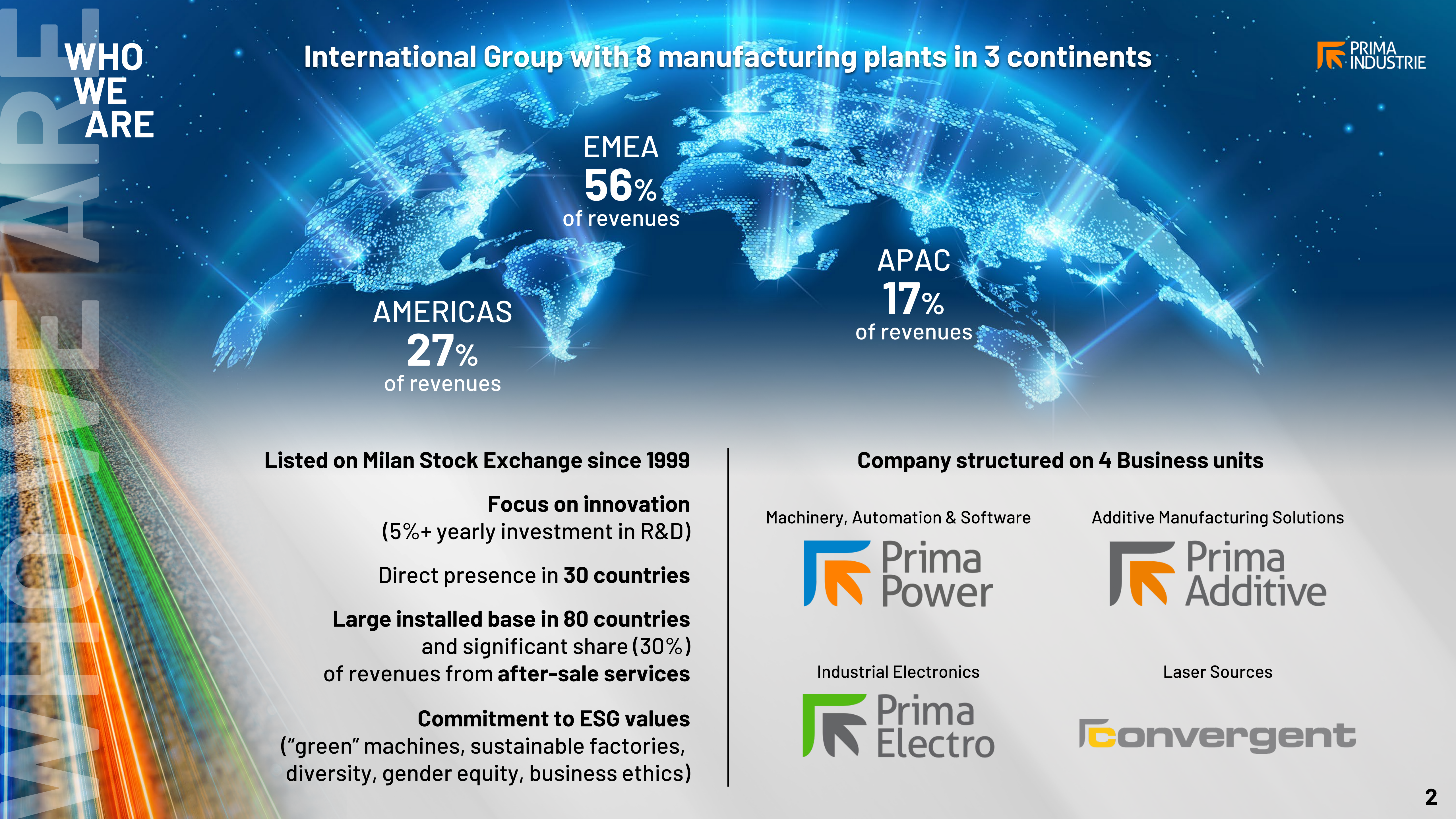




ready to go.
ALWAYS



WHO WE ARE

International Group with 8 manufacturing plants in 3 continents

EMEA
56%
of revenues

AMERICAS
27%
of revenues

APAC
17%
of revenues

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

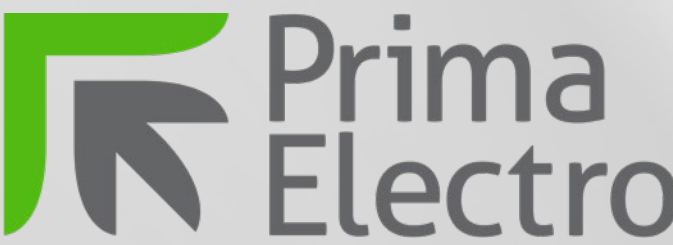
Machinery, Automation & Software



Additive Manufacturing Solutions



Industrial Electronics



Laser Sources



PRODUCT RANGE

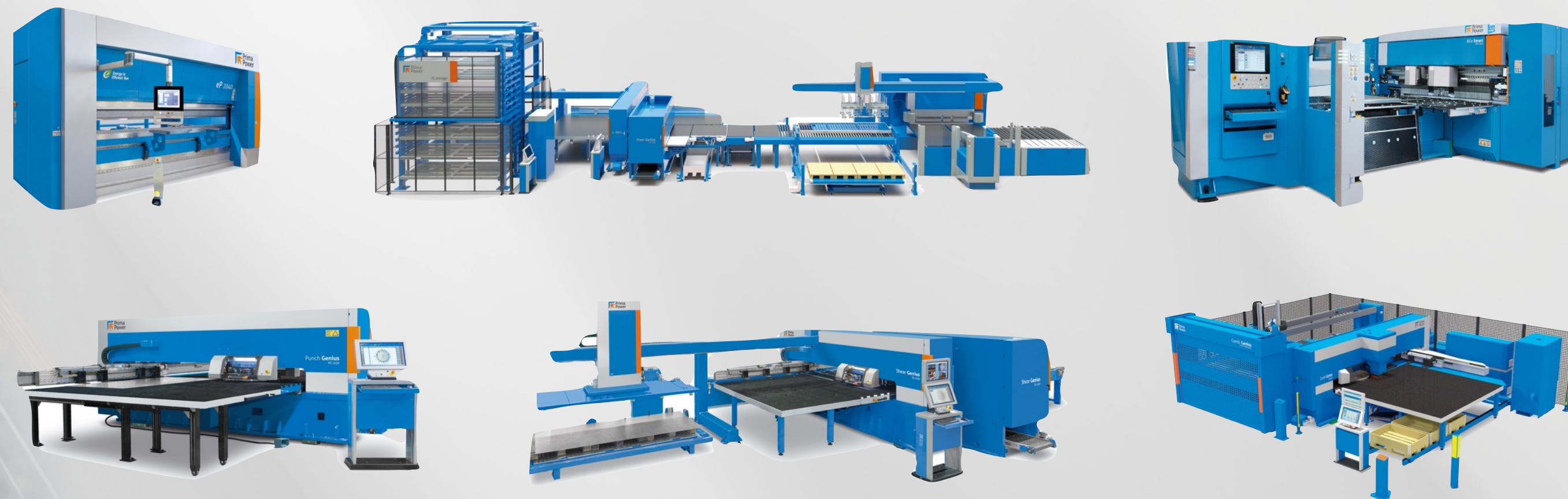
LASER MACHINES



ADDITIVE MANUFACTURING

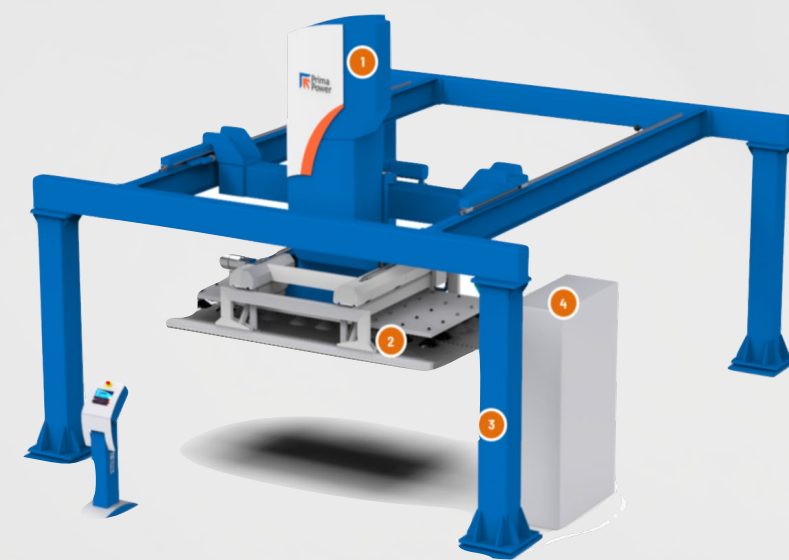
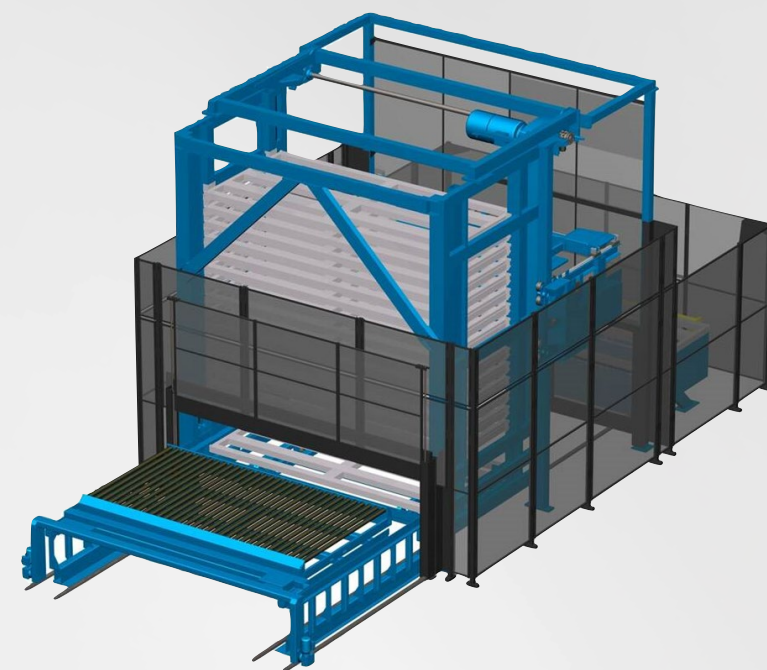


SHEET METAL PROCESSING MACHINES & SYSTEMS



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



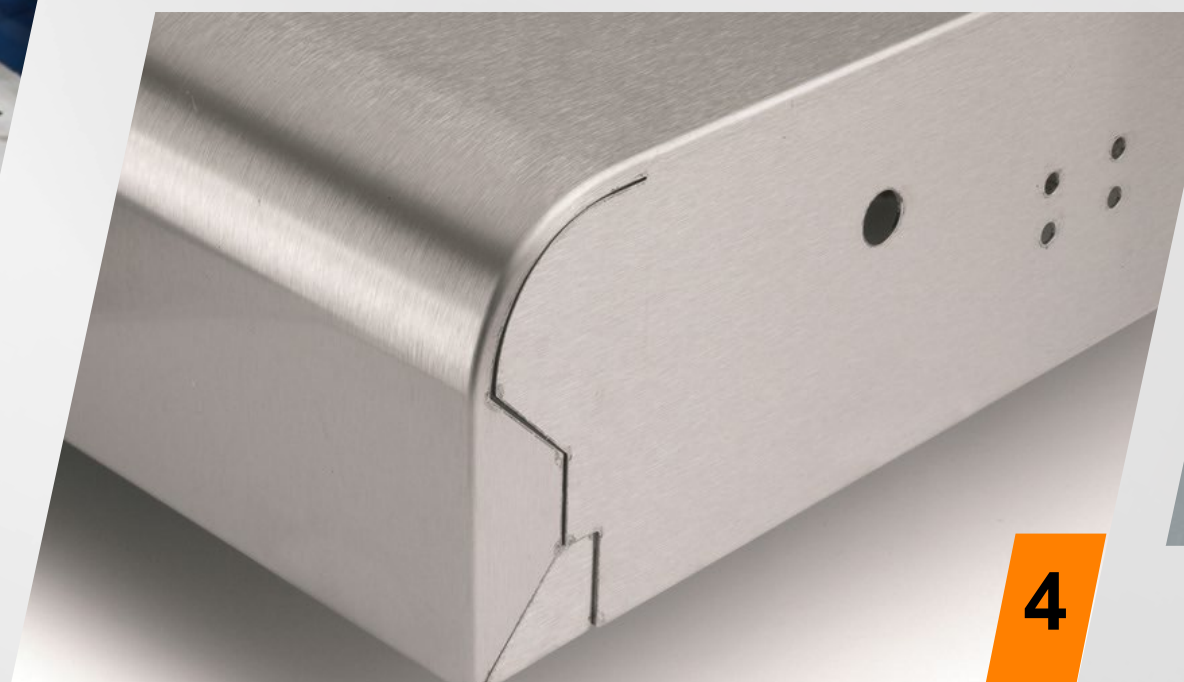
3



5



2



4



6



7



8

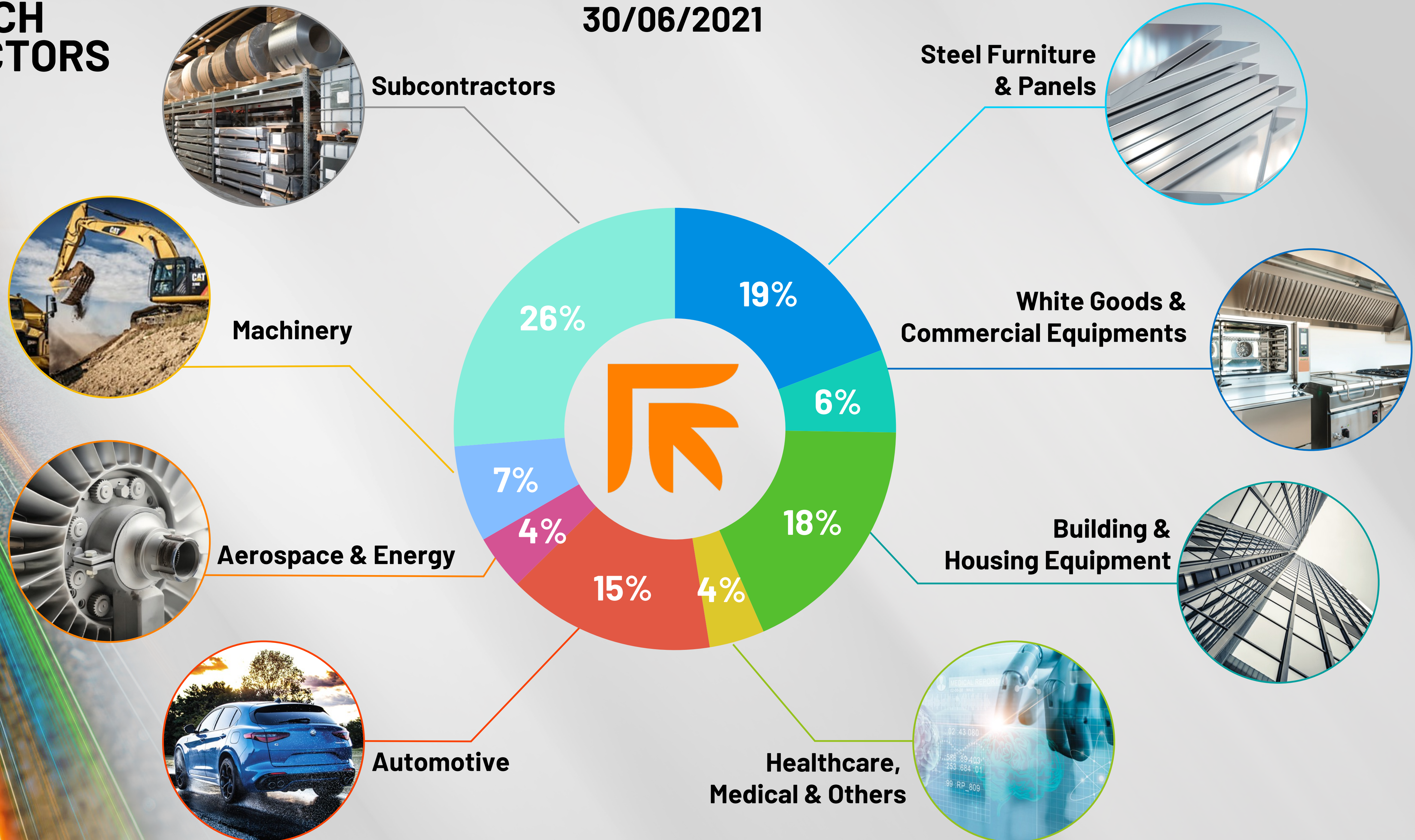


9

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

IN WHICH SECTORS

High-standing customer base in a wide range of industrial sectors 30/06/2021



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**

**PRIMA
INDUSTRIE**



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

USD/Bln

80

60

40

20

0

1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

SECULAR GROWTH

WITH RELEVANT CYCLICALITY

"UP-PERIOD" of 7-8 years

"DOWN-PERIOD" of 2-3 years

1992

FIRST GULF WAR



2001

SEPTEMBER 11



2008

SUBPRIME
FINANCIAL CRISIS



2018

AUTOMOTIVE
REVOLUTION
+
TRADE WAR

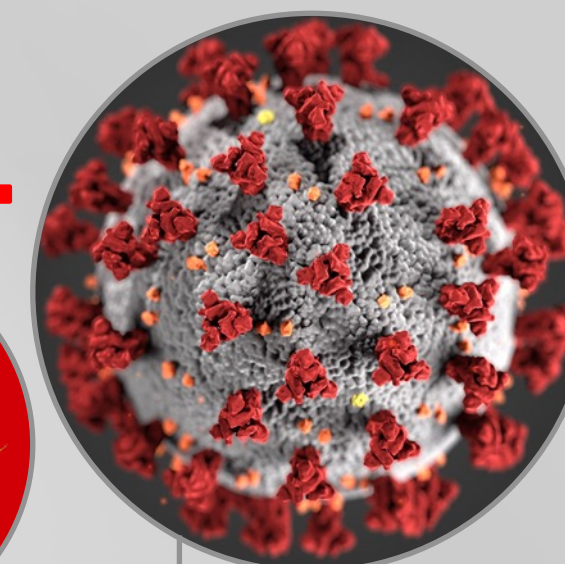


+

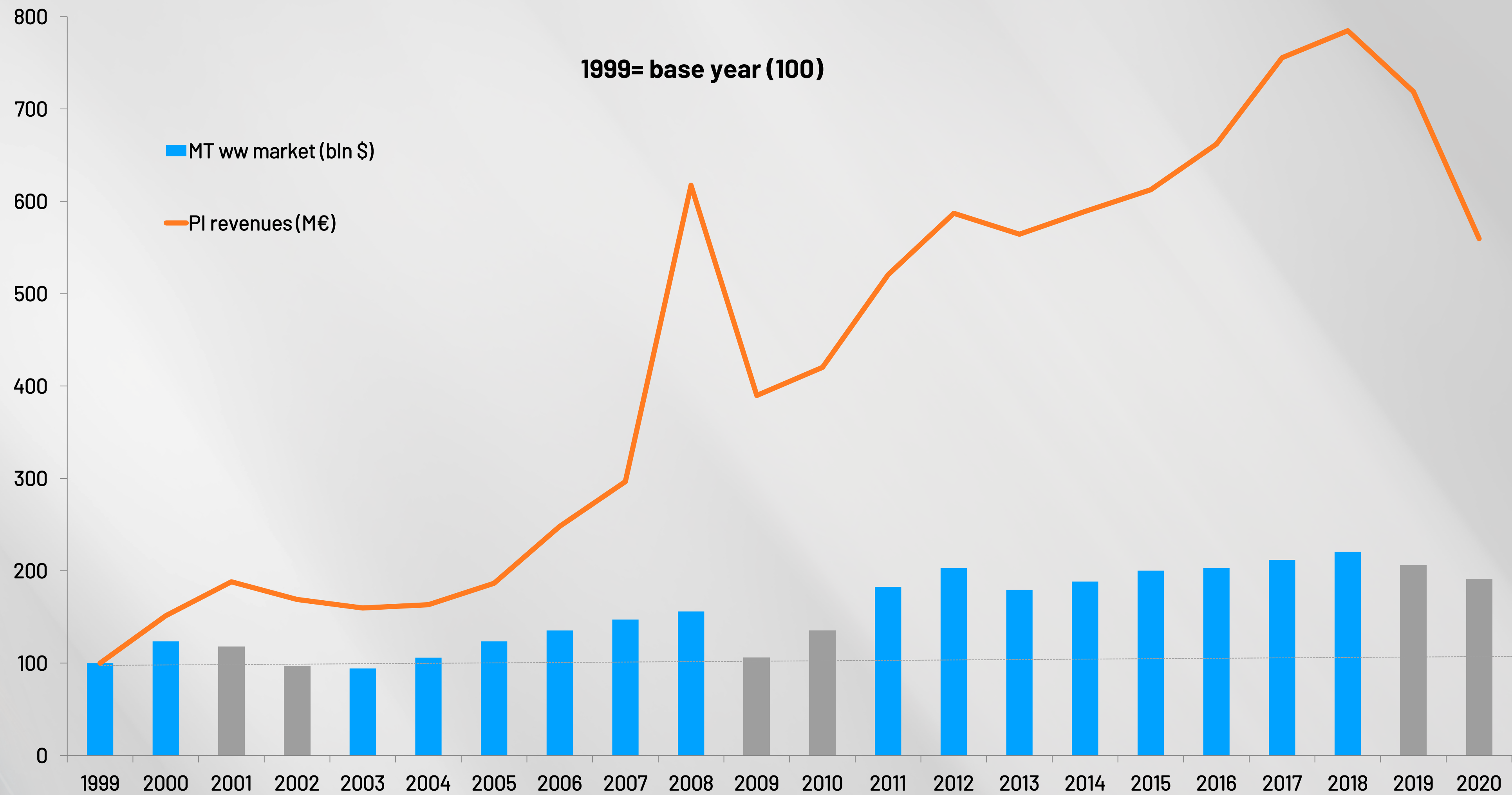


2020

COVID 19



PI vs MACHINE TOOL MARKET



IMPACT ON THE SHARE TREND



The background of the slide features a long, straight road stretching into the distance. The road is covered with vibrant, multi-colored light trails in shades of orange, red, green, and blue, suggesting a high-speed journey or a futuristic theme. The road is flanked by a light gray, textured surface that recedes into the distance. In the top right corner, the PRIMA INDUSTRIE logo is visible, consisting of a stylized orange 'P' icon followed by the company name in a sans-serif font.

WHAT'S NEXT ?

EXTERNAL MARKET RESEARCH



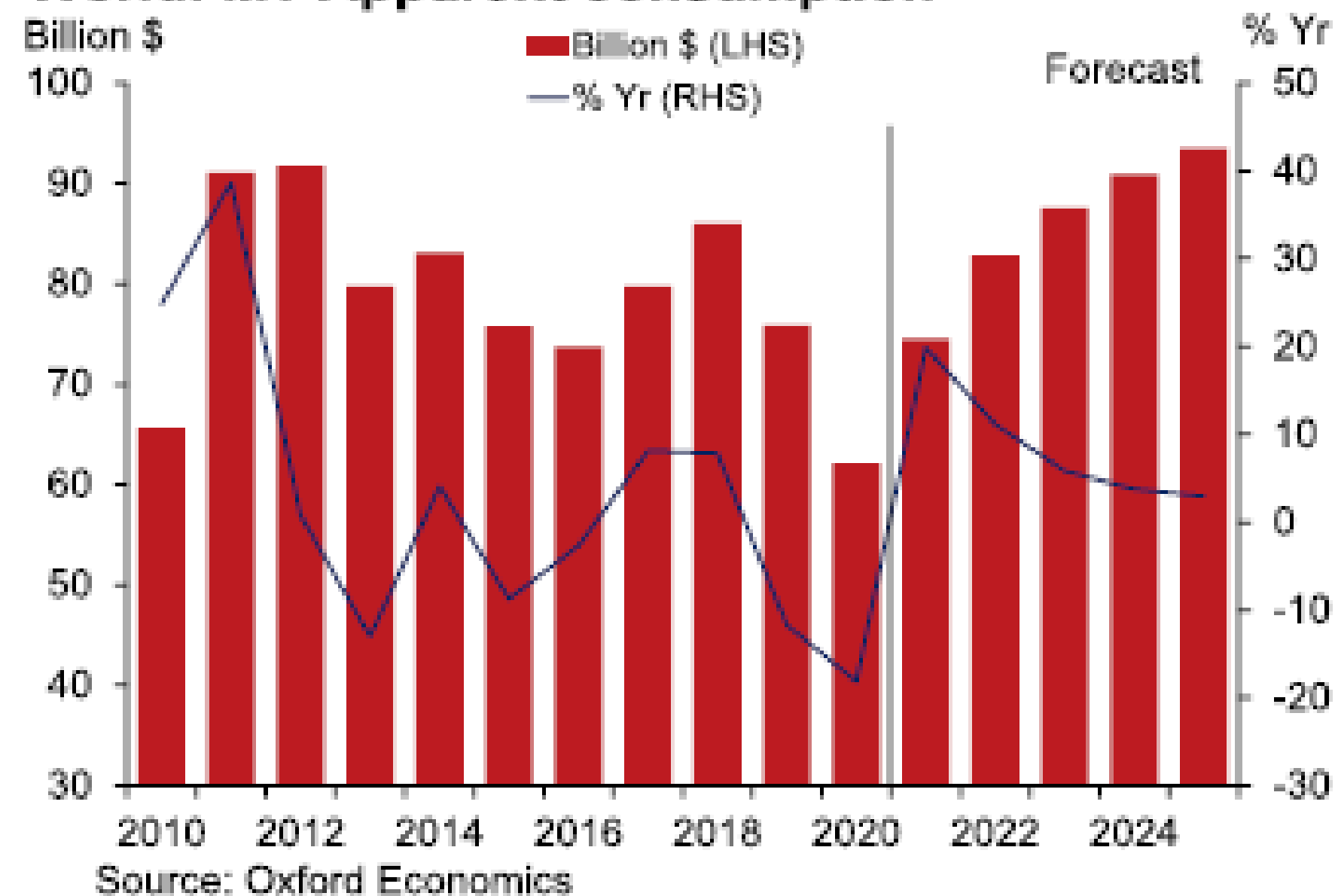
- ✓ Global industry has recovered strongly from the pandemic.
- ✓ However, the recovery has encountered headwinds from material and component shortages as well as transportation bottlenecks, with several sectors not able to increase production fast enough to accommodate the strong rebound in demand.
- ✓ We expect the easing in supply chain disruptions will be gradual, with capacity remaining tight and price pressures firm for the rest of this year. Rebuilding inventories and clearing backlogs will take time.
- ✓ Many of the key MT (Machine Tool) purchasing industries performed relatively well during H1 2021, with output and investment growth revised higher in 2021 and 2022.
- ✓ A number of countries have seen strong increases in MT imports as well as domestic orders, which will support future growth as supply disruptions gradually ease.
- ✓ We forecast global MT consumption will rebound by 16.3% in 2021 and 11.1% in 2022.
- ✓ Europe, Asia and the Americas have all seen forecast upgrades. Despite the forecast upgrade, we remain cautious about the outlook. The spread of the Delta variant and persistent chip shortages are the key risks.

Global Industry								
Annual percentage changes unless specified								
	% of GDP (2020)	2019	2020	2021	2022	2023	2024	2025
GDP	100	2.6	-3.5	5.8	4.7	3.4	2.9	2.7
Industrial Production	22.5	0.9	-4.5	7.3	4.7	4.0	3.3	2.9
Manufacturing	17.4	2.2	-2.6	8.7	4.8	3.9	3.3	2.8
Aerospace	0.3	3.1	-19.5	10.1	8.9	7.6	5.8	4.3
Basic metals	1.1	4.6	-1.1	6.9	1.5	2.7	2.3	2.0
Electrical/Electronic engineering	0.8	5.4	5.2	13.3	5.6	5.8	4.8	4.4
General purpose machinery	0.9	1.2	-2.5	12.2	4.7	4.1	3.2	2.6
Metal products	1.0	1.0	-4.6	10.8	4.0	2.8	2.1	1.5
Motor vehicles & parts	1.2	-1.1	-12.2	10.3	8.7	3.5	2.5	1.8
Other means of transport	0.3	5.6	-3.7	6.2	6.1	5.2	4.4	3.5
Precision and optical instruments	0.4	0.3	-5.1	10.4	5.5	3.7	3.2	2.8
Special purpose machinery	2.0	1.2	-2.1	14.7	3.9	4.5	3.6	2.9
Utilities	2.4	2.1	-0.3	4.7	4.0	2.4	2.3	2.1
Extraction	2.6	1.2	-5.4	2.2	3.5	2.4	1.5	1.1
Construction	5.4	1.7	-4.6	6.9	5.4	4.2	3.4	2.9

EXTERNAL MARKET RESEARCH



World: MT Apparent consumption



Overview table

% change

	2020	2021	2022	2023	2024	2025
GDP						
World	-3.5	5.8	4.7	3.4	2.9	2.7
Americas	-3.9	5.5	4.2	2.6	2.0	1.9
Asia	-0.5	6.6	5.3	4.8	4.4	4.2
Europe	-7.0	5.2	4.8	2.2	1.5	1.2
IP						
World	-4.5	7.3	4.7	4.0	3.3	2.9
Americas	-7.3	5.8	4.2	3.2	2.4	1.7
Asia	-1.8	8.7	5.4	4.9	4.4	4.1
Europe	-7.1	6.0	3.7	2.9	1.5	1.1
Investment						
World	-0.1	8.5	4.6	4.0	2.7	2.1
Americas	-5.0	10.1	3.5	5.6	3.0	1.9
Asia	2.8	7.3	4.5	3.7	2.8	2.2
Europe	-9.1	12.4	6.1	3.9	2.0	1.5
Apparent consumption						
World	-14.8	16.3	11.1	5.8	3.8	2.9
Americas	-18.1	23.8	16.0	6.2	2.2	1.3
Asia	-11.6	16.3	7.9	5.4	4.6	3.6
Europe	-20.2	10.9	15.3	6.5	3.1	2.3
Exchange rates						
\$/€	1.14	1.20	1.22	1.23	1.24	1.25
\$/Yen	106.76	108.90	109.34	104.86	102.87	101.82

GDP growth rates are calculated by summing the relevant countries, which are in constant price and dollar exchange rate terms with 2015 as the base year

Regions for industrial production weight relevant countries together using 2015 weights.

Investment and apparent consumption growth rates are weighted averages of national growth in local currency terms.

EXTERNAL MARKET RESEARCH

As from Jan 21 to Jun 21 order intake for the Group was
up 62.5% vs 2020
up 20.5% vs 2019

2021 FORECAST



L'INDUSTRIA ITALIANA DELLA ROBOTICA

Milioni di Euro	2019	2020	2021*	20/19	21/20*
Produzione	620	505	650	-18,5%	+28,7%
Export	235	236	295	+0,4%	+25,0%
Consegne interne	385	269	355	-30,1%	+32,0%
Import	500	431	550	-13,8%	+27,6%
Consumo	885	700	905	-20,9%	+29,3%

Fonte: Centro Studi

*Previsioni

Consiglio Direttivo

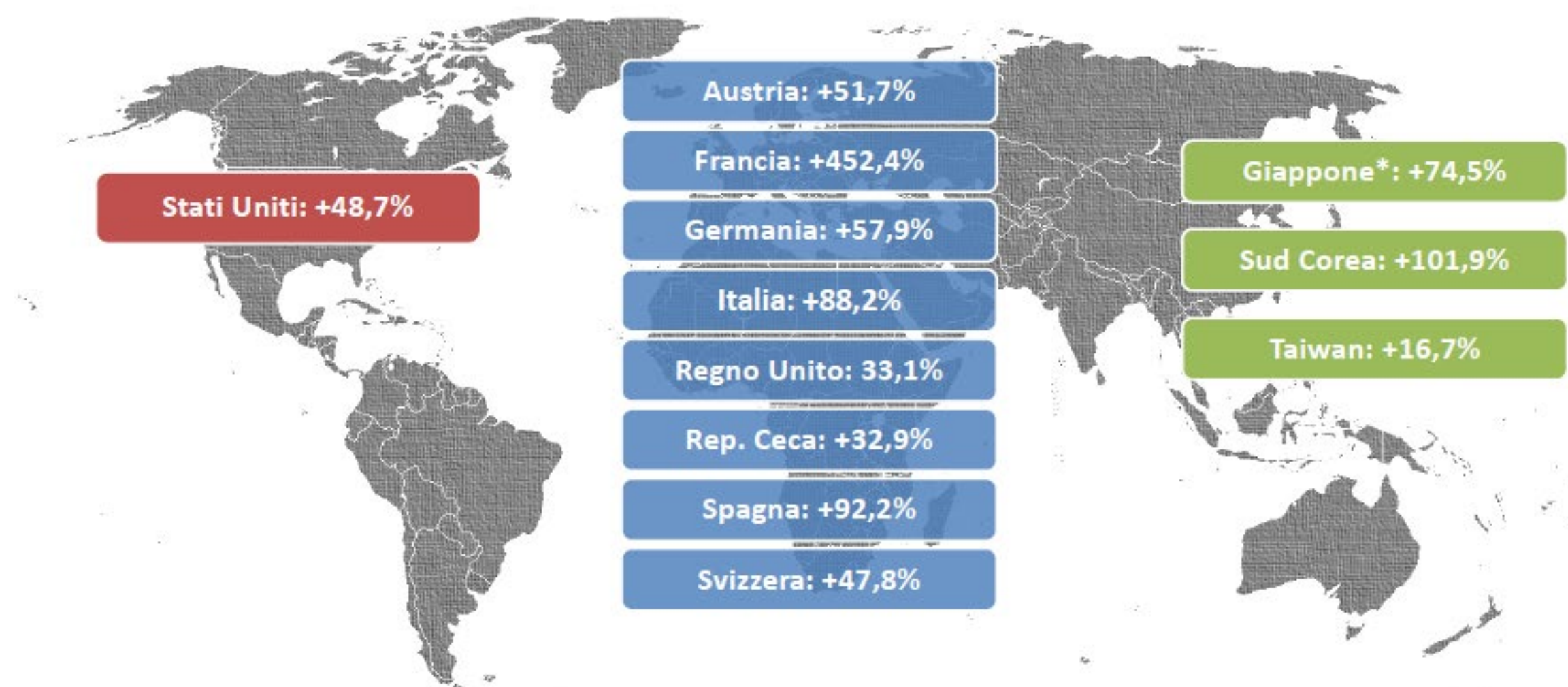
28 settembre 2021

4

The first half 2021 in Europe and WW (change in total orders)



Variazione degli ordini totali



Fonte: elaborazione Centro Studi su dati Associazioni nazionali

gennaio-luglio 2021

Consiglio Direttivo

28 settembre 2021

18

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



CHANGE THE CRISIS INTO AN OPPORTUNITY



1 Creation of the “PRIMA@HOME” platform

2 Remote care

3 Digitalization of processes

4 ESG factors

5 Financial sustainability

1 - CREATION OF THE "PRIMA@HOME" PLATFORM

- New digital channel Prima @ Home: projecting the Group's communication beyond geographical borders and barriers.
- Prima @ Home is the new Prima Industrie streaming platform, designed to offer a complete range of services: from **live formats** such as **events, demos, webinars, presentations and training courses, live video demonstrations** of the Group's products, passing through the "**on demand**" **streaming** of numerous contents



2 - REMOTE CARE



Prima Power offers customers a leading edge technology: **Remote Care service**. In case of unexpected alarms, thanks to Prima Power remote care, alarms can be **diagnosed and fixed remotely**.

When customer's machine is stopped, with remote monitoring tools it is possible to speed up troubleshooting and make sure that your machine is again up and running.

Augmented reality: innovative remote assistance

The customer's technicians, equipped with smartphones or tablets, can communicate remotely and share video images in real time with our experts.

Mixed reality assistance: virtual view

Technological glasses which allow physical reality to interact with holograms. Thanks to proprietary applications loaded on these glasses, Prima Power applies the enormous potential of mixed reality to remote assisted training and maintenance activities.

3 - DIGITALIZATION OF PROCESSES

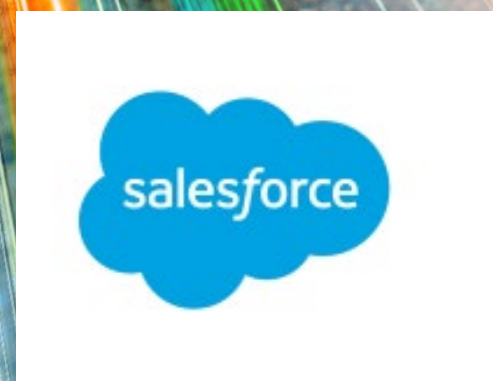
- ✓ In recent years, the Group has increased the digitization of its business processes, both internal and aimed at relations with customers and other relevant stakeholders.
- ✓ The 2020 pandemic has accelerated this process
- ✓ The digitalization involved all the main processes:



✓ **People:** smartworking increased, making devices and instruments available to connect a high number of employees;

✓ **Sales processes:** Salesforce, from marketing campaigns to management of the whole selling process (including Project mgt and Accounting dpt);

✓ **After sales:** Prima Service Tool, allowing real time intervention through accessing data necessary for the installation and maintenance of the machine, reducing unexpected stops.



4 – ESG FACTORS



**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)**

4 – ESG FACTORS NEW MANUFACTURING PLANT



400 people
20,000 sqm area

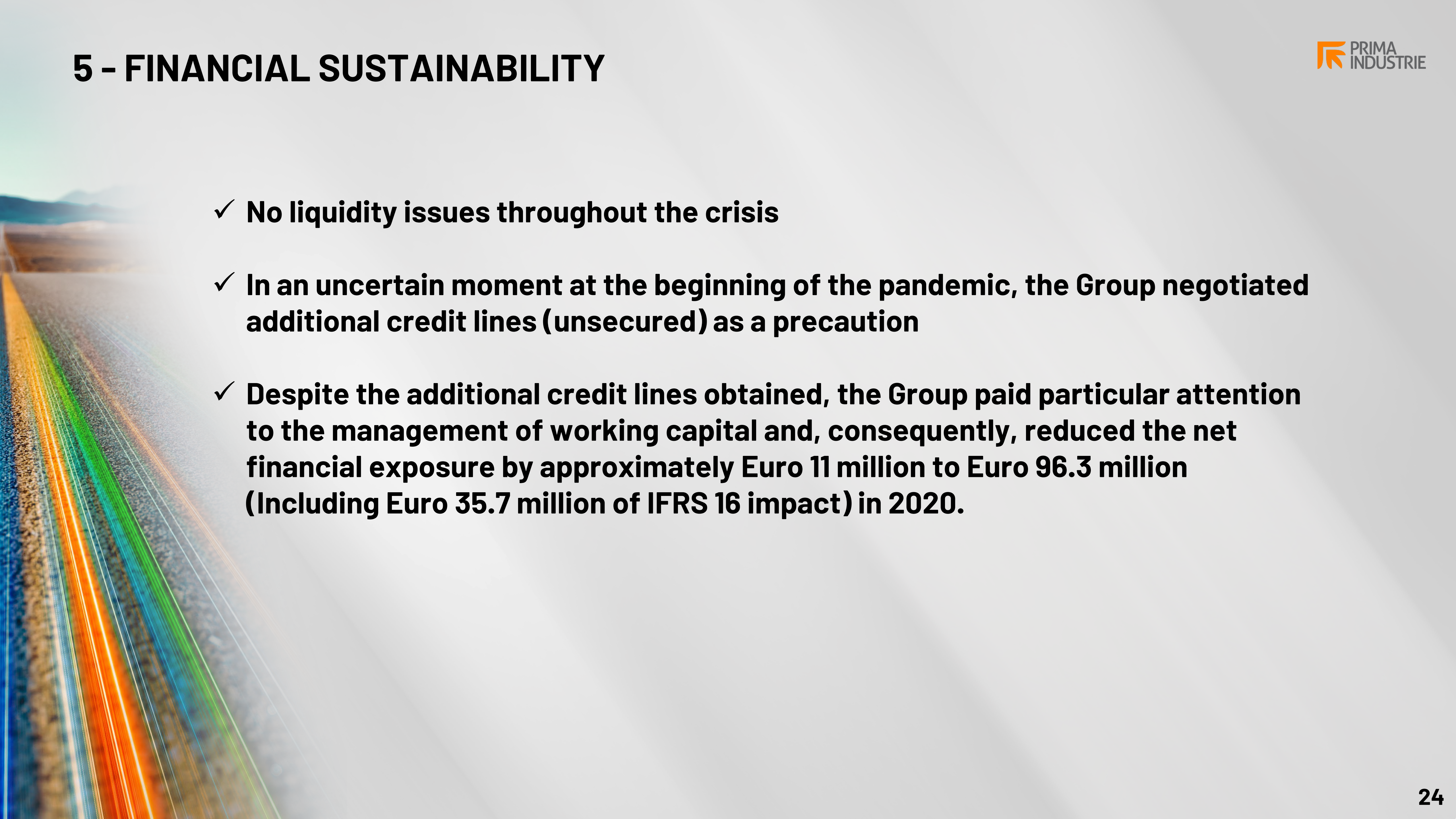


Total
investment
since 2016: **25**
million euros.



Buildings with high **environmental sustainability**, equipped
with **photovoltaic panels**, **geothermal energy** and **home**
automation.

5 - FINANCIAL SUSTAINABILITY

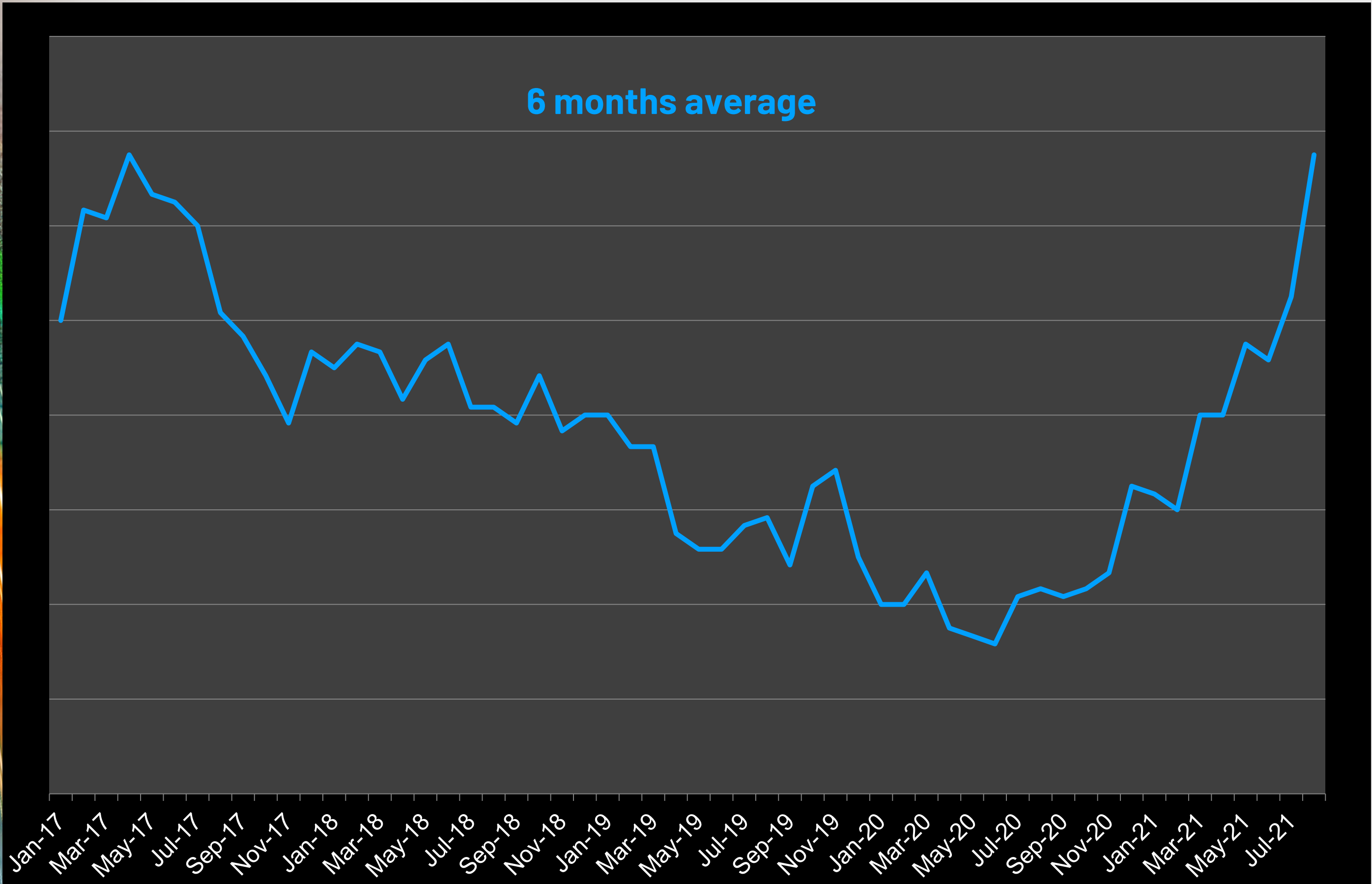
- 
- ✓ **No liquidity issues throughout the crisis**
 - ✓ **In an uncertain moment at the beginning of the pandemic, the Group negotiated additional credit lines (unsecured) as a precaution**
 - ✓ **Despite the additional credit lines obtained, the Group paid particular attention to the management of working capital and, consequently, reduced the net financial exposure by approximately Euro 11 million to Euro 96.3 million (Including Euro 35.7 million of IFRS 16 impact) in 2020.**

UPDATES & TRENDS

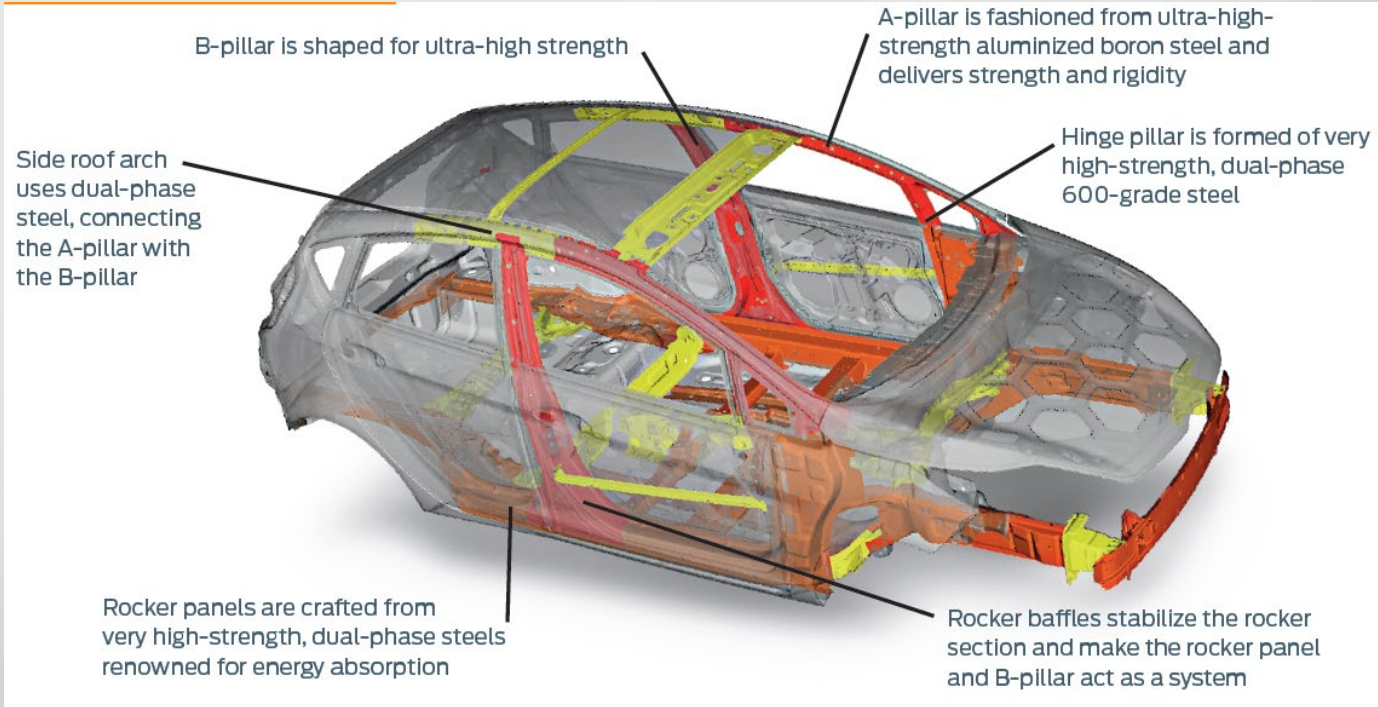
AUTOMOTIVE MARKET TREND



ORDER INTAKE TREND
JAN 2017 (=100) – AUG 2021
3D LASER MACHINES FOR AUTOMOTIVE (units)



“Now, two trends in vehicle sales and output are making lightweighting even more important: the sharp rise of SUV and light truck sales growth, and the quickening transition to electric vehicles. These shifts have made it even more important for manufacturers to use lightweight, high-strength materials, for example in reducing fuel consumption in larger vehicles. For electric vehicles, lithium-ion batteries and battery enclosures add significant weight to vehicles, with manufacturers looking to materials across exteriors and interiors to offset this weight.”
Automotive Manufacturing solutions 27/09/21



AUTOMOTIVE MARKET TREND

MAGIC DOOR

Pioneer with the first ever application
of this solution
made by Plannja Hardtech, (later SSAB
Hardtech and then Gestamp), for the
Ford F150 pickup in the mid 90's.

The F150 had a small HSS
B-pillar inserted in the magic door made in
Lulea with our Rapido machine and shipped
to Michigan for assembly.

Today ... parts of the «500 e 3+1» are
made by Prima's 3D machines!



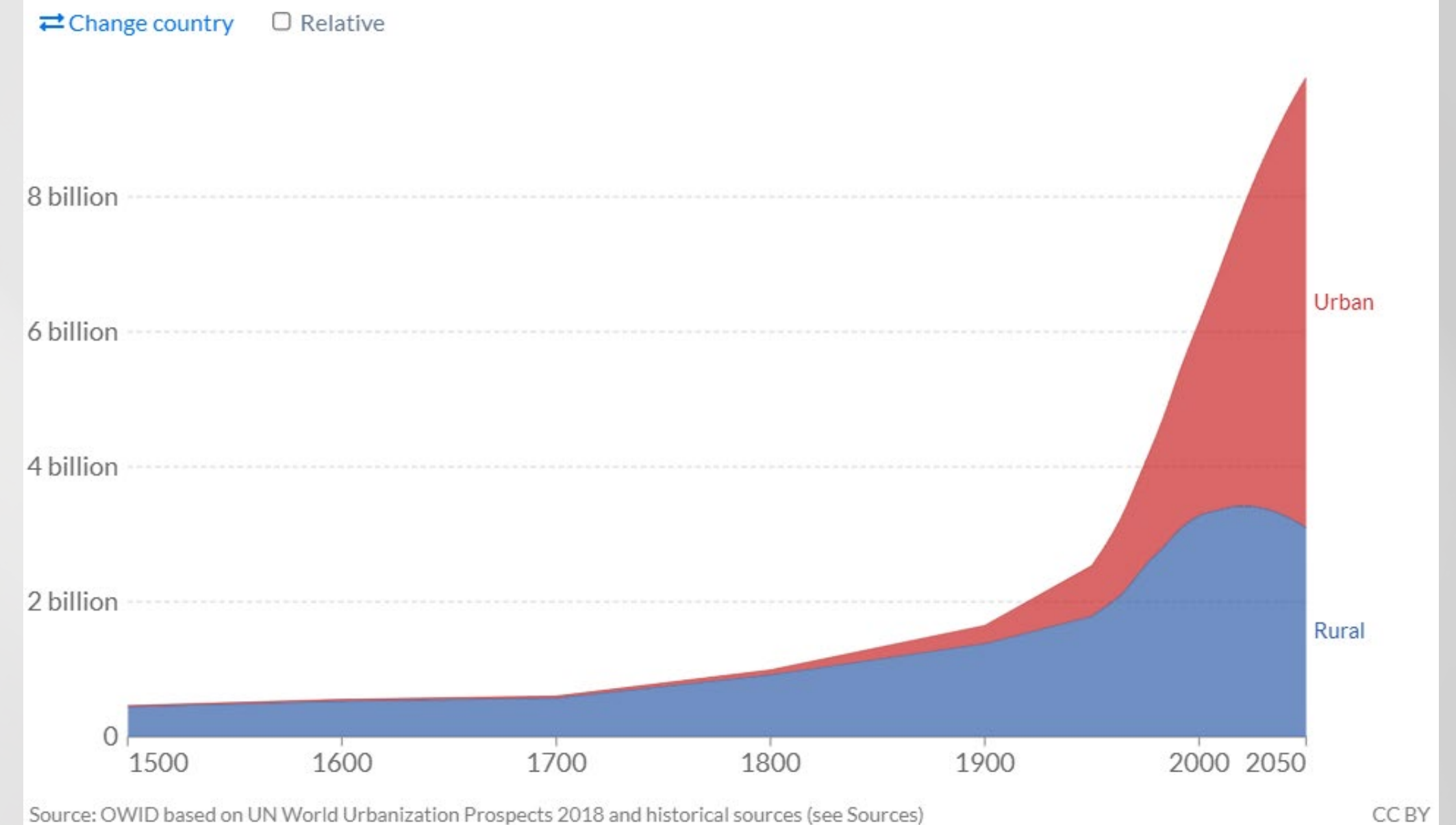
URBANIZATION TREND

Urbanization remains a major demographic trend across much of the world, though urban centers have been reinvented by changes the pandemic brought in how people live and work in cities.


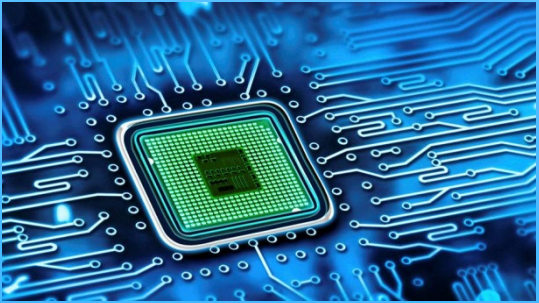


This future growth will provide a continuous and increasing request of public and private infrastructure

Building sub-segment impacted:
ELEVATORS
ESCALATOR
STEEL DOOR
PANELS
HVAC

Urban and rural population projected to 2050, World, 1500 to 2050
Total urban and rural population, given as estimates to 2016, and UN projections to 2050. Projections are based on the UN World Urbanization Prospects and its median fertility scenario.



CONTEXT ISSUES

<u>FACTOR</u>	<u>INDUSTRY ISSUE</u>	<u>IMPACT</u>
	RAW MATERIALS COMMODITY PRICE INFLATION	✓
	SEMICONDUCTORS SHORTAGES DELAYED DELIVERIES	✓ ✓
	LOGISTICS HIGHER PRICES SHIPPING DELAYS	✓ ✓
	LABOR SHORTAGES LIMITED WORKFORCE AVAILABILITY HIGHER LABOR COST	✓



INVENTORY MANAGEMENT

PRICE LIST INCREASE

The background of the slide is a composite image. On the left, there is a vertical strip showing a road with colorful light trails (orange, green, blue) from a long-exposure photograph. The rest of the slide has a light gray background with faint, large, white, curved lines that sweep across the frame.

RESULTS & BUSINESS PLAN

REPORTED HIGHLIGHTS

Values in €/thousand	ACT H1 2021	ACT H1 2020	Change B/ (W)	Change %
Order Intake	228.825	140.787	88.038	62,5%
Backlog	169.715	125.978	43.737	34,7%
Revenues	184.034	157.574	26.460	16,8%
EBITDA	11.844	10.063	1.781	17,7%
EBITDA%	6,4%	6,4%	0,0%	-
EBITDA Adjusted	13.943	12.194	1.749	14,3%
EBITDA Adjusted %	7,6%	7,7%	-0,2%	(16 bps)
EBIT	2.123	(913)	3.036	332,5%
EBIT%	1,2%	-0,6%	1,8%	180 bps
EBIT Adjusted	4.283	1.218	3.065	251,6%
EBIT Adjusted %	2,3%	0,8%	1,6%	155 bps
Net Result	(543)	(3.148)	2.605	82,8%
FCF	11.040	(15.477)	26.517	171,3%
NFP before leasing	(48.903)	(83.045)	34.142	41,1%
NFP	(84.213)	(123.246)	39.033	31,7%
Headcount	1.753	1.766	(13)	-0,7%

(headcount in units)

(*) Data available at the end of the year

BUSINESS PLAN

'21-'23

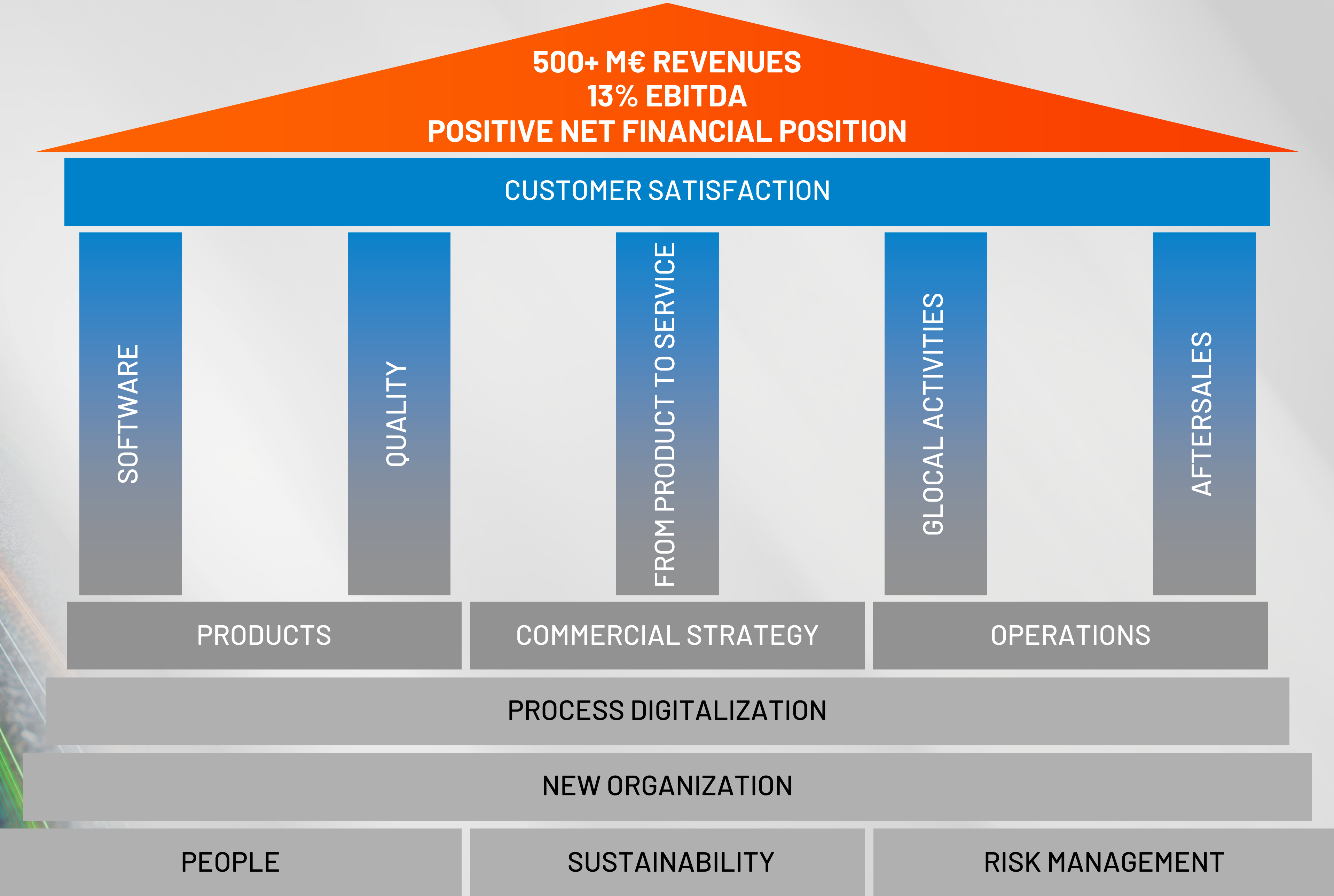
MAIN TARGETS

GROWTH IN
REVENUES TO
500+ M€

IMPROVEMENT
IN MARGINALITY
WITH
EBITDA
13%

**POSITIVE
NET FINANCIAL
POSITION**

(EXCLUDING IMPACT FROM
IFRS16 AND EXTRAORDINARY
OPERATIONS)



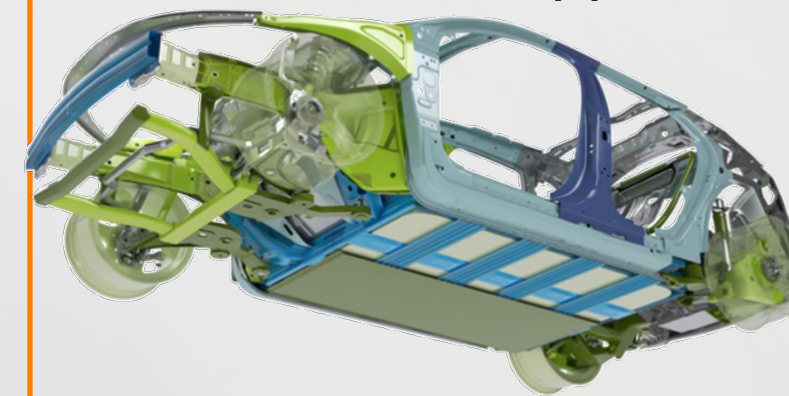
ENHANCEMENT OF PRESENCE IN APAC MARKET

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



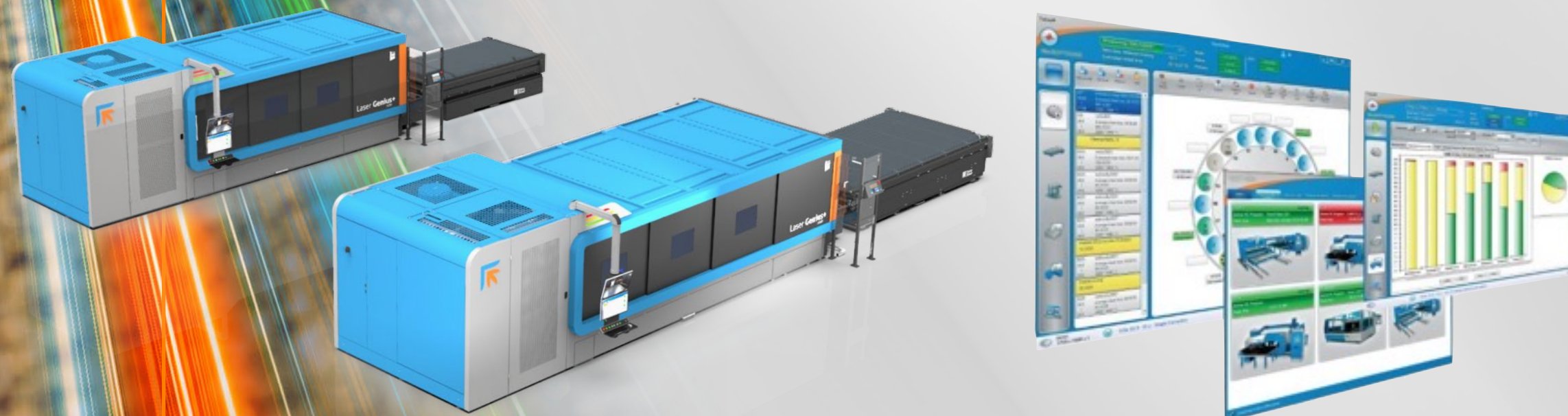
RECOVERY OF AUTOMOTIVE SECTOR

- Recovery of investments from automotive sector starting from China.
- Introduction of new models and safer / lighter vehicles.
- Expected increased use of HSS materials.
- EV are an opportunity and not a threat to 3D laser machines.



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

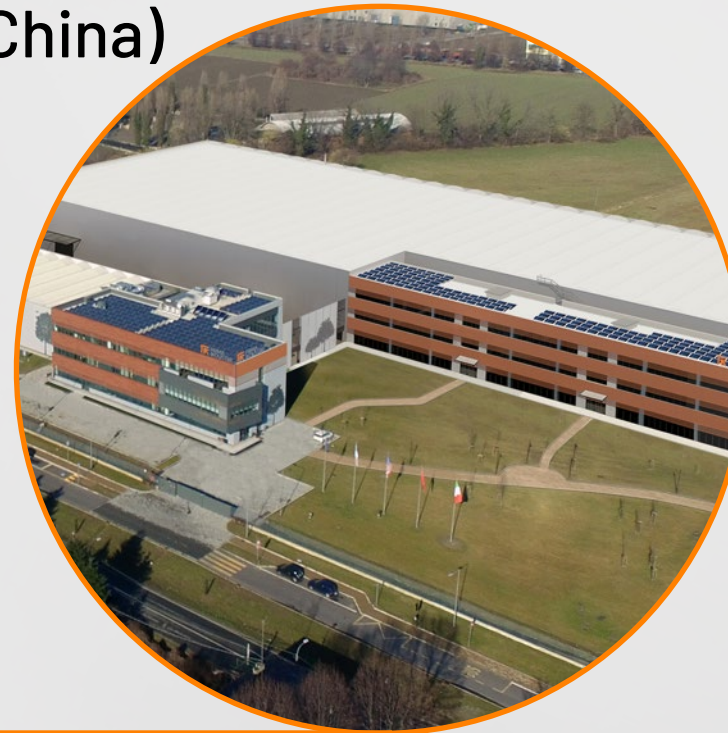
- New Global Organization ("thinkglobal.serve local") oriented towards Customer Satisfaction.
- Growth through a more efficient employment of human resources and new digital technologies (Remote Troubleshooting, Augmented Reality, Predictive Maintenance)



MAIN ACTIONS FOR MARGIN IMPROVEMENT

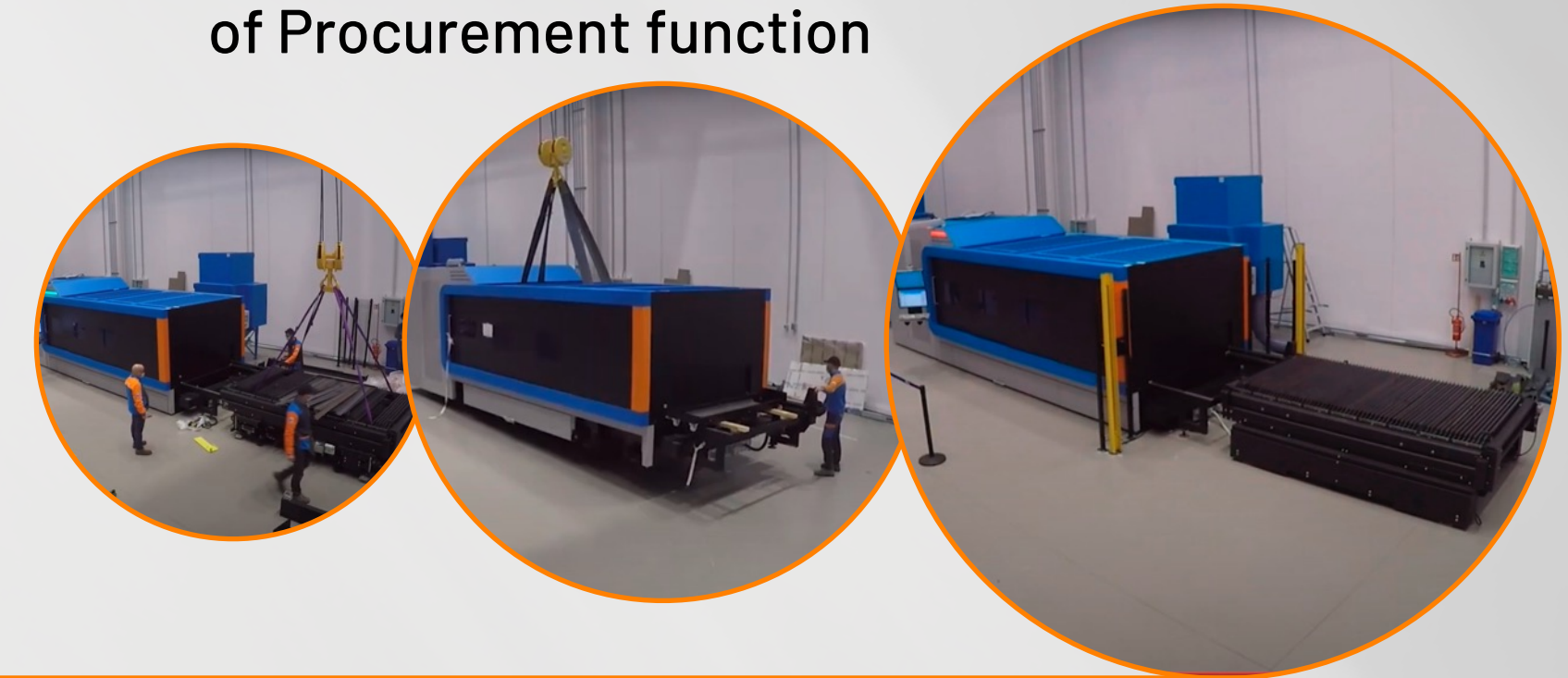
RATIONALIZATION OF THE PRODUCTION FOOTPRINT

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)



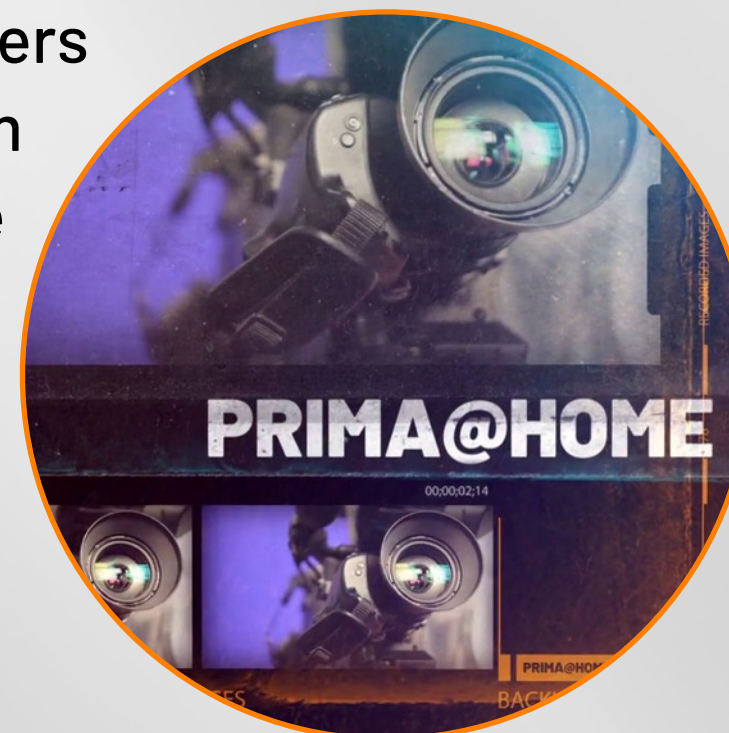
EFFICIENCIES IN INSTALLATION AND PROCUREMENT

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



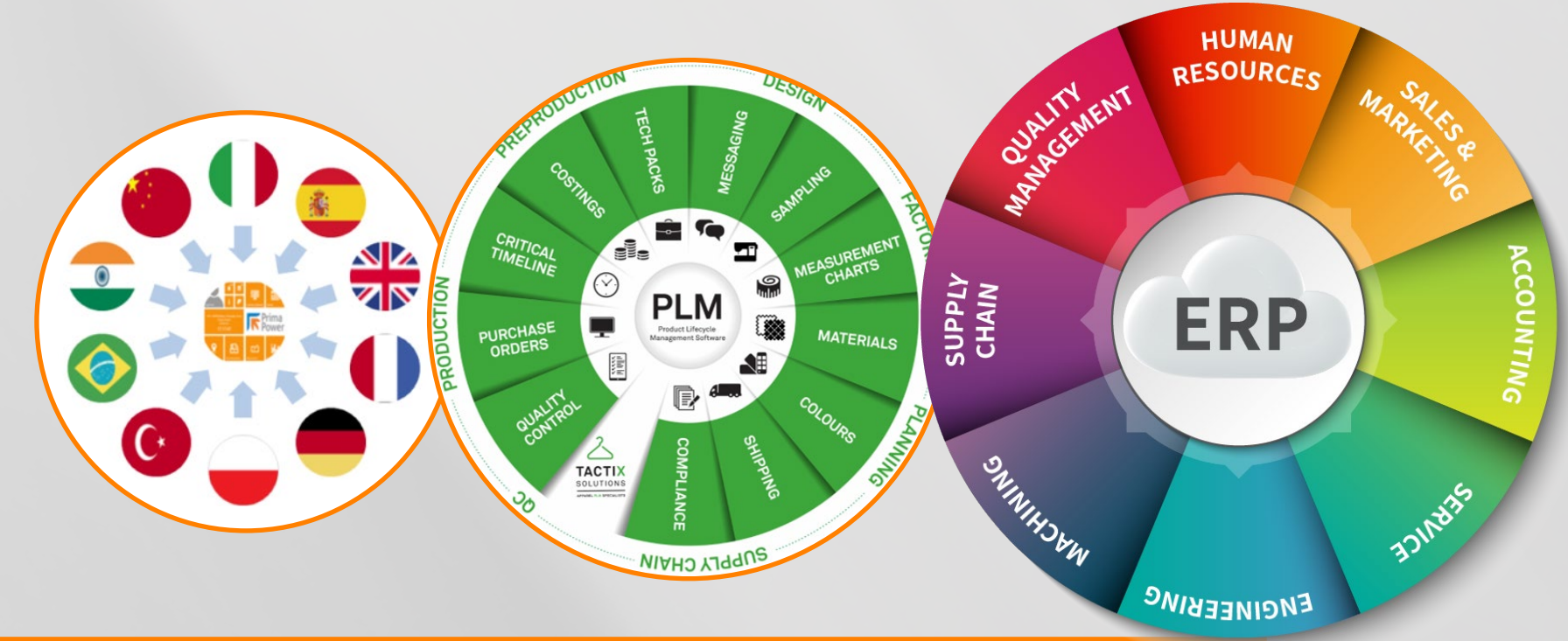
REDUCTION OF COSTS IN MARKETING EVENTS

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.

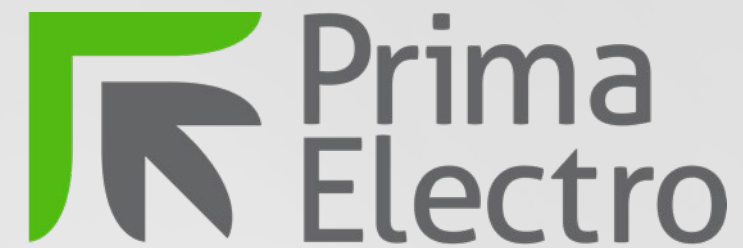


GREATER DIGITALIZATION OF BUSINESS PROCESSES

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.

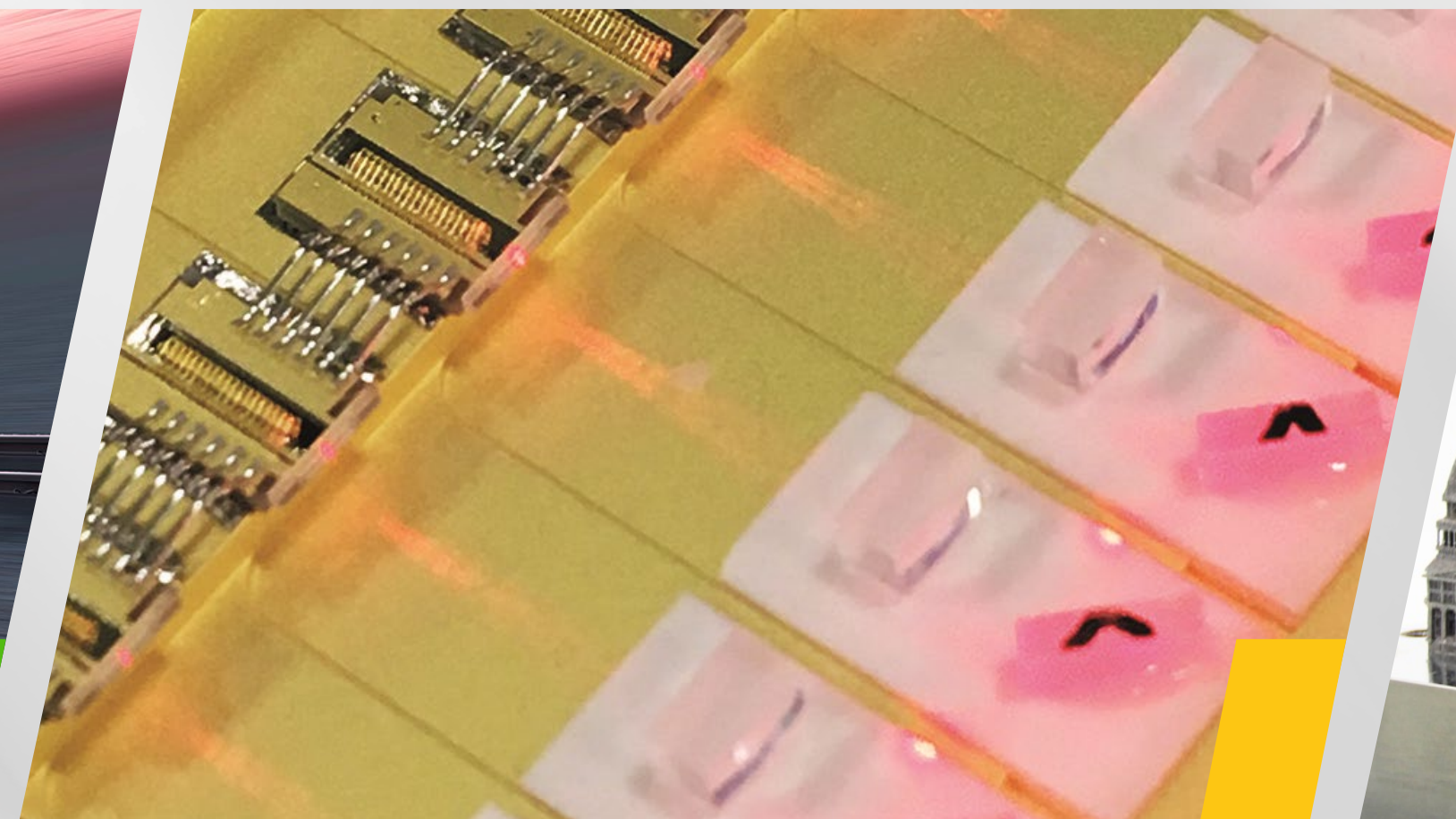
OPTOELECTRONICS AND FIBER LASER SOURCES

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).



UPSIDES NOT INCLUDED IN THE PLAN

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





THANK YOU