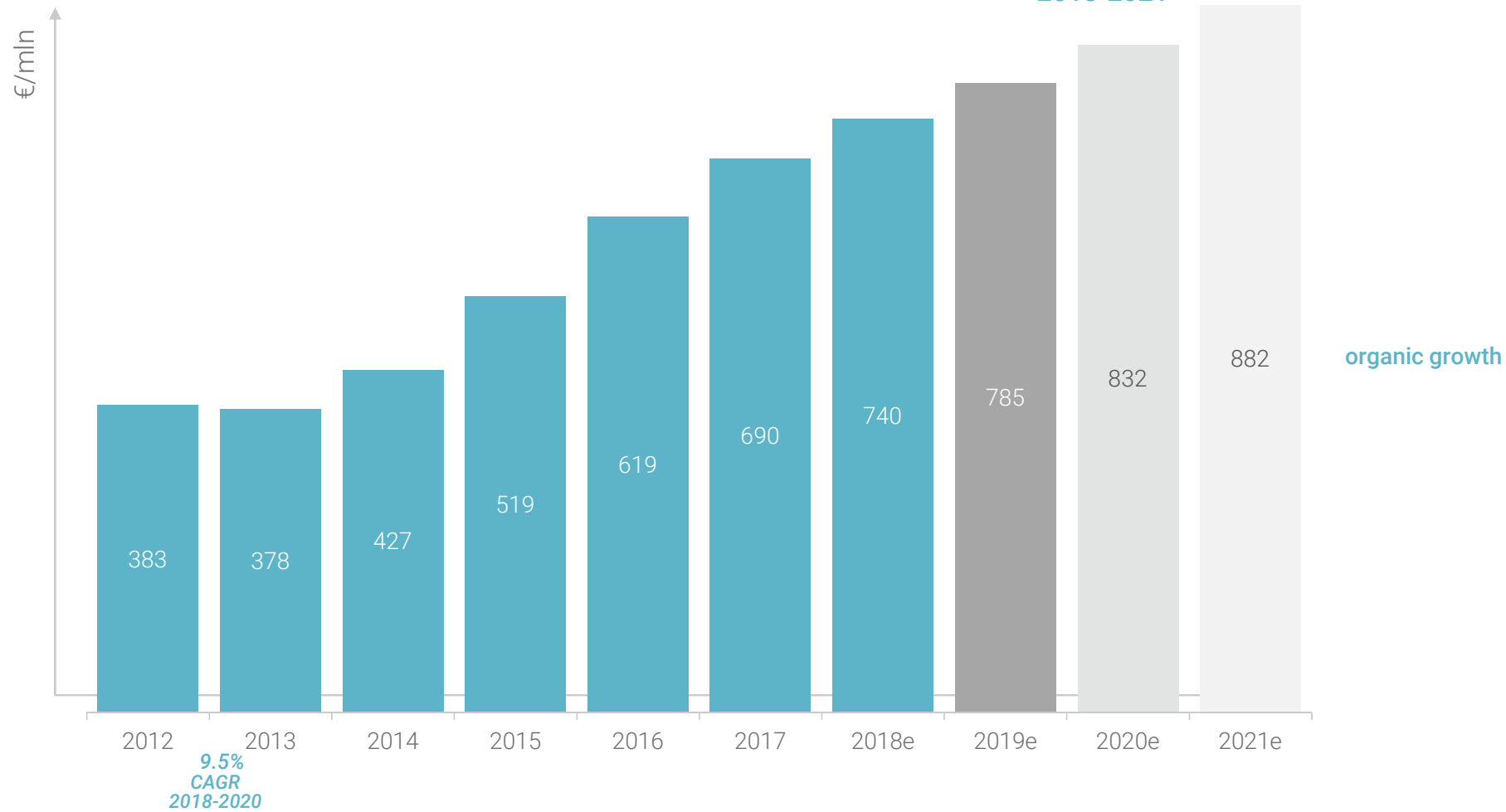
Target labour Cost
incidence on Net Sales

<20%

Target Overhead Cost
Incidence on Net Sales

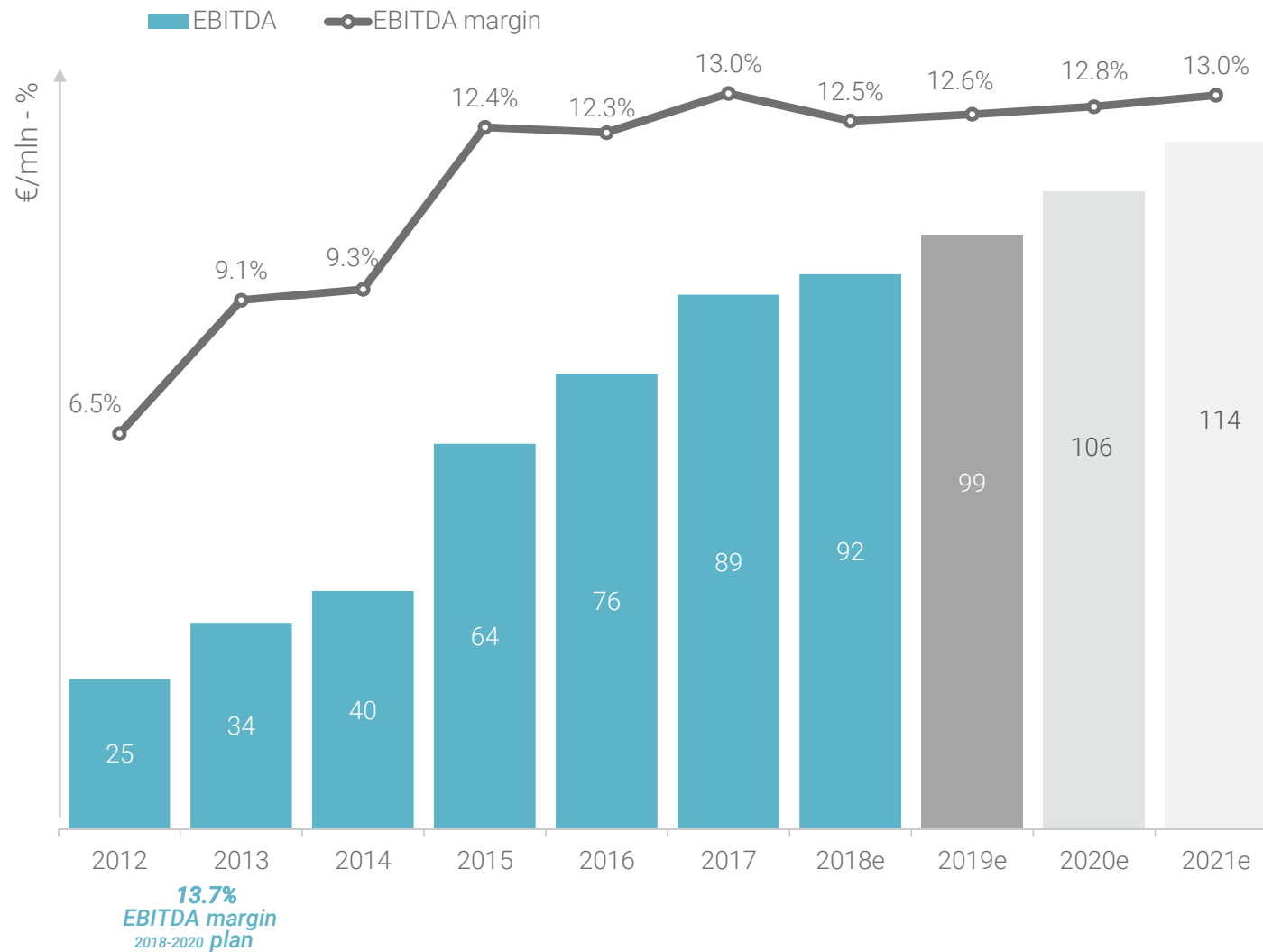
NET SALES

BIESSE GROUP
3 -Year Business Plan



EBITDA

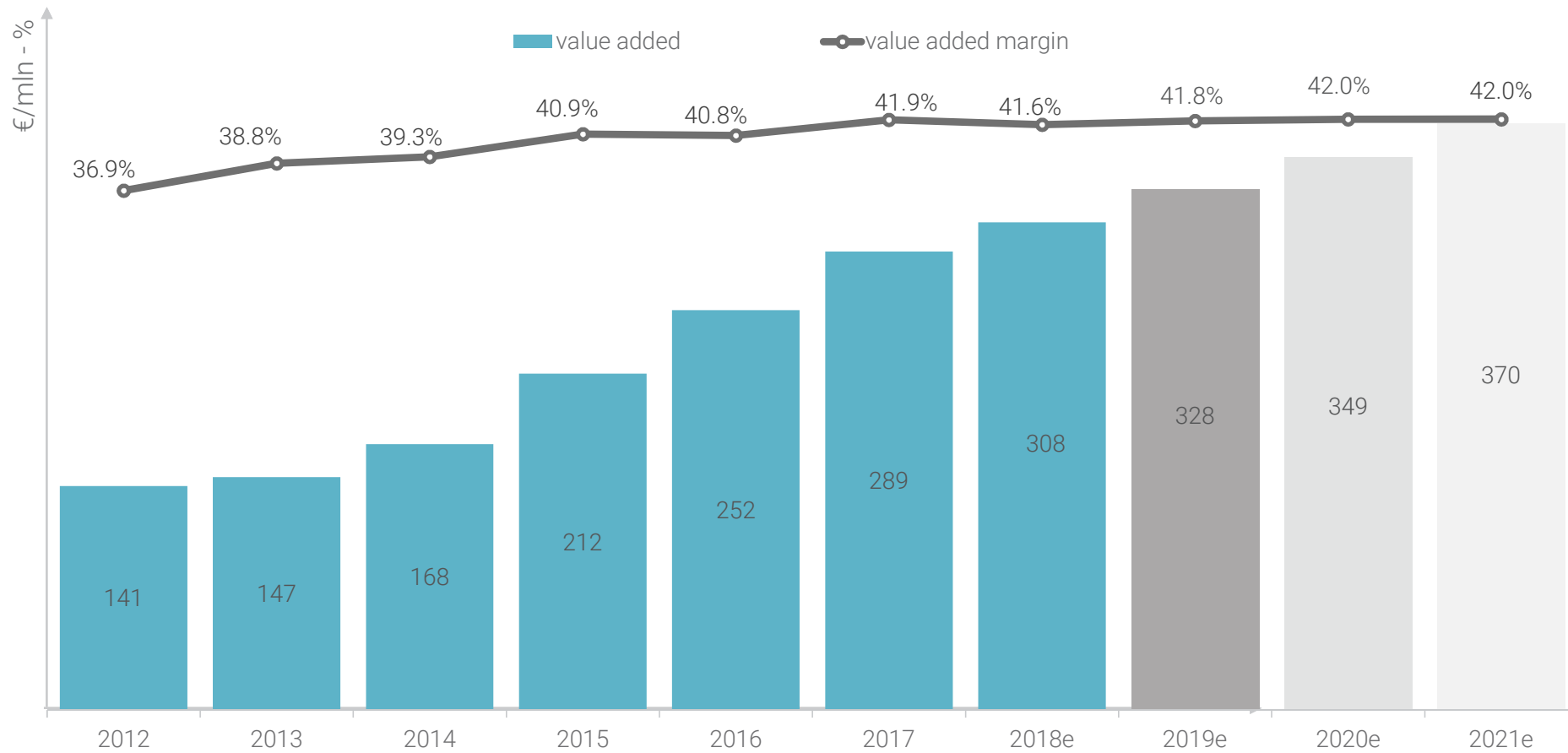
BIESSEGROUP
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- ✓ **COGS** on Net Sales below **40%**
- ✓ **labour Cost** on Net Sales less than **30%**
- ✓ **overhead** on Net Sales less than **20%**

VALUE ADDED

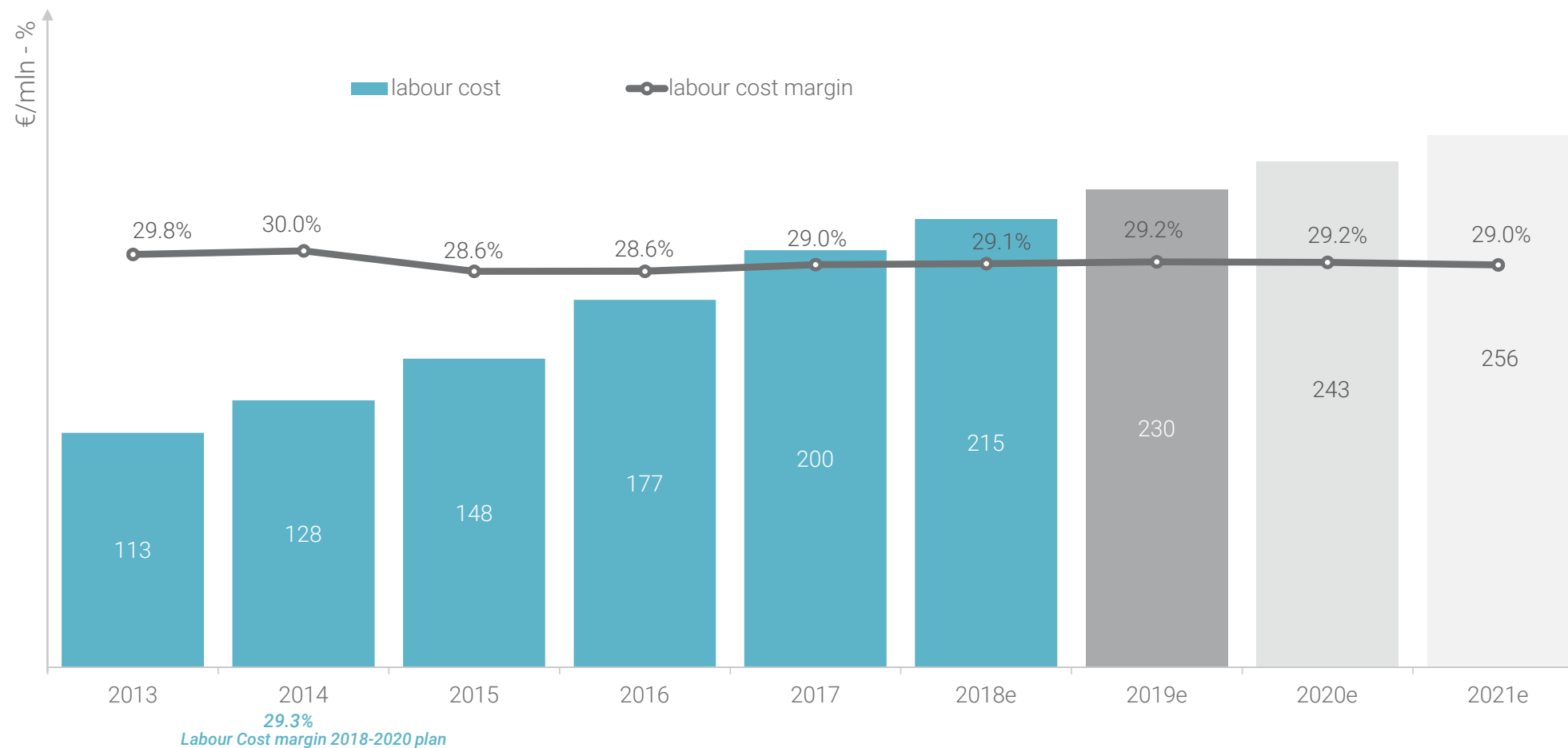
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43%
Value Added margin 2018-2020 plan

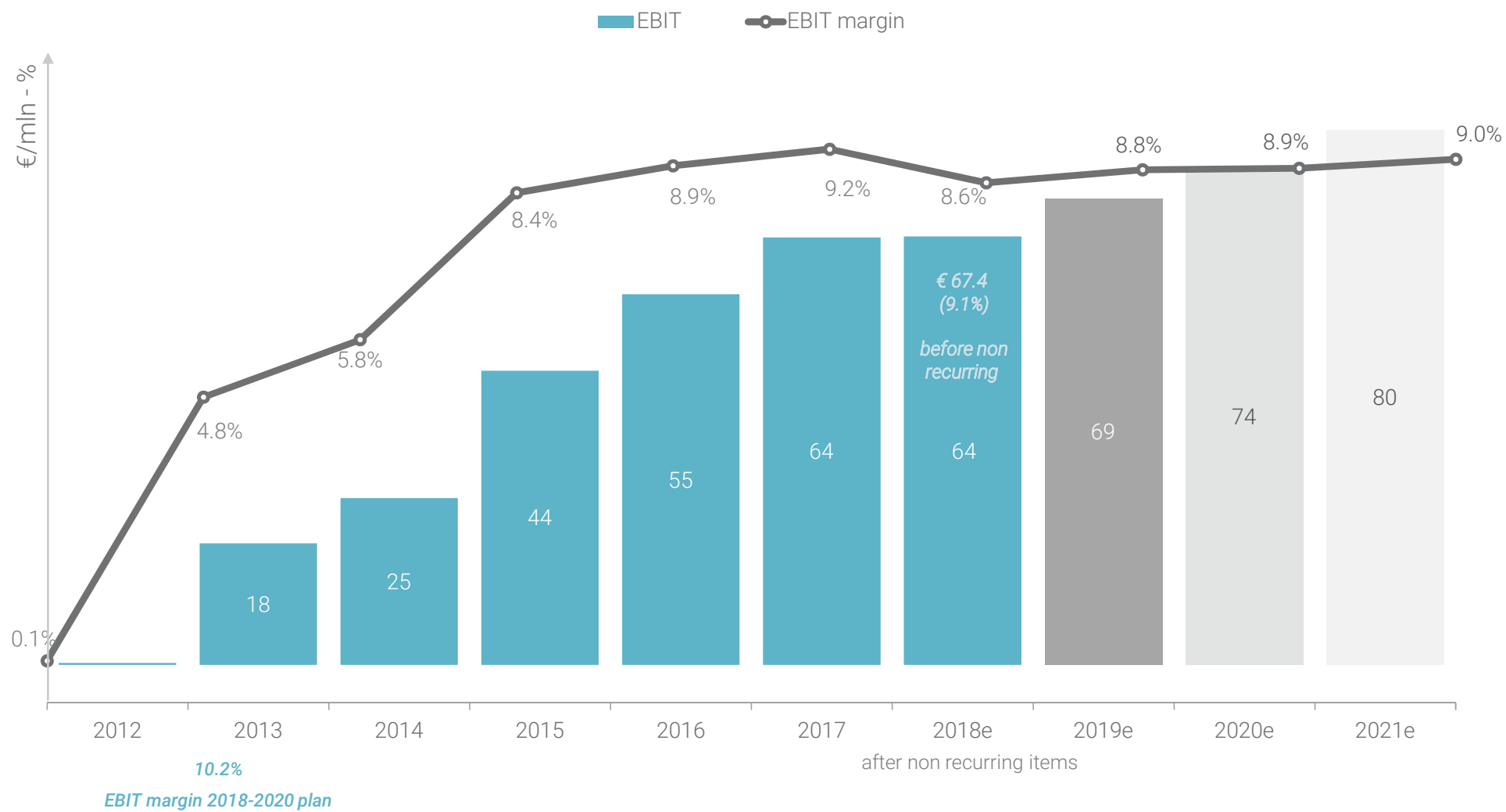
LABOUR COST

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EBIT

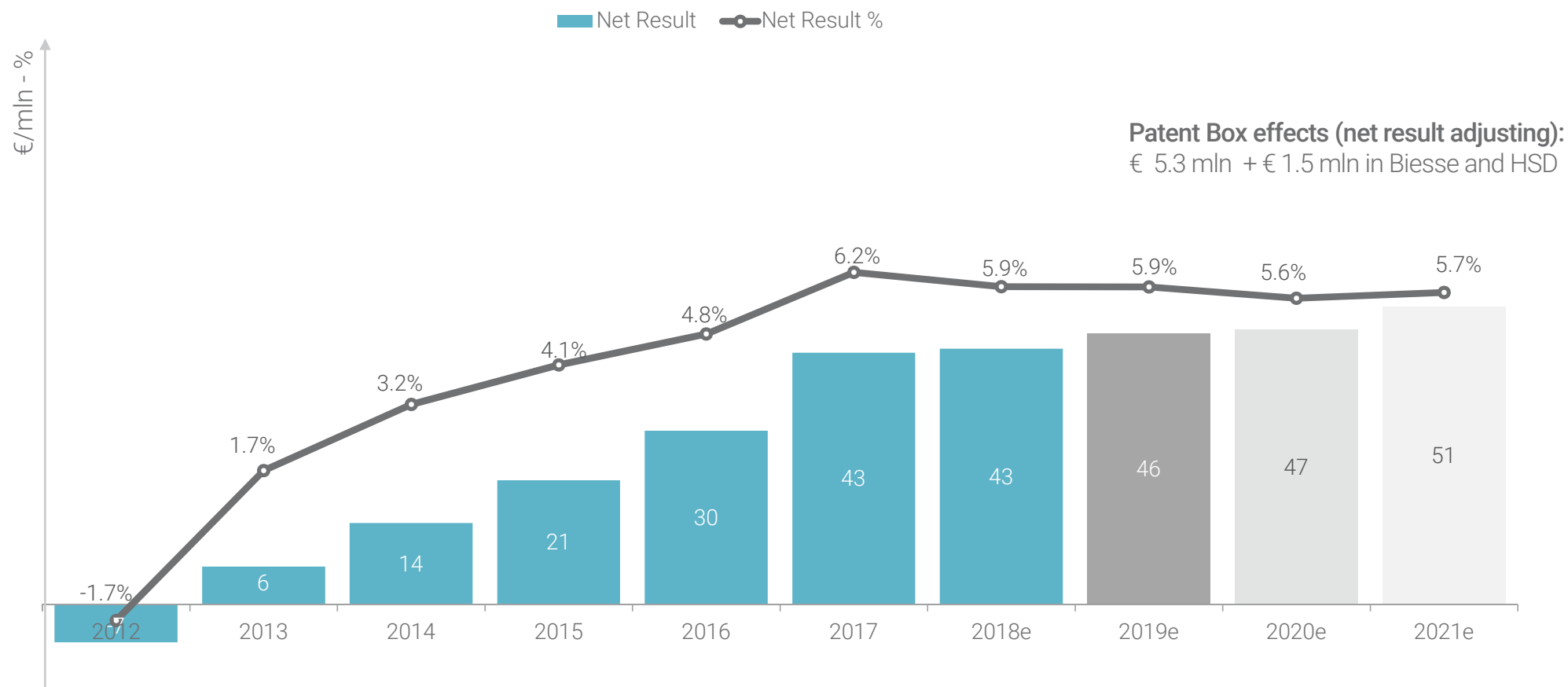
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NET RESULT

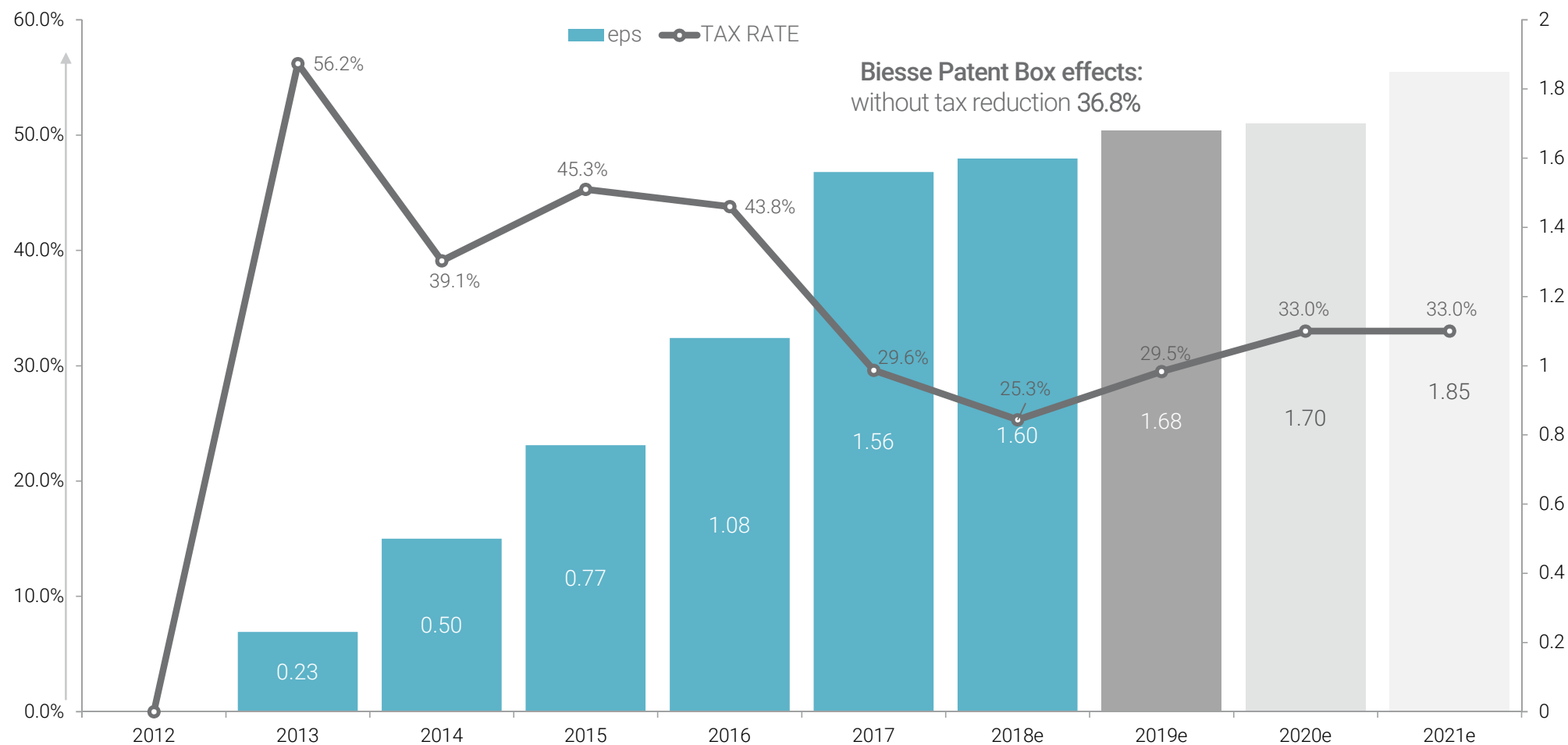
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EPS – TAX RATE

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EXTRACT OF THE P&L

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€/mln	2014	2015	2016	2017	2018e		2021e
Net sales year -1	427 +12.9%	519 +21.5%	618 +19.1%	690 +11.6%	740 +7.3%	CAGR 2009-2018e 11.9%	882
Cost of goods sold	178 41.6%	206 39.8%	245 39.6%	270 39.1%	295 39.8%		349 39.6%
Value added %	168 39.3%	212 40.9%	252 40.8%	289 41.8%	308 41.6%		370 42.0%
Labour cost	128 30.0%	148 28.6%	177 28.6%	199 28.9%	215 29.1%		256 29.0%
Overhead	91 21.3%	105 20.2%	125 20.1%	136 19.7%	144 19.5%		168 19.0%
EBITDA %	40 9.3%	64 12.4%	76 12.3%	89 13%	92 12.5%		114 13.0%
EBIT %	25 5.8%	44 8.4%	55 8.9%	64 9.2%	64* 8.6%		80 9.0%

< 30.0%
incidence

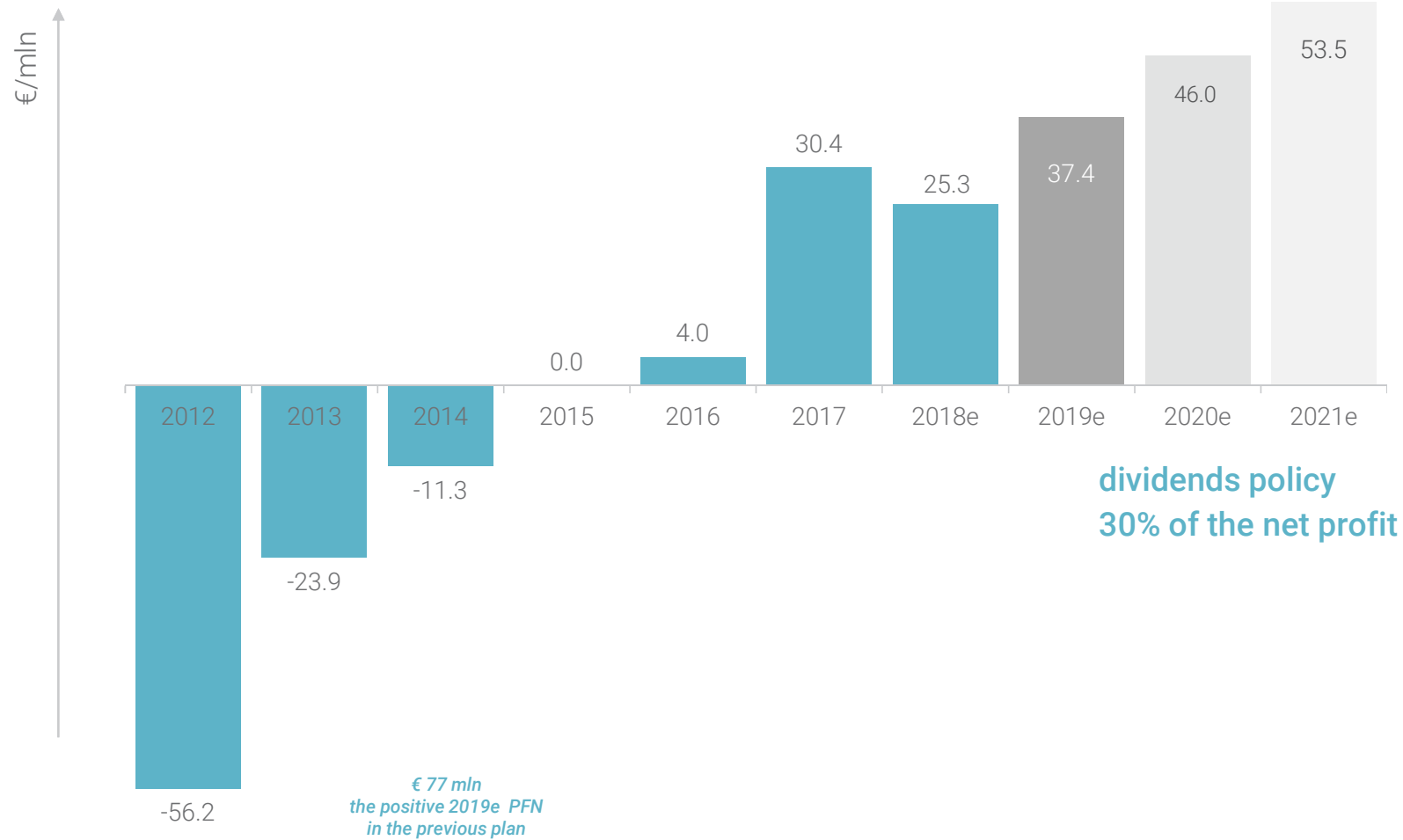
< 20.0%
incidence

*after non recurring items

before € 67.4 (9.1%)

NET DEBT

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CASHFLOW

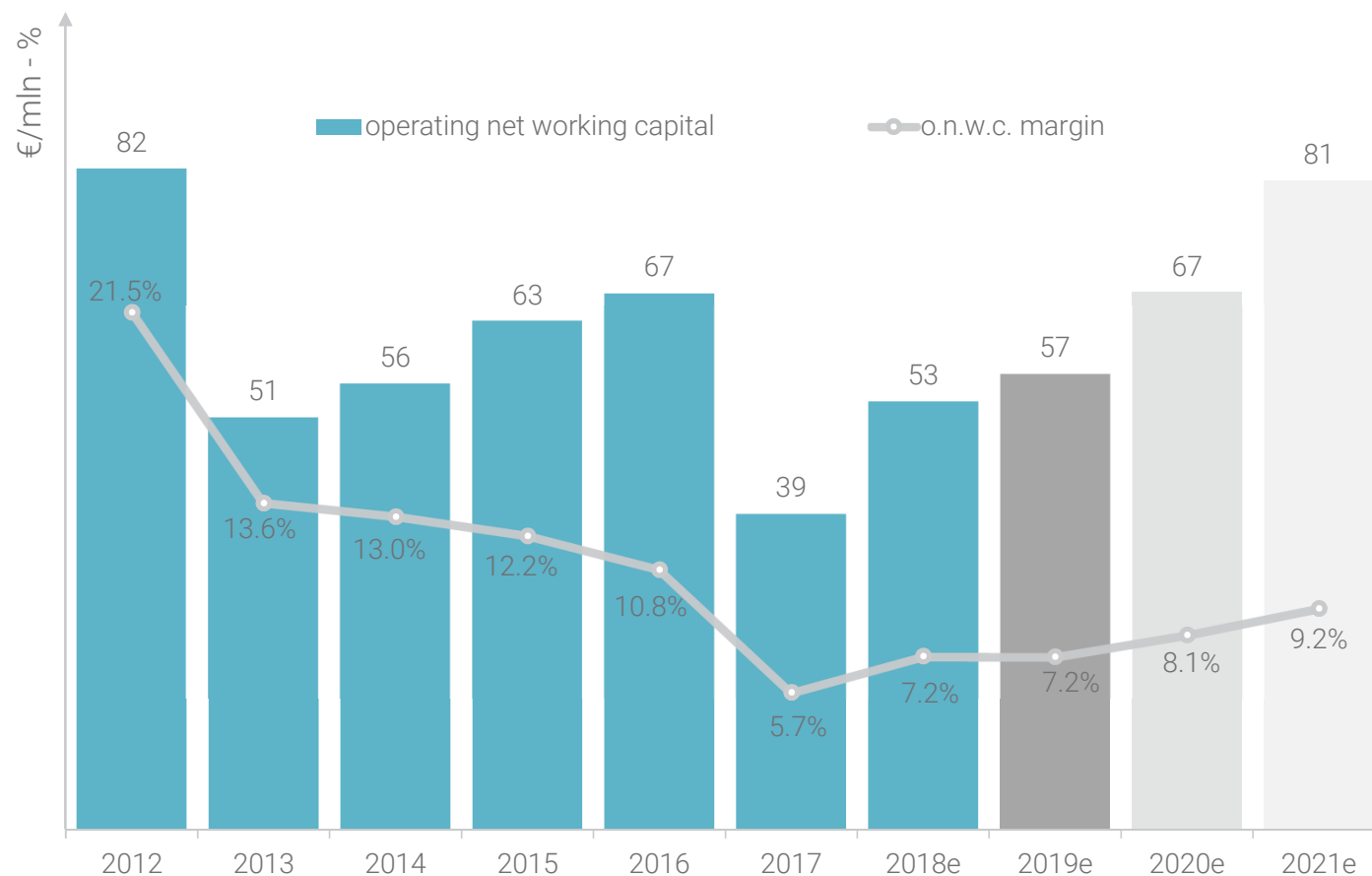
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€/mln	2014	2015	2016	2017	2018e	2021e
Gross Cashflow % net sales	38 9.0%	46 8.9%	47 7.4%	74 10.9%	53 7.1%	69 7.9%
Investments % net sales	-21 4.9%	-25 4.9%	-32 5.2%	-39 5.7%	-45 6.1%	-48 5.4%
Net Cashflow % net sales	17 4.1%	21 4.1%	15 2.2%	35 5.2%	8 1.1%	21 2.4%
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	-14.0 30% of net profit

Without IFRS16 effects

OPERATIVE NET WORKING CAPITAL

BIESSEGROUP
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7.4% O.N.W.C. incidence
2018-2020 plan

- ✓ **inventories** below **22%**
incidence on Net Sales
- ✓ Group **DSO** around **50-60 days**
max
- ✓ Group **DPO** around **105-110**
days

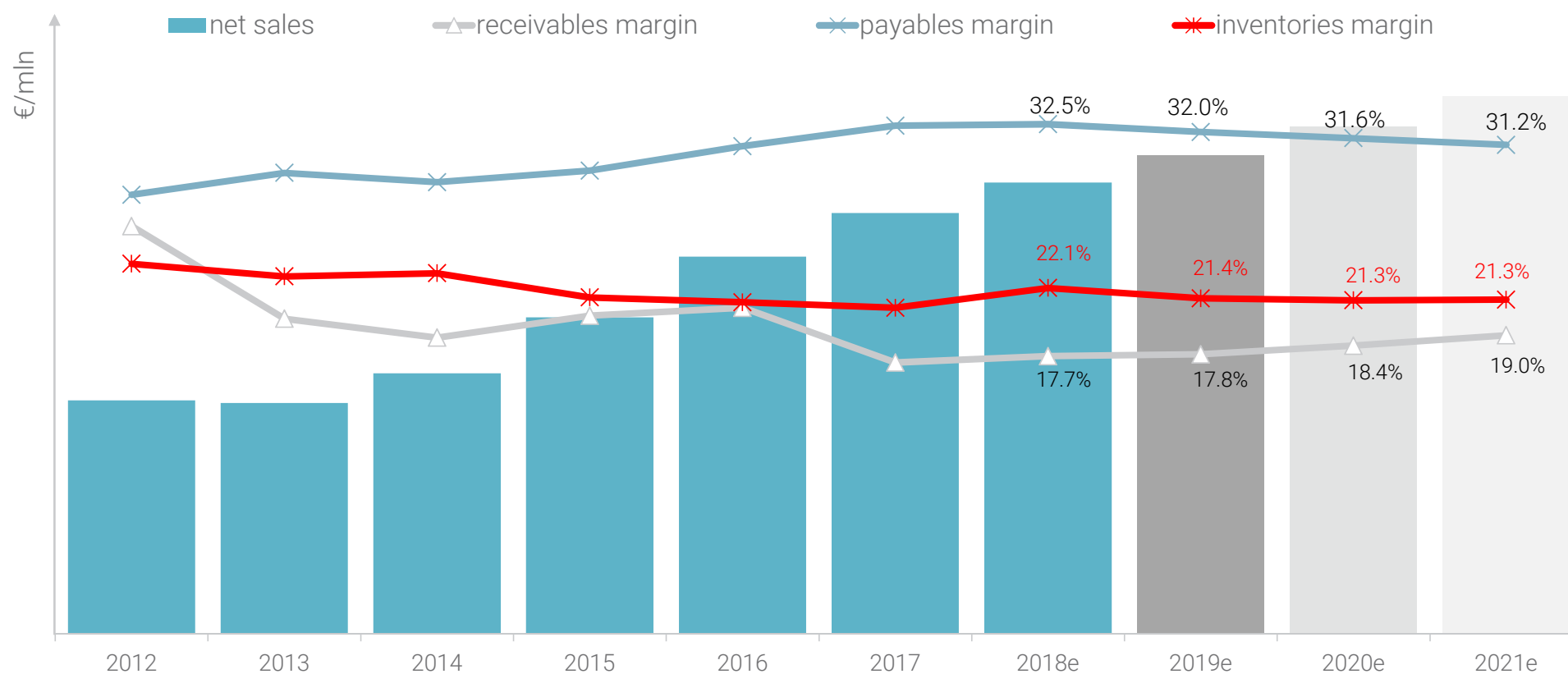
OPERATIVE NET WORKING CAPITAL

 **BIESSE GROUP**
3 -Year Business Plan

€/mln	2014	2015	2016	2017	2018e	2021e
Inventories % net sales days	23.0% 202	21.5% 197	21.1% 195	20.8% 194	22.1% 202	21.3% 196
Receivables % net sales days	18.9% 66	20.3% 71	20.8% 72	17.3% 73	17.7% 61	19.0% 66
Payables % net sales days	28.8% 155	29.5% 167	31.1% 176	32.4% 186	32.5% 185	31.2% 180
operative Net Working Capital % net sales	56 13.0%	63 12.2%	67 10.8%	39 5.6%	53.4 7.2%	81 9.2%

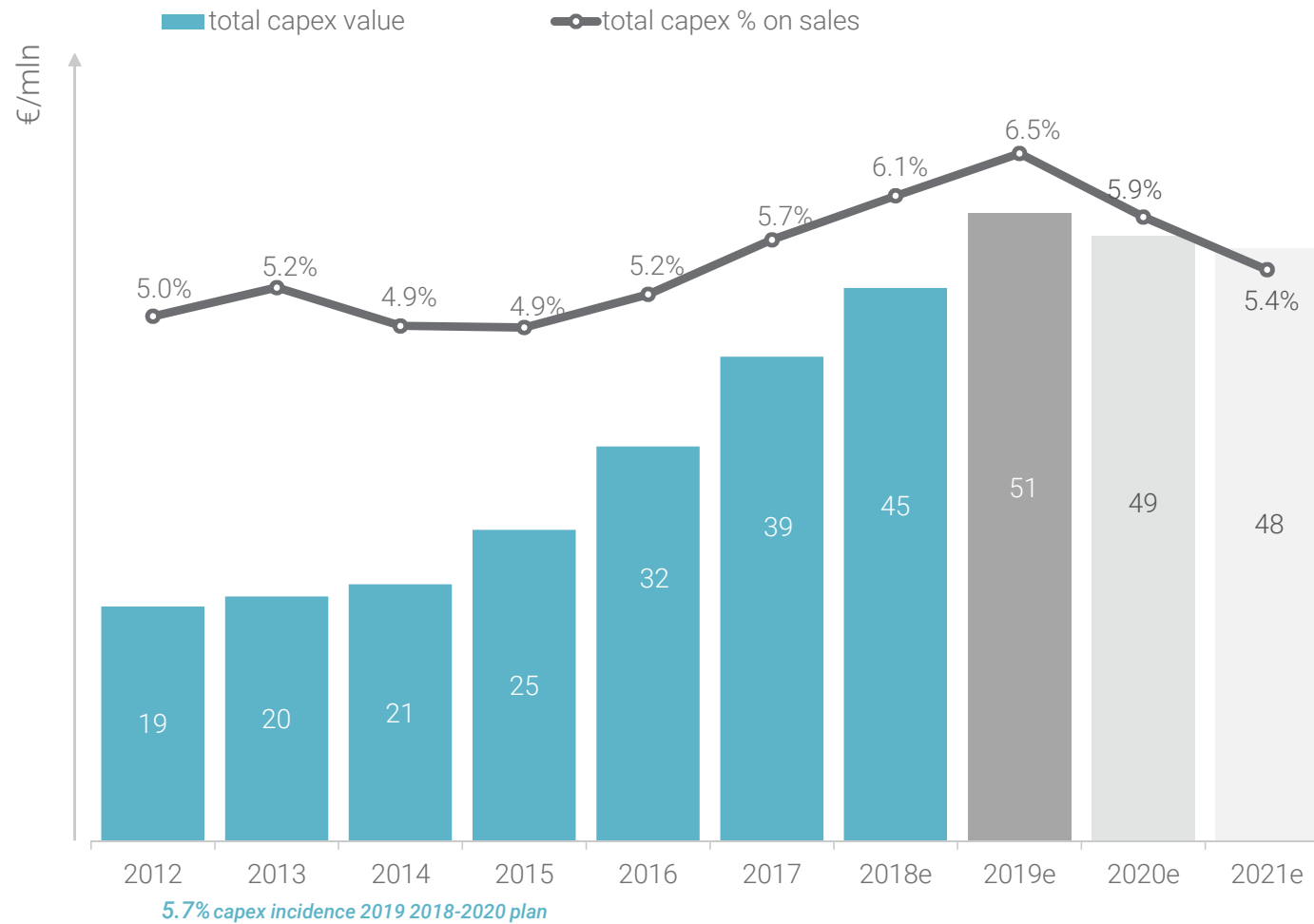
RECEIVABLES PAYABLES INVENTORIES

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3 -Year Business Plan



CAPEX

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2019e
tangible: € 32.9mln
intangible: € 18mln

main investments items:

- ✓ **Mechatronics** – HSD takeover of the Bi.Fin srl leasing (existing site in Gradara)
- ✓ **Wood – stand alone machines** vertical auto-warehouse (traslo)
- ✓ **Subsidiary** Biesse America campus
- ✓ **Components** Cosmec working centers
- ✓ **I.T. Service CRM** – product configurator – I.I.o.T.
- ✓ **R&D** capitalized

OUR FUTURE IN FIGURES

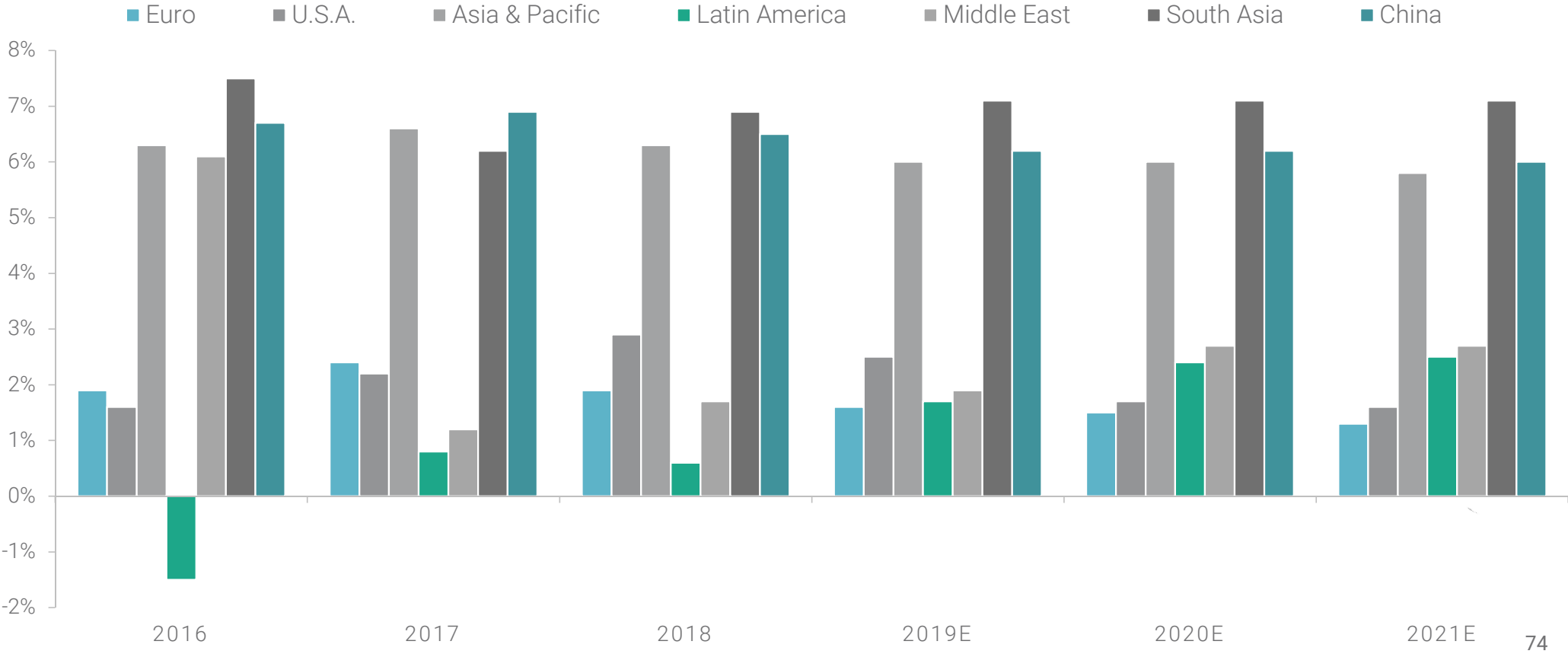
- 3.1 OUR FUTURE IN FIGURES
- 3.2 OTHER FIGURES
- 3.3 ANNEX
- 3.4 THE SHARE

- MACROECONOMIC CONTEXT
 - GDP BY COUNTRY
 - GDP BY AREA
 - BIESSE PERFORMANCE
- SHAREHOLDERS & B.O.D.
- FURNITURE MARKET
- CRESME & CSIL VIEW

MACROECONOMIC CONTEXT - GDP BY COUNTRY

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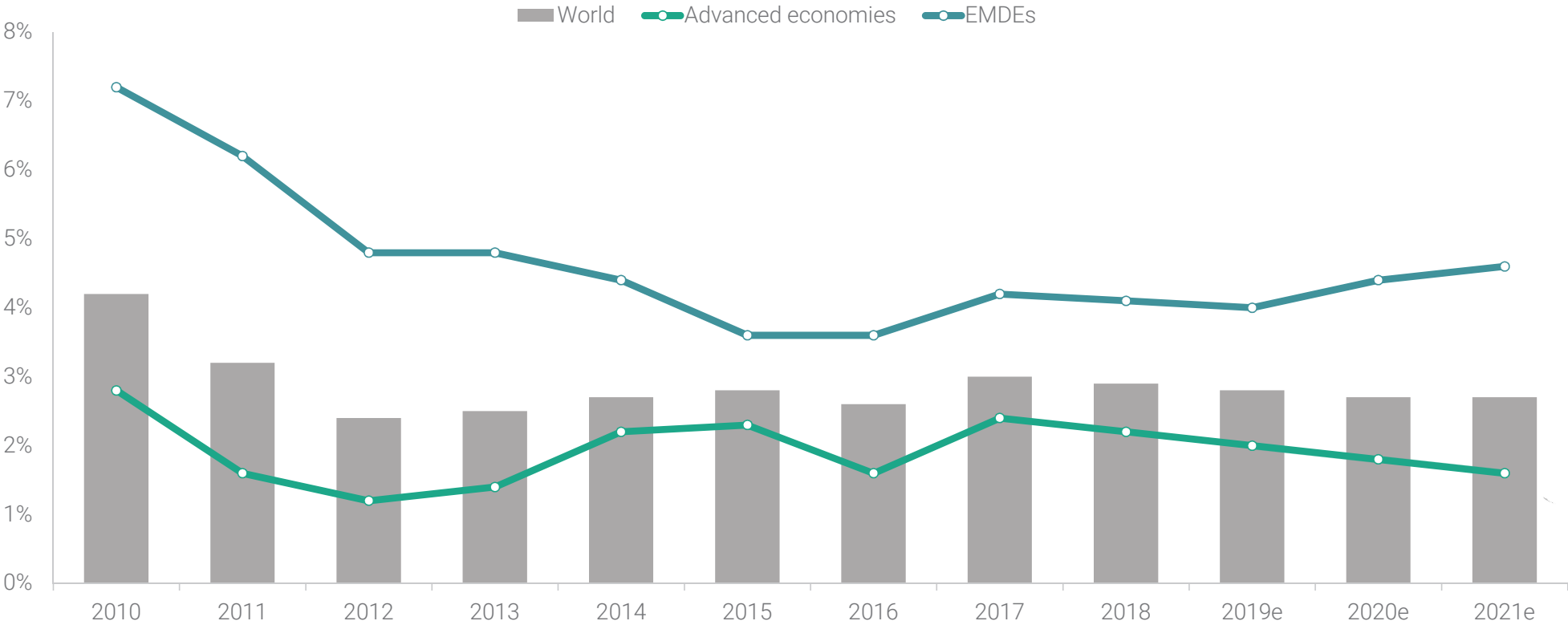
GDP YoY Growth (%)



Source: Bloomberg, January 2019

MACROECONOMIC CONTEXT - GDP BY COUNTRY

World, Advanced Economies & EMDEs YoY Growth (%)

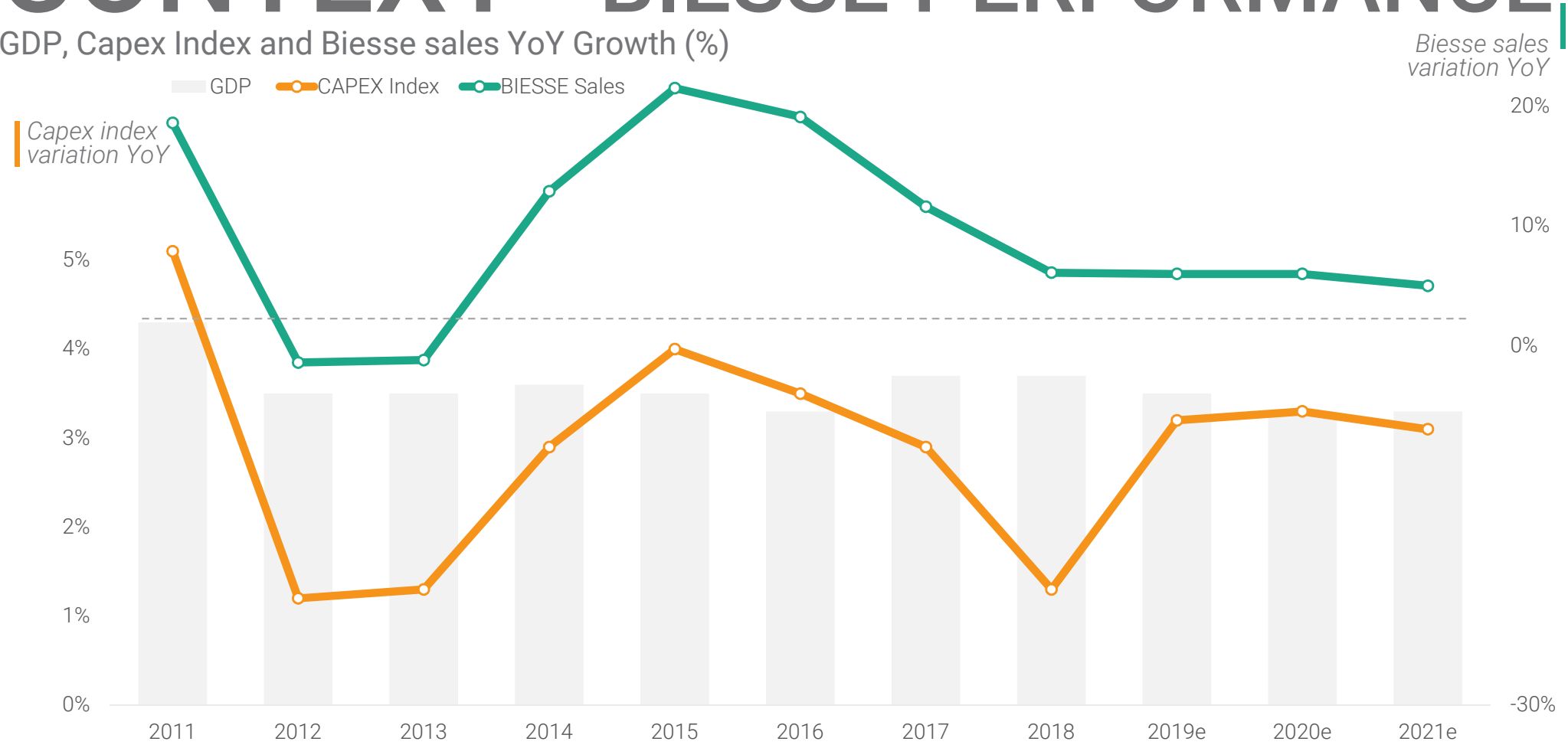


Source: Bloomberg, January 2019

MACROECONOMIC CONTEXT - BIESSE PERFORMANCE

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3 -Year Business Plan

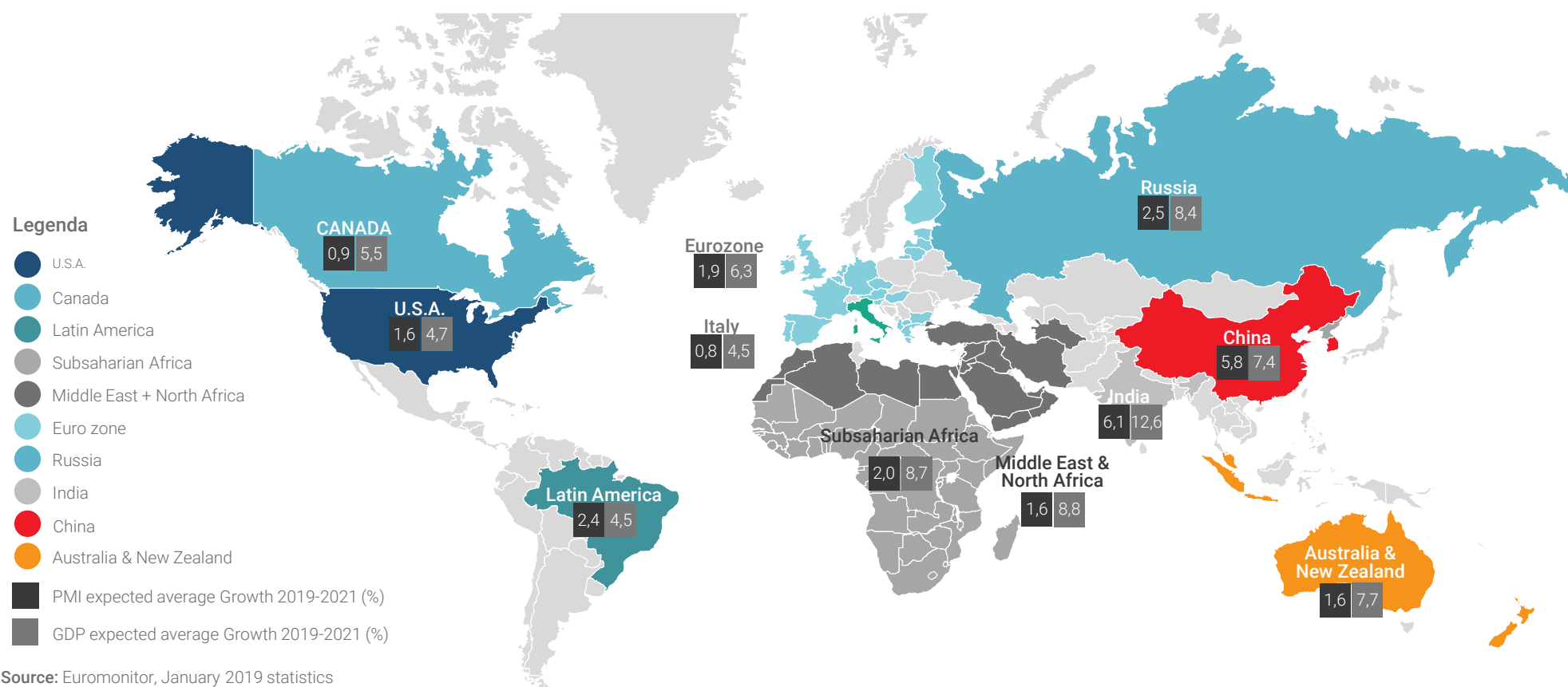
GDP, Capex Index and Biesse sales YoY Growth (%)



Source: Bloomberg, January 2019, Biesse

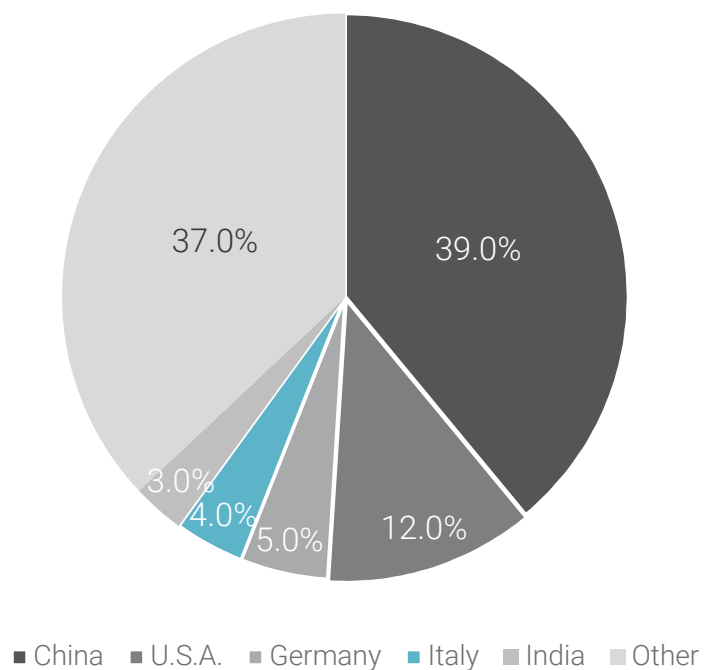
WORLD GDP & PMI BY MAIN MACRO AREA

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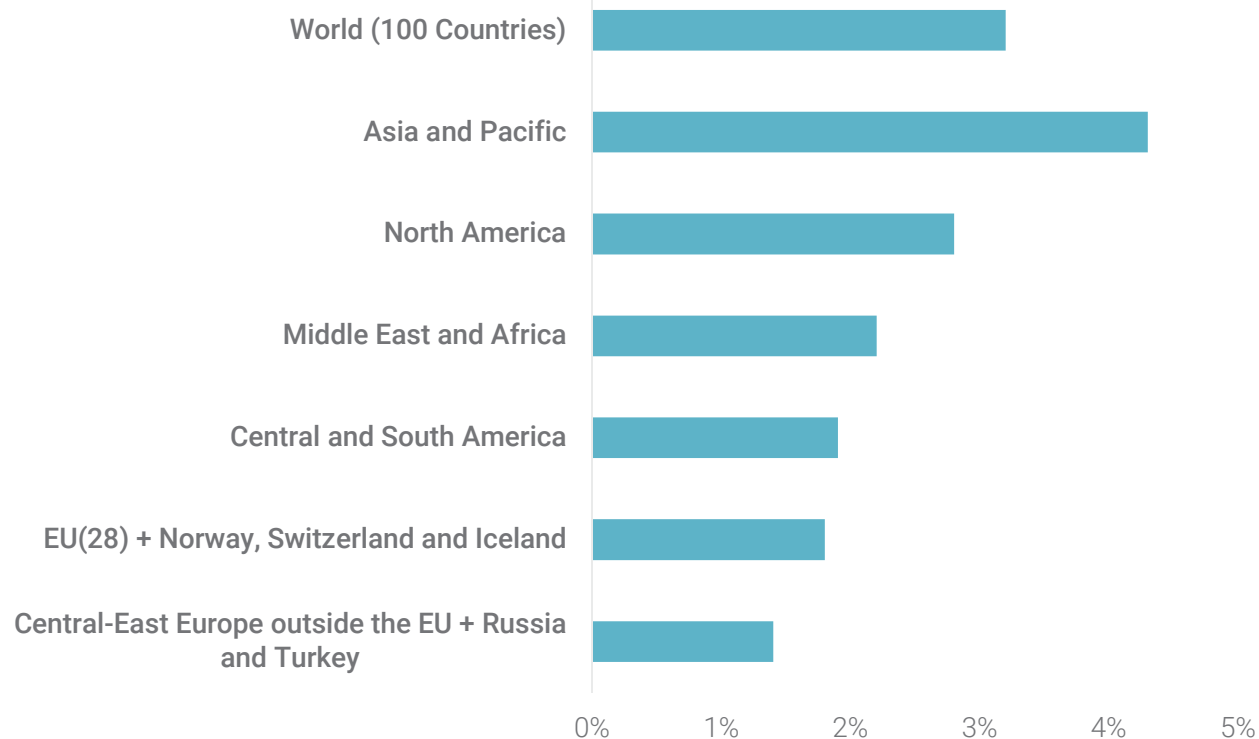


FURNITURE

Furniture demand by countries



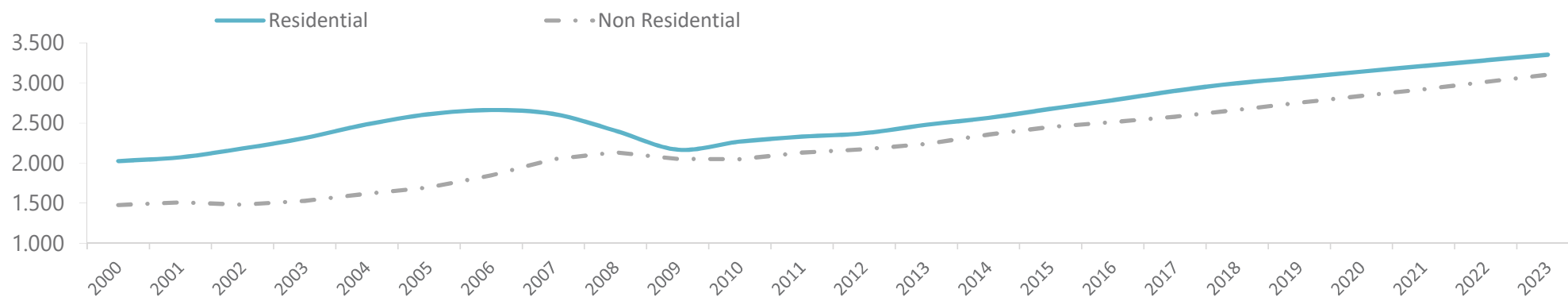
Furniture consumption. Countries grouped by geographical region, 2019. Forecast of yearly changes in real terms.



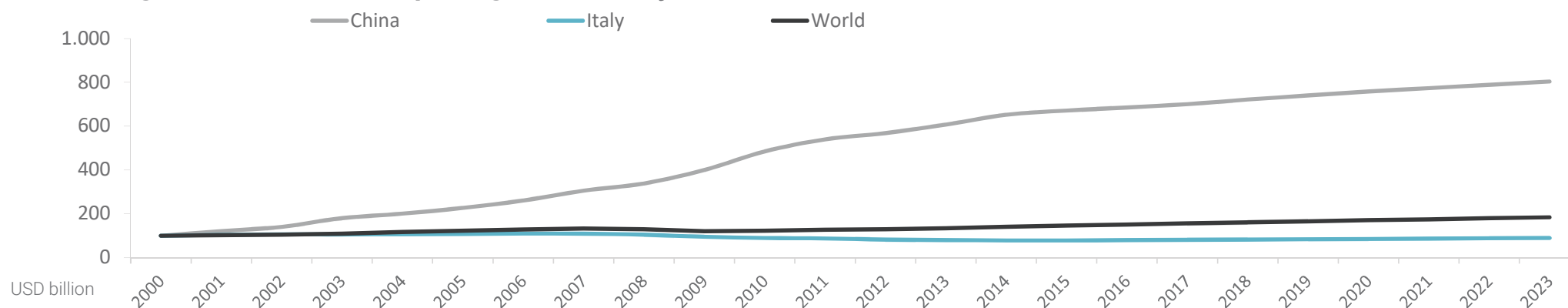
CRESME & CSIL VIEW (1)

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Building Investments World trends



Building Investments comparing China, Italy, World



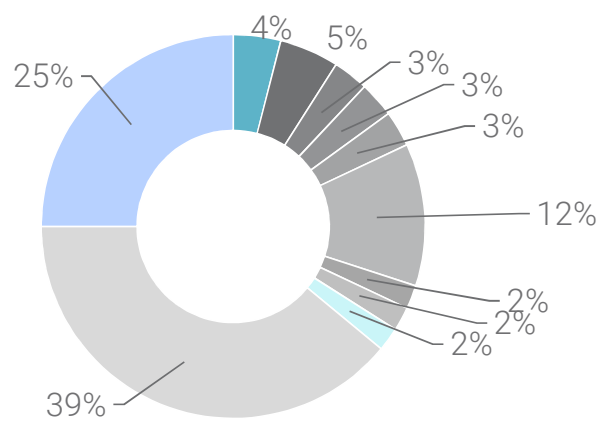
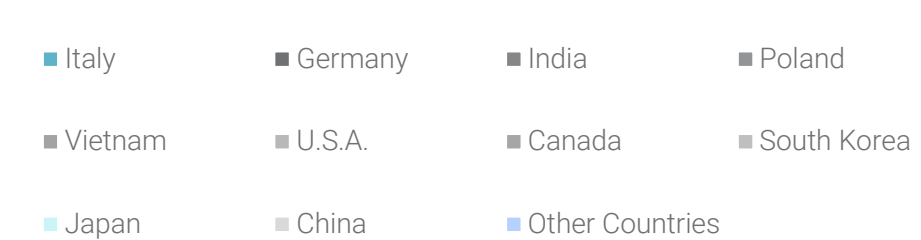
Note: (*) Preliminary; (**) Projected

Source: CSIL 2018e

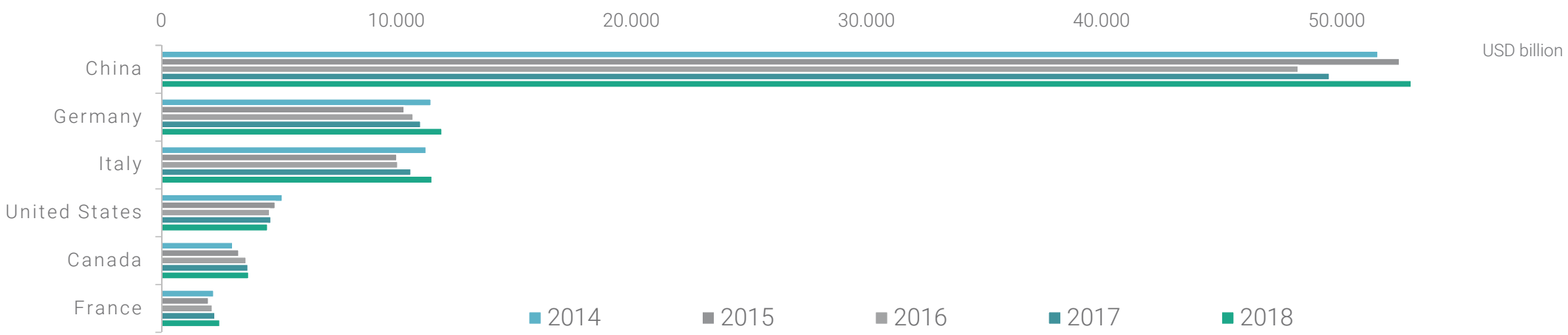
CRESME & CSIL VIEW (2)


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% breakdown of world furniture production, 2018e



Main furniture exporting countries 2012-2018e

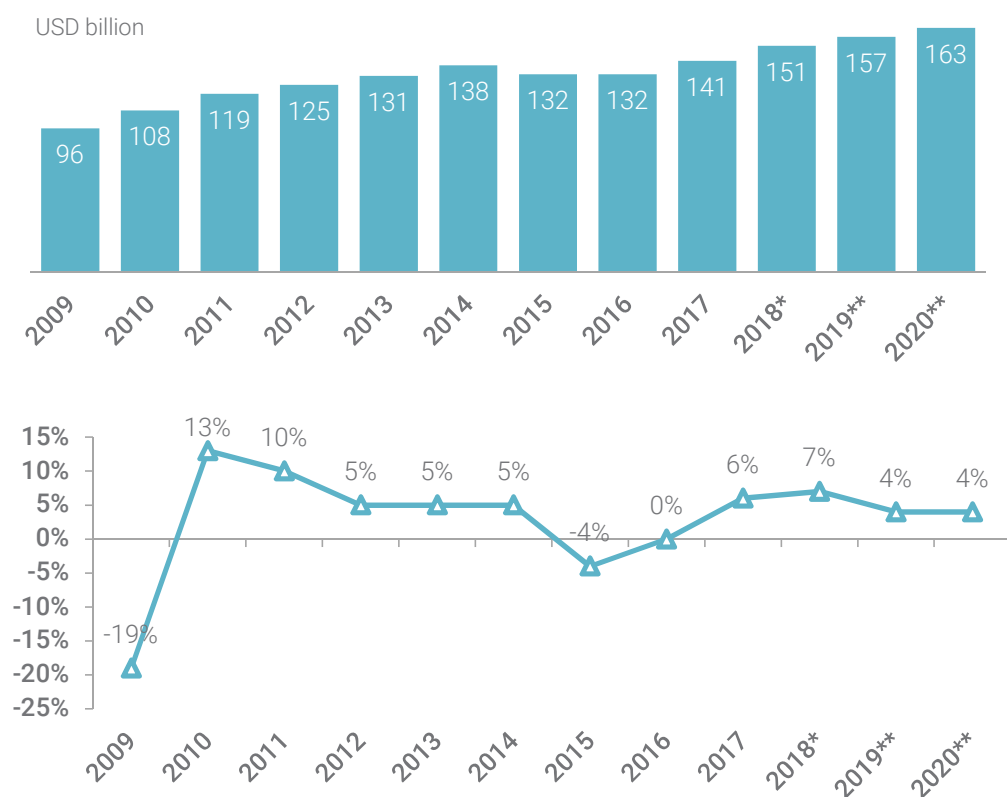


Note: (*) Preliminary; (**) Projected
Source: CSIL 2018e

CRESME & CSIL VIEW (3)

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3-Year Business Plan

World trade of furniture and annual percentage changes.



China – Main furniture trading partners

Origin of furniture imports		Destination of furniture exports	
Italy	18,8%	USA	36,9%
Germany	14,8%	Japan	5,6%
Vietnam	8,5%	UK	4,9%
Poland	7,0%	Australia	3,8%
USA	6,0%	Germany	3,7%
JAPAN	5,7%	Hong Kong	3,3%
South Korea	4,4%	South Korea	3,2%
Taiwan	2,9%	Canada	3,1%
China	2,7%	France	2,4%
UK	2,6%	Singapore	2,2%

Note: (*) Preliminary; (**) Projected
Source: CSIL 2018e

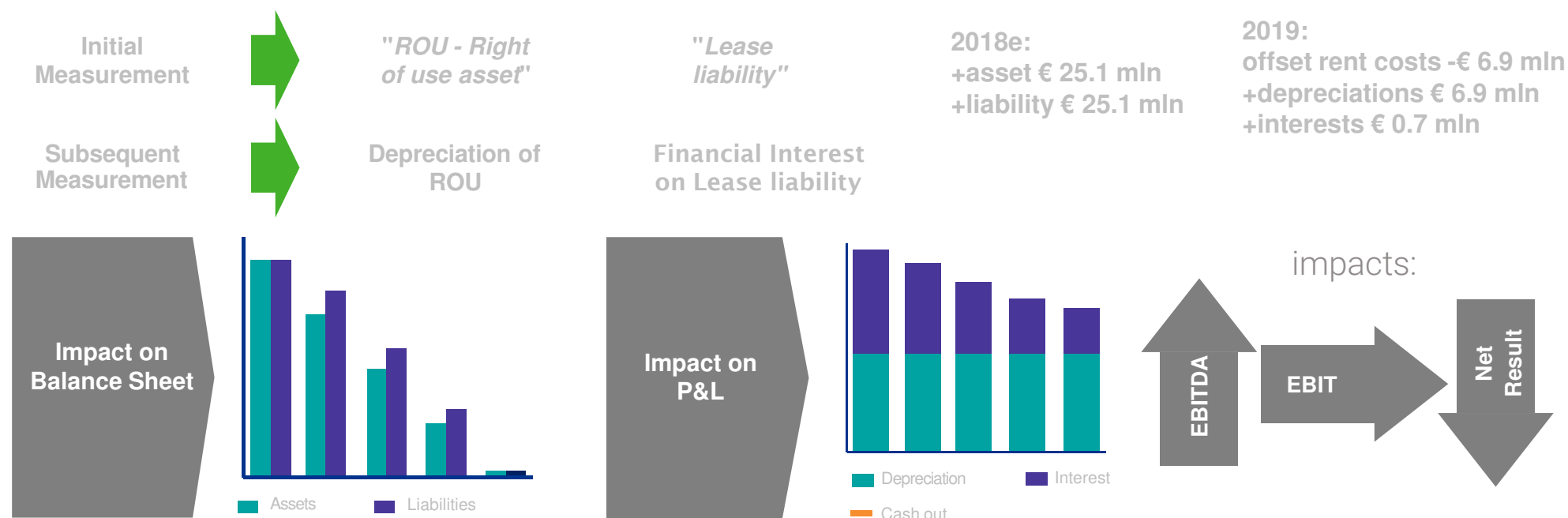
ANNEX

3 -Year Business Plan

IFRS IMPACTS (INITIAL EVALUATION)

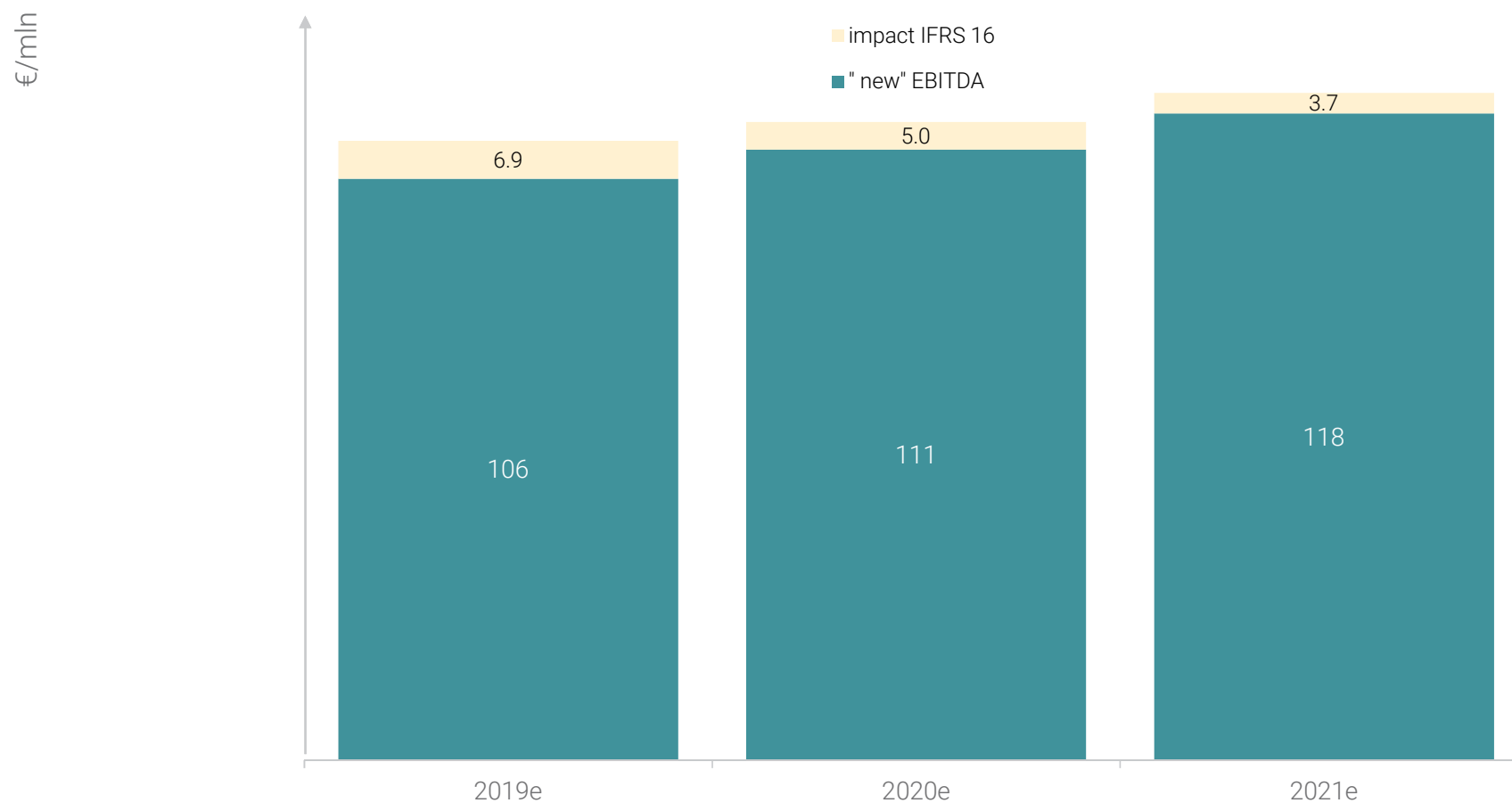
IFRS 16 IMPACTS

".....IFRS 16 is an International Financial Reporting Standard (IFRS) providing guidance on accounting for leases. IFRS 16 was issued in January 2016 and will be effective for most companies that report under IFRS in 2019. Upon becoming effective, it will replace the earlier leasing standard, IAS 17.The new standard will provide much-needed transparency on companies' lease assets and liabilities, meaning that off balance sheet lease financing is no longer lurking in the shadows. It will also improve comparability between companies that lease and those that borrow to buy....."



EBITDA WITH THE IFRS 16 IMPACTS

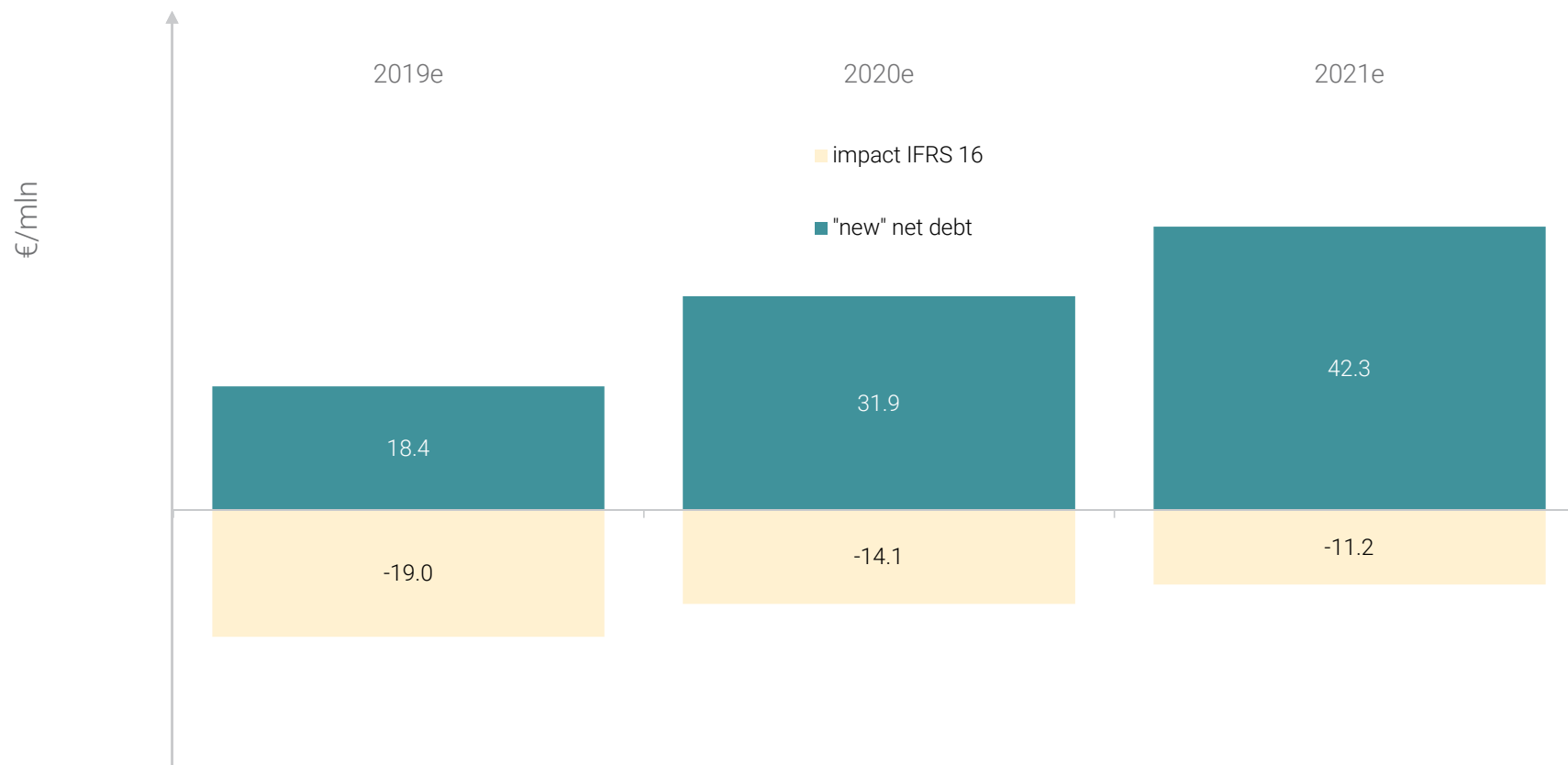
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best scenario without changes

NET DEBT WITH THE IFRS 16 IMPACTS

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best scenario without changes

OUR FUTURE IN FIGURES

- 3.1 OUR FUTURE IN FIGURES
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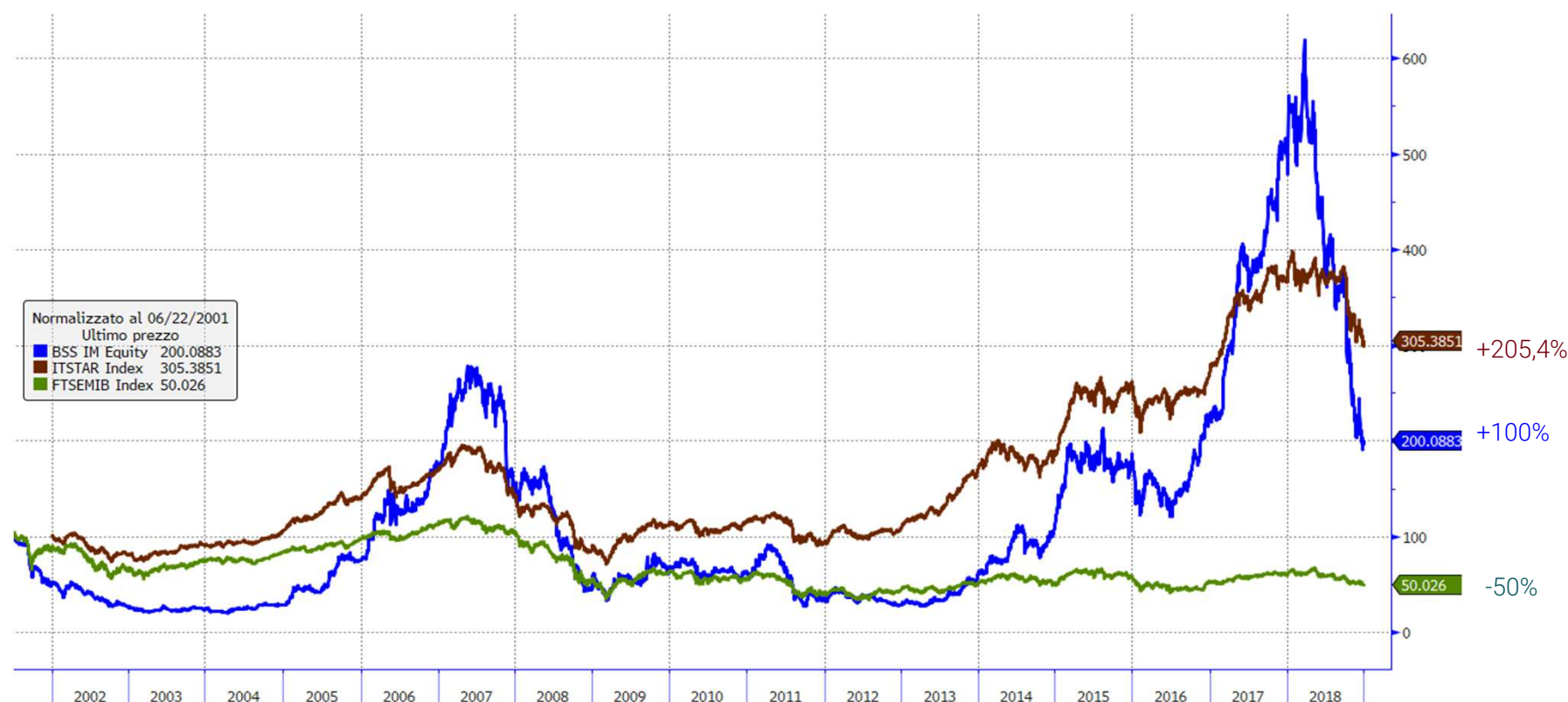
BIESSE SHARE 2018E TREND: VS INDEX

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BIESSE SHARE HISTORICAL TREND (SINCE IPO): VS INDEX

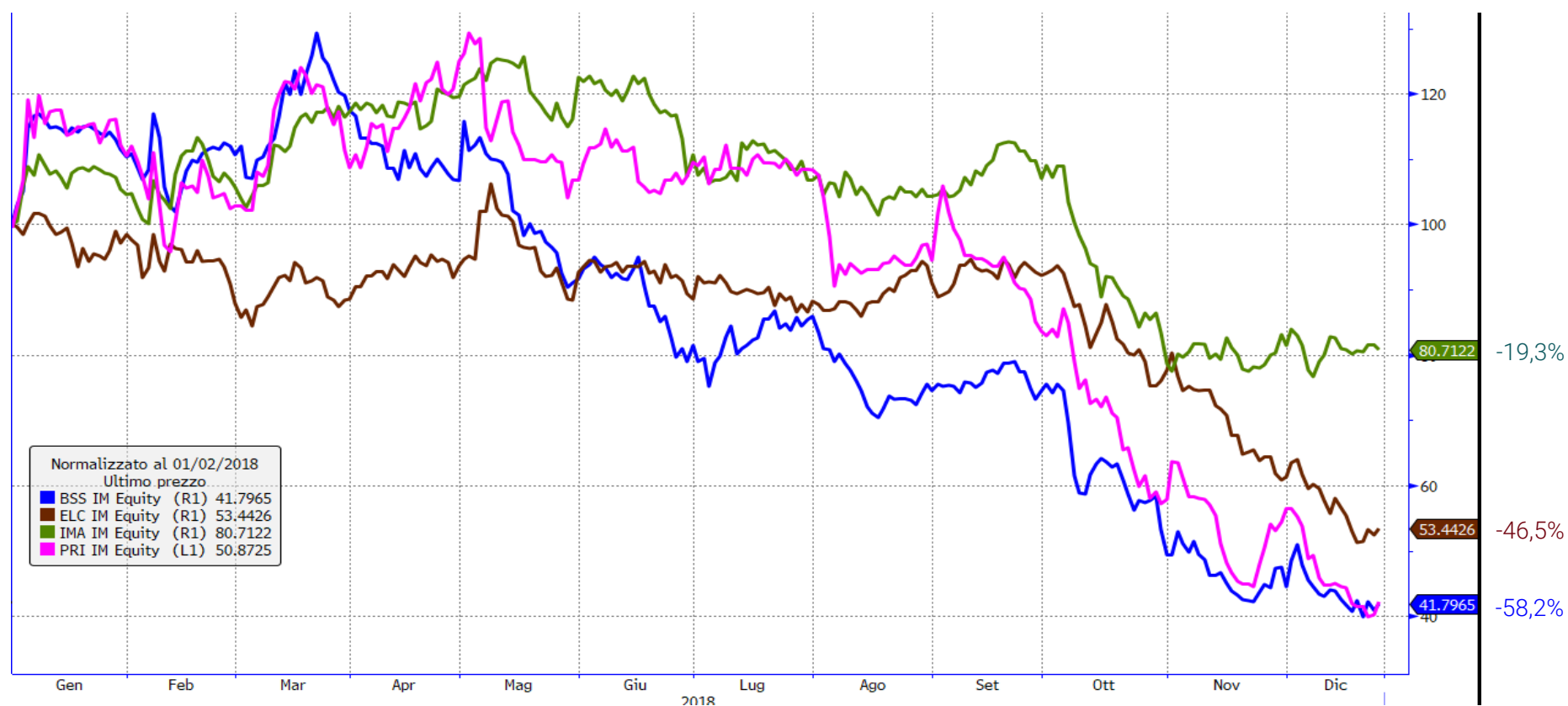
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BIESSE SHARE 2018E TREND:

VS ITALIAN PEERS

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