STARCONFERENCE

NICE PRESENTATION

LONDON

OCTOBER 2014, 3rd

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AGENDA

LONDON

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- MISSION AND EVOLUTION
- STRONG INTERNATIONAL FOCUS
- MARKET AND BRAND APPROACH
- NICE PRODUCT PORTFOLIO
- THE APPROACH TO INNOVATION
- FINANCIAL OVERVIEW
- THE PATH AHEAD
- GROUP STRUCTURE AND SHARE INFORMATION
- APPENDICES

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NICE MISSION

IMPROVING THE QUALITY OF LIFE
BY SIMPLIFYING
EVERYDAY MOVEMENTS.

NICE OFFERS THE COMFORT
OF GOING IN AND OUT
IN TOTAL FREEDOM,
WITH PRACTICAL PRODUCTS
AND AN EMOTIONAL DESIGN.

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NICE EVOLUTION

1993
CONTROL ELECTRONICS
FOR GATE & DOOR
AUTOMATION

1995
MOTORS
FOR GATE & DOOR
AUTOMATION

FIRST BRANCH
IN FRANCE

2000
AWNINGS
AND ROLLING SHUTTERS
AUTOMATION

2003
ENTERING INTO
THE DIY CHANNEL

2006
LISTING IN STAR SEGMENT
OF ITALIAN
STOCK EXCHANGE

2008
NEW MARKET SEGMENTS:
- WIRELESS ALARM SYSTEMS
- INDUSTRIAL DOORS

NICE EVOLUTION

2010

ACQUISITION
OF FONTANAARTE

2011

PRESENTATION
OF THE NEW
NICE ERA RANGE

ENTRY INTO THE
SOUTH AMERICAN MARKET
WITH PECCININ

ACQUISITION
OF ELERO GROUP,
LEADER IN THE
MANUFACTURE
OF AUTOMATION SYSTEMS
FOR SUN PROTECTIONS

2014

OPEN INNOVATION
APPROACH:
COLLABORATION WITH
VENTURE INCUBATOR
(DIGITAL MAGICS) AND
DESIGN-ORIENTED
FURNITURE
MANUFACTURER
(LAGO SPA)

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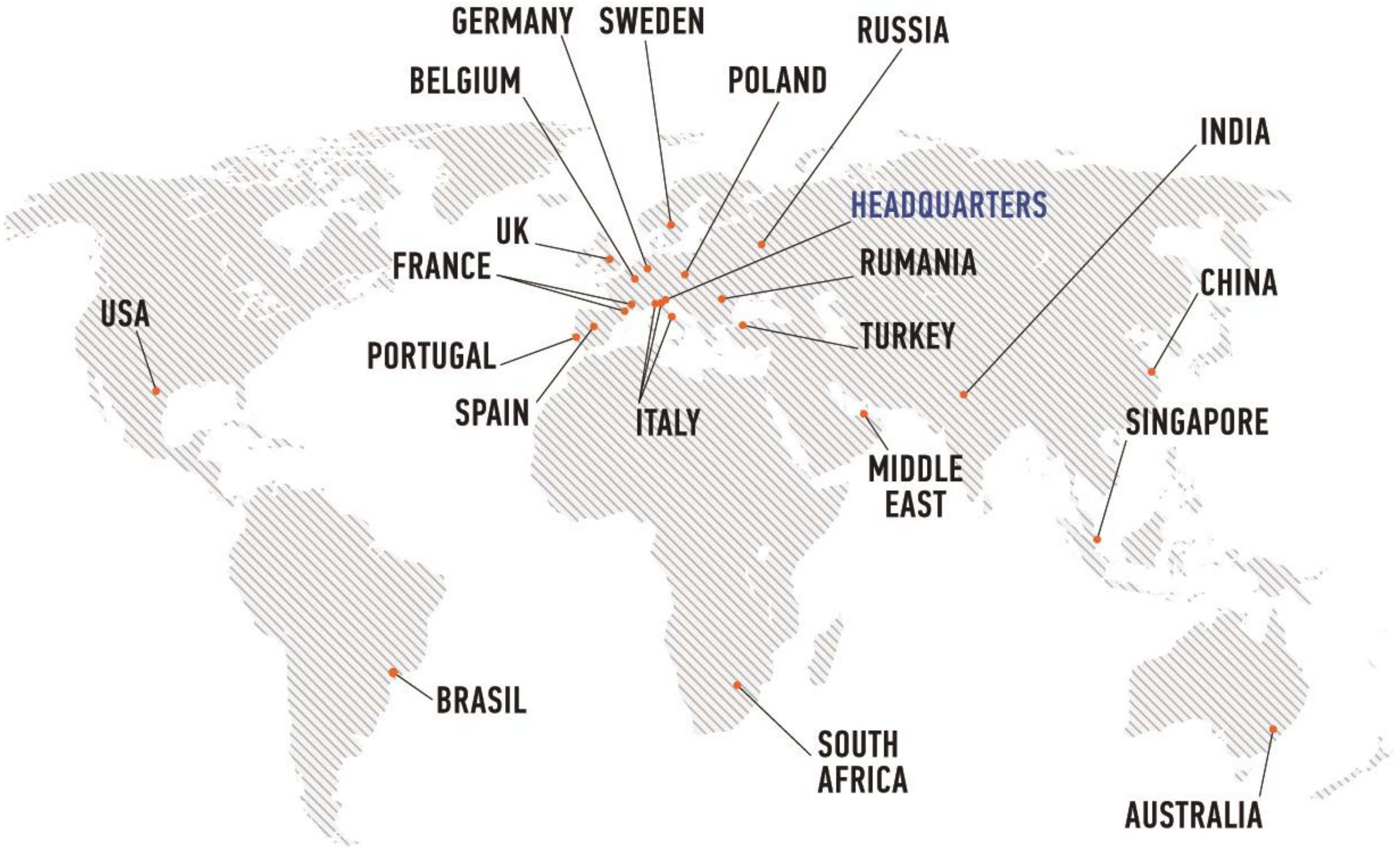
MARKET PRESENCE

STRONG INTERNATIONAL FOCUS



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INDUSTRIAL FOOTPRINT

STRONG INTERNATIONAL FOCUS

Subcontractor Networks
Plant

	BEUREN (DE)	SUBCONTRACTOR NEWORK (EU)	LIMEIRA (BR)	SHANGHAI (CN)	SAN ANTONIO (USA)
GATE		Subcontractor Networks	Plant		Plant
DOOR		Subcontractor Networks			
INDUSTRIAL DOOR	Plant	Subcontractor Networks			
SCREEN	Plant	Subcontractor Networks		Plant	
PARKING SYSTEM		Subcontractor Networks			
ALARM SYSTEM		Subcontractor Networks			
LIGHTING SYSTEM		Subcontractor Networks			

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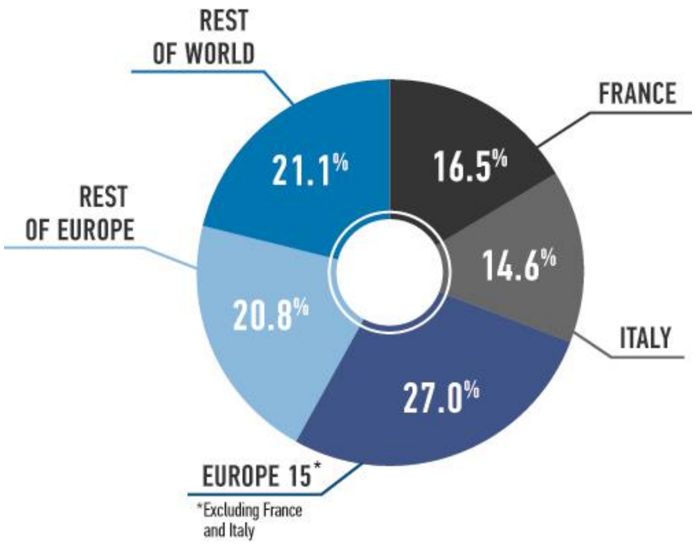
MARKET FIGURES

STRONG INTERNATIONAL FOCUS

- PRODUCTS SOLD IN MORE THAN 100 COUNTRIES;
- MORE THAN 80% OF NET SALES REALIZED ABROAD;
- DIRECT PRESENCE IN 20 COUNTRIES WITH OWN BRANCHES.

2013 NET SALES



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NICE PEOPLE

STRONG INTERNATIONAL FOCUS

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2013 NICE GROUP EMPLOYEES

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MARKET AND BRAND APPROACH

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PROFESSIONALS OR SPECIALIZED DISTRIBUTION

Nice

GENERAL DISTRIBUTION

Nice

PRODUCERS AND ASSEMBLERS

Nice elero

LIGHTING/CONTRACTORS AND PRESCRIBERS

Nice elero FontanaArte

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NICE PRODUCT PORTFOLIO

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GATE AUTOMATION SYSTEMS

NICE PRODUCT PORTFOLIO

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DOOR AUTOMATION SYSTEMS

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SCREEN AUTOMATION SYSTEMS

NICE PRODUCT PORTFOLIO

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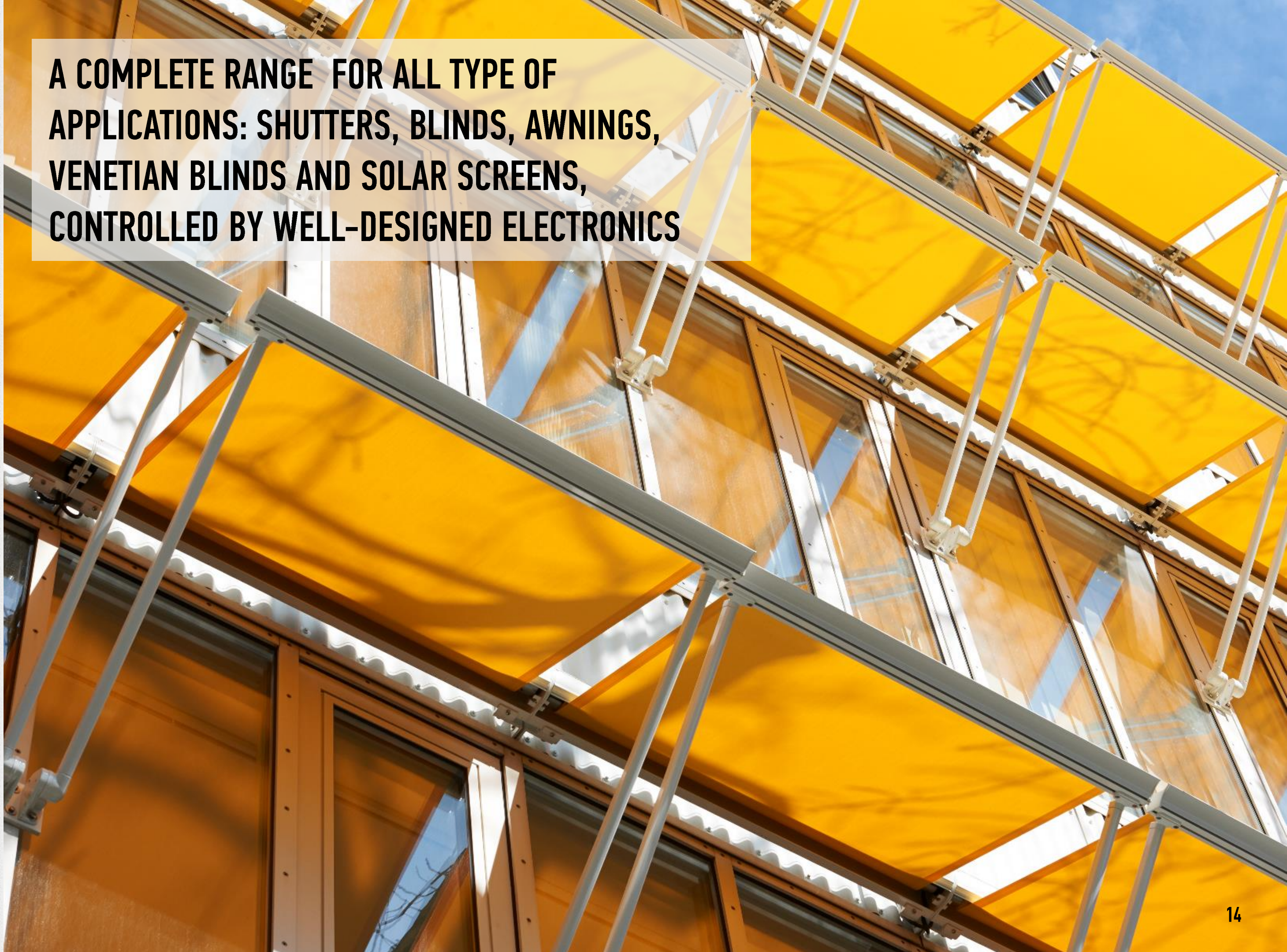

A COMPLETE RANGE FOR ALL TYPE OF APPLICATIONS: SHUTTERS, BLINDS, AWNINGS, VENETIAN BLINDS AND SOLAR SCREENS, CONTROLLED BY WELL-DESIGNED ELECTRONICS

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ALARM SYSTEMS

NICE PRODUCT PORTFOLIO

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ALARM AND AUTOMATION CONTROL SYSTEMS, INTEGRATED BY A SIMPLE TOUCH

- NICE DESIGN PRESERVES THE BEAUTY OF ARCHITECTURES
- WIRELESS TECHNOLOGY

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PARKING SYSTEMS

NICE PRODUCT PORTFOLIO

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LIGHTING SYSTEMS

THE APPROACH TO INNOVATION

FontanaArte

YUMI, FLOOR LAMP
DESIGNED BY SHIGERU BAN
ADI DESIGN INDEX SELECTION
PREMIO COMPASSO D'ORO
XXIII EDITION

TO CELEBRATE ITS 60th ANNIVERSARY,
THE FONTANA TABLE LAMP DESIGNED IN 1954
BY MAX INGRAND TODAY HAS BEEN MADE OVER
IN TOTAL BLACK IN BLACK BLOWN GLASS

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NICE CUTTING-EDGE R&D LAB

THE APPROACH TO INNOVATION

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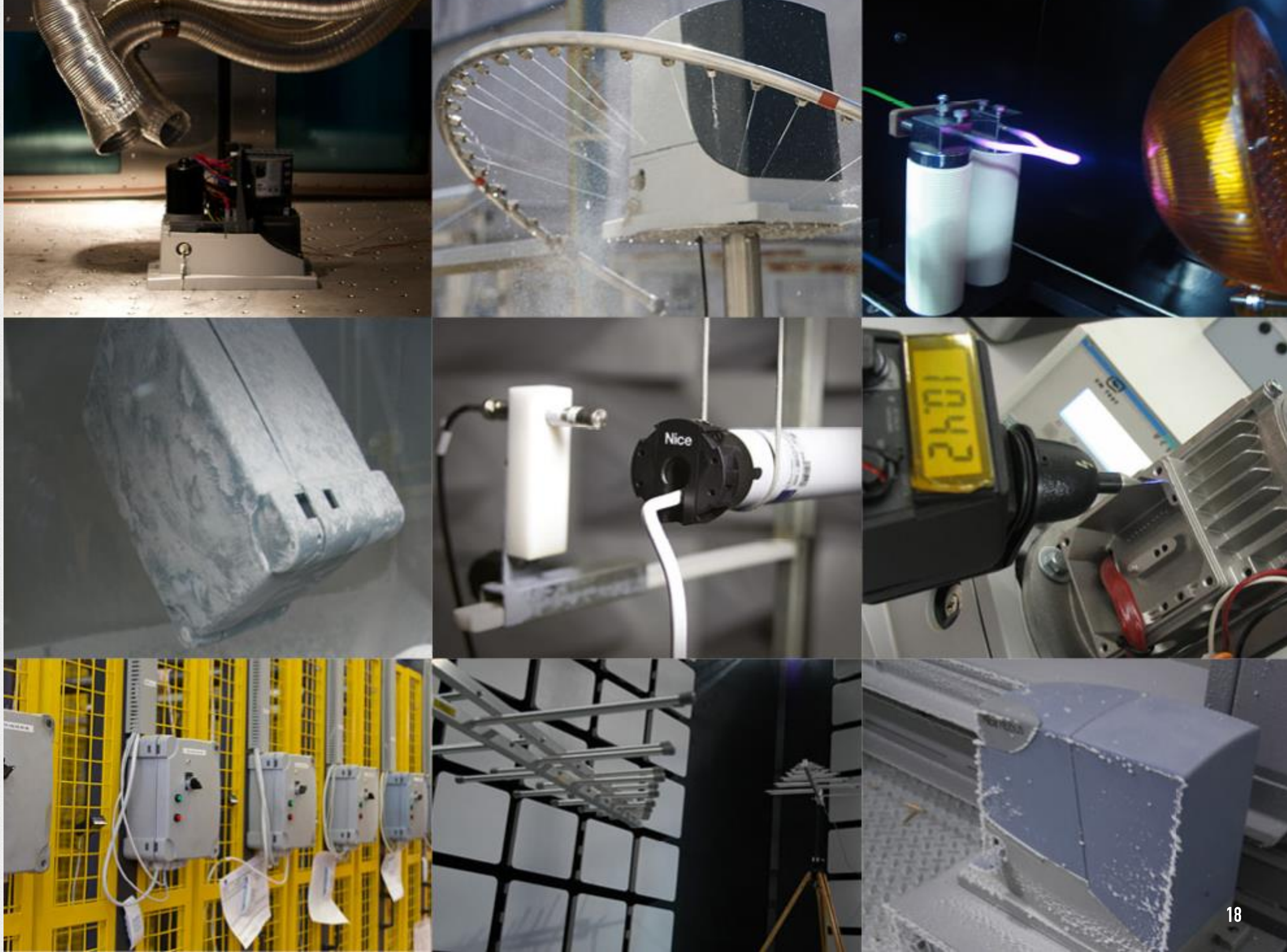
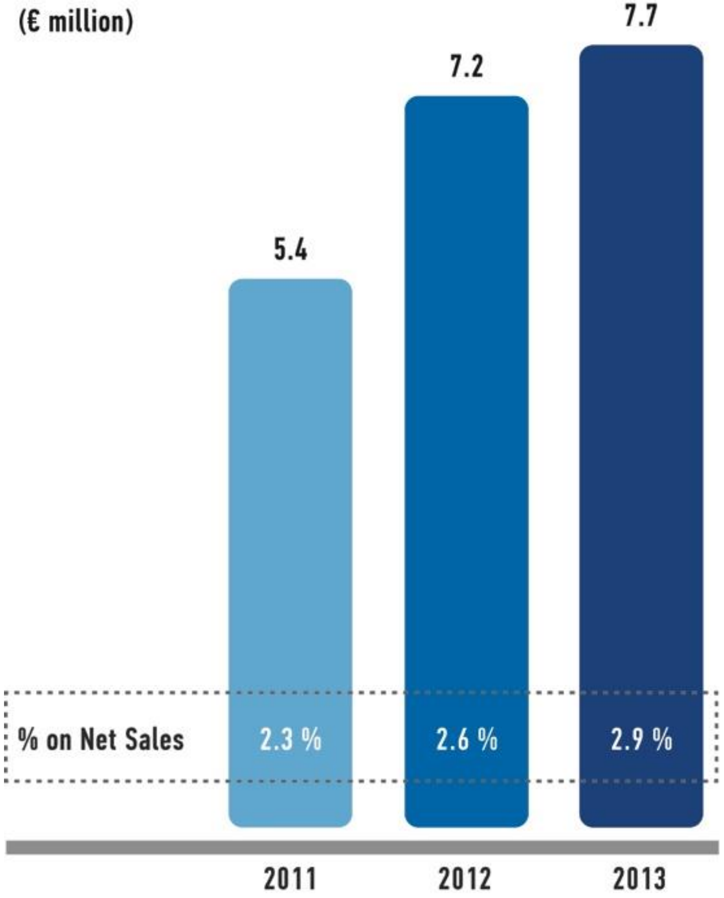


NICE R&D EXPENSES

THE APPROACH TO INNOVATION



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NICE INTEGRATION

THE APPROACH TO INNOVATION

THE SIMPLEST INTEGRATION, LIGHTING CONTROL

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CUTTING-EDGE DESIGN

THE APPROACH TO INNOVATION

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CUTTING-EDGE INNOVATION & INTEGRATION

THE APPROACH
TO INNOVATION

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THE NICE PLACE

THE APPROACH TO INNOVATION

A NEW MULTIMEDIA
EXHIBITION AREA
FOR A NICE EXPERIENCE

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FINANCIAL OVERVIEW

1H 2014 RESULTS

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HIGHLIGHTS

1H 2014 RESULTS

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- Consolidated Sales: **€ 135.2m** (+1.1% vs. 1H 2013)
- Gross margin: **55.4%** (vs. 57.6% in 1H 2013)
- EBITDA margin: **15.6%** (vs. 16.8% in 1H 2013)
- Group Net Income margin: **6.2%** (vs. 6.5% in 1H 2013)
- Free Cash Flow**: € 5.0m** (vs. € 1.4m in 1H 2013)
- NFP: **€ 0.1m** (vs. € -5.4m as of 30 June 2013)

€m	1H 2014		1H 2013		Δ %	Δ % (1)
Net Sales	135.2	100.0%	133.6	100.0%	1.1%	4.2%
Gross Profit	74.8	55.4%	76.9	57.6%	(2.7%)	
EBITDA	21.1	15.6%	22.4	16.8%	(5.6%)	
Group Net Income	8.4	6.2%	8.6	6.5%	(3.2%)	
Free Cash Flow	5.0		1.4			
Net Financial position	0.1		-5.4			

(1) At constant exchange rates

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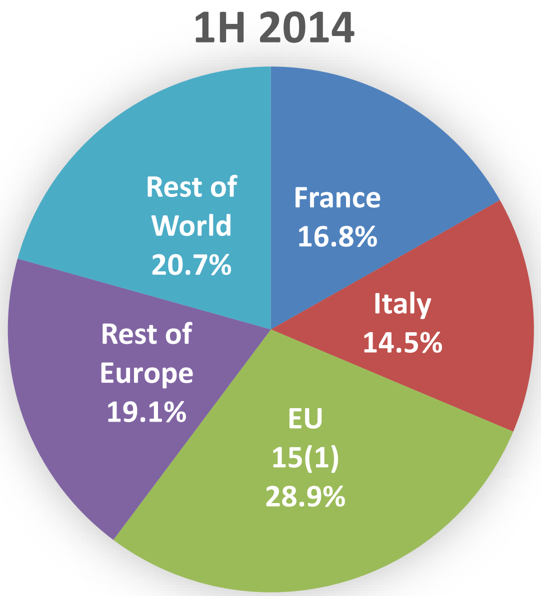
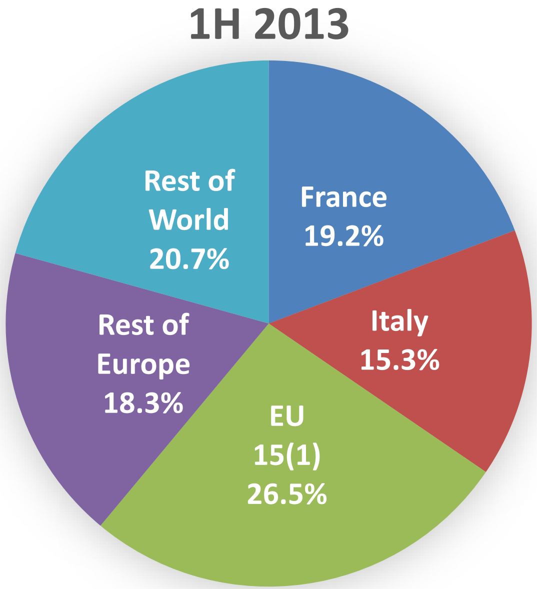
NET SALES BREAKDOWN BY REGION

1H 2014 RESULTS





€m	1H 2014	1H 2013	Δ %	Δ % (2)
France	22.7	25.7	*(11.6%)*	*(11.6%)*
Italy	19.7	20.5	*(3.9%)*	*(3.9%)*
EU 15[(1)]	39.0	35.4	*10.2%*	*10.1%*
Rest of Europe	25.8	24.4	*5.9%*	*10.9%*
Rest of World	27.9	27.6	*1.0%*	*11.4%*
Net Sales	**135.2**	**133.6**	***1.1%***	***4.2%***

(1) Excluding Italy and France *(2) At constant exchange rates*

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PROFIT & LOSS

1H 2014 RESULTS

€m	1H 2014	%	1H 2013	%
Net Sales	**135.2**	***100.0%***	**133.6**	***100.0%***
COGS	(60.3)	*(44.6%)*	(56.7)	*(42.4%)*
Gross Profit	**74.8**	***55.4%***	**76.9**	***57.6%***
Industrial costs	(4.5)	*(3.4%)*	(4.4)	*(3.3%)*
Marketing costs	(4.0)	*(3.0%)*	(3.3)	*(2.5%)*
Commercial costs	(6.6)	*(4.9%)*	(6.8)	*(5.1%)*
General & adm. costs	(12.3)	*(9.1%)*	(13.6)	*(10.2%)*
Personnel costs	(26.2)	*(19.4%)*	(26.4)	*(19.7%)*
Total operating costs	**(53.7)**	***(39.7%)***	**(54.5)**	***(40.8%)***
EBITDA	**21.1**	***15.6%***	**22.4**	***16.8%***
D&A	(3.8)	*(2.8%)*	(3.7)	*(2.8%)*
EBIT	**17.3**	***12.8%***	**18.7**	***14.0%***
Interest income / (exp)	**(1.9)**	***(1.4%)***	**(3.0)**	***(2.3%)***
Profit before Tax	**15.5**	***11.4%***	**15.6**	***11.7%***
Taxes	(7.1)	*(5.2%)*	(7.1)	*(5.3%)*
Net Income	**8.4**	***6.2%***	**8.6**	***6.4%***
Minorities	0.0	*0.0%*	(0.1)	*(0.1%)*
Net Group Income	**8.4**	***6.2%***	**8.6**	***6.5%***

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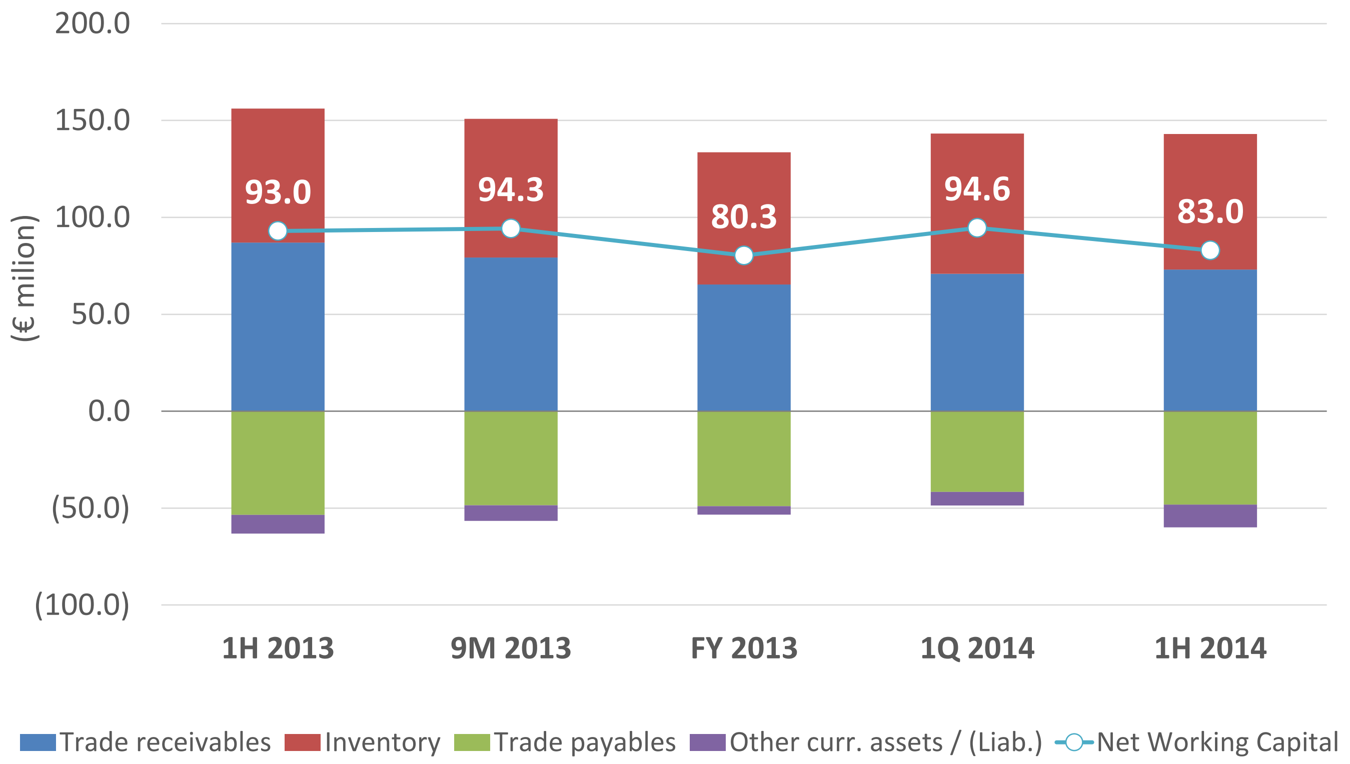
WORKING CAPITAL

1H 2014 RESULTS



Working Capital / LTM Net Sales				
34.6%	*35.2%*	*30.4%*	*35.7%*	*31.2%*

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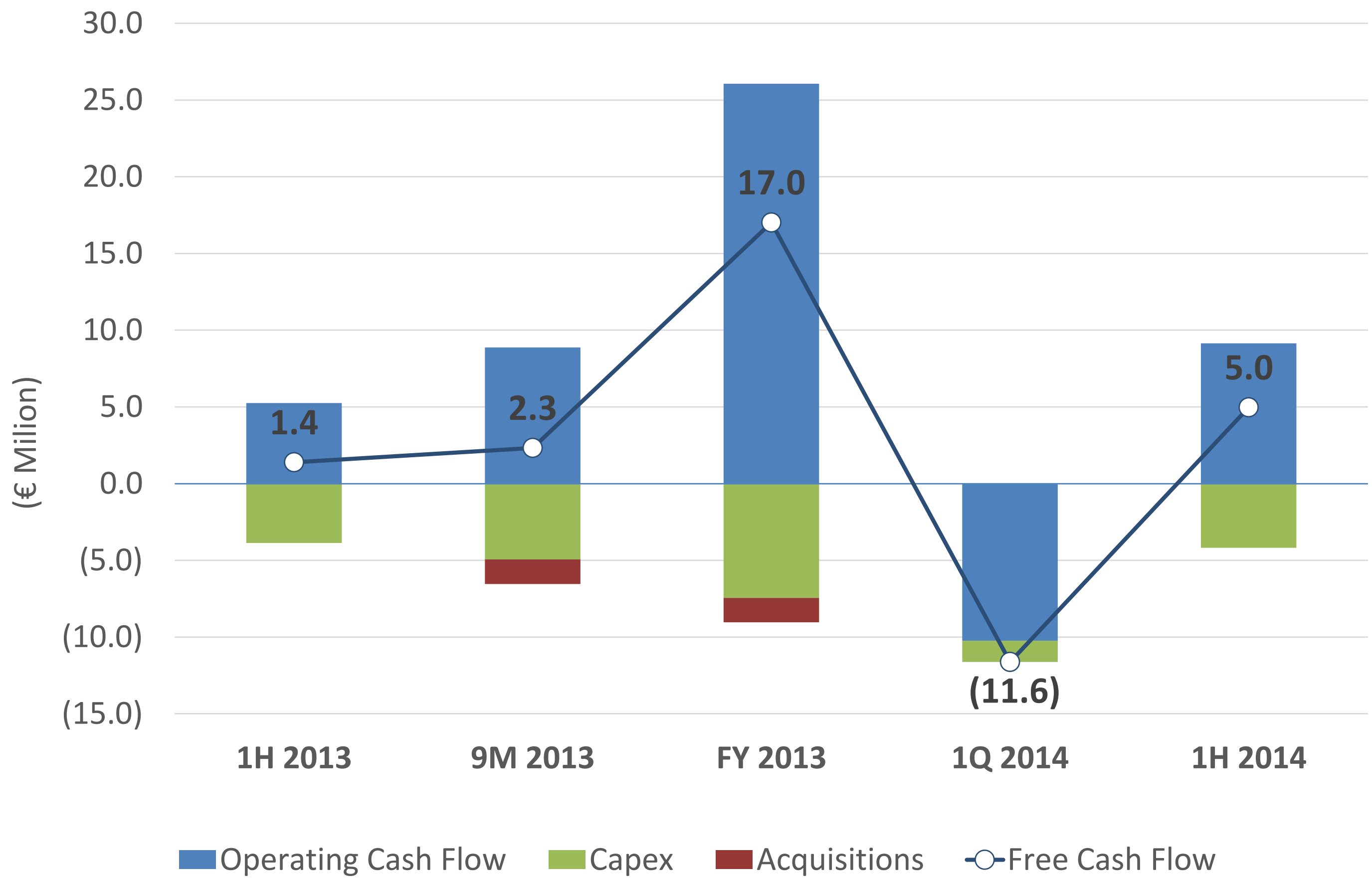
FREE CASH FLOW

1H 2014 RESULTS



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BALANCE SHEET

1H 2014 RESULTS

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€m	1H 2014	FY 2013	1H 2013
Intangible assets	77.4	77.0	79.1
Tangible assets	35.9	35.1	35.9
Other fixed assets	13.5	13.2	11.5
Fixed Assets	**126.9**	**125.4**	**126.5**
Trade receivables	73.1	65.4	87.0
Inventory	69.9	68.2	69.1
Trade payables	(48.2)	(49.0)	(53.5)
Other curr. assets / (Liab.)	(11.7)	(4.4)	(9.6)
Net Working Capital	**83.0**	**80.3**	**93.0**
% on sales	*31.2%*	*30.4%*	*34.6%*
Severance and other funds	**(10.6)**	**(11.6)**	**(11.1)**
Net Invested Capital	**199.2**	**194.1**	**208.3**
Shareholders' equity	200.5	195.0	203.9
Minorities	(1.2)	(1.2)	(0.9)
Total Shareholders' Equity	**199.3**	**193.8**	**202.9**
Cash & cash equivalents	(54.6)	(63.5)	(57.1)
Financial assets	(4.9)	(4.9)	(4.3)
Total debt	59.4	68.7	66.8
Net Debt	**(0.1)**	**0.3**	**5.4**
Net Capital Employed	**199.2**	**194.1**	**208.3**

CASH FLOW STATEMENT

1H 2014 RESULTS

€m	1H 2014	1H 2013
Net profit	8.4	8.6
D&A and other non cash items	3.1	3.0
Change in Net Working Capital	(2.3)	(6.3)
Operating Cash Flow	**9.1**	**5.3**
Capex	(4.2)	(3.9)
Free Cash Flow	**5.0**	**1.4**
Dividend paid out	(4.8)	(8.3)
Other	0.2	(1.9)
Subtotal	**(4.6)**	**(10.2)**
Variation of Net Financial Position	**0.4**	**(8.8)**
Initial Net Financial Position	**(0.3)**	**3.4**
Final Net Financial Position	**0.1**	**(5.4)**

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THE PATH AHEAD

2014:
THE OPPORTUNITIES

- INVESTMENTS IN NEW PRODUCTS AND NEW TECHNOLOGIES
- CASH POSITIVE BY YEAR END

FURTHER INTERNATIONAL EXPANSION

- REINFORCEMENT OF OUR COMMERCIAL PRESENCE OUTSIDE EUROPE

FURTHER ACTIONS

- INCREASE OUR MARKET SHARE IN «GATE AND SCREEN» AUTOMATION BUSINESS
- FONTANAARTE PRODUCT AND BUSINESS DEVELOPMENT

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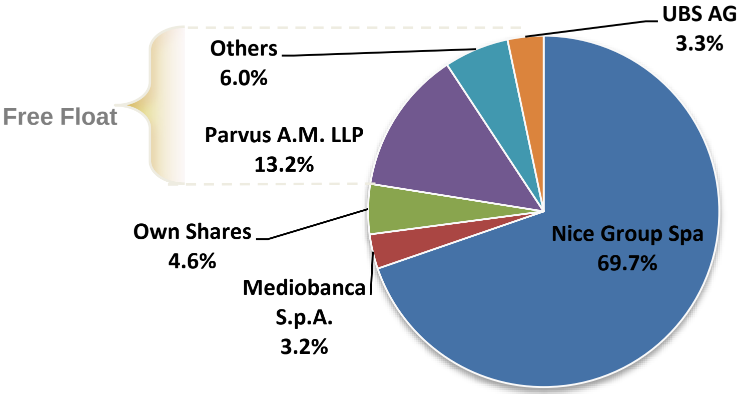
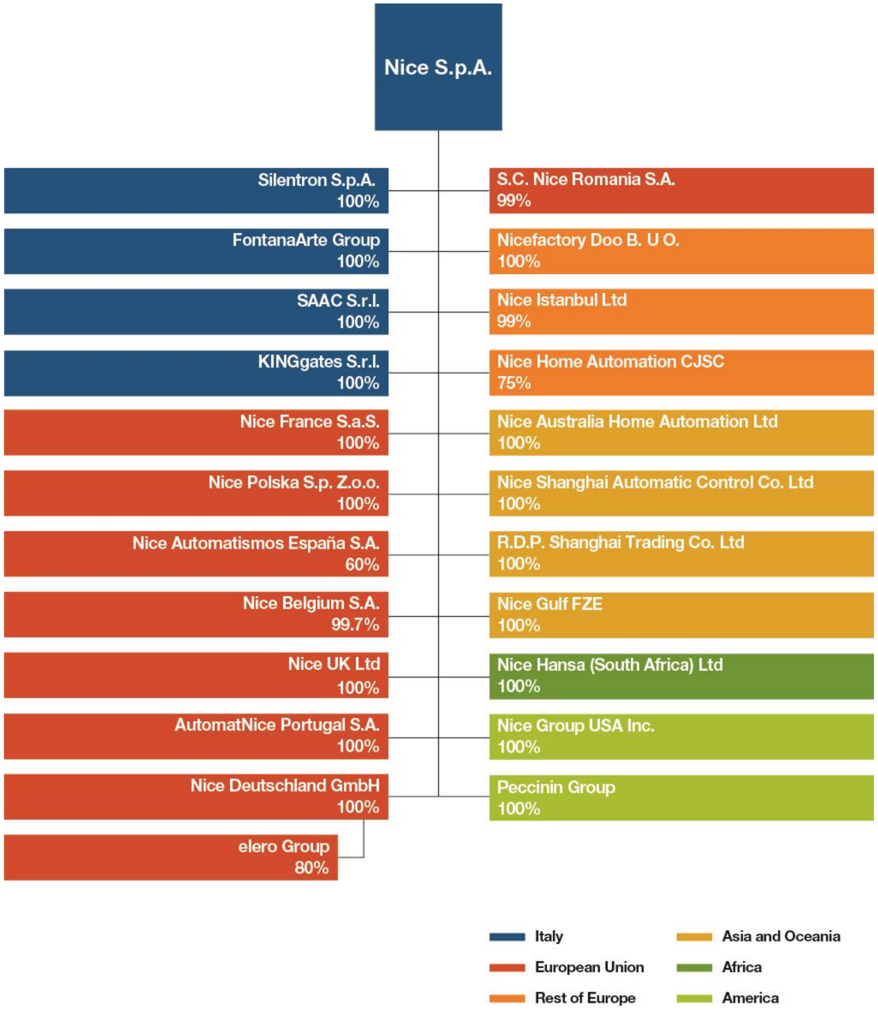
THE GROUP STRUCTURE

Shareholding (1)





BOARD OF DIRECTORS

Lauro Buoro - Chairman

Mauro Sordini - Chief Executive Officer

Denise Cimolai – Director

Lorenzo Galberti - Director

Davide Gentilini - Director

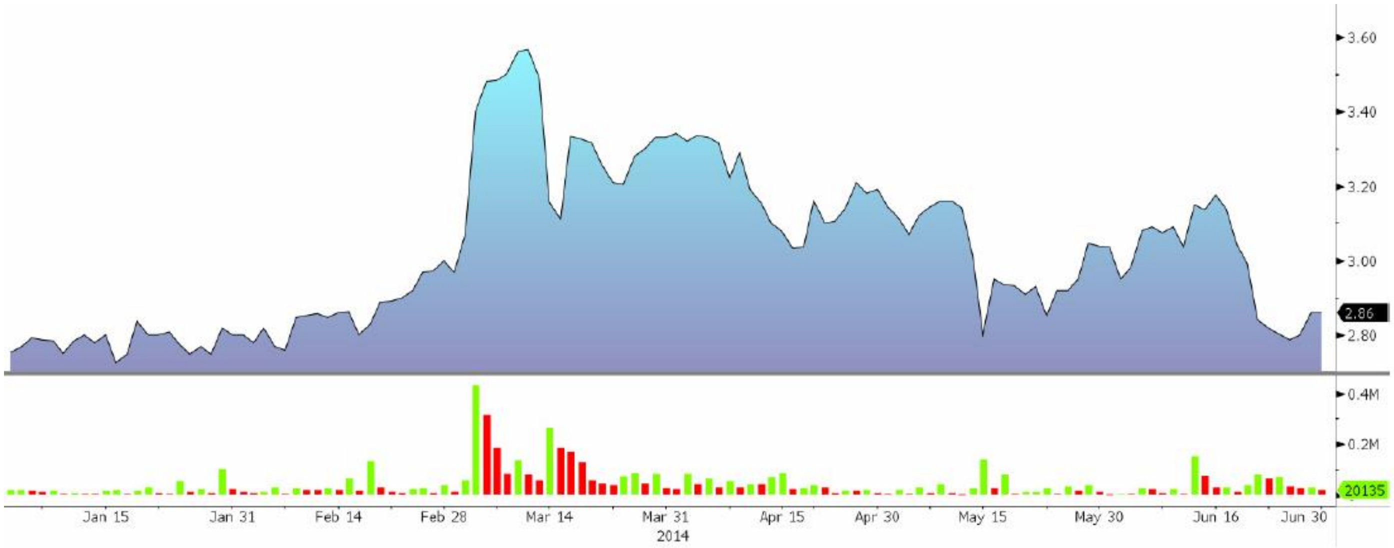
Giorgio Zanutto – Director

Antonio Bortuzzo - Independent Director

G. Paolo Fedrigo - Independent Director

(1) *As of 30st of June 2014*

STOCK CHART[(1)]



(1) From 01/01/2014 to 30/06/2014. Source: Bloomberg

SHARE INFORMATION

N. of shares outstanding: 116.000.000	Market Capitalization: € 331.76m
Ipo Price: € 5.70	Italian Stock Exchange – STAR segment
Price as of 30/06/2014: € 2.86	Specialist: UBI BANCA

INVESTOR RELATIONS CONTACT

Laura Artich
Ph.: 0039 0422 505481
E-mail: ir@niceforyou.com
www.niceforyou.com

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APPENDICES

2011 – 2013 RESULTS

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NET SALES BREAKDOWN BY REGION

2011-2013 RESULTS

(€ Million)	FY 2011	%	% Ch.	FY 2012	%	% Ch.	FY 2013	%	% Ch.
France	52.4	22.9%	9.9%	51.7	18.8%	-1.4%	43.7	16.5%	-15.5%
Italy	44.5	19.4%	29.6%	40.8	14.8%	-8.4%	38.4	14.6%	-5.8%
EU 15 (1)	45.0	19.6%	38.3%	72.8	26.5%	61.7%	71.4	27.0%	-1.9%
Rest of Europe	49.0	21.4%	19.0%	56.9	20.7%	16.2%	54.9	20.8%	-3.6%
Rest of world	38.2	16.7%	36.2%	52.6	19.1%	37.6%	55.7	21.1%	5.9%
Total Sales	**229.2**	**100.0%**	**24.7%**	**274.8**	**100.0%**	**19.9%**	**264.1**	**100.0%**	**-3.9%**

(1) Excluding Italy and France

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PROFIT & LOSS

2011-2013 RESULTS

(€ million)	**FY 2011**	**FY 2012 (1)**	**FY 2013**
Net sales	**229.2**	**274.8**	**264.1**
Y-o-Y Change	*24.7%*	*19.9%*	*-3.9%*
Gross profit	**139.1**	**158.9**	**149.5**
Gross profit %	*60.7%*	*57.8%*	*56.6%*
Y-o-Y Change	*21.8%*	*14.2%*	*-5.9%*
Ebitda	**48.5**	**53.6**	**40.6**
Ebitda %	*21.1%*	*19.5%*	*15.4%*
Y-o-Y Change	*3.0%*	*10.6%*	*-24.2%*
Ebit	**41.8**	**45.9**	**33.0**
Ebit %	*18.2%*	*16.7%*	*12.5%*
Y-o-Y Change	*-1.3%*	*9.9%*	*-28.2%*
EBT	**44.4**	**41.6**	**27.7**
EBT %	*19.4%*	*15.1%*	*10.5%*
Y-o-Y Change	*0.8%*	*-6.4%*	*-33.4%*
Group Net Income	**30.6**	**27.2**	**16.1**
Group Net Income %	*13.3%*	*9.9%*	*6.1%*
Y-o-Y Change	*4.7%*	*-11.0%*	*-40.9%*

(1) Restated for the aplication of the amendment to IAS19

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BALANCE SHEET

2011-2013 RESULTS

(€ millions)	31/12/11	31/12/12	31/12/13
Intangible assets	88.3	80.8	77.0
Tangible assets	34.7	35.1	35.1
Other fixed assets	9.7	10.4	13.2
Fixed Assets	**127.7**	**126.4**	**125.4**
Trade receivables	78.9	74.9	65.4
Inventory	70.6	60.6	68.2
Trade payables	(52.2)	(43.0)	(49.0)
Other curr. assets / (Liab.)	(4.3)	(4.8)	(4.4)
Net Working Capital	**93.0**	**87.7**	**80.3**
Severance and other funds	**(14.4)**	**(12.1)**	**(11.6)**
Net Invested Capital	**206.3**	**202.0**	**194.1**
Shareholders' equity	189.3	206.2	195.0
Minorities	7.0	(0.7)	(1.2)
Total Shareholders' Equity	**190.0**	**205.4**	**193.8**
Cash & cash equivalents	(25.3)	(45.0)	(58.5)
Financial assets	(0.4)	(4.2)	(4.9)
Total debt	42.1	45.8	63.7
Net Debt (Cash)	**16.3**	**(3.4)**	**0.3**
Net Capital Employed	**206.3**	**202.0**	**194.1**

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CASH FLOW STATEMENT

2011-2013 RESULTS

(€ millions)	**31/12/11**	**31/12/12**	**31/12/13**
Net profit	30.4	26.2	16.2
D&A and other non cash items	5.1	6.2	3.8
Change in Net Working Capital	(16.5)	3.5	6.0
Operating Cash Flow	**19.0**	**35.9**	**26.1**
Capex	(4.6)	(7.2)	(7.4)
Operating Free Cash Flow	**14.4**	**28.7**	**18.6**
Acquisitions	(46.0)	0.0	(1.6)
Free Cash Flow	**(31.6)**	**28.7**	**17.0**
Dividend paid out	(8.1)	(8.6)	(17.8)
Other	(11.7)	(0.4)	(2.9)
Subtotal	**(19.9)**	**(9.0)**	**(20.8)**
Variation of Net Financial Position	**(51.5)**	**19.7**	**(3.7)**
Initial Net Financial Position	**35.2**	**(16.3)**	**3.4**
Final Net Financial Position	**(16.3)**	**3.4**	**(0.3)**

SINCE 1993 DESIGNING A NICE WORLD FOR YOU

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