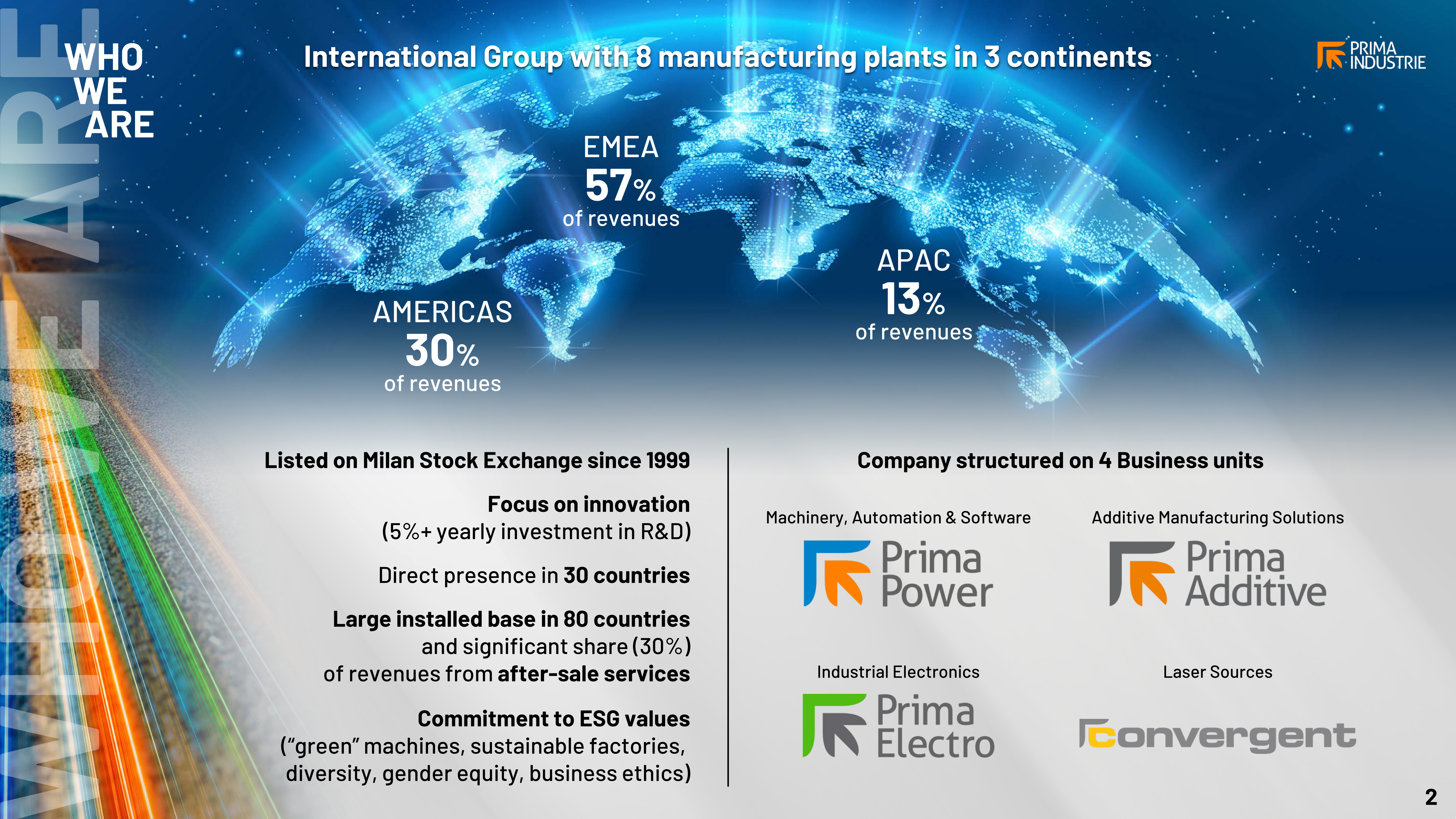




ready to go.

ALWAYS



WHO WE ARE

International Group with 8 manufacturing plants in 3 continents



Listed on Milan Stock Exchange since 1999

Focus on innovation
(5%+ yearly investment in R&D)

Direct presence in **30 countries**

Large installed base in 80 countries
and significant share (30%)
of revenues from **after-sale services**

Commitment to ESG values
("green" machines, sustainable factories,
diversity, gender equity, business ethics)

Company structured on 4 Business units

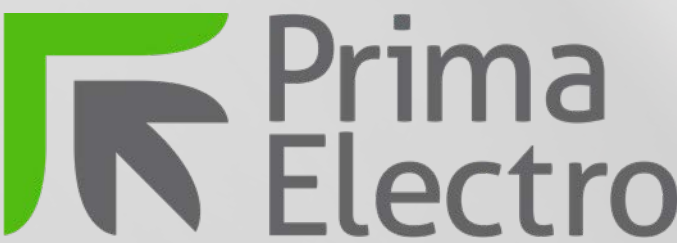
Machinery, Automation & Software



Additive Manufacturing Solutions



Industrial Electronics



Laser Sources



PRODUCT RANGE

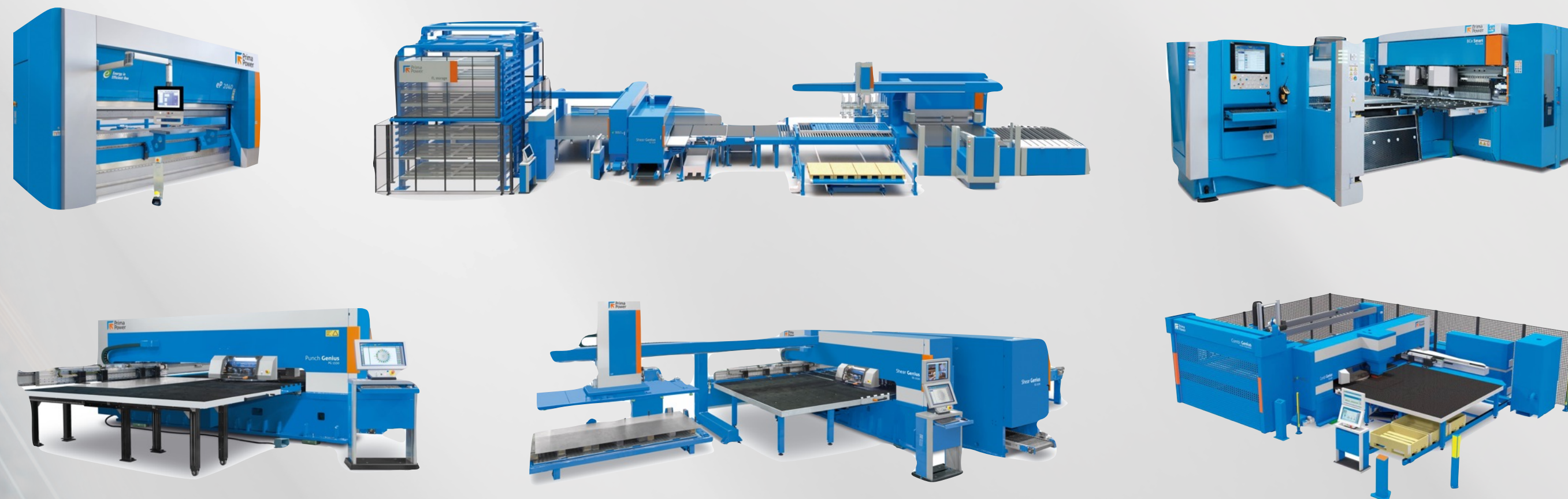
LASER MACHINES



ADDITIVE MANUFACTURING

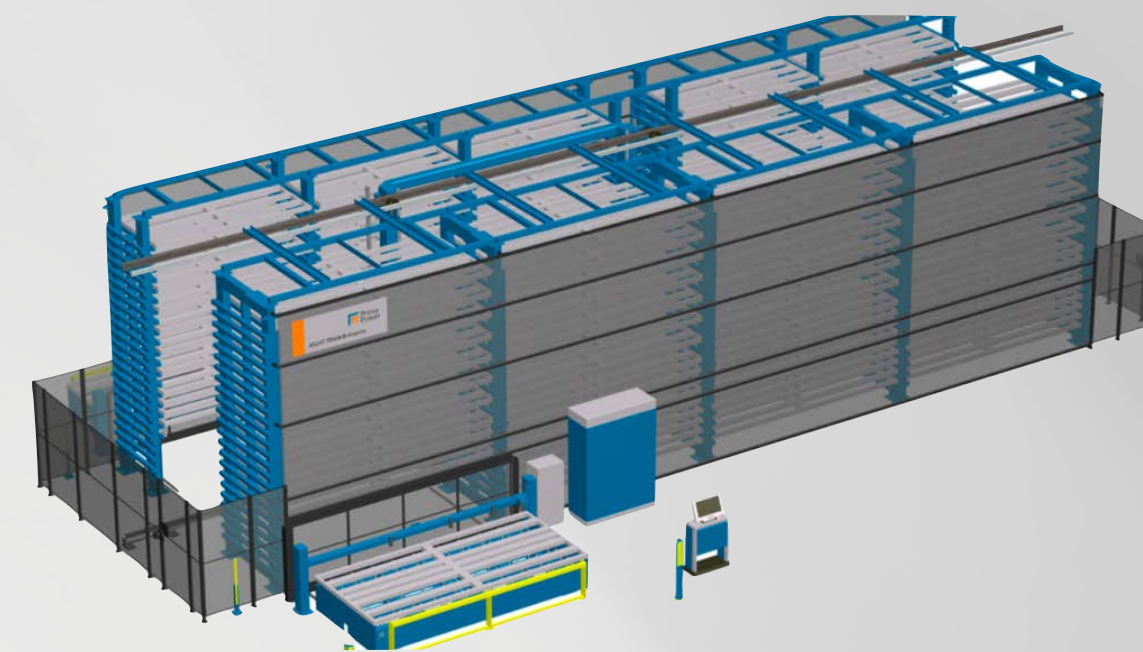
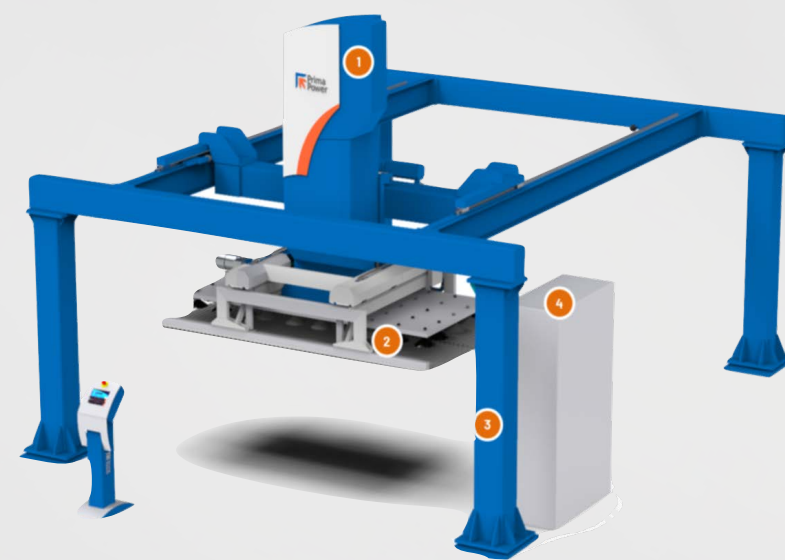
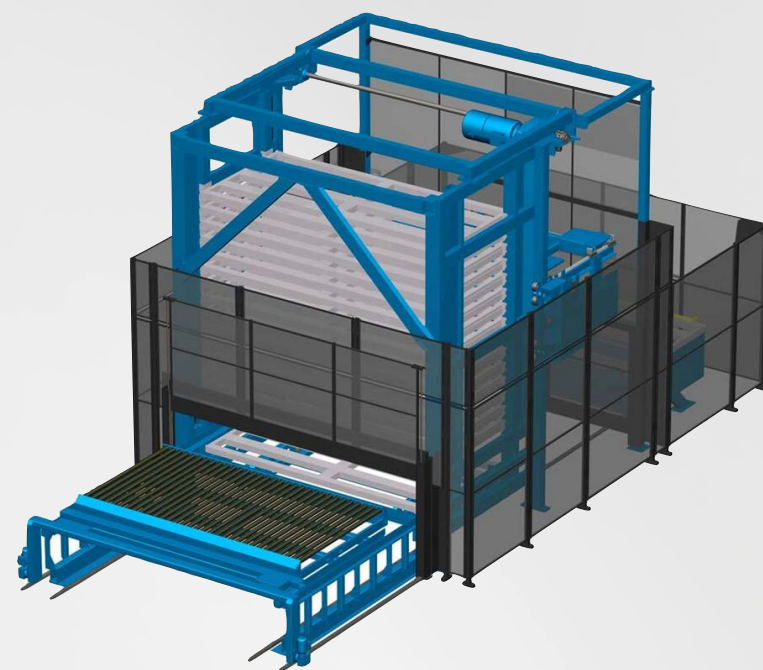


SHEET METAL PROCESSING MACHINES & SYSTEMS



PRODUCT RANGE

AUTOMATION AND STORAGE



ELECTRONICS



LASER SOURCES



SERVICES



SOFTWARE



WHO
WE
ARE

A leader in **laser** and **sheet-metal**
fabrication machines and **systems**



1



3



5



2



4



6



7



8

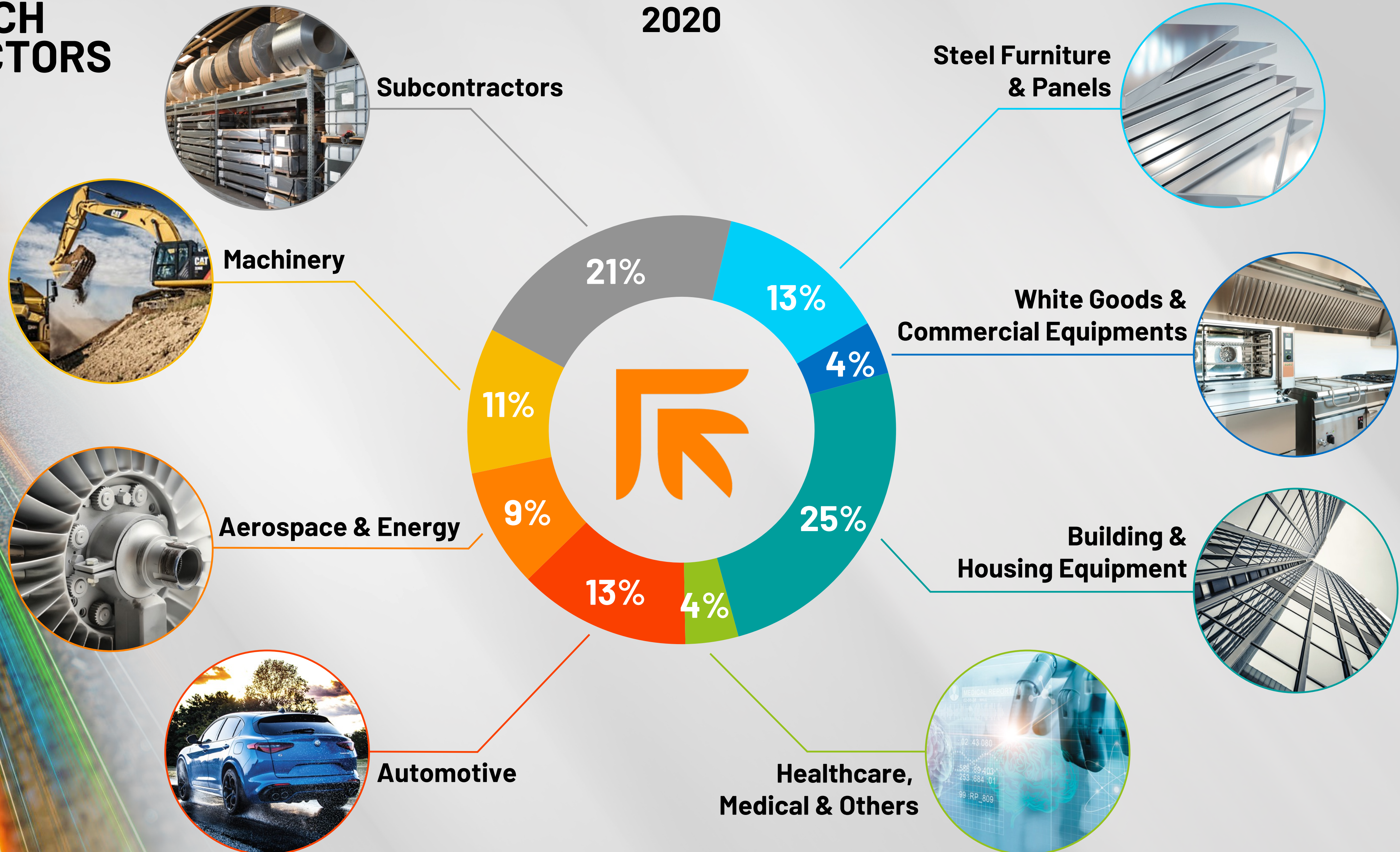


9

Strong know-how in
mechatronics, **opto-electronics**,
automation and **software**

IN WHICH SECTORS

High-standing customer base in a wide range of industrial sectors 2020



SELECTION OF MAIN CUSTOMERS

AUTOMOTIVE



AEROSPACE



ENERGY



CONSTRUCTION & BUILDING



MECHANICS & MACHINERY



WHITE GOODS & COMMERCIAL EQUIP.



ELECTRONICS, MEDICAL & OTHERS



**WHO
WE
ARE**



5 years of investments for new efficient and sustainable plants



**WHO
WE
ARE**



PANEL BENDERS – PRESS BRAKES
Cologna V.ta – VR (ITALY)



SALES & SERVICE
Munich (GERMANY)



North America HQ –
Arlington Heights – IL (USA)

100.000 m² of plants and offices around the world



LASER – ELECTRONIC SYSTEMS
Barone C.se – TO (ITALY)

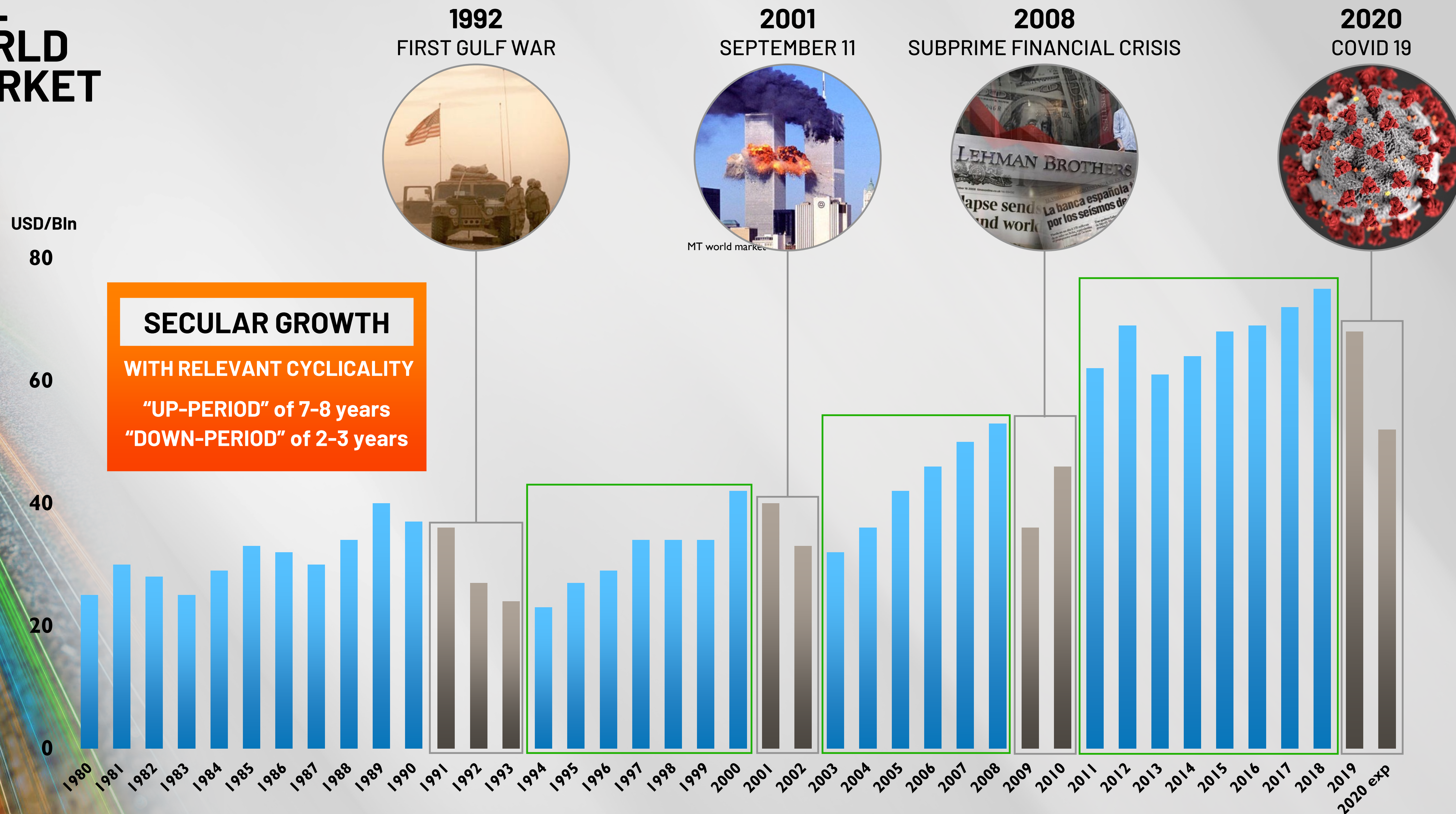


ELECTRONICS – Moncalieri – TO
(ITALY)



CONVERGENT LASERS
Chicopee – MA (USA)

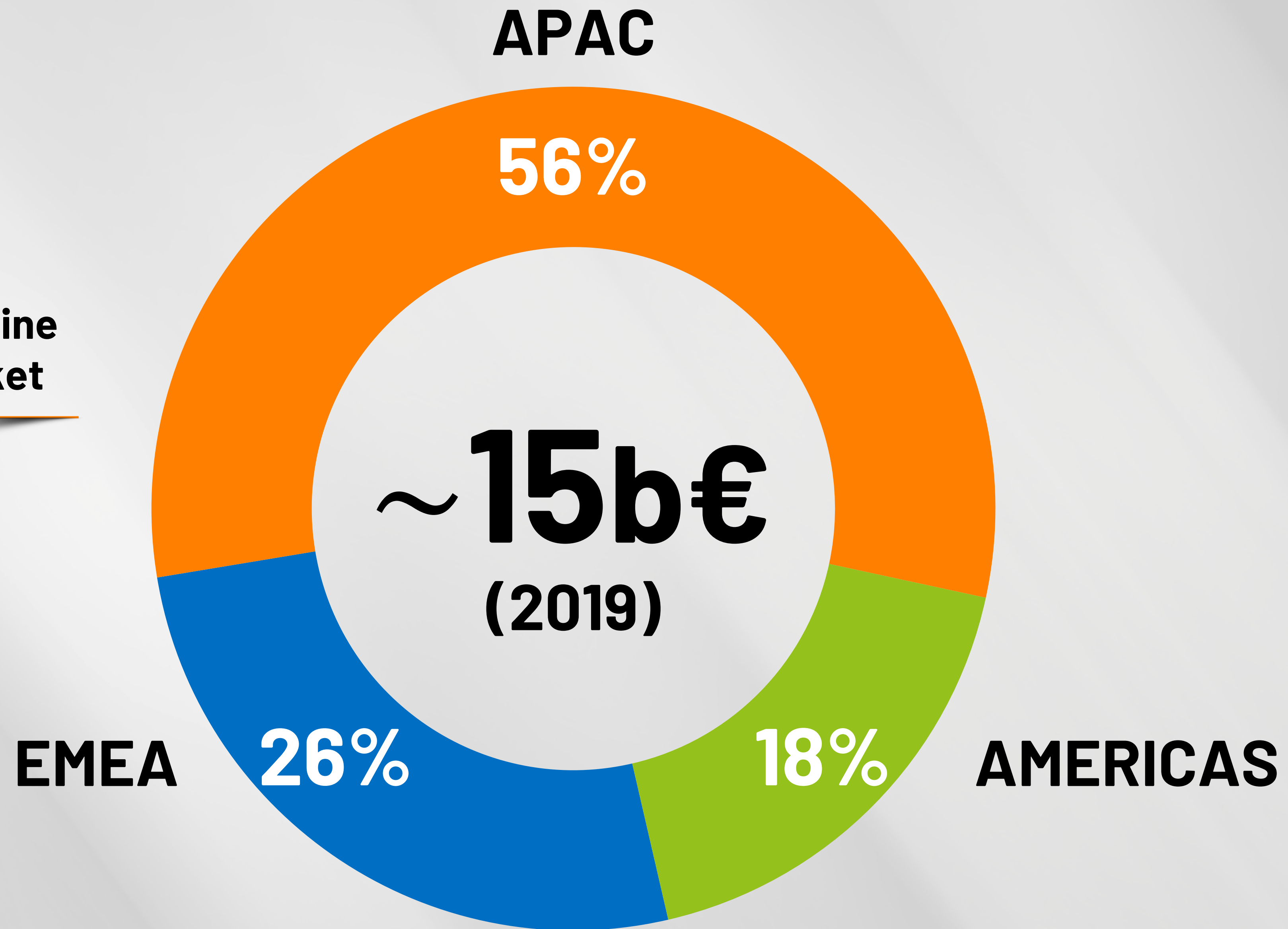
MACHINE TOOL WORLD MARKET



Source: VDW and Oxford Economics; 2019 and 2020 are company's estimates based on public data from associations

SHEET METAL FABRICATION MARKET

Part of
the machine
tool market



RESULTS 2020

REPORTED HIGHLIGHTS

Values in €/thousand	Q4 2020	ACT 31.12.20	ACT 31.12.19	Change	Change %
Order Intake	102.714	323.093	410.417	(87.324)	-21,3%
Backlog (*)	124.722	124.722	142.332	(17.610)	-12,4%
Revenues	99.511	332.963	427.582	(94.619)	-22,1%
EBITDA	12.289	27.185	38.432	(11.247)	-29,3%
EBITDA%	12,3%	8,2%	9,0%	-0,8%	N/A
EBIT	(3.733)	(5.258)	14.391	(19.649)	-136,5%
EBIT%	-3,8%	-1,6%	3,4%	-5,0%	N/A
Net Result	(3.029)	(7.414)	8.818	(16.232)	-184,1%
FCF	29.584	15.600	(4.197)	19.797	471,7%
NFP before leasing (*)	(60.542)	(60.542)	(68.471)	7.929	11,6%
NFP (*)	(96.274)	(96.274)	(107.343)	11.069	10,3%

(% calculated over the revenues)

(*value at the end of the quarter)

ADJUSTED HIGHLIGHTS

Values in €/thousand	Q4 2020	ACT 31.12.20	ACT 31.12.19	Change	Change %
Revenues	99.511	332.963	427.582	(94.619)	-22,1%
EBITDA Adj	10.311	28.438	41.014	(12.576)	-30,7%
EBITDA Adj %	10,4%	8,5%	9,6%	-1,1%	N/A
EBIT Adj	4.775	6.481	18.610	(12.129)	-65,2%
EBIT Adj %	4,8%	1,9%	4,4%	-2,5%	N/A
NET RESULT Adj (**)	5.479	4.320	10.550	(6.230)	-59,1%

(** Net Result Adj includes all the NRI without tax effect)

Prima Industrie Group benefits from three factors of resilience

- 1** a strong geographical distribution worldwide
- 2** a high diversification of industries served, which are impacted by different cyclicity and diversified macro trends
- 3** an important share of revenues coming from after sales activities, which represent a stable source of sales linked to high number of machines installed

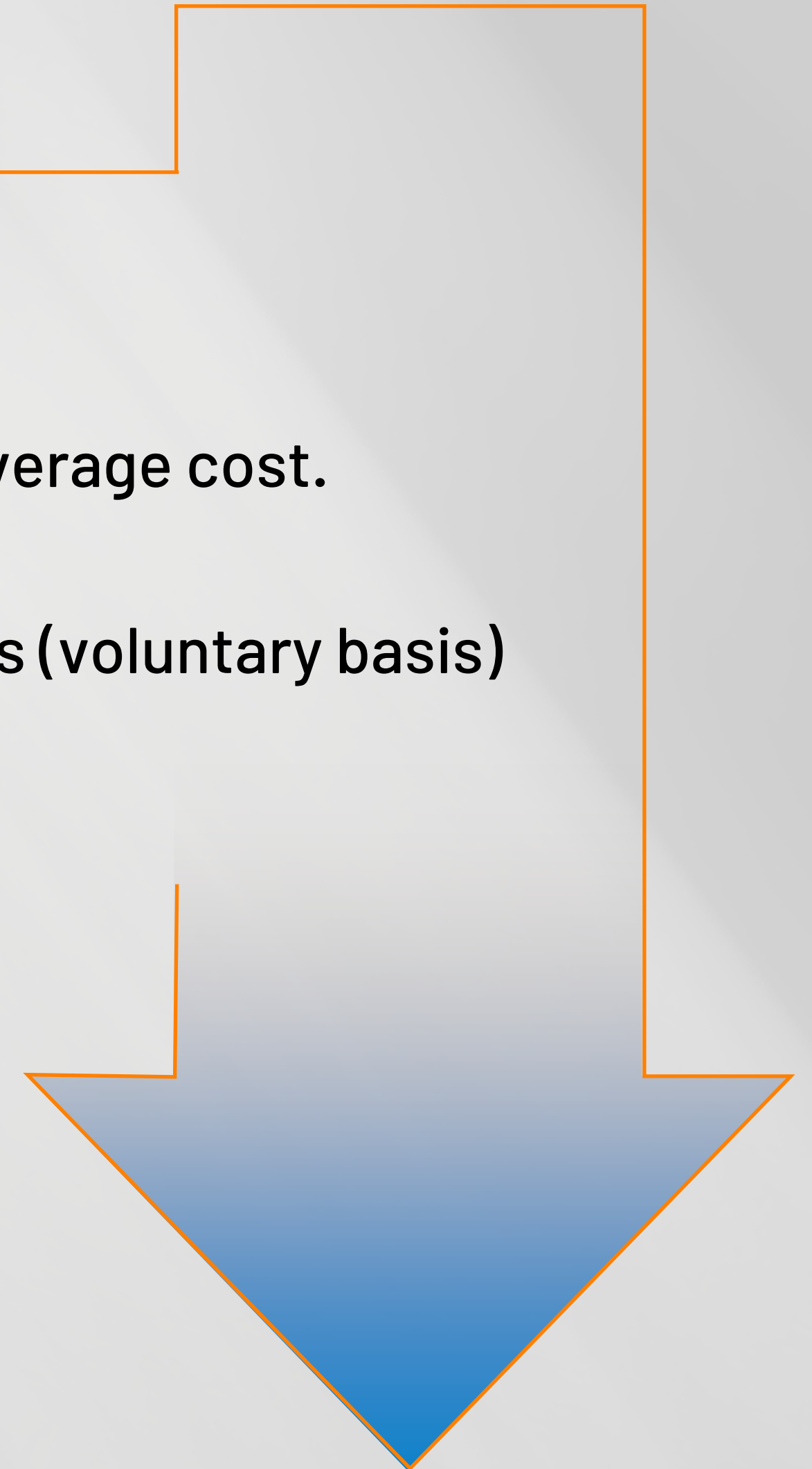


COST REDUCTION ACTIONS

In order to reduce the impact of drop in revenues the Group implemented several measures to reduce costs.

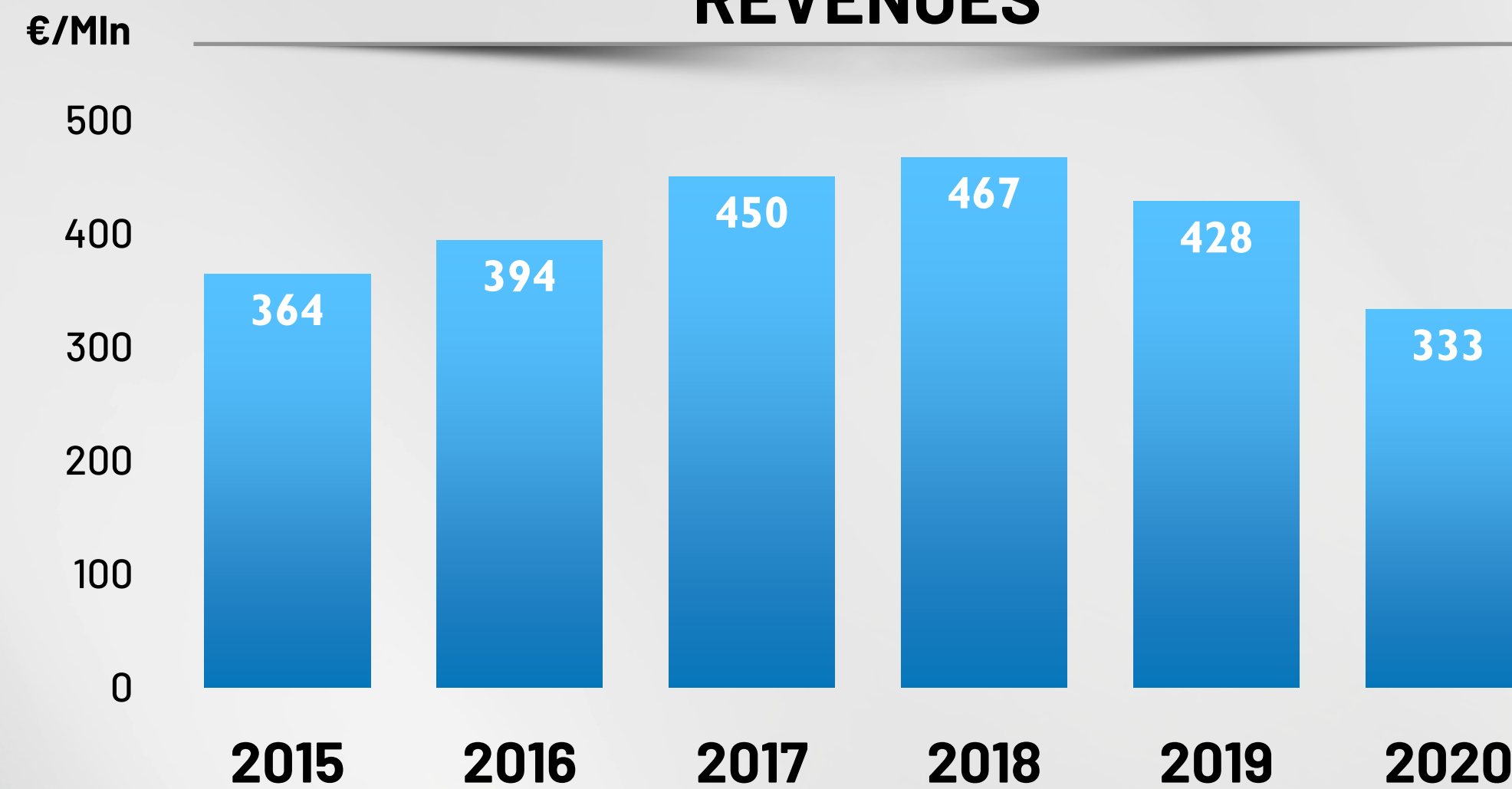
The actions concerned mainly the following costs:

- 1** **Personnel costs reduction**, thanks to **decrease in headcount** and average cost.
The reduction of the average cost is due to:
 - Temporary lay-off and other managers' reduction of salaries (voluntary basis)
 - Use of vacation/bank hours
- 2** Natural decrease of **Travel and Exhibitions & Events costs**
- 3** Reduction of **other operating costs**, such as:
 - technical and administrative consultancies
 - temporary services
 - other sundry costs

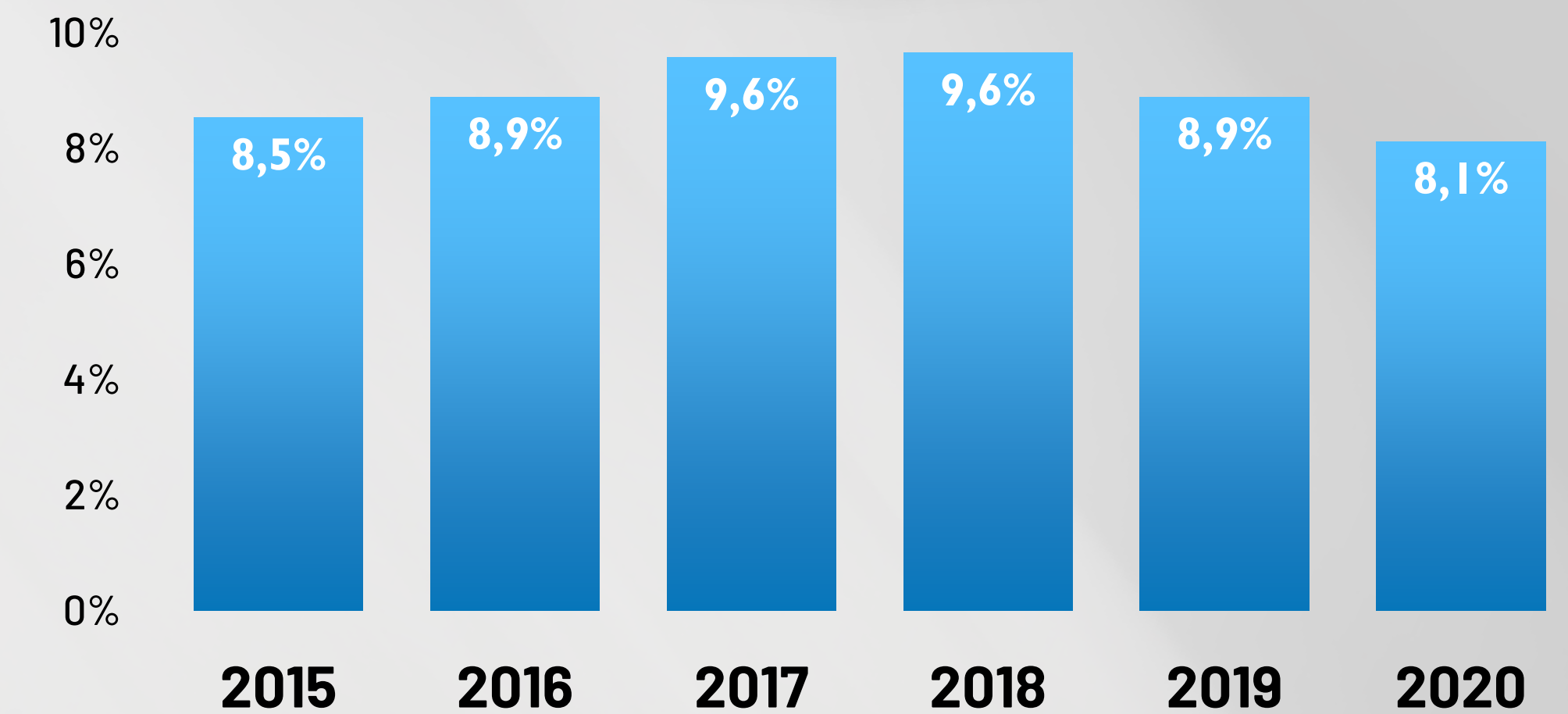


RESULTS 2015-2020

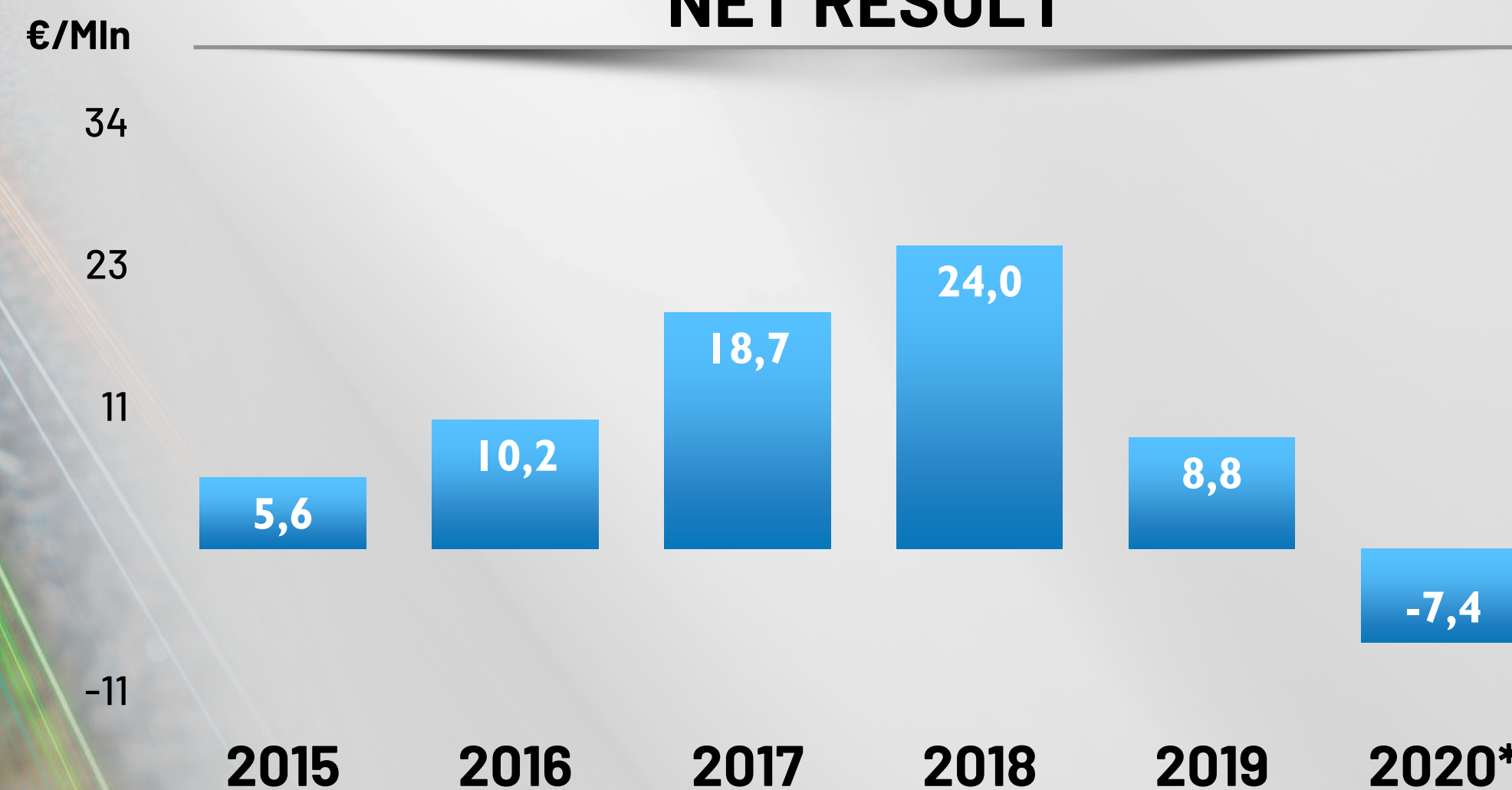
REVENUES



EBITDA MARGIN (On revenues)

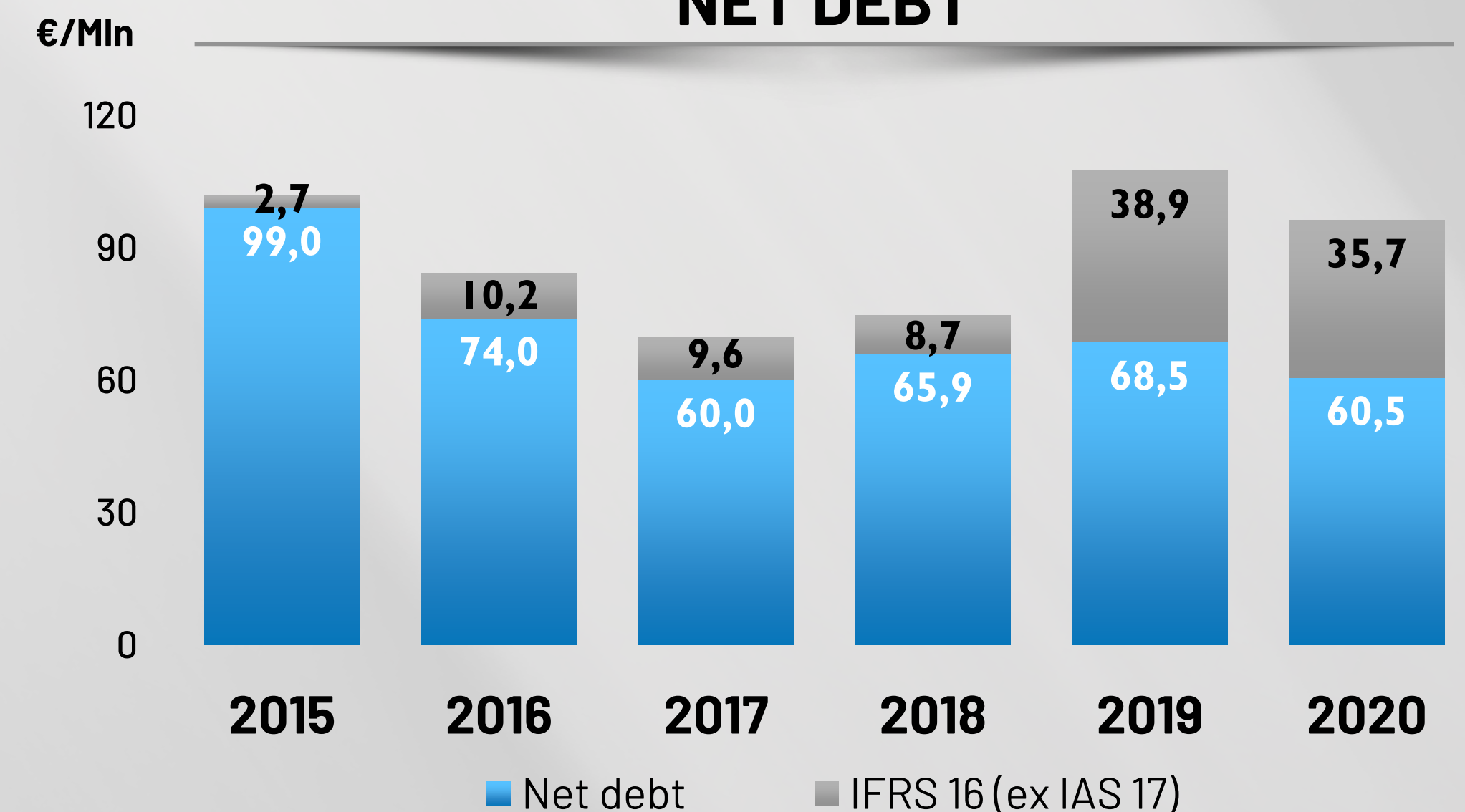


NET RESULT



* Net result impacted by 8.5 M€ net impairment

NET DEBT



■ Net debt ■ IFRS 16 (ex IAS 17)

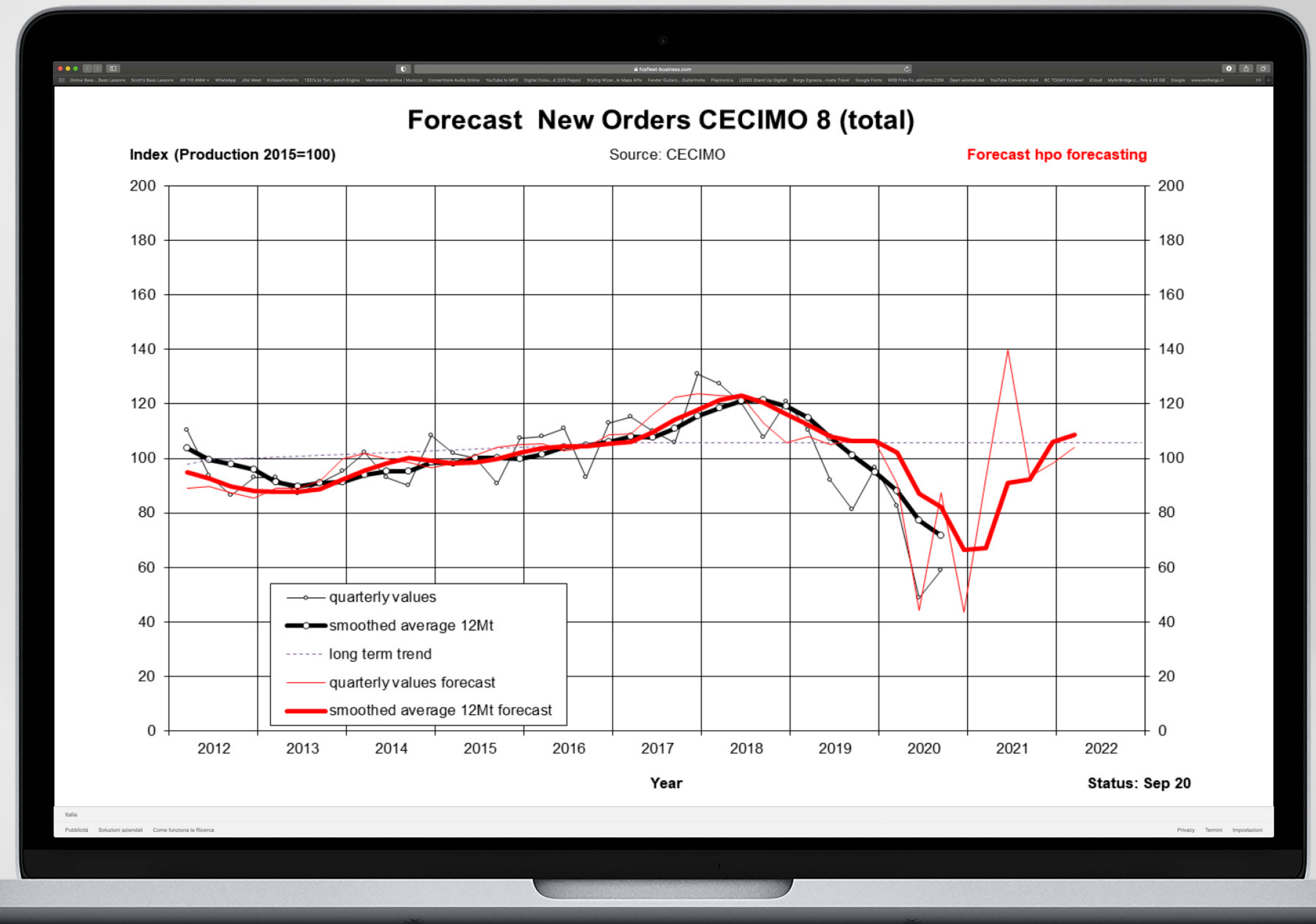
2021 ASSUMPTIONS

As from Dec 20 to Feb 21 order intake for the Group was up 20%

The Plan assumes, as envisaged by influential external sources (CECIMO, UCIMU), a **significant recovery** of the reference markets starting from **mid-2021** and the beginning of a **new multi-year positive cycle** in the following years.

In particular, it is expected a strong growth in the Chinese market and in the **APAC area** in general, with AMERICAS and EMEA improving at a slower pace (possibly accelerating as a result of **public support measures** such as **"Next Generation EU"** and **"Transizione 4.0"**).

As for reference sectors, Aerospace and Automotive are still expected to be critical in the period, although a recovery is expected compared to 2020 thanks to the contribution of the **Space Economy** and **E-Mobility** sectors.



MAIN TARGETS

GROWTH IN
REVENUES TO
500+ M€

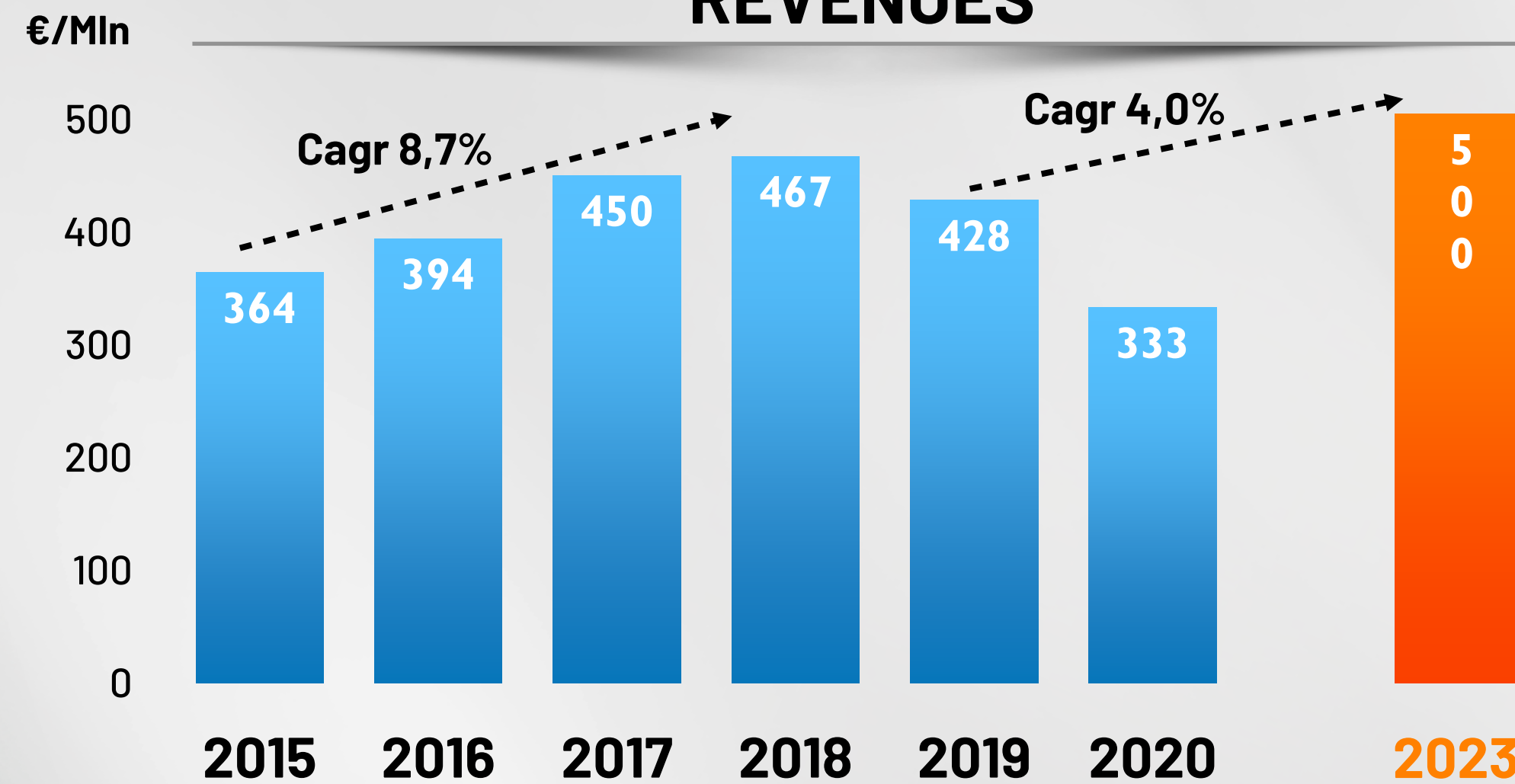
IMPROVEMENT
IN MARGINALITY
WITH
EBITDA
13%

POSITIVE
NET FINANCIAL
POSITION

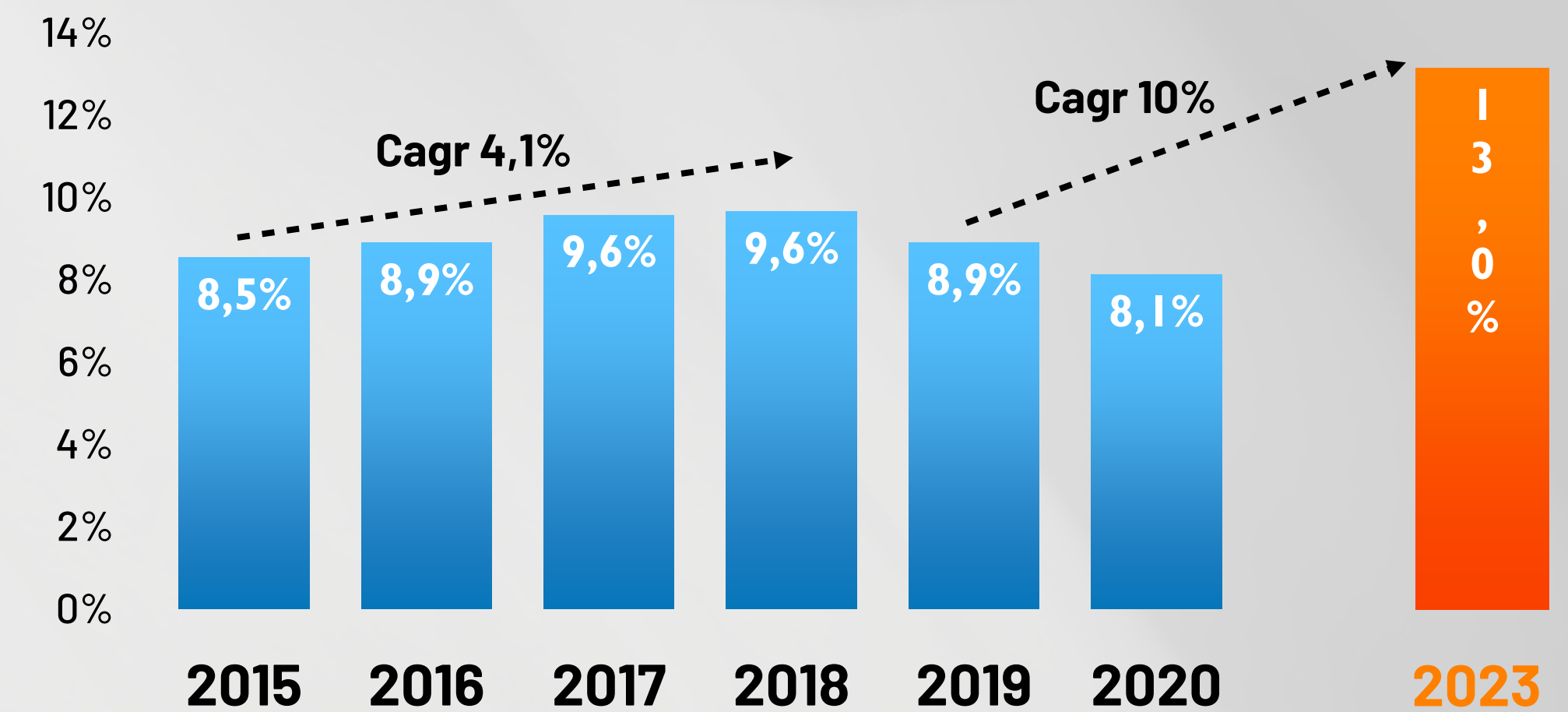
(EXCLUDING IMPACT FROM
IFRS16 AND EXTRAORDINARY
OPERATIONS)

MAIN GROUP TARGET

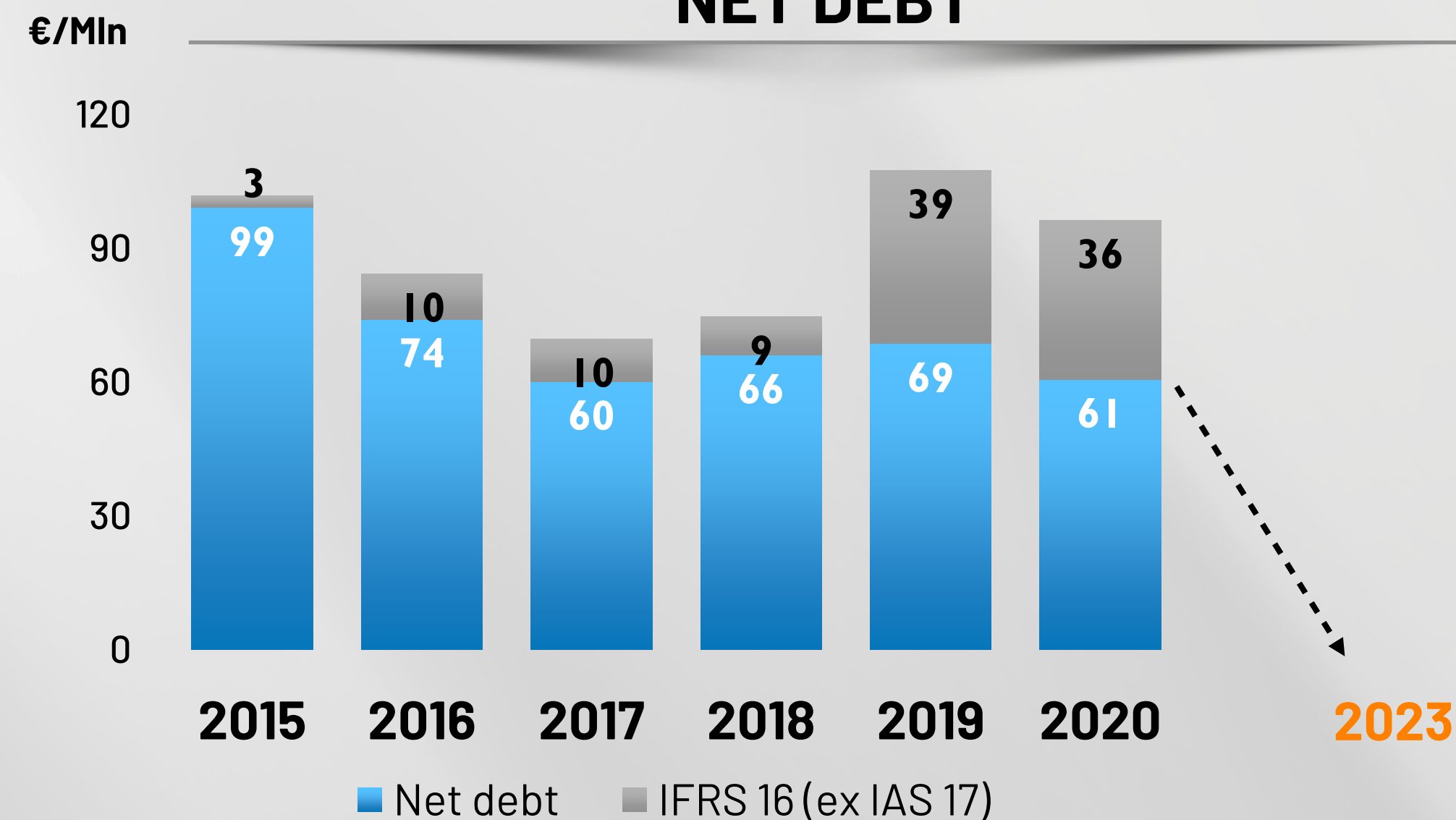
REVENUES



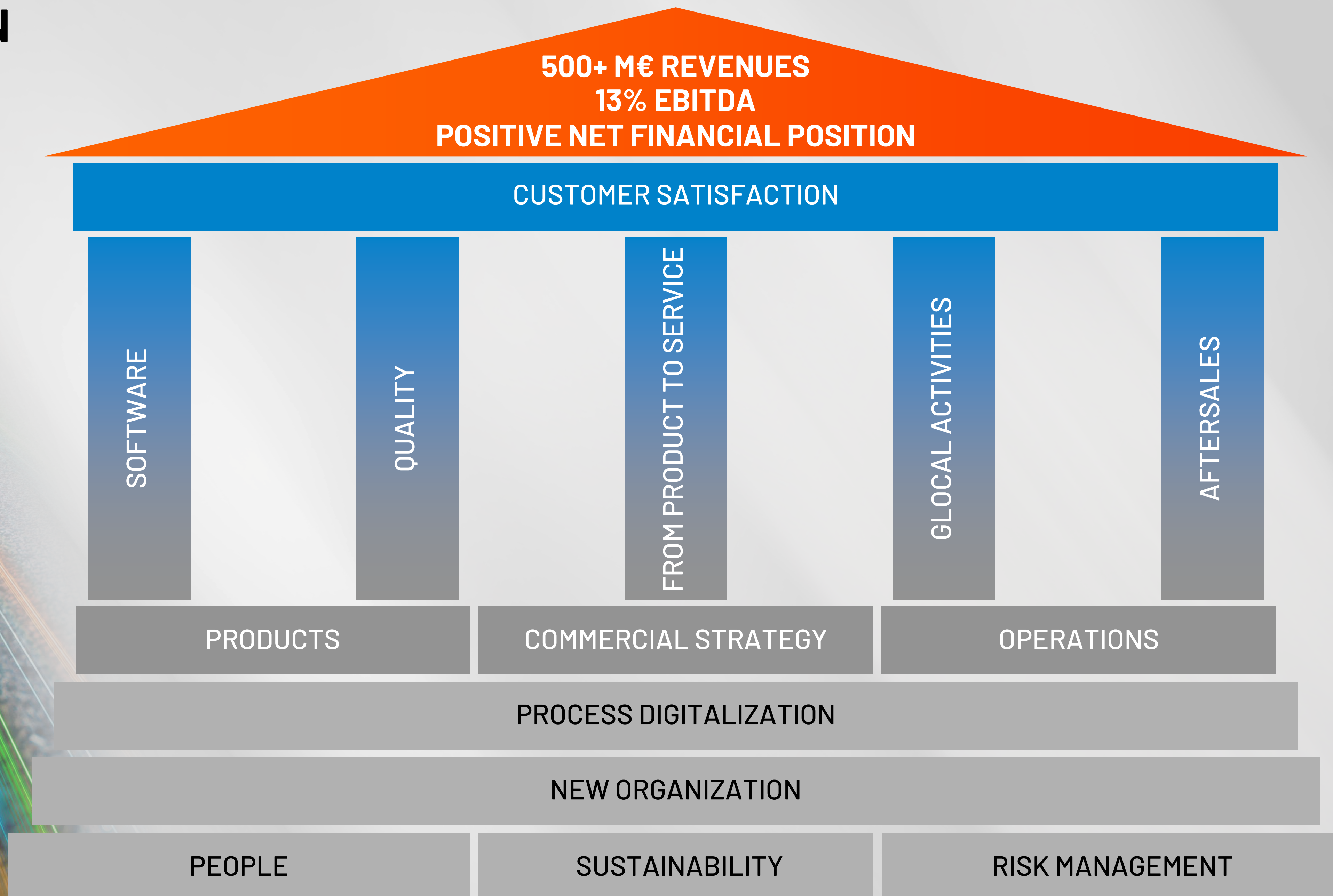
EBITDA MARGIN (On revenues)



NET DEBT



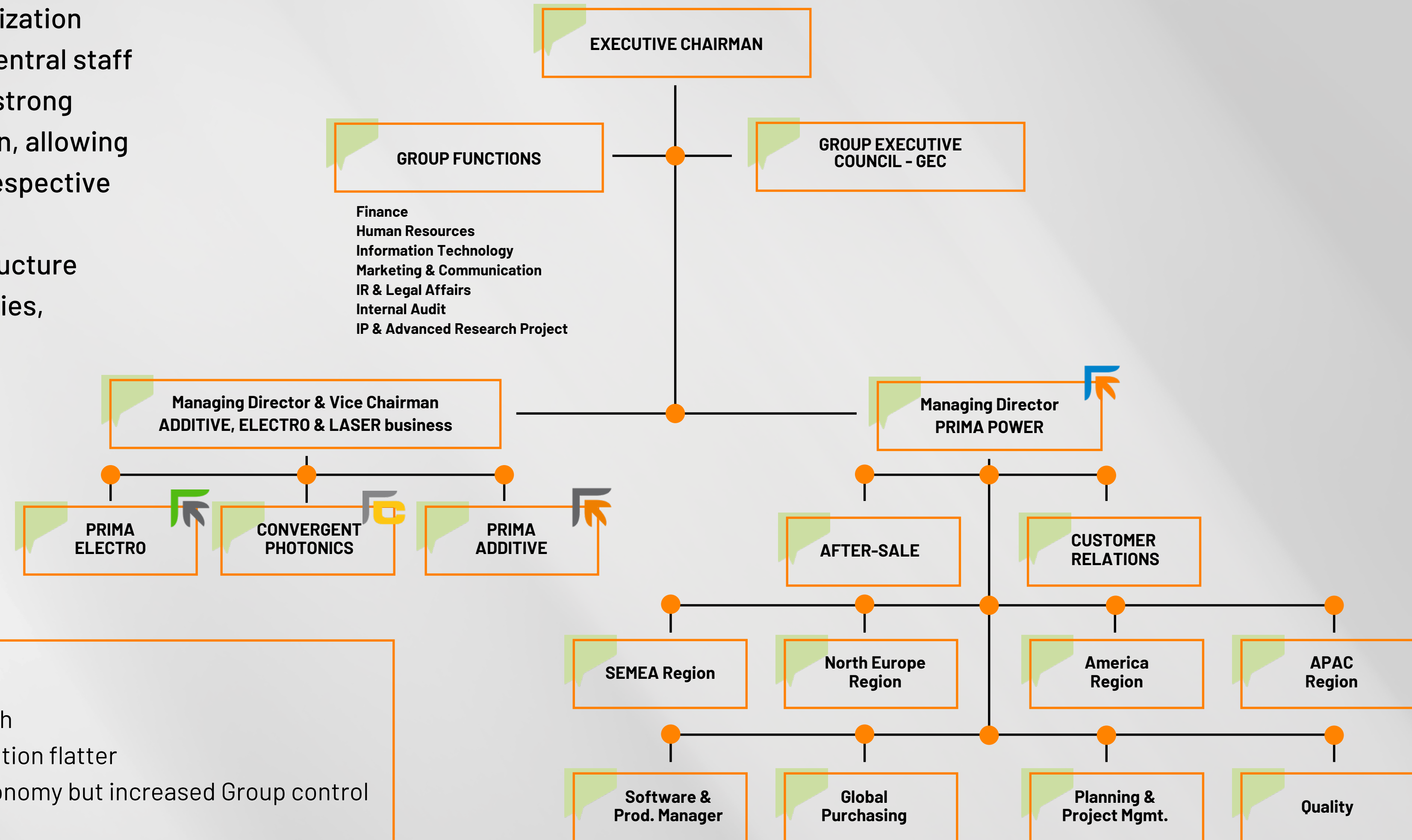
ACTION PLAN



NEW ORGANIZATION

Prima Industrie will adopt a new organization model which provides, in addition to central staff functions, **four Business Units** with a strong technological and regional connotation, allowing for a better focus of activities in the respective business areas.

This implies a **simplification** of the structure and greater **decentralization** of activities, which will be achieved thanks to the development of **local technical skills** and the introduction of **digitization tools**.



RATIONALES

- Glocal approach
- Group organization flatter
- More local autonomy but increased Group control & coordination
- Manager accountability
- Talent retention

MARKET TRENDS IMPACT

MACRO TRENDS

Urbanization &
Climate change



Infrastructure



E-Mobility



Connectivity



Space economy



Health &
Well being



Green &
Circular economy



SEGMENTS INVOLVED

Steel Furniture and Panels

Building &
Housing Equipment

Machinery

Automotive
Railways

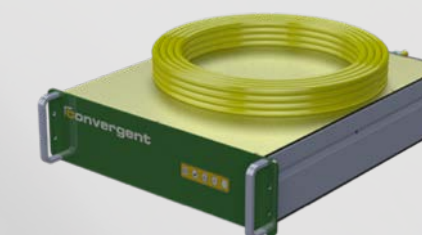
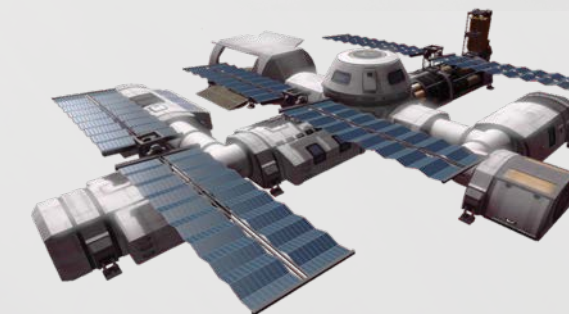
All

Aero & Space

Healthcare & Medical

Energy

PRODUCTS EXAMPLES



ENHANCEMENT OF PRESENCE IN APAC MARKET

Investments in south-east Asia, China and other APAC Countries to increase market share.



IMPROVEMENT OF CUSTOMERS' SERVICE

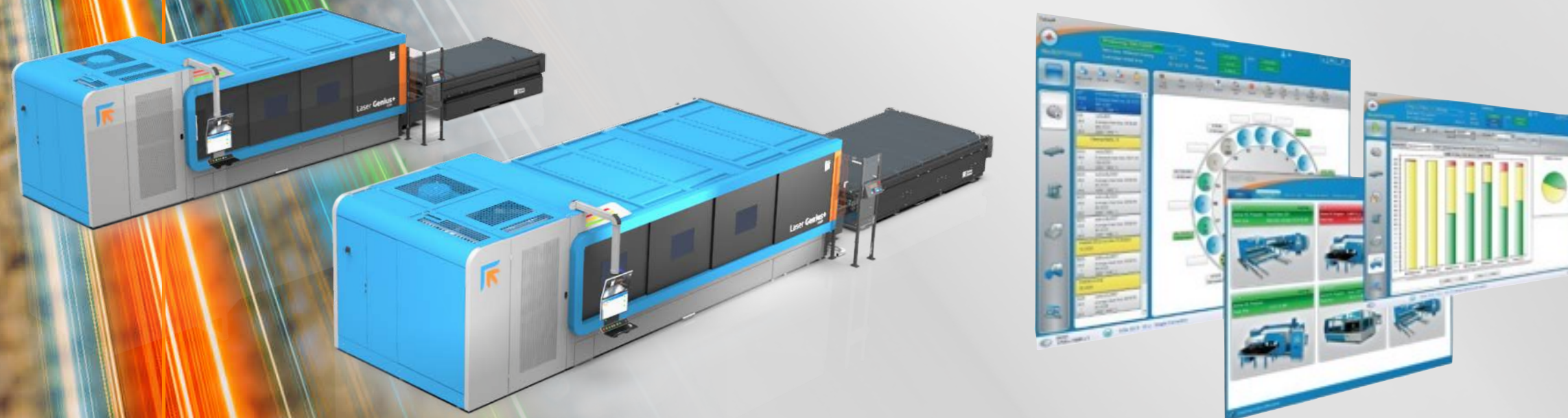
Thanks to a new Global Organisation ("thinkglobal.serve local") oriented towards Customer Satisfaction and made possible by the Group current worldwide footprint.

GLOCAL
think global. serve local.



EVOLUTION OF THE PRODUCT RANGE

Through major investments in software and automation and introduction of a new family of "volume booster" products.



FURTHER GROWTH IN AFTER-SALE REVENUES

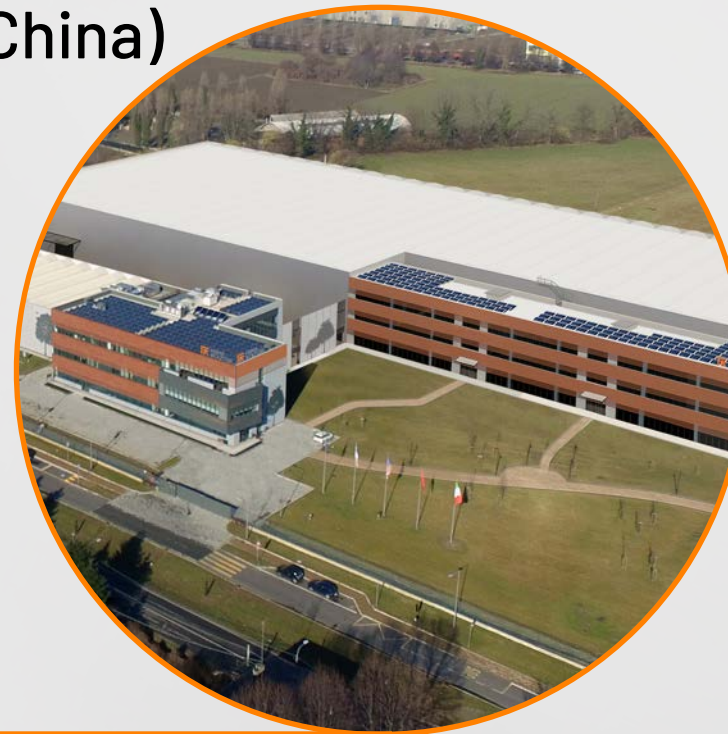
(Already at around 30% in 2020) through a more efficient employment of human resources and new digital technologies (Remote Troubleshooting, Augmented Reality, Predictive Maintenance), already partially implemented.



MAIN ACTIONS FOR MARGIN IMPROVEMENT

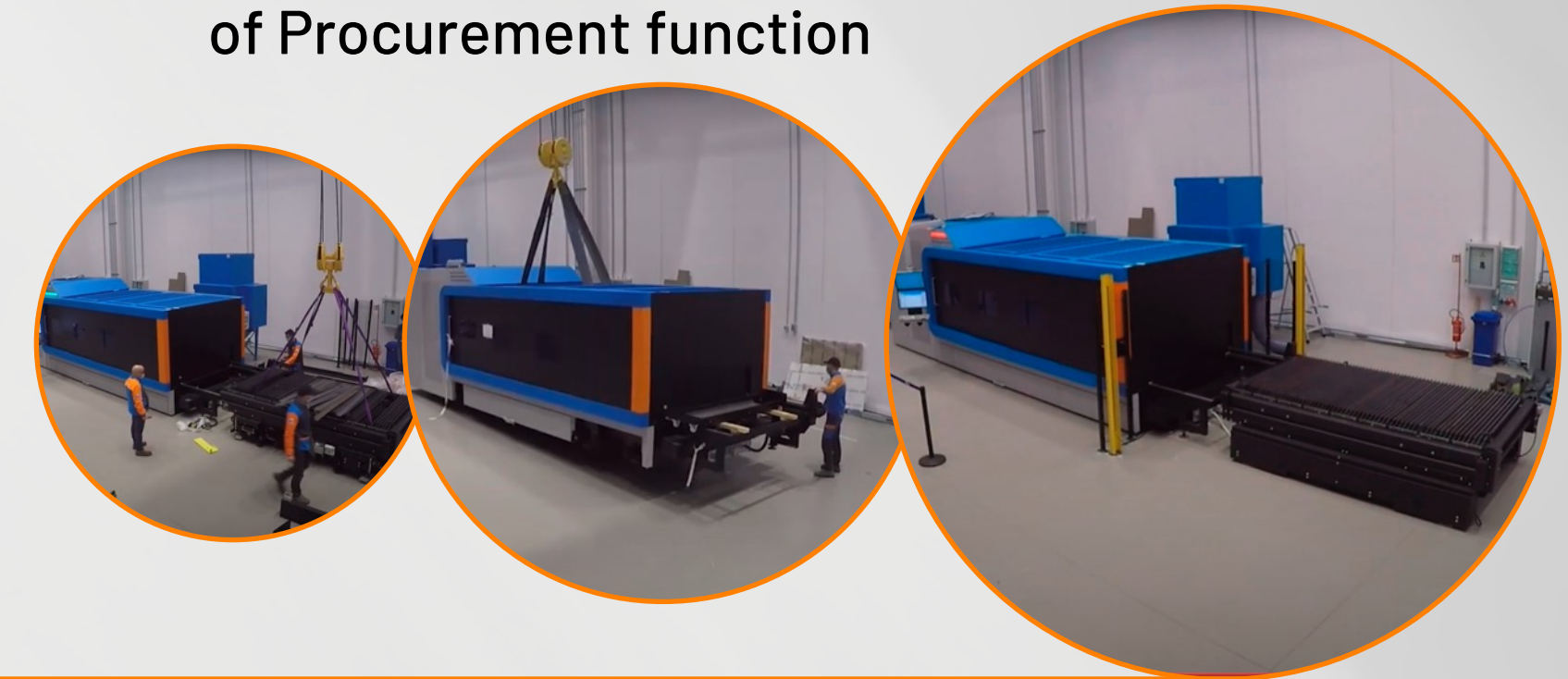
RATIONALIZATION OF THE PRODUCTION FOOTPRINT

With the completion of the new factory in Collegno (Torino), after the actions already concluded in the recent years in Suzhou (China) Seinäjoki (Finland) and Minneapolis (USA)



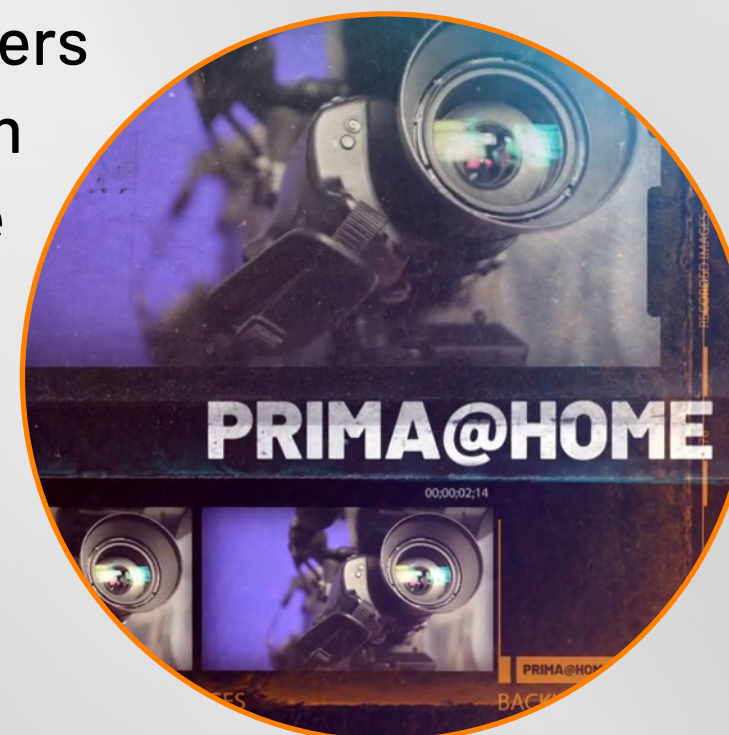
EFFICIENCIES IN INSTALLATION AND PROCUREMENT

Reduction of installation times and costs, also thanks to the use of new digital technologies Centralization of Procurement function



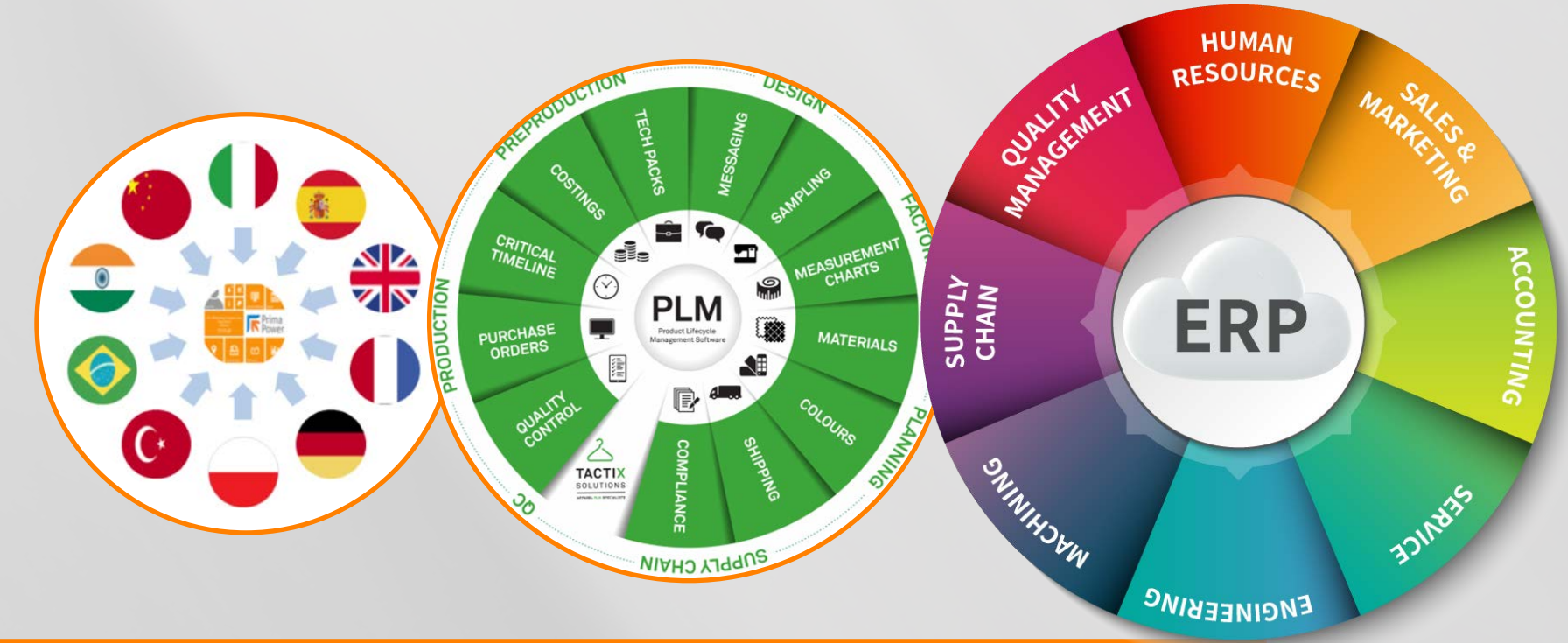
REDUCTION OF COSTS IN MARKETING EVENTS

Launch of a new streaming platform called "Prima@Home" to create digital events and open houses and arrange virtual demonstrations for customers without the need for them to move and travel to the Group's showrooms.

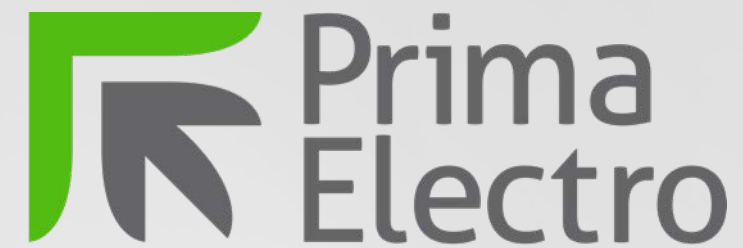


GREATER DIGITALIZATION OF BUSINESS PROCESSES

Updating and integration of ERP and PLM systems, rollout of PST system for the After-Sale management



MAIN ACTIONS FOR TOP LINE & MARGIN IMPROVEMENT



INDUSTRIAL ELECTRONICS

Significant growth in revenues, partly deriving from programs launched with its main customers and partly through the development of new sectors (railway and e-mobility). Profitability margins expected to remain stable over the period.

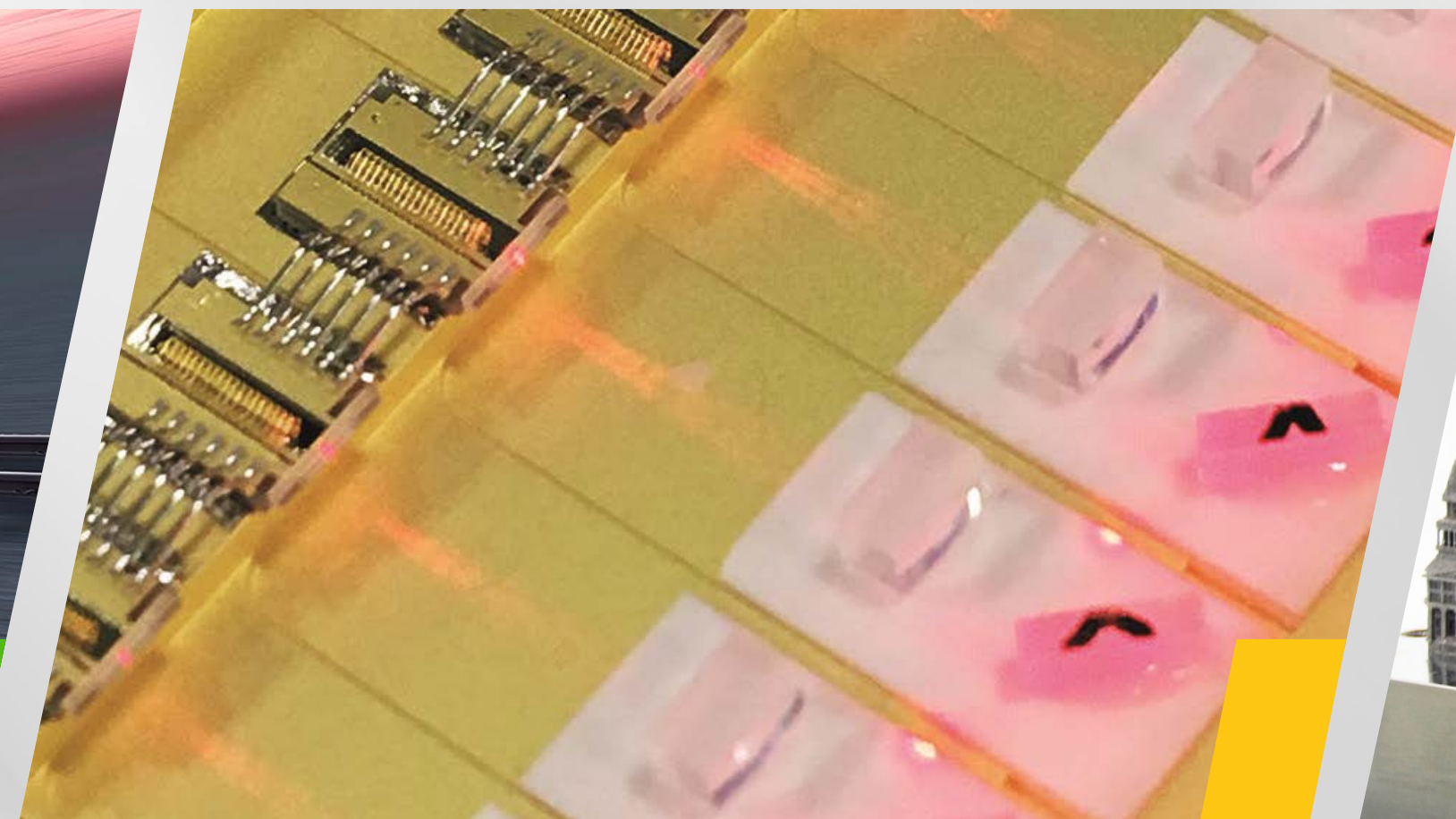
OPTOELECTRONICS AND FIBER LASER SOURCES

After a previous period of strong investments and negative impact on the Group EBIT, the BU will carry out a complete turnaround during the plan period.

This will be made possible thanks to repositioning in niche sectors with better margins.

ADDITIVE MANUFACTURING

Business Unit although starting from still limited volumes of revenues, will more than double its revenues thanks to new products in the Direct Energy Deposition sector (Repairing - Circular Economy) and in the Powder Bed Fusion (Aerospace, Automotive and Energy markets).





Growing commitment to sustainability and ESG targets

**Machines and plants increasingly
environment friendly**

**Particular attention to human resources
representing a fundamental asset
for the future of the Group
(smart working, diversity,
training, talent retention)**

BP UPSIDES NOT INCLUDED

LEAD LASER 41% CALL OPTION EXERCISE AND CONSOLIDATION

- Conditions to be satisfied:
travels to/from China, agreement
with Chinese Management
- Time to exercise: March 31st, 2022



ADDITIVE MANUFACTURING BU SPIN-OFF AND MERGE WITH 3D-NT

- Aggressive product development for high productivity
multi laser machines aimed to satisfy requirements of
mid quantities/cost sensitive market segments
such as high-end automotive and aerospace
- Becoming a market reference in Italy
- Value operation through much higher
evaluation multiples



A long, straight road stretches into the distance under a blue sky. The road is flanked by dry, brownish vegetation and a fence. In the center of the road, there is a vibrant, multi-colored light trail that resembles a rainbow, composed of many thin, parallel lines of light in shades of red, orange, yellow, green, and blue. The text "THANK YOU" is overlaid in the center of the image.

THANK YOU