

COMPANY PRESENTATION

STAR CONFERENCE MILAN 26 MAY 2020

 **BIESSEGROUP**

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THE GROUP

- 1.1 OUR IDENTITY
- 1.2 SUSTAINABILITY
- 1.3 BUSINESS MODEL

OUR IDENTITY

1.1 OUR IDENTITY

1.2 SUSTAINABILITY

1.3 BUSINESS MODEL

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

OUR VALUES

 **BIESSEGROUP**

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 believes in:

INNOVATION
INTEGRITY
PROACTIVITY

THE VISION

 BIESSEGROUP

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

4 12

**MAIN BUSINESS
DIVISIONS**

**PRODUCTION
SITES**

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.

ALL OVER THE WORLD

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

39
+ 300


SUBSIDIARIES AND
REPRESENTATIVE
OFFICES

SELECTED
DISTRIBUTORS

 **BIESSEGROUP**

 **BIESSE**
 **DIAMUT**
 **INTERMAC**

SUPPORTING OUR CUSTOMERS

 BIESSEGROUP

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

 **BIESSE**GROUP

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 that are part of the Biesse family.

>4.1k

EMPLOYEES*

* temporary workers included

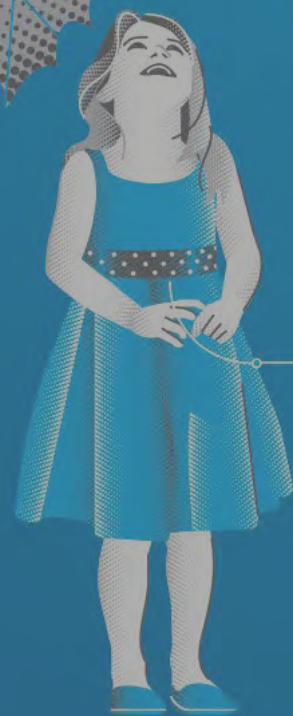
SUSTAINABILITY

- 1.1 OUR IDENTITY
- 1.2 SUSTAINABILITY**
- 1.3 BUSINESS MODEL

- PLANNING FOR A MORE SUSTAINABLE FUTURE
- CSR HIGHLIGHTS
- 2020 MAIN TARGETS

PLANNING FOR A MORE SUSTAINABLE FUTURE

 BIESSEGROUP



All activities are carried out in recognition of the moral and social responsibilities that we have towards our stakeholders, in the belief that the achievement of sales objectives cannot overlook our values of honesty, integrity, fair competition and correctness in dealings with all our stakeholders, including shareholders, customers, employees, suppliers and local communities.

CSR HIGHLIGHTS

 **BIESSEGROUP**

ECONOMIC SUSTAINABILITY

More than

300

persons involved in
R&D activities

89%

of purchases by our
manufacturing plants in Italy,
India and China come from local
suppliers

SOCIAL SUSTAINABILITY

95%

of employees have
permanent contracts

+100K

hours of training
provided to personnel during
the course of 2019

ENVIRONMENTAL SUSTAINABILITY

+37.5%

photovoltaic panels installed
compared to the previous year

92%

of waste products
are non-hazardous

2020 MAIN TARGETS

 BIESSEGROUP

REDUCTION OF THE EMISSION IN THE
ATMOSPHERE

at least

-40% CO₂

*

Through strategies of carbon footprint reduction aimed
at utilising energy from renewable sources combined
with energetic efficiency.

**CO₂ scope 2 market based*

2020 MAIN TARGETS

 **BIESSE**GROUP

**CERTIFICATION OF THE HEALTH AND
SAFETY SYSTEM FOR BIESSE SPA**

ISO 45001

Biesse Spa has started the process of formalization and certification of the health and safety system in accordance with ISO 45001 international standards.

BUSINESS MODEL

- 1.1 OUR IDENTITY
- 1.2 SUSTAINABILITY
- 1.3 BUSINESS MODEL

- PRODUCTS
- GLOBAL ORGANIZATION
- CUSTOMERS

PRODUCTS

 **BIESSEGROUP**

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 ceramics. Synergies with the Glass & Stone Division have enabled the development of a range of tools that have become a benchmark in the market

05

SERVICES

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

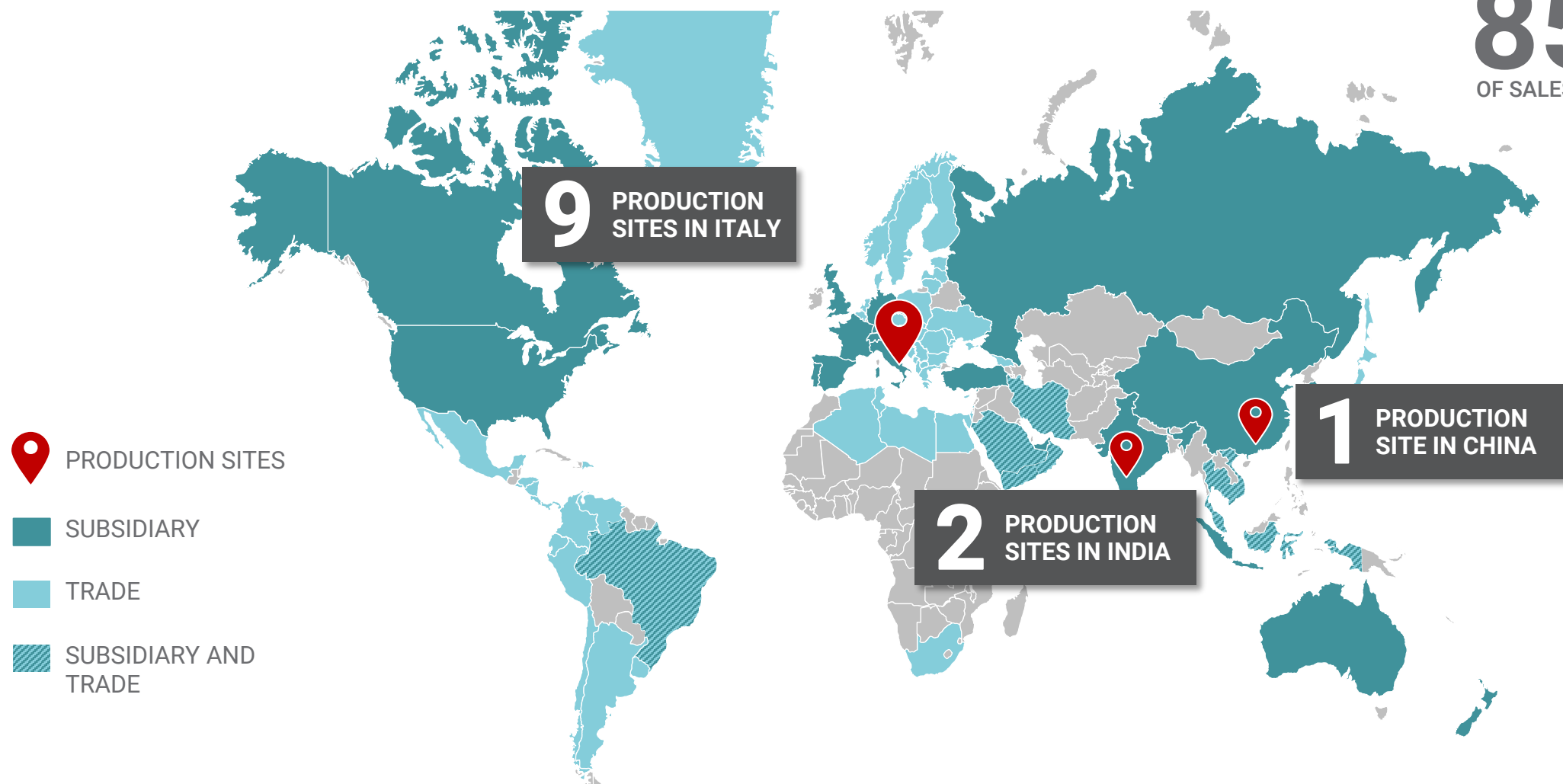
SOFTWARE

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

GLOBAL ORGANIZATION

EXPORT
APPROX.

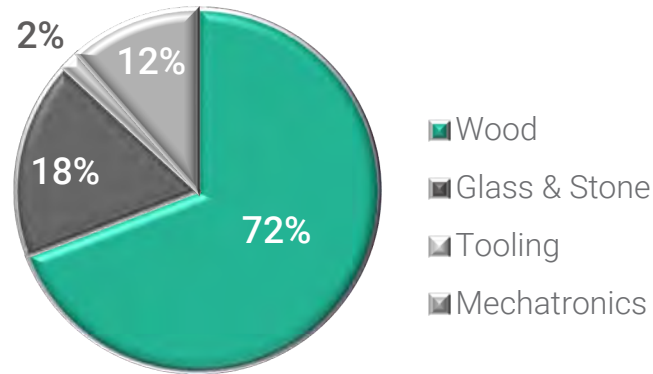
85%
OF SALES



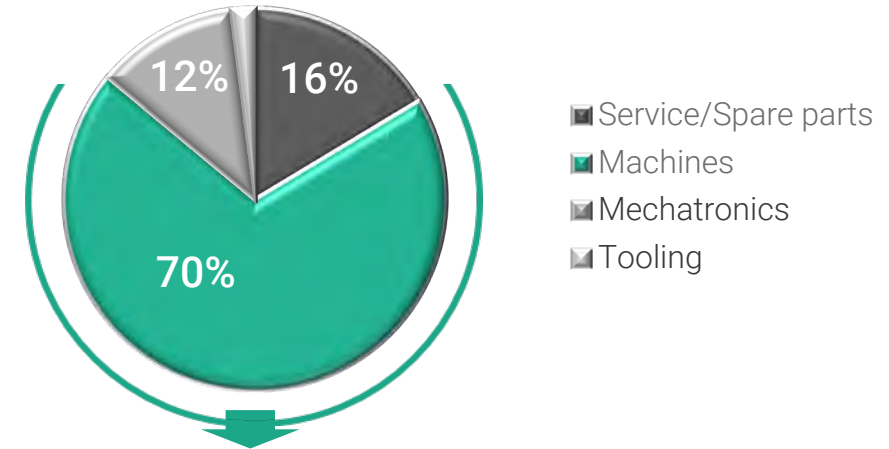
SALES BREAKDOWN

2019

BY DIVISION

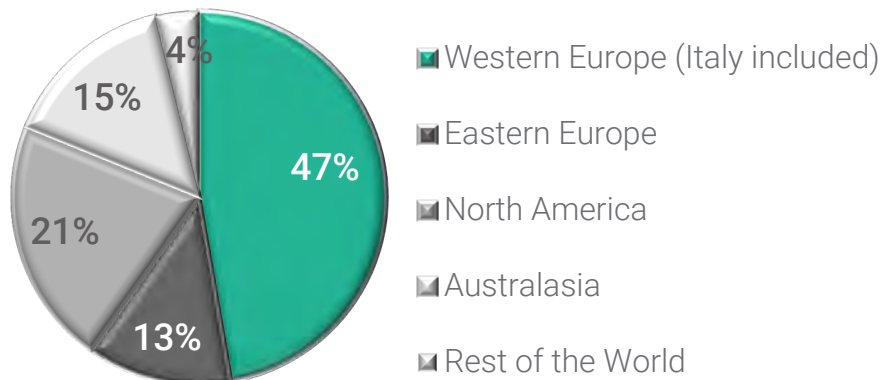


BY OFFERING

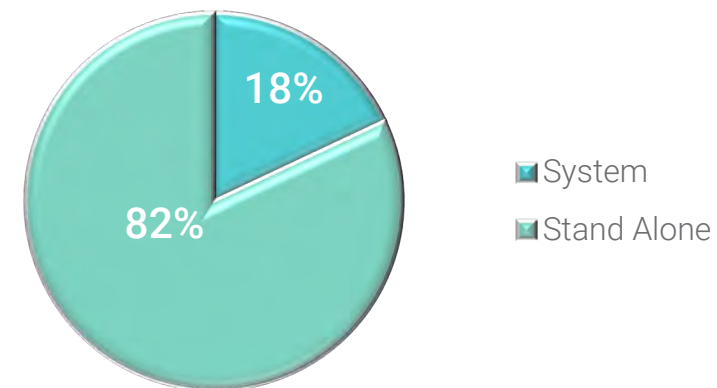


BY GEO-AREAS

Italy 16.2%



BY TYPE OF MACHINES SALES



CUSTOMERS

 **BIESSE**GROUP



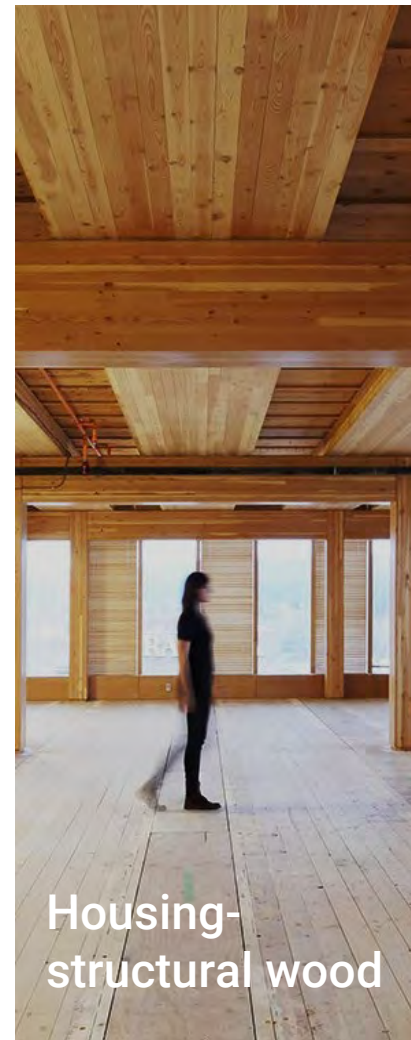
Furnishing



Furnishing



Frames
(doors/windows)



Housing-
structural wood



Housing

CUSTOMERS

 **BIESSEGROUP**



Office
furniture



Advanced
materials



Glass



Stone-marble



Automotive



CUSTOMER SALES

 BIESSEGROUP

> 67,000

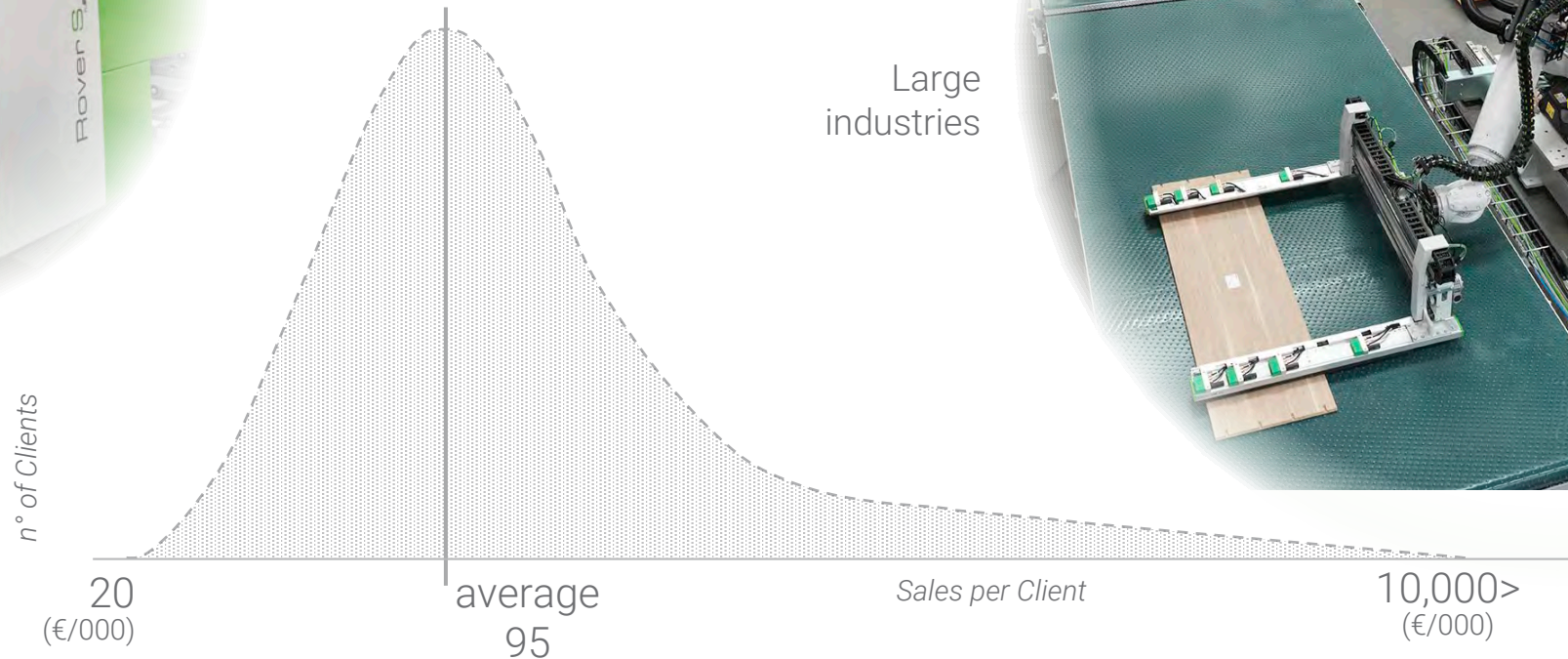
A wide and fragmented customer base with no risk of concentration.
From small manufacturers to medium/large industries.

CUSTOMERS

A wide and fragmented
customer base with low
risk of concentration



Small-medium
companies



Large
industries



THREE YEARS PLAN

EXTRACT

 **BIESSEGROUP**

GROUP STRATEGY

- 2.1 CONTEXT
- 2.2 PERFORMANCE
- 2.3 STRATEGY
- 2.4 DIGITALISATION
- 2.5 INNOVATION
- 2.6 NETWORK EXPANSION
- 2.7 ONE COMPANY

CONTEXT

2.1 CONTEXT

2.2 PERFORMANCE

2.3 STRATEGY

2.4 DIGITALISATION

2.5 INNOVATION

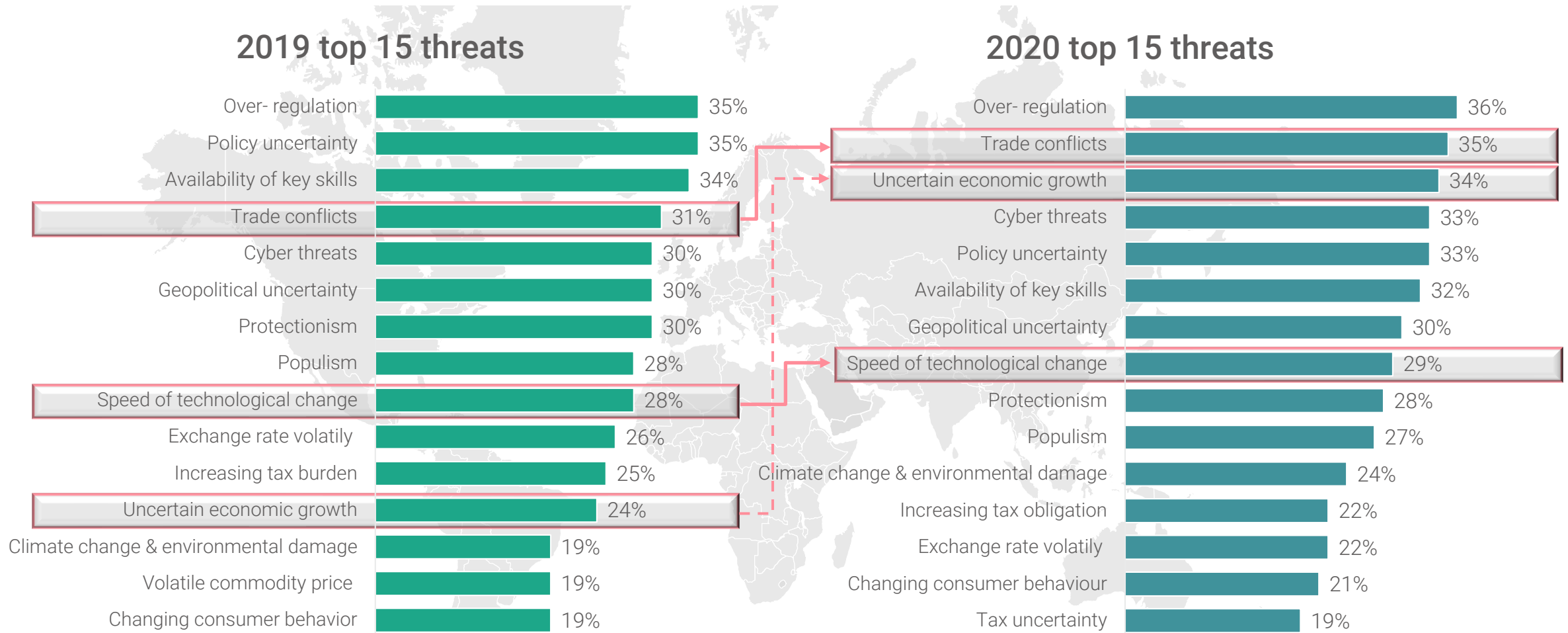
2.6 NETWORK EXPANSION

2.7 ONE COMPANY

- MAIN THREATS
- DIGITAL PARADIGM
- REBOUNDED MARKET

MAIN THREATS

A TIME OF UNCERTAINTY

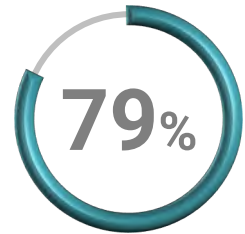


THE DIGITAL PARADIGM

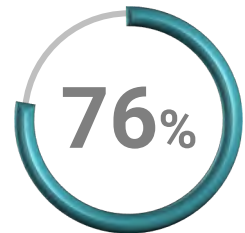
What will impact Businesses over next years?



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

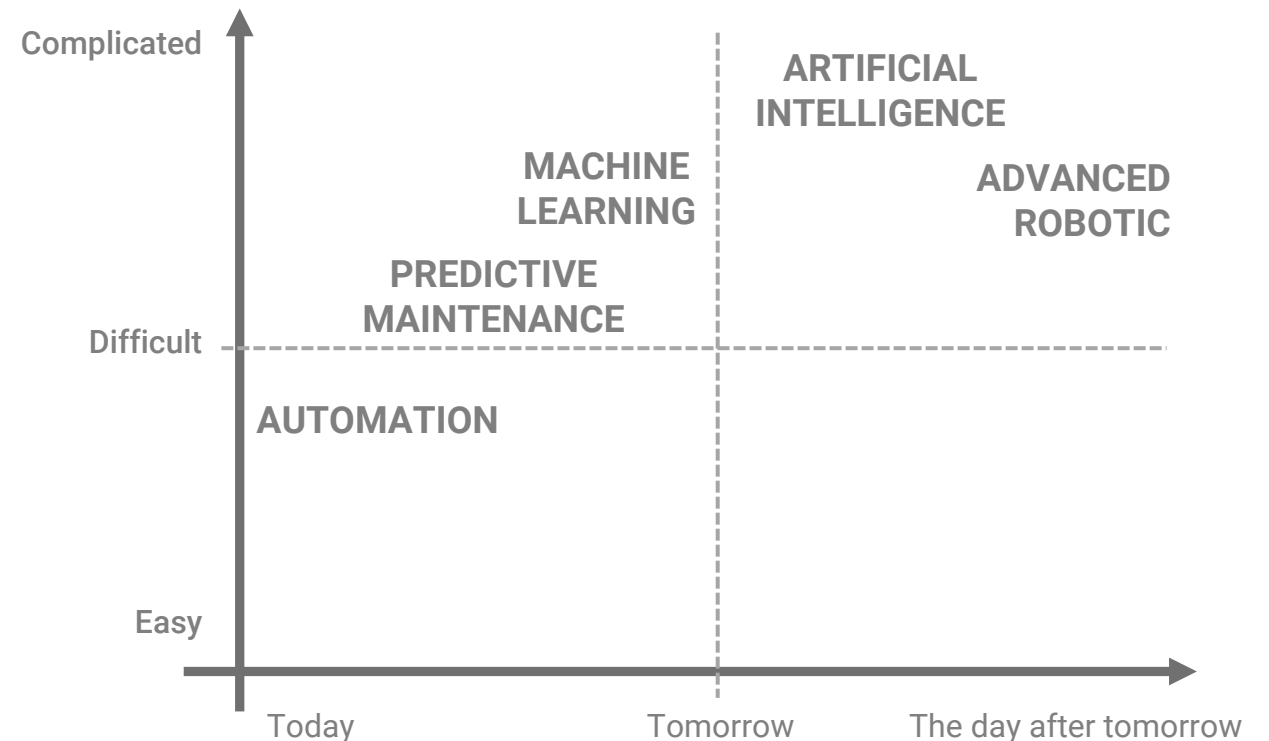


Digital will provide **significant** opportunities to **reduce cost**



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

HOW, WHEN, WHAT WILL IMPACT OUR BUSINESS

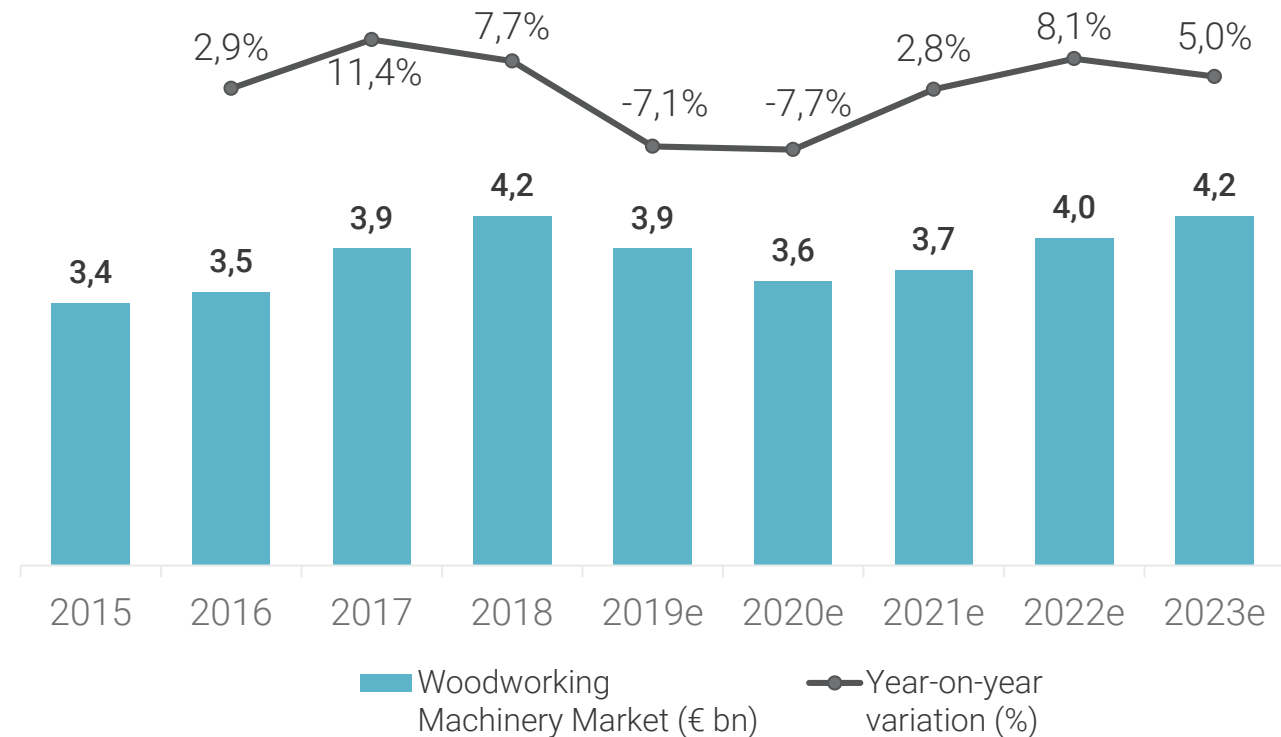


A REBOUNING MARKET

Woodworking Machinery market will experience a decrease in demand also in 2020e.
In the period 2019-2022e the estimated CAGR in the reference market is approximately **0.8%**

As highlighted by sector studies regarding the Biesse industries of reference (Acimall, VDMA, UCIMU), 2019 has witnessed a considerable cooling of the demand, following a positive cycle that lasted 4 years (2015-2018).

In particular, for this wide sample basket of markets/companies, new orders intake between 2019 compared to the same period of 2018 is on average approximately -15%.

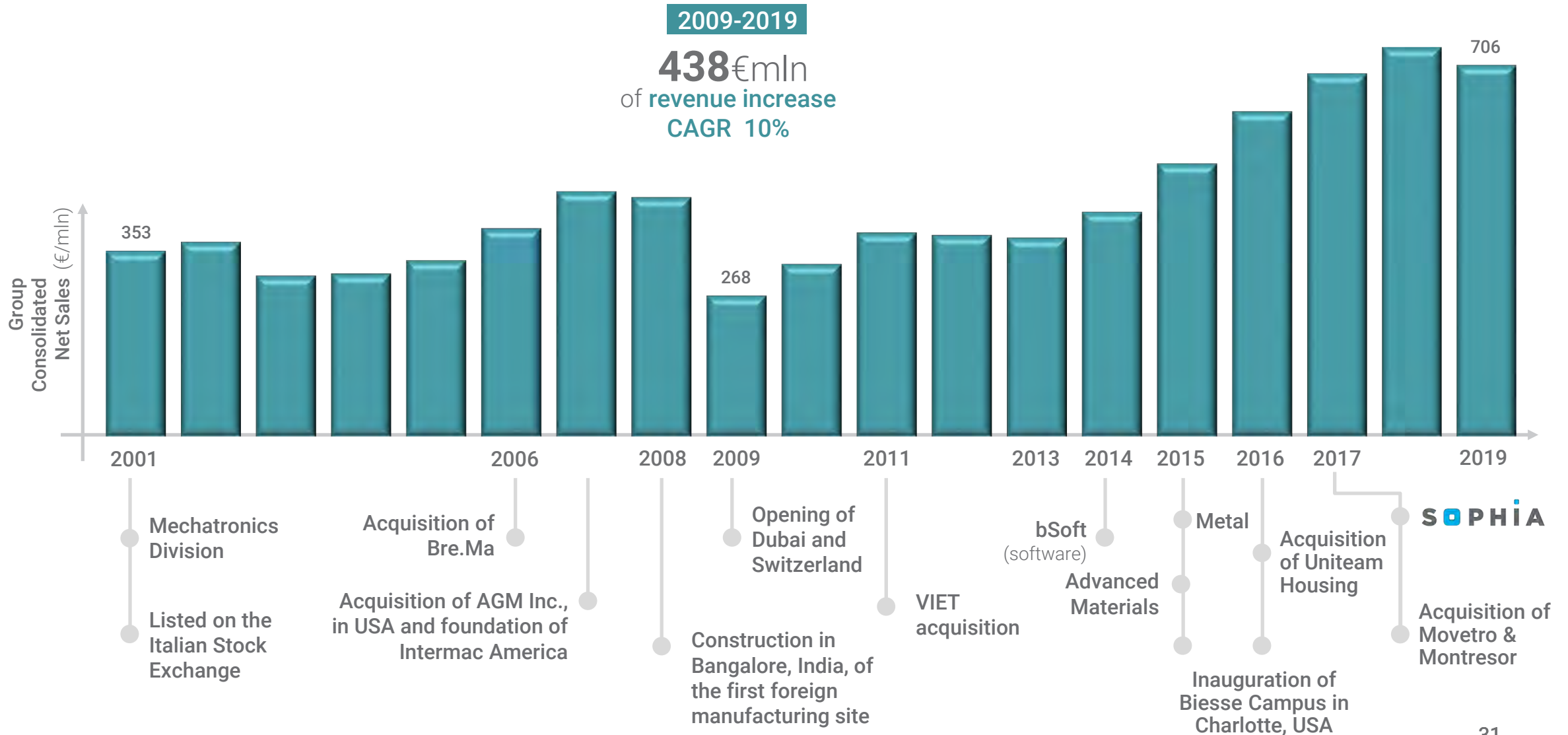


BIESSE PERFORMANCE

- 2.1 CONTEXT
- 2.2 PERFORMANCE
- 2.3 STRATEGY
- 2.4 DIGITALISATION
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- 2.6 NETWORK EXPANSION
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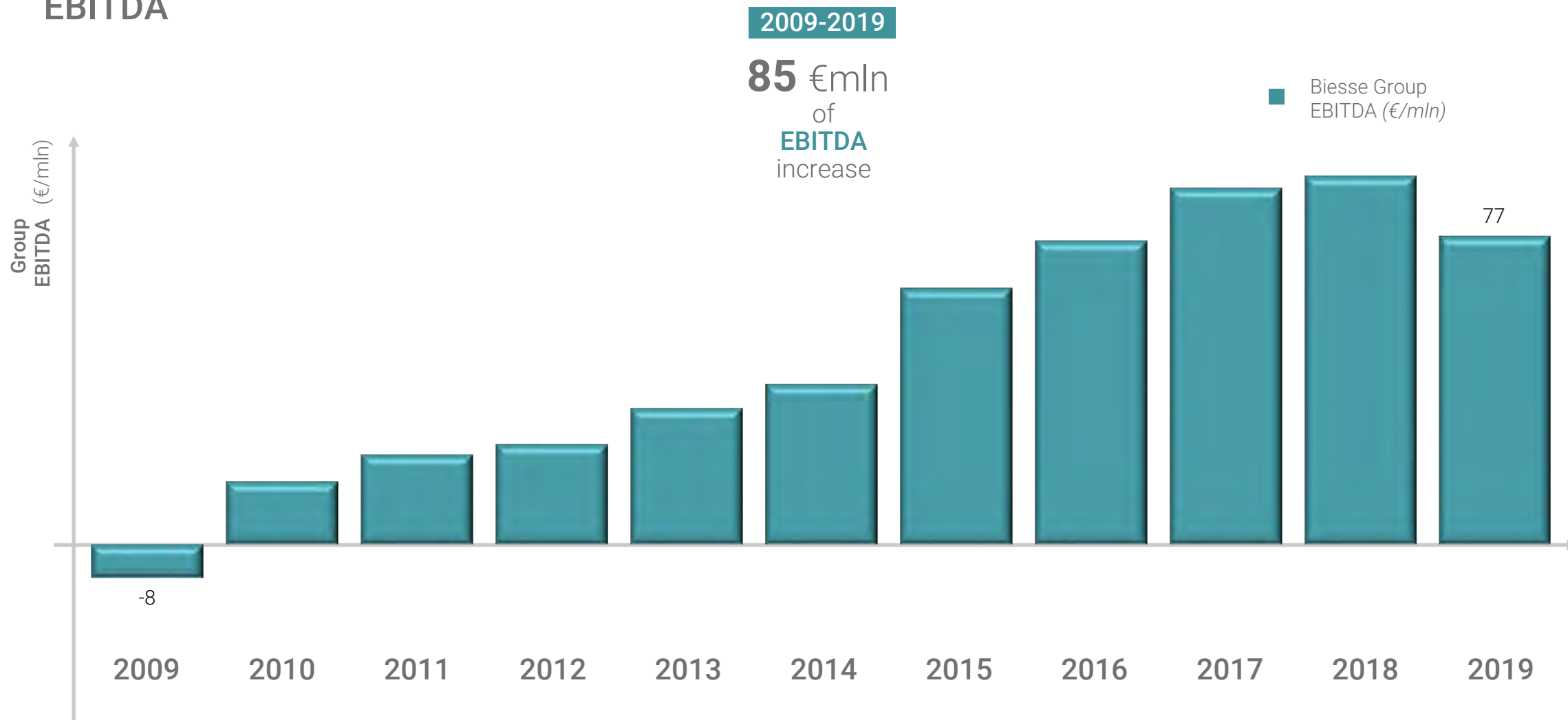
- REVENUE
- PROFIT
- CASH

REVENUE



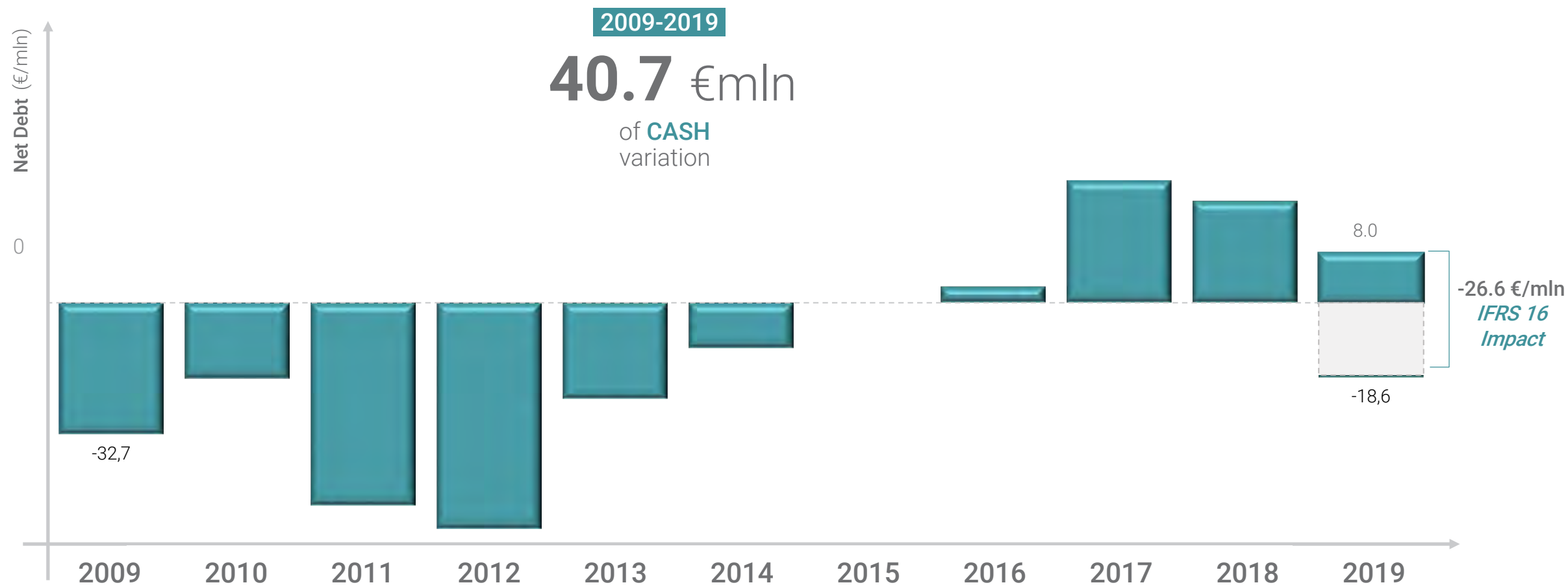
PROFIT

EBITDA



CASH

NET FINANCIAL POSITION



STRATEGY

- 2.1 CONTEXT
- 2.2 PERFORMANCE
- 2.3 **STRATEGY**
- 2.4 DIGITALISATION
- 2.5 INNOVATION
- 2.6 NETWORK EXPANSION
- 2.7 ONE COMPANY

- STRATEGY
- DIGITALISATION TARGETS
- INNOVATION TARGETS
- EXPANSION TARGETS
- ONE COMPANY

STRATEGY

In the next 3 years, Biesse's strategy will be focusing on **four main directives**: the strengthening of our offering through Digitalisation and Product Innovation supported by the reorganization of the Company's processes and the extension of our sales network.

Digitalisation

Enable the Smart Factory

- SOPHIA
- Services
- Software

Product Innovation

Enhance Product Offering

- Wood
- Glass & Stone
- Advanced Materials
- Ceramics

Network Expansion

Enlarge Global Distribution

- Increase brand awareness through distribution and marketing on **Advanced Materials**
- Leverage existing distribution network for **Structural Wood**
- Dedicated salesforce for the **Metal segment**
- **New subsidiaries** to expand geographical presence

One Company

Establish a new operating model

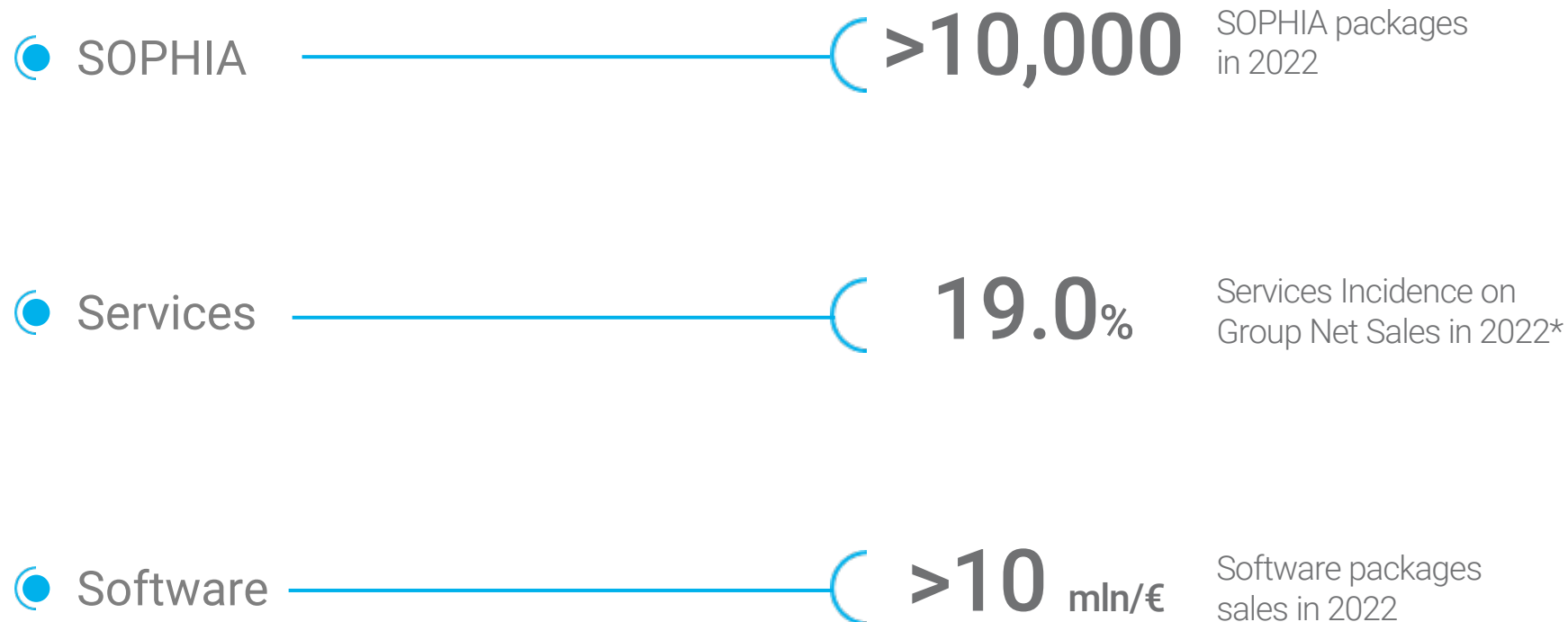
- Consistent management model
- One Leadership
- Shared tools & processes

DIGITALISATION

TARGETS



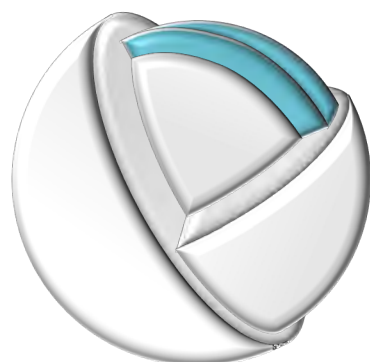
Enable
the **Smart Factory**



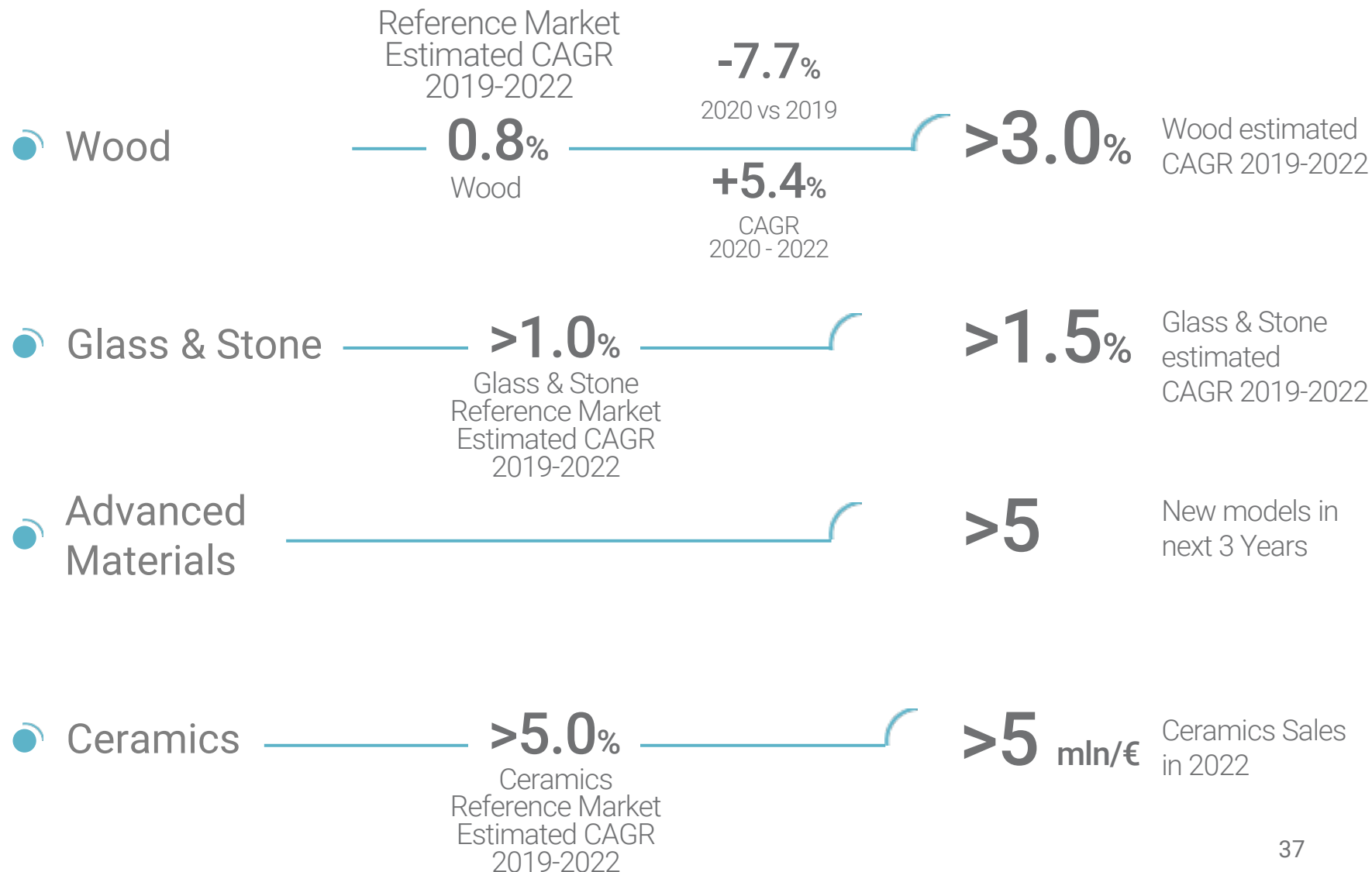
*Tooling not included

INNOVATION

TARGETS



Enhance
Product Offering



EXPANSION

TARGETS

Reference Market Estimated
CAGR 2019-2022

 Advanced
Materials

>3.0%
Advanced
Materials

>18.0%

AM estimated
CAGR 2019-2022

>35 mln/€

AM Sales
in 2022

 Structural
Wood

>5.0%
Structural
Wood

>15.0%

Structural Wood estimated
CAGR 2019-2022

>18 mln/€

Structural Wood Sales
in 2022

 Metal

>20 mln/€

Metal Sales
in 2022

 New Subsidiaries

+3

New
Subsidiaries



Enlarge
Global Distribution

ONE COMPANY

TARGETS



*Establish a **new operating model***

- Consistent management model

Implement a global management model to foster the culture of a synergy-driven enterprise, enabling cross fertilization across Headquarters, Divisions & Subsidiaries

- One Leadership

Strengthen the global leadership model to ensure a cohesive and independent Management Team

- Shared tools & processes

Guarantee IT solutions to support the Company's global processes

DIGITALISATION

- 2.1 CONTEXT
- 2.2 PERFORMANCE
- 2.3 STRATEGY
- 2.4 DIGITALISATION**
- 2.5 INNOVATION
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- BIESSE SMART FACTORY
- BIESSE SMART FACTORY ENABLER
 - SOPHIA
 - SERVICES
 - SOFTWARE

BIESSE SMART FACTORY

THE MARKET EXPECTS

Solutions that allow manufacturing companies of the fourth industrial revolution to evolve technologically, combining human skill and experience with total production automation and interconnectivity.

BIESSE RESPONDS

with advanced technologies and services that can digitalise and automate factories and production processes, optimising all their main assets - whether technological, strategic, organisational or human.

SOPHIA: SMART FACTORY ENABLER

Digital transformation

The use of Artificial Intelligence solutions and IoT technologies enable our clients to remotely activate and manage their manufacturing systems.

Biesse responds to the future

SOPHIA is a central hub of services connected to machines. The future objective is to evolve the platform into a centralised coordinator of services based on Artificial Intelligence.



Predictive Maintenance



Smart Objects



Internet of Things



Machine Learning

"Focus on your work, Sophia takes care of the rest".

SOPHIA RESULTS

>2,000

Connected Machines by
SOPHIA in 2019

>50,000

Carts Created on
Parts, the Online and in-app
SOPHIA Marketplace

1 Hour

With SOPHIA the average
response time for a machine
downtime ticket is 1 hour in
80% of cases

90%

of Customers in Italy and 70%
worldwide have renewed the
service



SOPHIA TARGETS

 **BIESSE**GROUP

>50%

Spare Parts order on
SOPHIA Marketplace
(Parts) by 2022

Route to the future

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

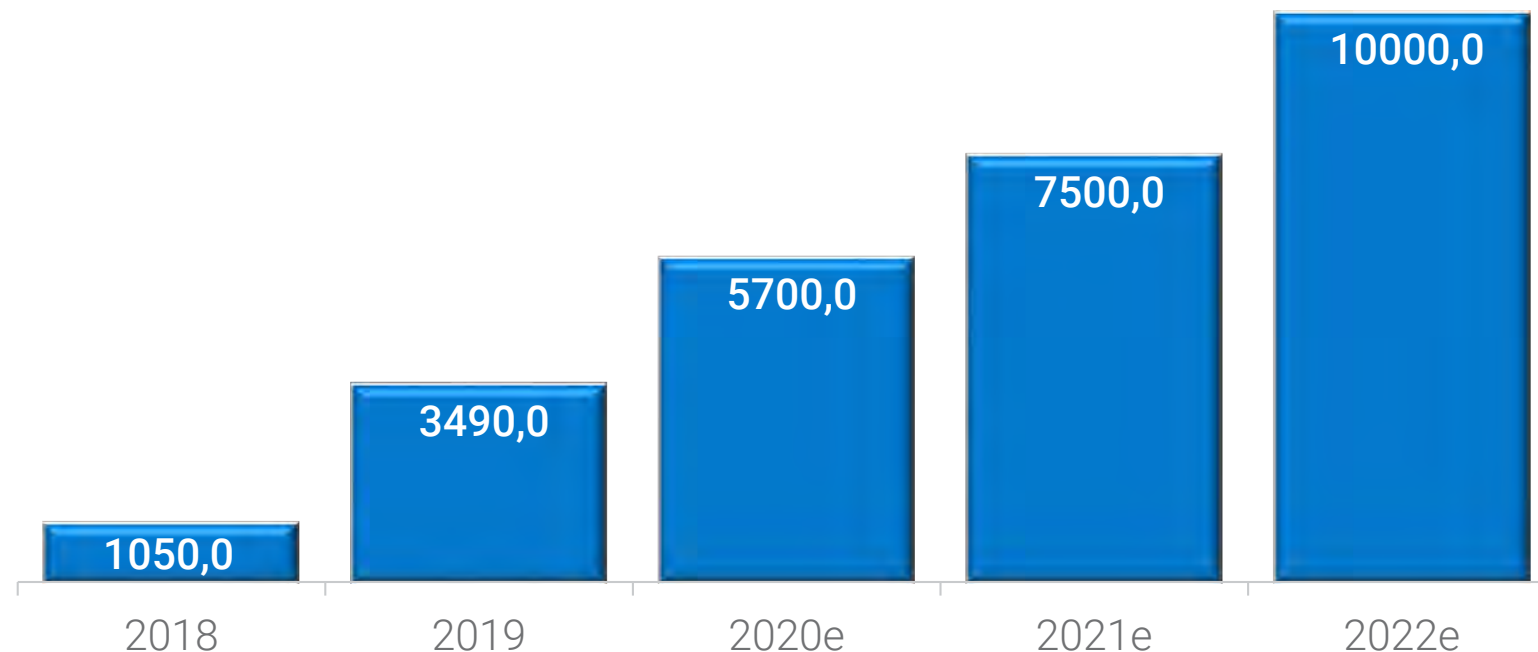
SOPHIA paves the way for the future of Industry 4.0, starting now.

*Number of **SOPHIA packages** sold with new machines and renewal 2018-2022*

SOPHIA will be in

>10,000

machines sold by 2022 and
make them intelligent.



SERVICES ACTIONS

Customer Experience is the driver of our Services growth on people competences, services solutions and customer care. We deliver performance as value



*Guidelines of the **Action Plan***



SOPHIA **Marketplace** development and **Digital Services Ecosystem** deployment



Service Solution portfolio leveraging Customer segmentation



Introduce **new digital solutions** to support our Customers in **factory performance improvement**



Predictive Diagnostic and **A.I.** integrated on machines



Service Academies to improve knowledge and productivity

19.0%

Expected Service Contribution* to Net sales
in 2022

SERVICE PLATFORM

Biesse Group Service processes evolve through Salesforce

After the successful experience of the CRM project for the Sales Area, Biesse will also implement Salesforce in support of Service processes.

The new platform will provide a **better user experience** and will include new features to simplify and increase the efficiency of the daily activities of Contact Centres, Hot-liners, Planners, Field Technicians and Service Administration.

This is an important step towards providing our Customers with an ever-improving level of service in the management of customer requests, the planning of activities and resources, guidance in the execution of works, and for on-site reports on mobile devices.



SOFTWARE

B_SUITE

It is a complete suite of advanced software tools, giving users access to cutting edge technology, offering endless possibilities.

B_CABINET SUITE

It is a unique solution for managing furniture production from the 3D design phase to production flow monitoring.

B_CABINET FOUR, supplementary module, makes it easy to manage all the work phases with a click. It includes an environment dedicated to the real time monitoring of the progress of the production phases.

>10

mln/€

2022 target
Software sales



INNOVATION

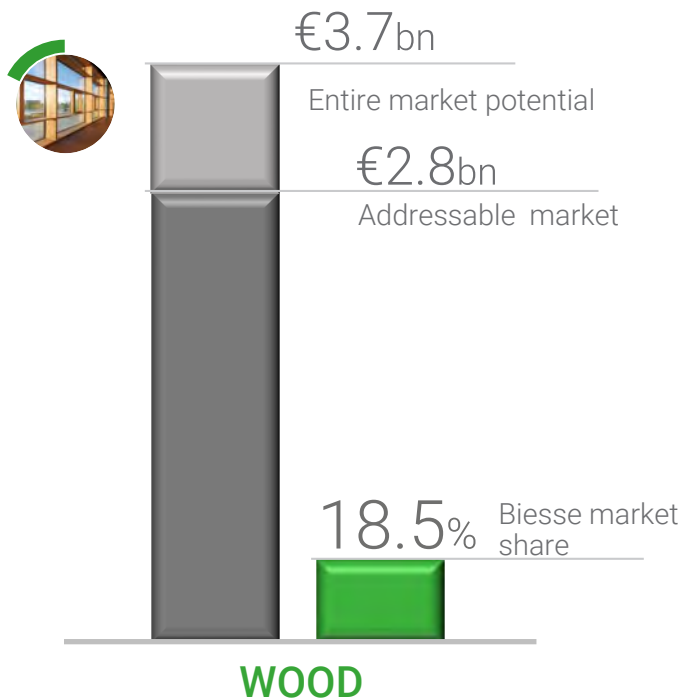
- 2.1 CONTEXT
- 2.2 PERFORMANCE
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- CORE SEGMENTS MARKET 2019
 - WOOD
 - GLASS & STONE
 - AUTOMATION
- NEW SEGMENTS
 - ADVANCED MATERIALS
 - CERAMIC

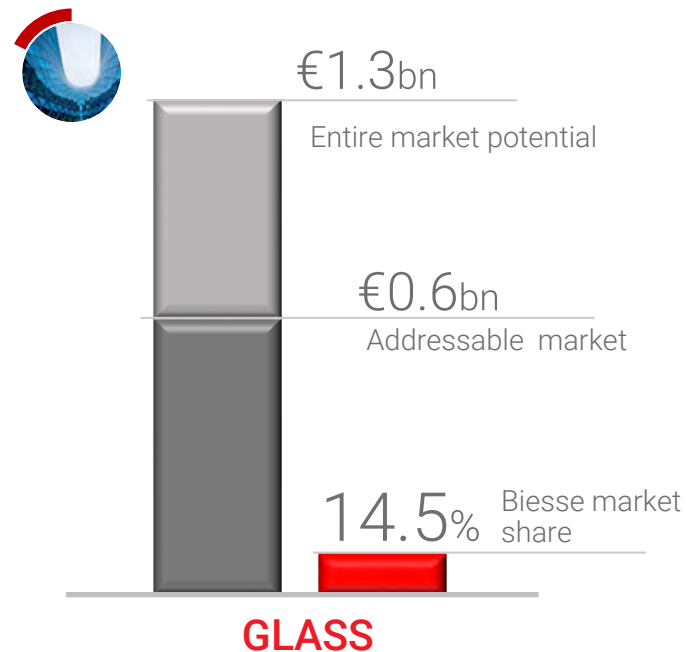
CORE SEGMENTS MARKET 2019

 **BIESSE**GROUP

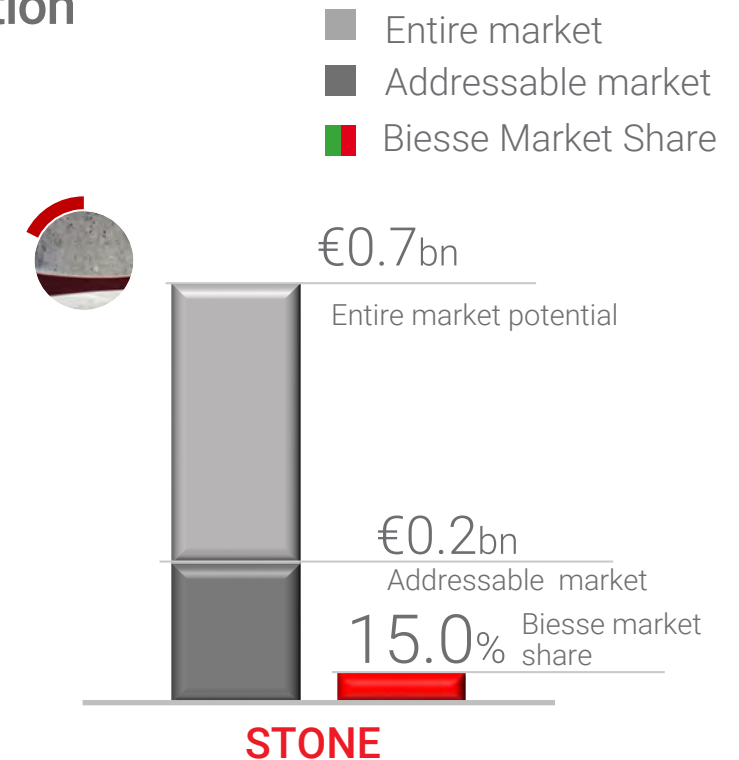
We are in leading positions in our reference markets: Wood, Glass, Stone working machines.
We want to consolidate our positioning fostering product innovation



We are in **leading** positions in the sector.



We are the world **industry leader** in the glass processing market in which we operate.



We are the world **industry leader** in the stone market in which we operate.

WOOD

 **BIESSEGROUP**



Guidelines of the *Action Plan*

Increase Group efficiency to strengthen our R&D focus on **innovative solutions**

Continue to innovate our **product offering** to meet **Customers** needs for **more flexibility** and **easy-use machines** (Batch-One, Stream B MDS).

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

>3%

Wood products sales
estimated
CAGR 2019-2022

0.8%

Market estimated
CAGR 2019-2021

-7.7%

Market estimated
decrease 2020 vs 2019

+5.4%

Market estimated
CAGR 2020 - 2022



GLASS & STONE



 **BIESSE**GROUP



*Guidelines of the **Action Plan***



Introduce a **new range of CNC Vertmax** for small workshop and medium companies



Become a **single provider** of the whole **sheet of glass manufacturing process**, introducing high performance laminated glass lines, new vertical CNC integrated with **washing machines** and robot cells



Continue to **renovate** our **product portfolio** both for Glass & Stone introducing **complete lines** and **system solutions**

>1.5%

Glass & Stone
products sales
Estimated
CAGR 2019-2022

>6.0%

Glass & Stone
products sales
Estimated
CAGR 2020-2022

AUTOMATION

**STRONG FOCUS ON INDUSTRY 4.0
ORIENTED SOLUTIONS**

Technological innovations developed to create automated and interconnected production.

AUTOMACTION – Automation for **large Industries**

Thanks to the alliance of **robotisation** and the digital factory, production becomes interconnected and **completely automated**. This concept guides the creation of the **digitised factory** in large industrialised plants and represents the key to strengthening and **increasing the production performance** for large industry.

SMARTACTION – Automation for **small and medium companies**

It is aimed at companies intending to **look at digitalisation** for the **first time**: it makes it possible to **create a compact, connected** and **accessible factory**, offering this opportunity to small and medium-sized companies that want to become more competitive in the market.



21%

Systems target
incidence on machines
Net Sales in 2022

>15.0%

Systems estimated
CAGR 2019-2022

NEW SEGMENTS

We will continue to innovate our product offering to expand our presence in new materials processing

ADVANCED MATERIALS



CERAMICS



Ceramics materials are innovative materials, created artificially using specific innovative technology.

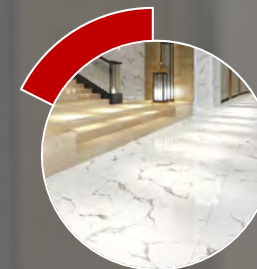
ADVANCED MATERIALS

PRODUCT INNOVATION

*Guidelines of the **Action Plan**:*

- **Continue product development** on current portfolio and ideation of new processing techniques
- Foster the **development of new models** to complete the current product range and expand towards new sectors
- Encourage **innovation**, through **new technologies, processes and applications** to anticipate and reinvent **more performing production solutions**

CERAMICS



 **BIESSE**GROUP

In **2018** Biesse Group made its **debut in the Ceramics sector**.

The Group approached this new segment through

- **Innovative range of tools** dedicated to the squaring, lapping and polishing of all ceramics materials.
- **Combined solutions** that **include smart storage and handling systems** that can be seamlessly **integrated with cutting table** for sheets of natural, quartz and ceramics materials

**HIGH PERFORMANCE,
PERFECT INTEGRABILITY**

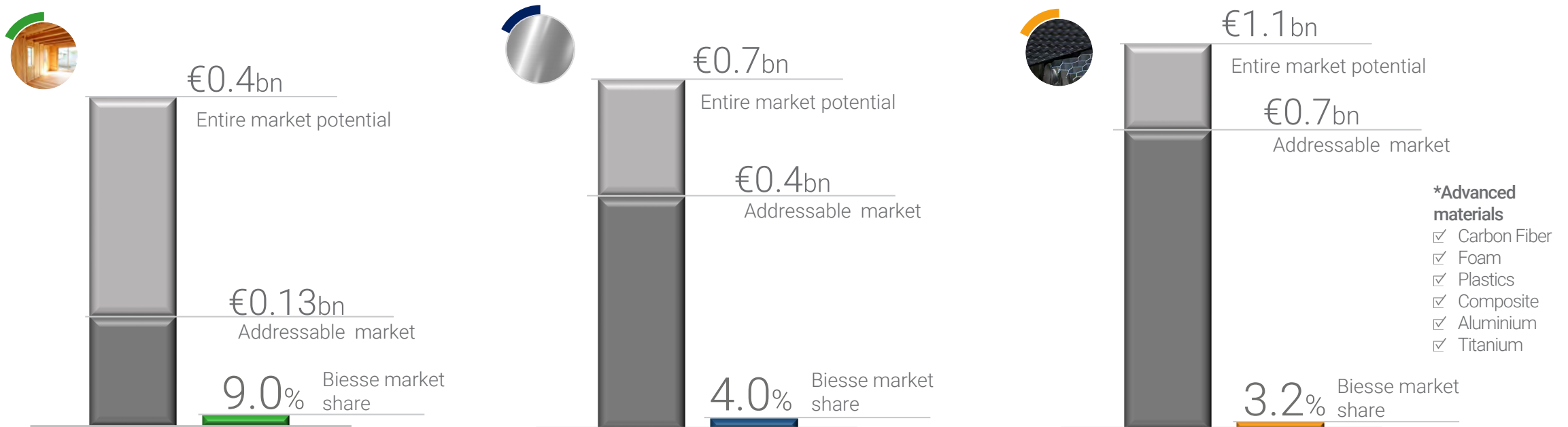
NETWORK EXPANSION

- 2.1 CONTEXT
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- NEW SEGMENTS MARKET 2019
- STRUCTURAL WOOD
- METAL
- ADVANCED MATERIALS

NEW SEGMENTS MARKET 2019

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



STRUCTURAL WOOD

Our competitors are mainly located in Germany and in Italy. The most important are **Hundegger** (market leader), **HOMAG** and **Weinmann**.

METAL (MECHATRONICS)

Our main competitors are **KESSLER**, **IBAG**, **GMN**, **WEISS** (Siemens), **FISHER** and **STEPTEC**.

ADVANCED MATERIALS

Highly fragmented market, our main competitors are **Geiss**, **Belotti CMS Industrie**, **Breton**, **Mecanumeric**, and **Multicam**.

STRUCTURAL WOOD



 **BIESSE**GROUP

*Guidelines of the **Action Plan***

- Introduce our **new products** both **in the high-end and the mid segment**: RC, CLT and BM series

- Leverage on **Group Sales Network** (Subsidiary and Trade) to boost sales in Key Markets

- Expand** in new attractive and **growing structural wood markets** (i.e. Japan)

>15%

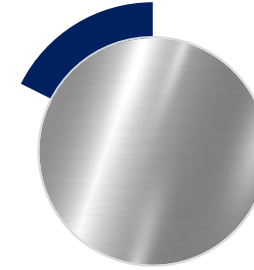
Structural Wood products sales

Estimated
CAGR 2019-2022

>18

mIn/€
**2022 target in
Structural Wood sector**

METAL MECHATRONICS



 **BIESSE**GROUP

10%


Metal products sales
estimated
CAGR 2019-2022

>20

mln/€
**2022 target in
metal sector**

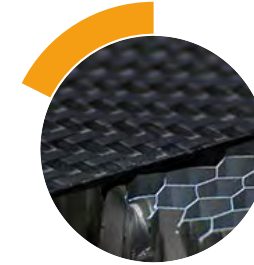
Guidelines of the *Action Plan*

 **Expand abroad in the Metal Working Machines market,**
especially in Asia and Western Europe markets

 **Strong focus on rotary tables** (new product), that allows a
more effective metal working process

 **Complete product portfolio** for metal working machines

ADVANCED MATERIALS



 BIESSEGROUP

WE SHAPE

Elegance

Lifestyle

Movement

Ideas

Protection

ADV MAT

Brand Awareness

*Guidelines of the **Action Plan**:*

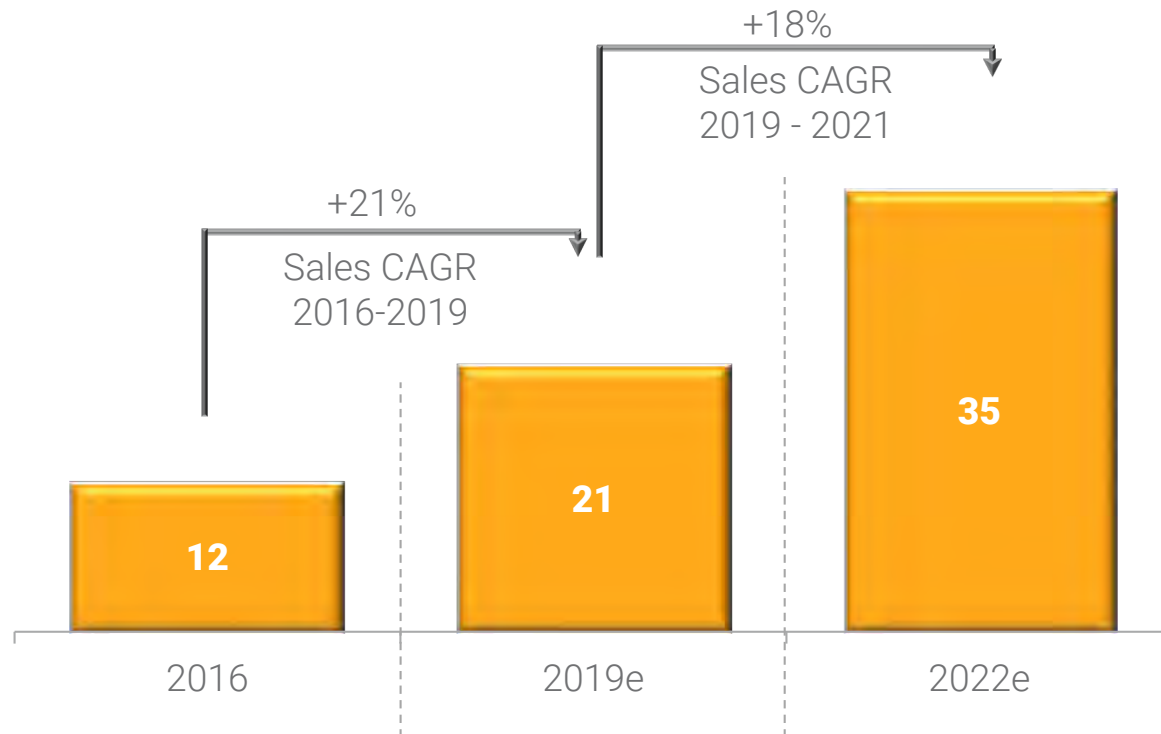
- Reinforce the **role of marketing** in order to increase **brand awareness** in the Advanced Materials segment

- Development of a **new communication plan** focused on Advanced Materials **application industries** instead of its products

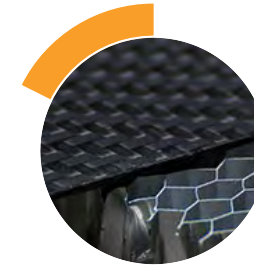
- Increase **brand visibility** among large companies belonging to the aerospace, automotive and wind energy sectors

ADVANCED MATERIALS

TREND



ADVANCED MATERIALS



 **BIESSEGROUP**

>18%

Advanced Materials
products sales
Estimated
CAGR 2019-2022

>35

mIn/€
2022 target in
Advanced Materials

Global Distribution

*Guidelines of the **Action Plan**:*

Invest in **commercial development**, empowering our **sales organization worldwide** with special focus on Advanced Materials **Key Markets**

Adoption of **dedicated go-to-market strategies** for each market. **Market attractiveness** and Biesse penetration capacity will be evaluated, for each geographical area, in terms of **product portfolio suitability, market needs** and **market value**

ONE COMPANY

- 2.1 CONTEXT
- 2.2 PERFORMANCE
- 2.3 STRATEGY
- 2.4 DIGITALISATION
- 2.5 INNOVATION
- 2.6 NETWORK EXPANSION
- 2.7 **ONE COMPANY**

- A GLOBAL VISION
- ONE COMPANY JOURNEY

A GLOBAL VISION

We are securing the Group growth by a **solid implementation** of the One Company concept. The process is aimed at creating a culture in which employee self-interest and corporate self-interest intersect. The transformation is fostered by a **global management model, based** on structured and shared processes, supported by a **matrix organizational model** and guided by a cohesive and independent **Management Team**.

ONE COMPANY JOURNEY

- **Global strategy, processes and tools unified worldwide**
 - Share corporate values, processes, organization, tools
 - New global organization to optimize the work of our employees and strengthen the relation with our customers (common guidelines, PDP, ...)
 - Deployment – One Service & One HR - step already achieved
Global system to manage and support the main processes to standardize procedures among Headquarters and Subsidiaries.

FY 2019

RECAP

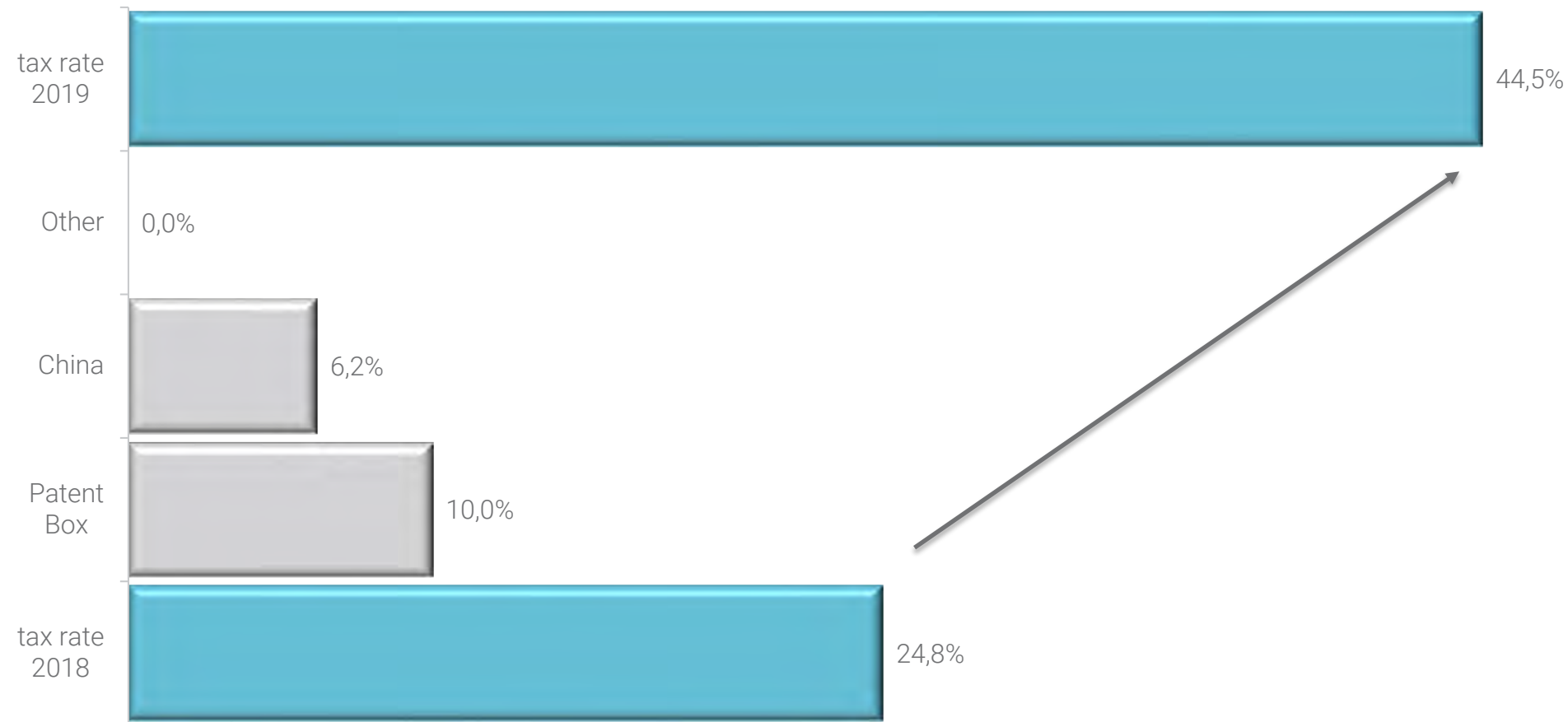
EXTRACT OF THE P&L

€/mln	2014	2015	2016	2017	2018	2019
Net sales <i>year -1</i>	427 +12.9%	519 +21.5%	618 +19.1%	690 +11.6%	741 +7.4%	705,9 -4.8%
Cost of goods sold	171 40.1%	206 39.7%	245 39.6%	270 39.1%	295 39.9%	286 40,6%
Labour & Overhead cost	219 51.3%	253 48.7%	301 48.7%	335 48.6%	359 48.5%	350 49.6%
EBITDA %	40 9.3%	64 12.4%	76 12.3%	89 12.9%	93 12.5%	77 10.9%
EBIT %	25 5.8%	44 8.4%	55 8.9%	64 9.2%	64 8.6%	30* 4.2%

CAGR
2009-2019
10.2%

*after non recurring items
before € 40 (5.6%)

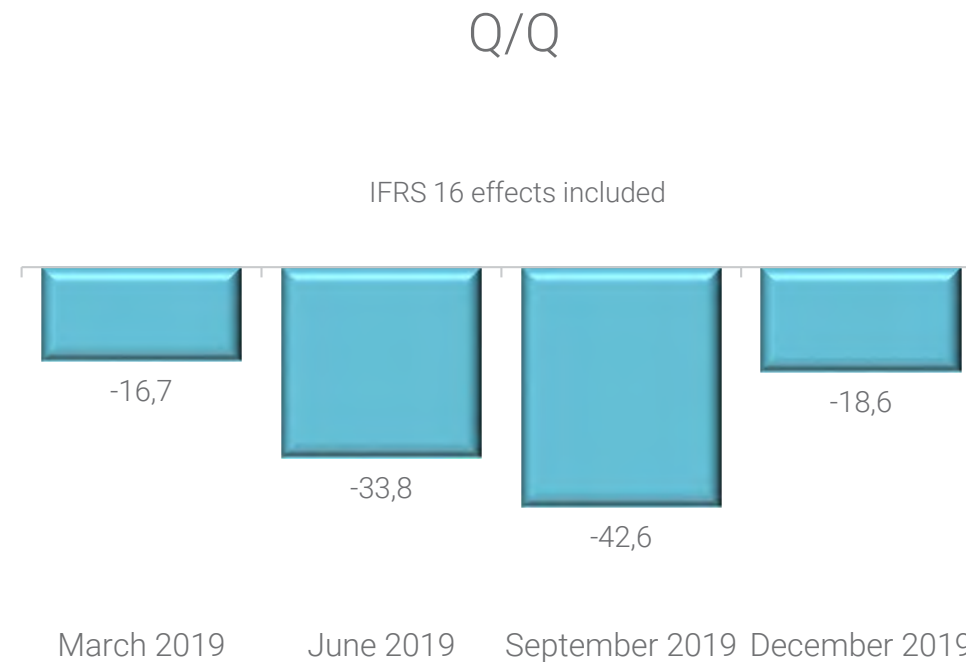
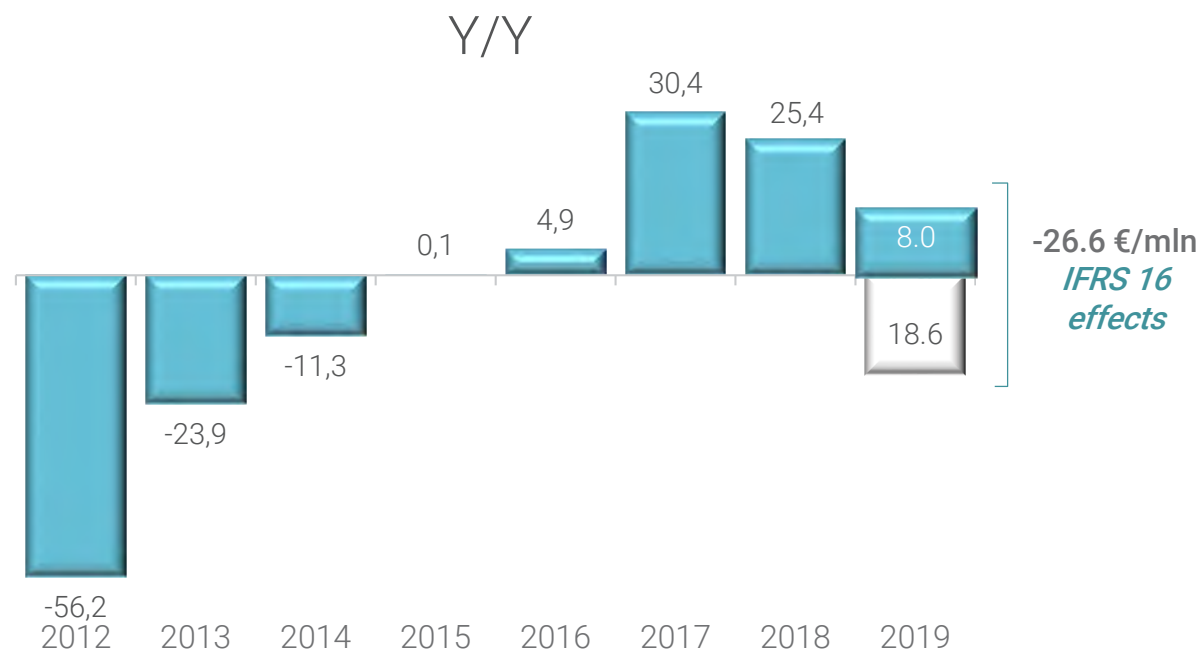
TAX RATE EVOLUTION



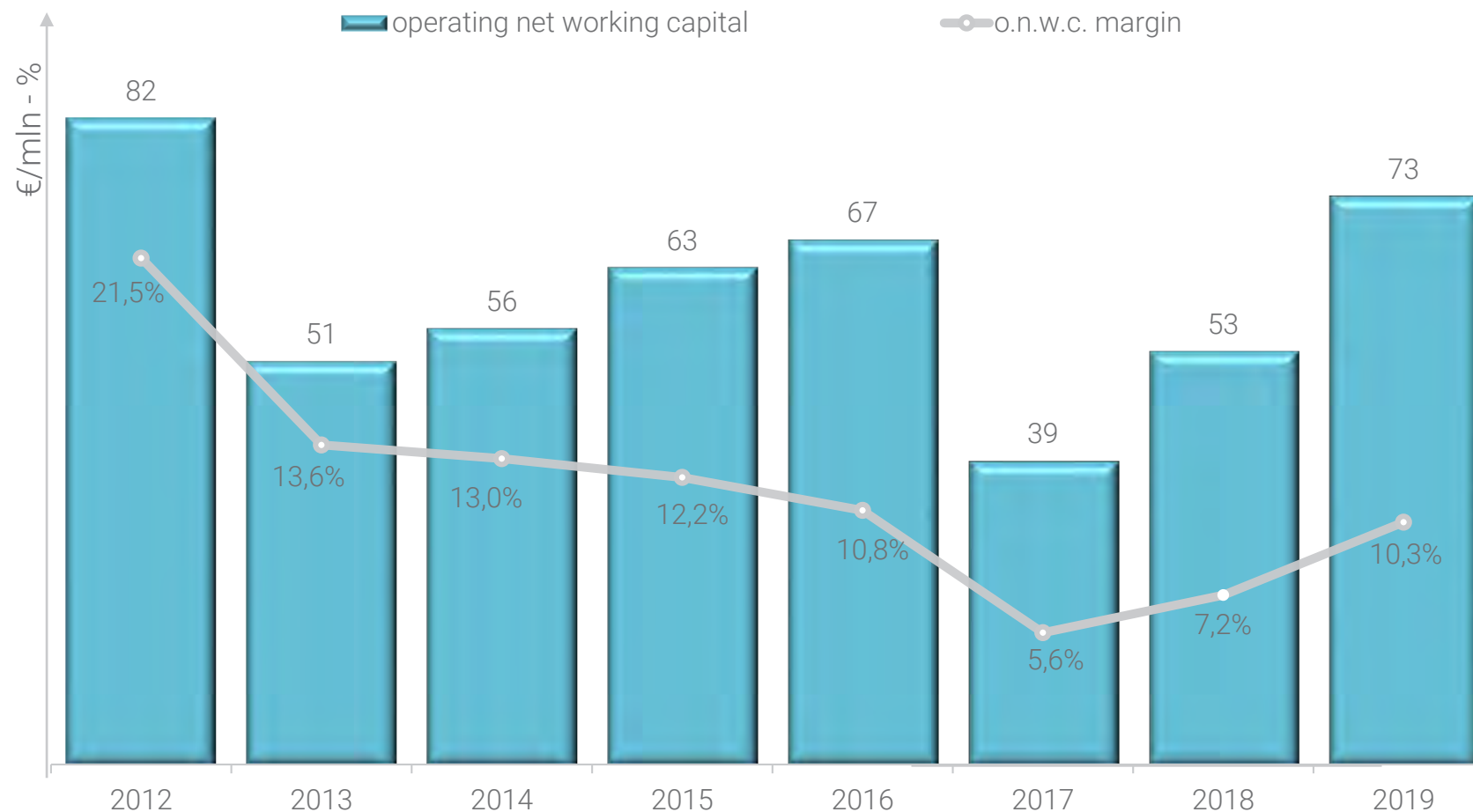
2019 tax rate is affected by non deductible non recurring expenses

NET DEBT

€/mln



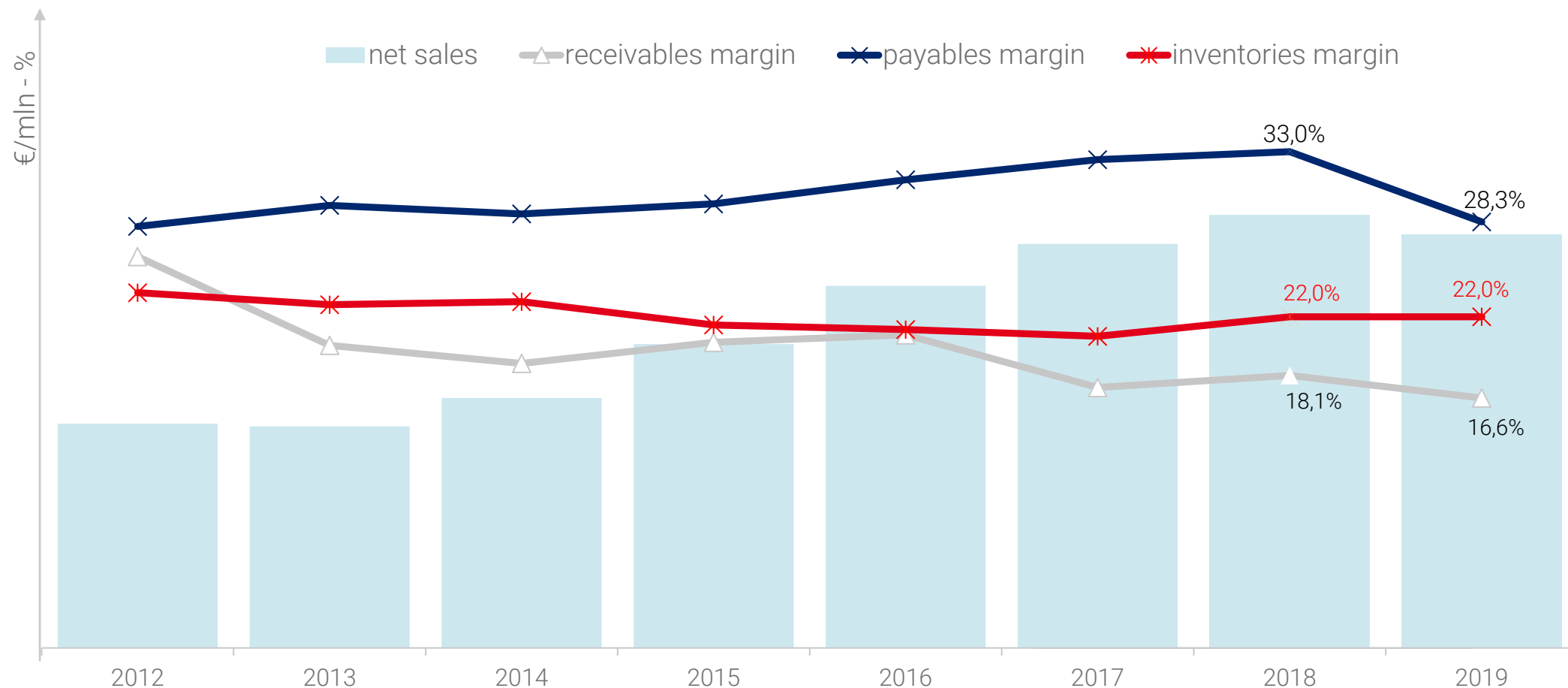
OPERATING NET WORKING CAPITAL



✓ Group **DSO** 51 days

✓ Group **DPO** 103

RECEIVABLES PAYABLES INVENTORIES



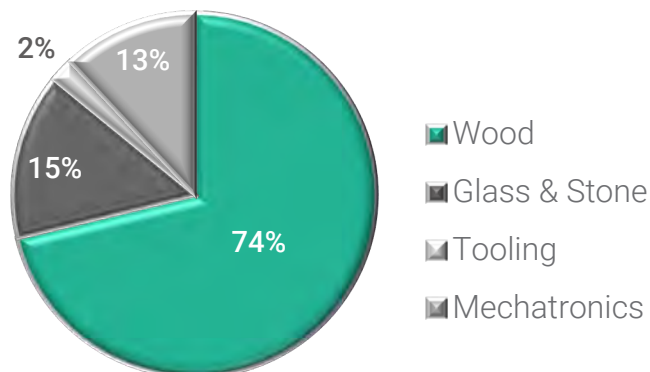
according to IFRS 15 Advanced Payments from Clients are reclassified from *Account Payables* to *Account Receivables*. In 2019 advanced payments are approx. **euro 67.5 million**

IQ 2020

SALES BREAKDOWN

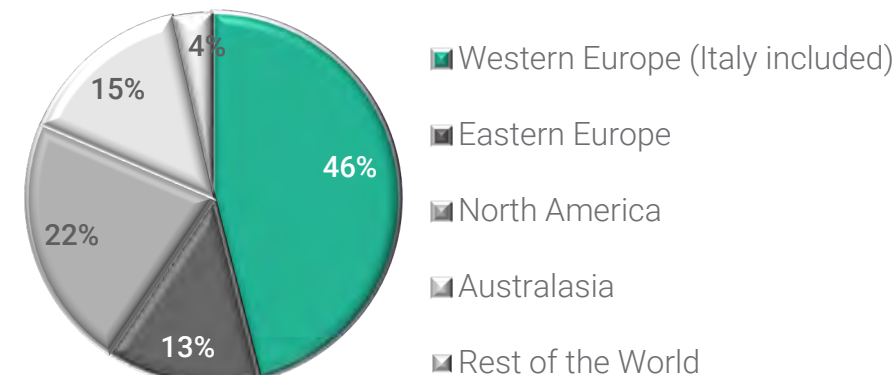
IQ 2020

BY DIVISION



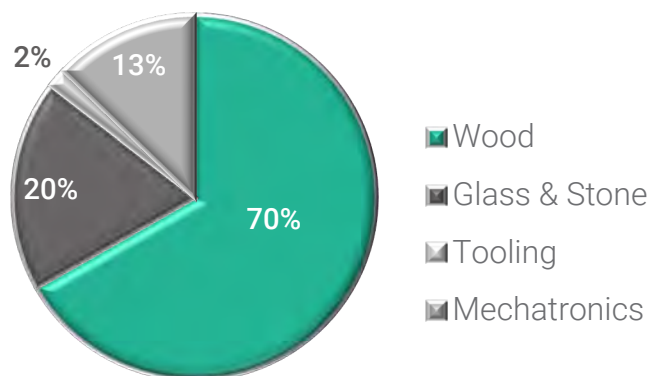
BY GEO-AREAS

Italy 14.4%



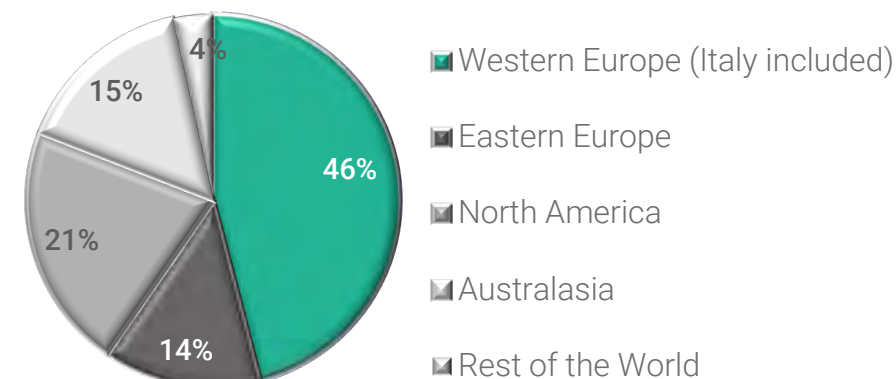
IQ 2019

BY DIVISION



BY GEO-AREAS

Italy 15.0%



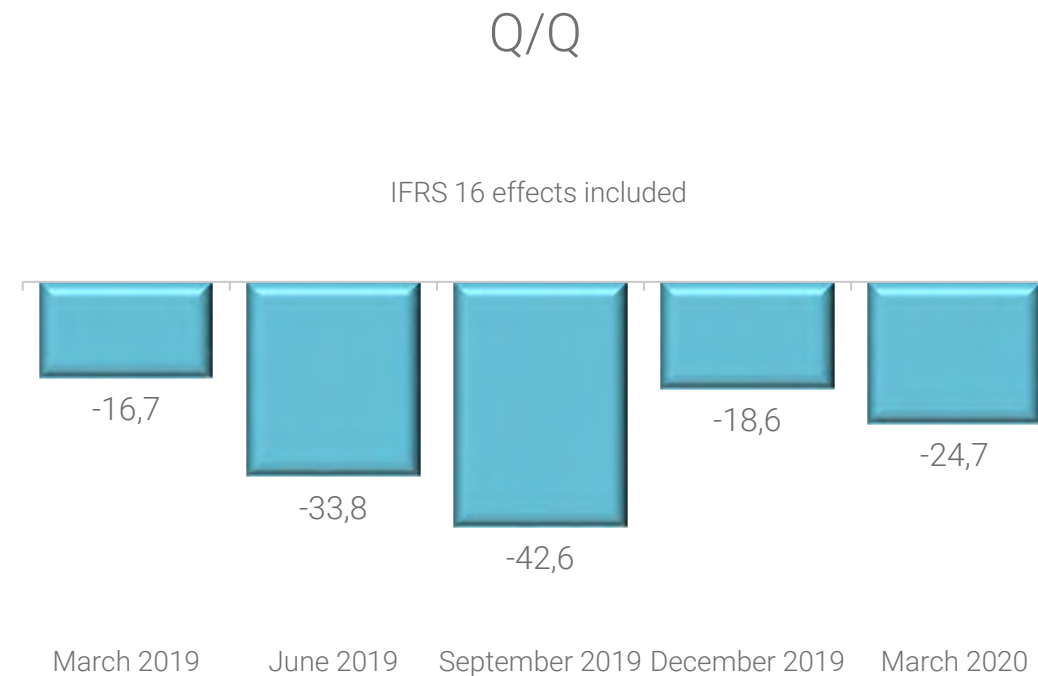
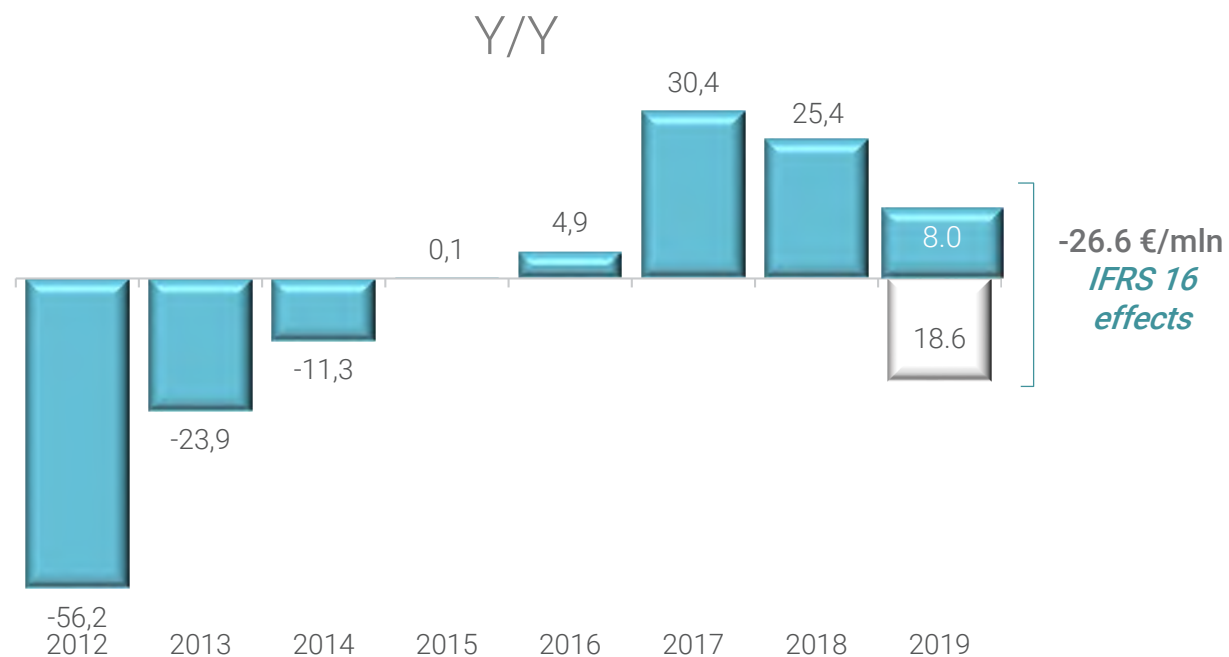
EXTRACT OF THE P&L

€/mIn	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	IQ 2019	IQ 2020
Net sales <i>year -1</i>	427 +12.9%	519 +21.5%	618 +19.1%	690 +11.6%	741 +7.4%	705,9 -4.8%	169.2	147.7 -12.7%
Cost of goods sold	171 40.1%	206 39.7%	245 39.6%	270 39.1%	295 39.9%	286 40,6%	75.4 44.5%	58.7 39.7%
Labour & Overhead cost	219 51.3%	253 48.7%	301 48.7%	335 48.6%	359 48.5%	350 49.6%	57.2 33.8%	50.4 34.1%
EBITDA %	40 9.3%	64 12.4%	76 12.3%	89 12.9%	93 12.5%	77 10.9%	18.9 11.2%	12.4 8.4%
EBIT* %	25 5.8%	44 8.4%	55 8.9%	64 9.2%	64 8.6%	30* 4.2%	10.7 6.3%	5.4 3.6%

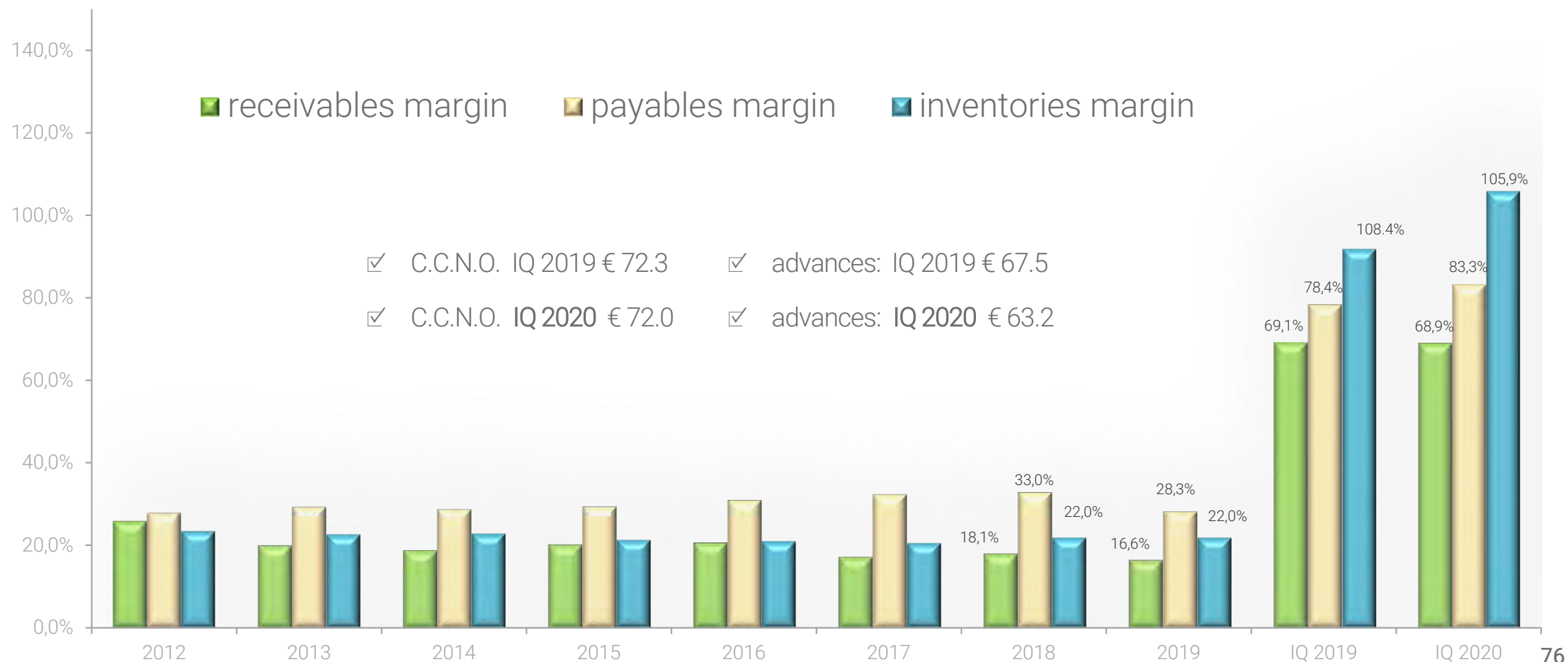
*before non recurring items

NET DEBT

€/mln



RECEIVABLES PAYABLES INVENTORIES

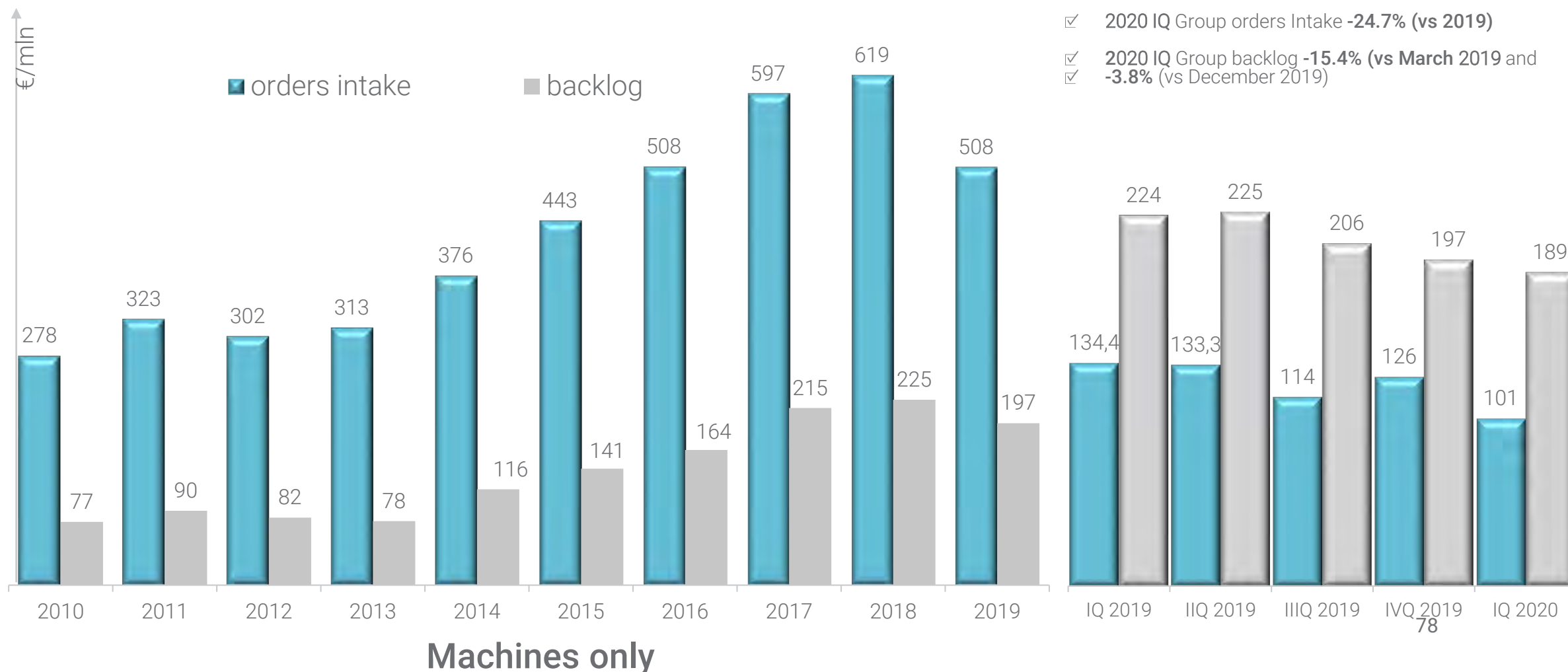


ORDERS INTAKE & BACKLOG

GROUP ORDERS INTAKE & BACKLOG

BIESSEGROUP

- ✓ FY2019: Group orders intake -17% (vs. 2018)
- ✓ FY2019: Group backlog -12.8% (vs. 2018)
- ✓ **2020 IQ Group orders Intake -24.7% (vs 2019)**
- ✓ **2020 IQ Group backlog -15.4% (vs March 2019 and**
- ✓ **-3.8% (vs December 2019)**



EMPLOYEES DISTRIBUTION

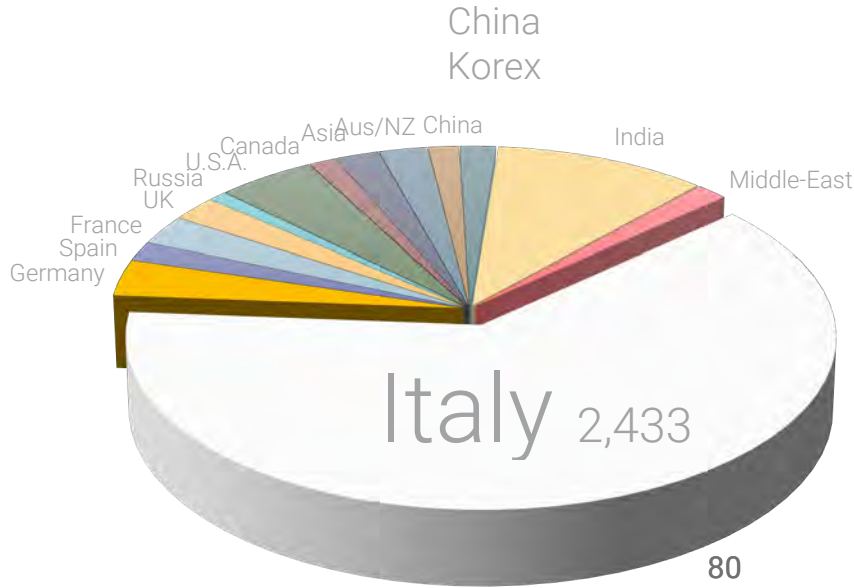
EMPLOYEES DISTRIBUTION

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	IQ 2020
ITALY % of total people	1,646 59%	1,547 57%	1,605 56%	1,780 56%	2,009 70%	2,176 57%	2,483 59%	2,417 62%	2,433 63%
OUTSIDE ITALY % of total people	1,136 41%	1,148 43%	1,276 44%	1,396 44%	1,609 44%	1,670 43%	1,744 41%	1,509 38%	1,437 37%
TOTAL	2,782	2,695	2,881	3,176	3,618	3,846	4,227	3,926	3,870

interim people at the end of March 2020: 298

total 4,168

	FY 2019	IQ 2020	%
Production	1,385	1,330	-3.97%
Service & After Sales	992	1,000	0.81%
R&D	482	492	2.07%
Sales & Marketing	685	664	-3.07%
G&A	382	384	0.52%
ITALY	2,417	2,433	0.66%
OUTSIDE ITALY	1,509	1,437	-4.77%
TOTAL	3,926	3,870	-1.43%



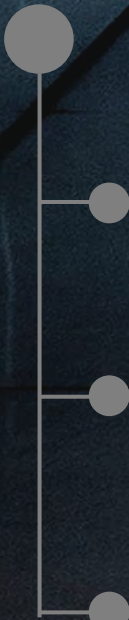
EMPLOYEES DISTRIBUTION

(without interim people)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	IQ 2020
Production % of total people	1,264 45%	1,175 44%	1,201 42%	1,335 42%	1,482 41%	1,494 39%	1,621 38%	1,385 35%	1,330 34%
Service & After sale % of total people	574 21%	613 22%	628 22%	690 22%	803 22%	894 23%	1,001 24%	992 25%	1,000 26%
R&D % of total people	338 12%	321 12%	361 13%	383 13%	436 12%	479 12,5%	501 12%	482 12%	492 13%
Sales & Marketing % of total people	364 13%	351 13%	439 15%	495 15%	587 16%	641 17%	715 17%	685 17%	666 17%
G&A % of total people	242 9%	235 9%	252 9%	273 9%	310 8,5%	338 8,8%	389 9%	382 10%	382 10%
ITALY % of total people	1,646 59%	1,547 57%	1,605 56%	1,780 56%	2,009 56%	2,176 56%	2,483 59%	2,417 62%	2,433 63%
OUTSIDE ITALY % of total people	1,136 41%	1,148 43%	1,276 44%	1,396 44%	1,609 44%	1,670 44%	1,744 41%	1,509 38%	1,437 37%
TOTAL	2,782	2,695	2,881	3,176	3,618	3,846	4,227	3,926	3,870

COVID 19 CRISIS

FACE THE CRISIS



Our main goals:

- a) keep safe our people
- b) re-think and re-organize our business model
- c) be ready and reactive for the future changes

FACE THE CRISIS

Our main goals:

- a)
 - ☐ adopt all available health measures to keep safe our people
 - ☐ smart working increase-prolong
 - ☐ constant internal communication
- b)
 - ☐ review the operating activities, adapting our model to the customers request
 - ☐ support and focus the margins, maintaining the liquidity
 - ☐ do not give up / slow down the innovation in technology (R&D investments)
- c)
 - ☐ internal analysis regarding the organizational measures to be taken in respect of the laws (health)
 - ☐ external analysis of any possible impact of the Covid-19, especially for the future development
 - ☐ evaluate all the possible steps to be taken considering our ESG commitment

FACE THE CRISIS

Focus on cost containment:

Labour cost

- ☐ forced collective holidays (residual balance if any)
- ☐ CIGO (temporary lay-off scheme)

Cost cutting

- ☐ travel, exhibitions and marketing costs reduction
- ☐ renegotiation of key contracts (fixed costs)

Investments

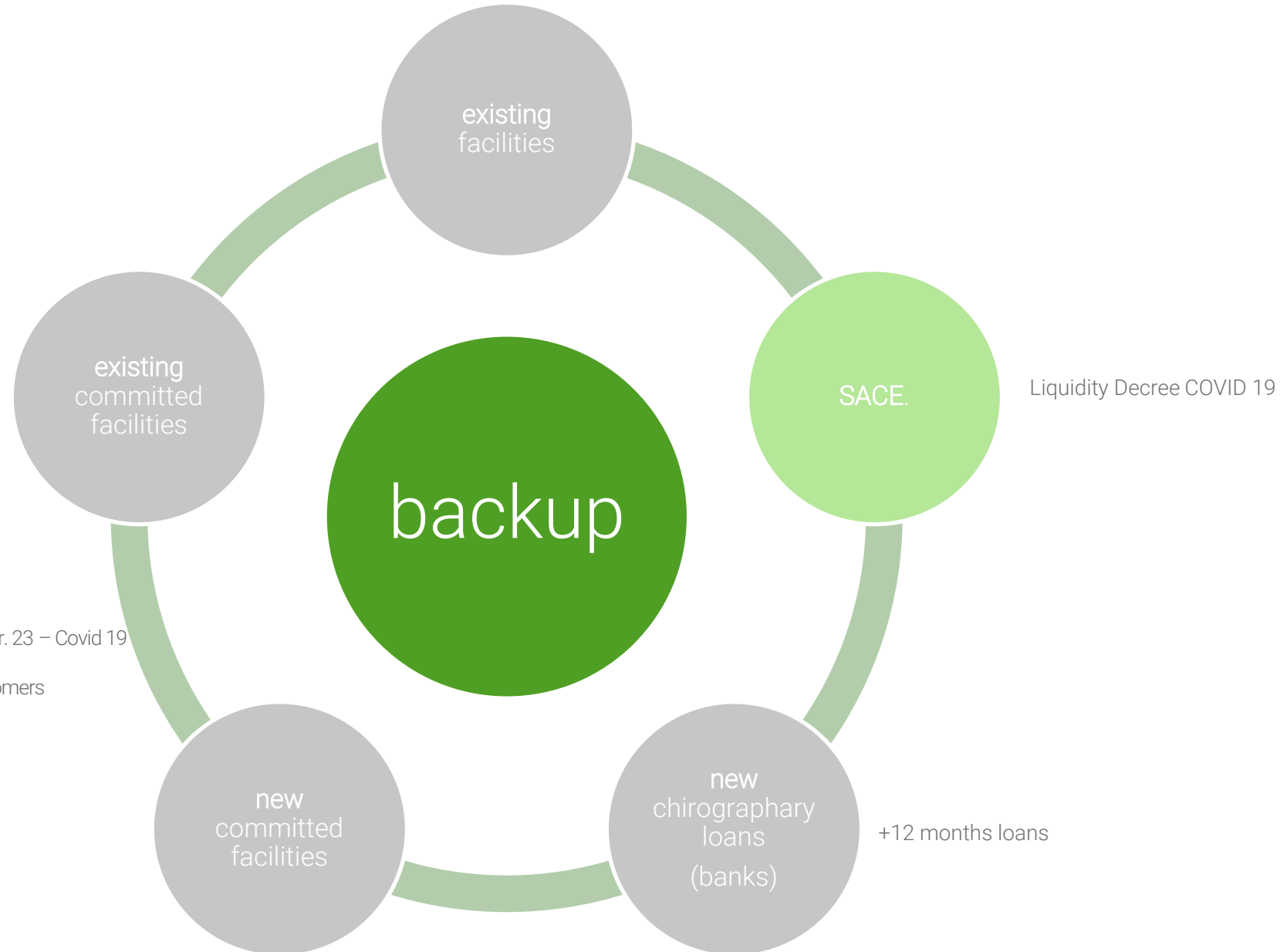
- ☐ CAPEX reduction
- ☐ postponement of the NON-Strategic projects

FINANCIAL SUPPORT

FINANCIAL SUPPORT

Main Goals:

- ✓ re-confirm and fix the existing facilities
- ✓ obtain new committed facilities (> 24 months)
- ✓ obtain new M/T loans (> 18 months)
- ✓ obtain dedicated loan under the Liquidity Decree nr. 23 – Covid 19
- ✓ reverse and direct factoring for suppliers and customers



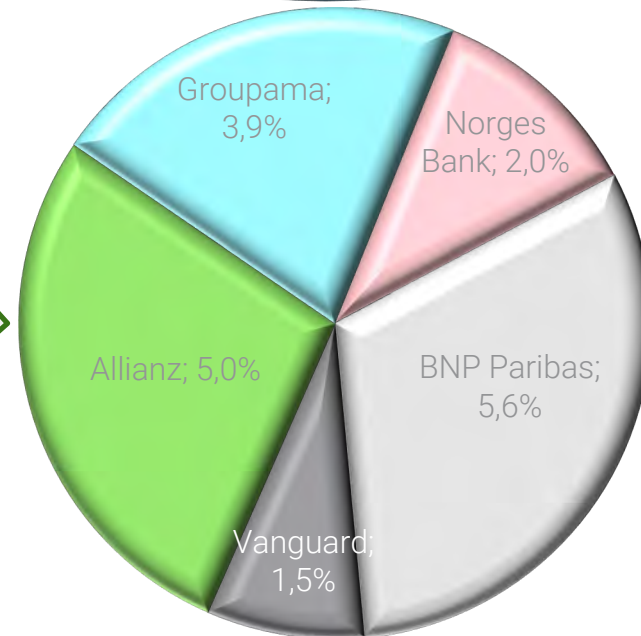
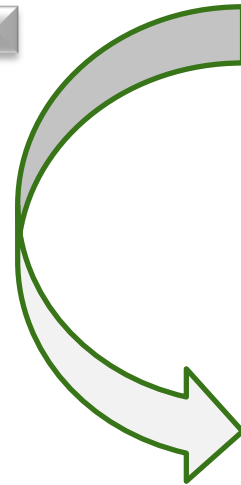
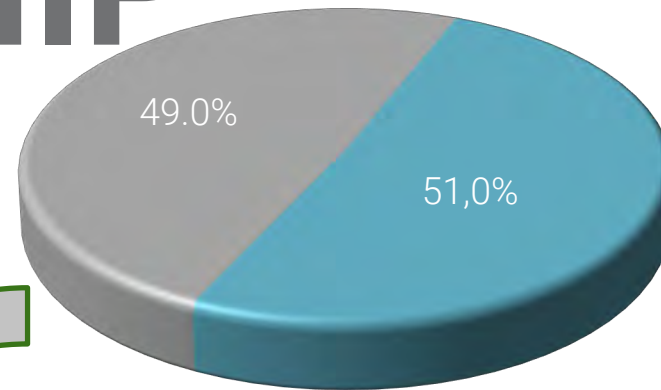
SHAREHOLDERS & B.o.D.

SHAREHOLDERS BREAKDOWN BY OWNERSHIP & B.O.D.

Bi.Fin s.r.l (Selci family)



free float



Biesse B.o.D.:

- ☐ Giancarlo Selci (founder - president)
- ☐ Roberto Selci (C.E.O.)
- ☐ Stefano Porcellini
- ☐ Alessandra Parpajola
- ☐ Silvia Vanini
- ☐ Giovanni Chiura (independent)
- ☐ Federica Palazzi (independent)
- ☐ Elisabetta Righini (independent)

major shareholders for the free float quote (updating April)

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