



Piaggio Group

First Quarter of 2021 Financial Results

Disclaimer

This presentation contains forward-looking statements regarding future events and future results of Piaggio & C S.p.A. (the “Company”) that are based on the current expectations, estimates, forecasts and projections about the industries in which the Company operates, and on the beliefs and assumptions of the management of the Company. In particular, among other statements, certain statements with regard to management objectives, trends in results of operations, margins, costs, return on equity, risk management, competition, changes in business strategy and the acquisition and disposition of assets are forward-looking in nature. Words such as ‘expects’, ‘anticipates’, ‘scenario’, ‘outlook’, ‘targets’, ‘goals’, ‘projects’, ‘intends’, ‘plans’, ‘believes’, ‘seeks’, ‘estimates’, as well as any variation of such words and similar expressions, are intended to identify such forward-looking statements. Those forward-looking statements are only assumptions and are subject to risks, uncertainties and assumptions that are difficult to predict because they relate to events and depend upon circumstances that will occur in the future. Therefore, actual results of the Company may differ materially and adversely from those expressed or implied in any forward-looking statement and the Company does not assume any liability with respect thereto. Factors that might cause or contribute to such differences include, but are not limited to, global economic conditions, the impact of competition, or political and economic developments in the countries in which the Company operates. Any forward-looking statements made by or on behalf of the Company speak only as of the date they are made. The Company does not undertake to update forward-looking statements to reflect any change in its expectations with regard thereto, or any change in events, conditions or circumstances which any such statement is based on. The reader is advised to consult any further disclosure that may be made in documents filed by the Company with Borsa Italiana S.p.A (Italy).

The Manager in Charge of preparing the Company financial reports hereby certifies pursuant to paragraph 2 of art. 154-bis of the Consolidated Law on Finance (Testo Unico della Finanza), that the accounting disclosures of this document are consistent with the accounting documents, ledgers and entries.

This presentation has been prepared solely for the use at the meeting/conference call with investors and analysts at the date shown below. Under no circumstances may this presentation be deemed to be an offer to sell, a solicitation to buy or a solicitation of an offer to buy securities of any kind in any jurisdiction where such an offer, solicitation or sale should follow any registration, qualification, notice, disclosure or application under the securities laws and regulations of any such jurisdiction.

Business Update

Q1 Financial Results



A clear territory for each brand



**PIAGGIO
GROUP**



Beautiful engineering for
the mobility of tomorrow



PIAGGIO®



STYLE



CITY



RACE



ROAD

Vespa 946 Christian Dior



Motorbikes were the brightest spot once again in Q1 2021, surging to record highs, propelled by the success of recent product launches



**Q1
Highest
Volumes & Revenues*
to date**



**Q1
motorbike Revenues*
up 95% vs. '20 and 48% vs. '19
Highest since 2007**

*Based on management estimates



aprilia RACING

Increased participation in Motorsports business entering new racing championships and trophies, with the aim to:

- involve racers of different age groups and countries driven by the dream of MotoGP
- strengthen and extend the brand's global reach

In the current season the new business areas are represented by participation, with new Aprilia 660 cc, in both the Italian Aprilia Trophy and in the MotoAmerica Twins Cup



aprilia
RACING
TEAM GREVINI



Superbike

CAMPIONATO
ITALIANO VELOCITÀ

aprilia
RACING

MOTOAMERICA
TWINS CUP

aprilia
RACING



aprilia
RACING



aprilia
RACING



Relentless extension of Motoplex network to nurture the relationship with our clientele and fuel growth



THE MOTOPLEX CONCEPT: ONE STORE - THREE WORDS

PRODUCT

Providing a 1-stop-shop for all or most of Group brands, vehicle original accessories, apparel, official merchandising and lifestyle

SERVICE

Providing assistance, in-store services, maintenance, repairs and customisation

ENTERTAINMENT

Offering the opportunity to attend events, meet experts in the field, book test rides and attend live performances

2- Wheelers Point of Sales

Piaggio Fast Forward at the forefront of robotic innovation

March 2021 – PFF and Trimble proof-of-concept collaboration

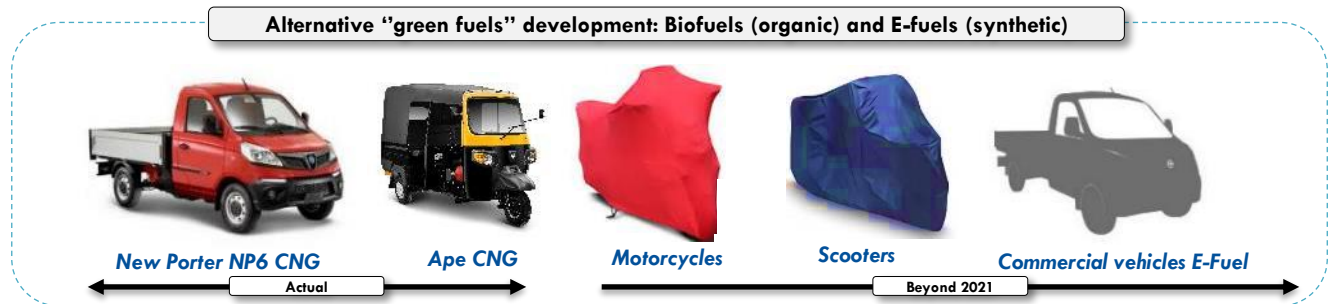
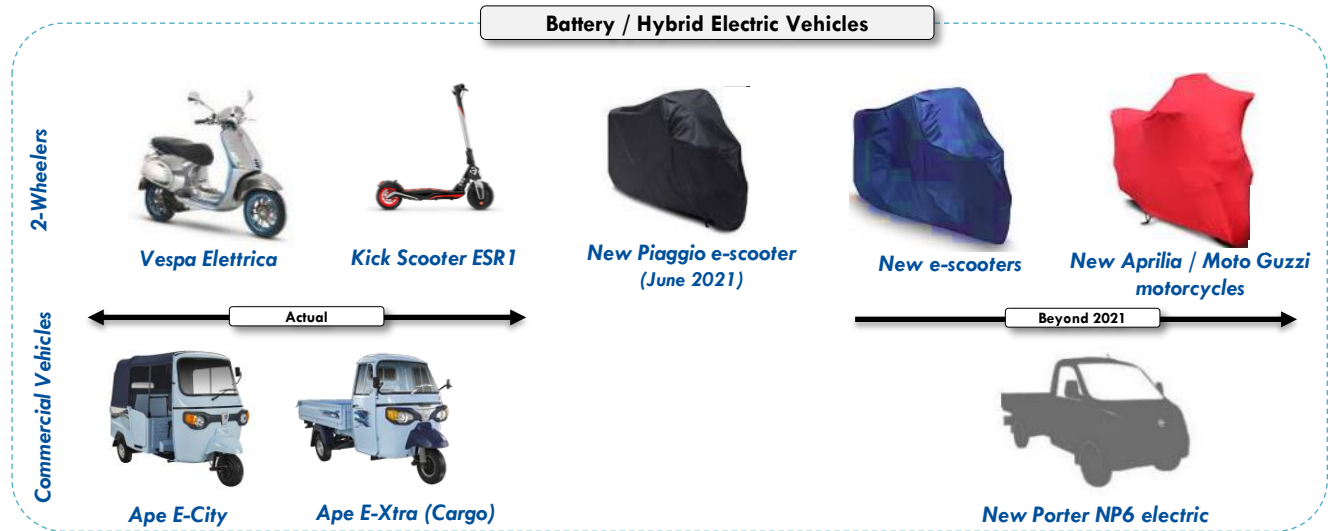


“Through its collaboration with Trimble, Piaggio Fast Forward once again demonstrates its pioneering vocation and ceaseless research into new forms of interaction between human beings and robots, where people and their mobility needs are the foundation for our mission”. Michele Colaninno



PFFtag™, smart following module prototype, onto a Boston Dynamics' Spot® robot controlled by Trimble's advanced positioning technology

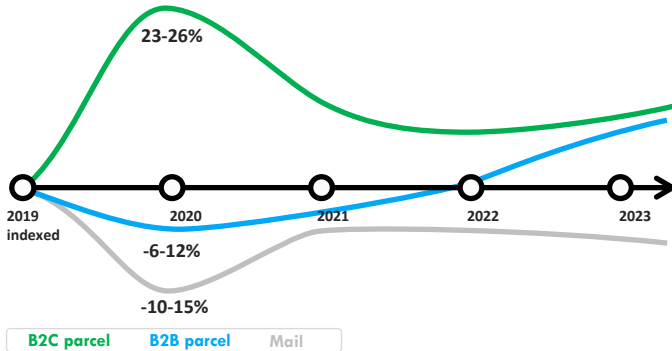
Our comprehensive approach to decarbonisation



Our circular strategy on delivery of goods

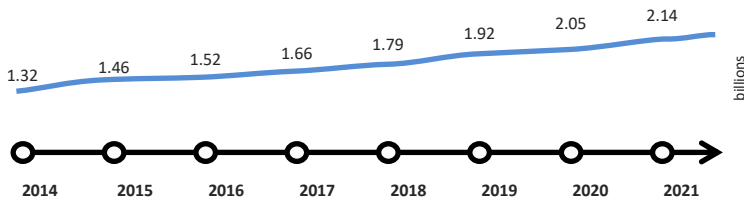
Market dynamics & key drivers

Delivery of goods: forecasted global volumes y/y growth rate



Source - World Economic Forum & McKinsey - <https://blog.gapla.it/dati-ecommerce-covid19/>

Global digital buyers: 2.1 billion in 2021, 27% of global population



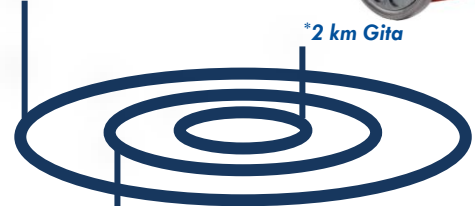
Source - Oberlo

Our comprehensive offering



*50 km Porter

*2 km Gita



*15 km Mymoover

*REQUIRED RANGE

Business Update

Q1 Financial Results



Q1 2021- highlights

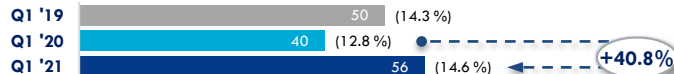
Outstanding start to the year with all key metrics reaching an all-time high

Net Sales €m



Highest First Quarter since 2007

EBITDA €m (Margin %)



Highest % and absolute First Quarter to date

Net Income €m



Highest % and absolute First Quarter to date

Net Debt €m



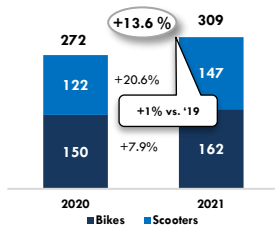
Deleveraging at full throttle

Q1 2021-Key market demand

Highlights

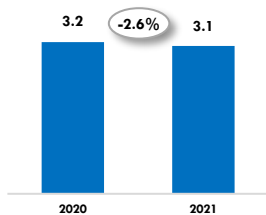
EMEA

2-Wheelers (k units)



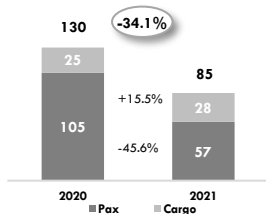
ASEAN 5

2-Wheelers (m units)



INDIA*

Commercial Vehicles (k units)



EMEA & Americas

Robust demand ahead of the seasonal peak, even though all major countries were still grappling with lockdowns since the end of last year.

Italy, France, the Netherlands and US stood out, ending the quarter well above pre-pandemic levels.

Piaggio market share on the rise both in Motorbikes and Scooters.

Asia Pacific

Asia Pacific posted mixed demand trends:

- ▶ Asean 5 overall declining, mostly reflecting Indonesian double-digit dip, although the sequential improvement across the quarter bodes well for the remaining part of the year
- ▶ China and Taiwan on the rise, with the former surging by an astonishing 70%

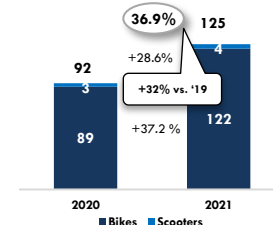
India

Multiple speed dynamic:

- ▶ Two-Wheelers already back at pre-pandemic levels, with growth accelerating as the quarter progressed leading demand 25% above 2020
- ▶ Three-Wheeler dynamic reflecting rural-urban demand disparity, with Cargo back to growth vs. 2020, whilst Passengers ended down reflecting subdued activity in major cities

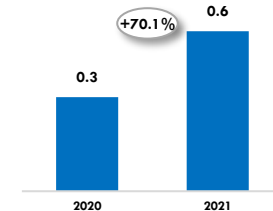
USA

2-Wheelers (k units)



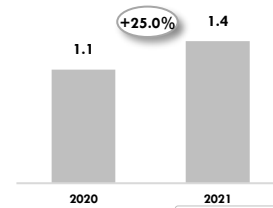
CHINA

Scooters (m units)



INDIA*

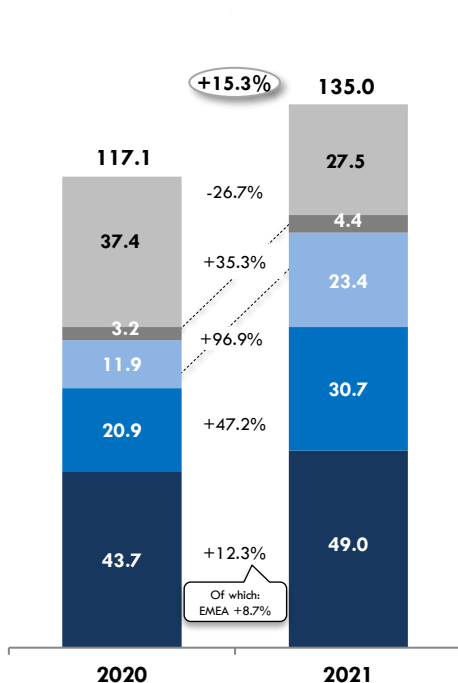
Scooters (m units)



* SIAM sell-in data

Q1 2021-Evolution by business

Volume evolution by business (k units)



Highlights

Glowing start to the year driven by the outstanding performance of Two-Wheelers, magnified at revenue level by significant positive mix/price effect

CV India

Still suffering from the protracted weakness of the Pax segment, which overshadowed the improving trend in Cargo and Exports

CV EMEA & Americas

Results already above pre-pandemic levels, boosted by the successful launch of the new Porter NP6

2W India

Surging results, outstripping market trend, behind synchronized strong growth of Aprilia and Vespa brands

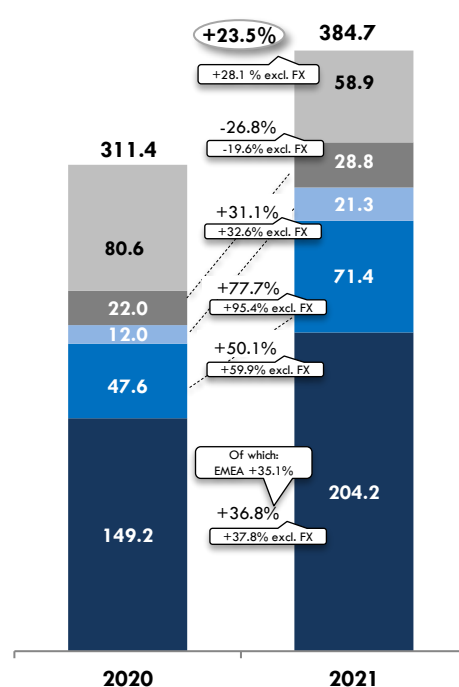
2W Asia Pacific

Staggering performance, in an overall subdued market environment, boosted by Piaggio's premium positioning and extension of the distribution network. China & Indonesia stood out, both growing above 2x vs. 2020

2W EMEA & Americas

Outstanding volume performance heightened at revenue level by steep average price increase, also reflecting product portfolio enhancements. Dealers' stock kept significantly below Q1 '20 and '19 level.

Net Sales evolution by business (€m)

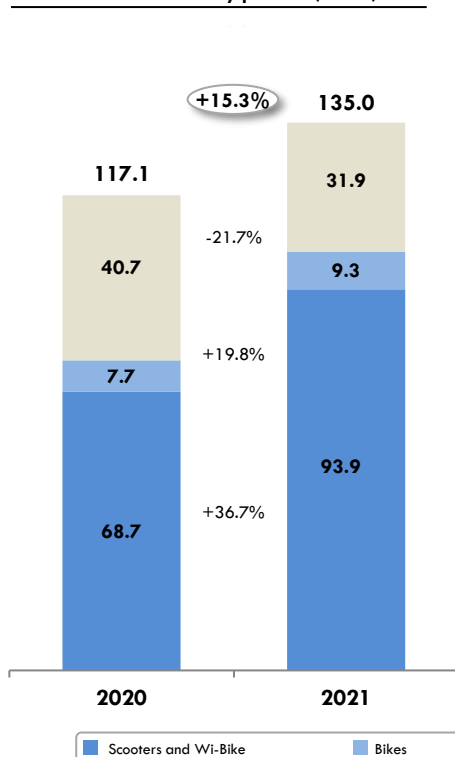


2 Wheelers: ■ EMEA & Americas ■ Asia Pacific ■ India

Commercial Vehicles: ■ EMEA & Americas ■ India

Q1 2021-Evolution by product

Volume evolution by product (k units)



Highlights

Strong start to the year for Motorbikes and Scooters rising in all main geographic areas and posting significant average price uplift

Commercial Vehicles

Volumes and revenues dragged down by the Indian Passenger segment's protracted weakness

Bikes

Eye-popping performance propelled by the success of the remarkable array of product launches, the ongoing mix shift towards high-value segments coupled with market share gain of both Aprilia and Moto Guzzi.

Aprilia RS and Tuono 660 stood out with around 5,000 units sold since launch

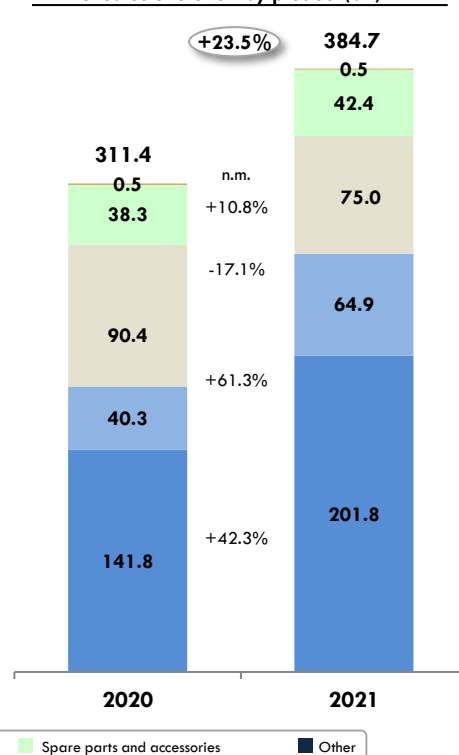
Scooters

Outstanding results behind strong performance across all geographic areas and widespread positive price effect.

Notably:

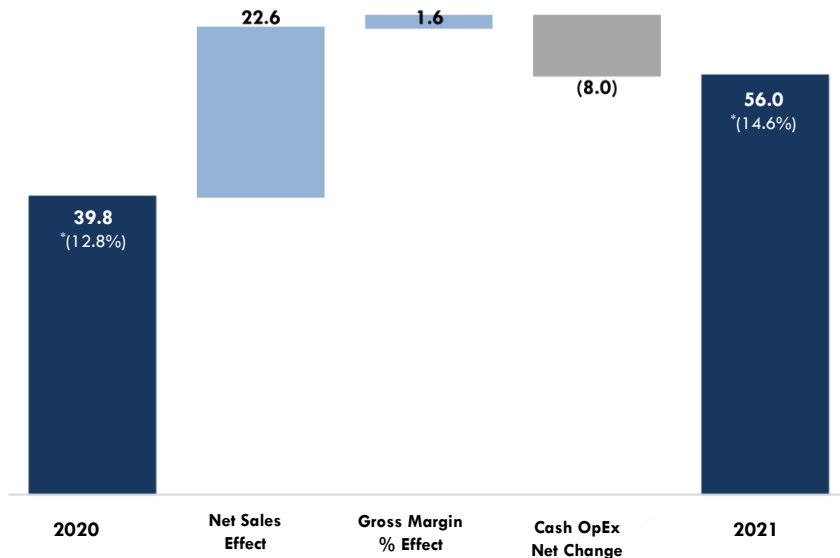
- Vespa volumes and revenues surging, benefitting from widespread geographical growth coupled with sound pricing
- Beverly posted solid double-digits volume and revenue growth, also benefitting from the successful launch of the new version in the latter part of Q1

Net Sales evolution by product (€m)



Q1 2021 - EBITDA Evolution

EBITDA evolution (€m)



* % On Net Sales

Highlights

Remarkable top line growth, coupled with heightened efficiency notwithstanding raw-material cost headwinds, drove **EBITDA to 56 €m with margin on sales @ 14.6%, both representing an all-time high in Q1**

Gross Margin up by 23€m also benefitting from the **uplift of the ratio on Net Sales**, proving the Group's ability to cope with raw-material price escalation as well as global shipping and supply chain challenges

Cash OpEx grew, although with a lower weight on sales vs. prior year, **to support business growth**

Q1 2021-To sum up

P&L (€m)

	2020	2021	Change 2021 vs. 2020		
			Absolute	%	% excl. FX*
Net Sales	311.4	384.7	73.3	23.5%	28.1%
Gross Margin	88.1	111.2	23.0	26.1%	26.4%
% on Net Sales	28.3%	28.9%	0.6		
EBITDA	39.8	56.0	16.2	40.8%	38.4%
% on Net Sales	12.8%	14.6%	1.8		
Depreciation	(29.8)	(32.5)	(2.7)	9.1%	
EBIT	10.0	23.5	13.5	135.1%	
% on Net Sales	3.2%	6.1%	2.9		
Financial Expenses	(4.8)	(5.0)	(0.3)	5.3%	
Income before tax	5.2	18.5	13.3	254.2%	
Tax	(2.1)	(7.4)	(5.3)	254.1%	
Net Income	3.1	11.1	8.0	254.2%	
% on Net Sales	1.0%	2.9%	1.9		

Highlights

D&A up, reflecting recent years heightened Capital Expenditure to strengthen brand & product portfolio

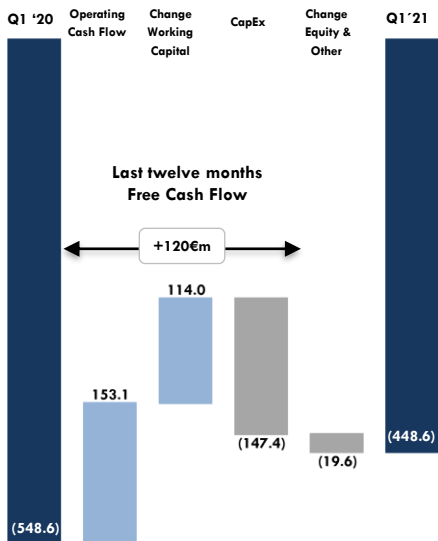
Tax rate prudently kept @40%, in line with Q1 2020

Net Profit surged 3.5x, with ratio on Net Sales topping 2.9%, thus reaching the best absolute and % result to date.

* Figures at constant exchange rates are management estimates calculated using the average exchange rates for the corresponding period in the previous year

Q1 2020 – 2021 Net Financial Position Evolution

NFP from Q1 2020 to Q1 2021 (€m)



Highlights

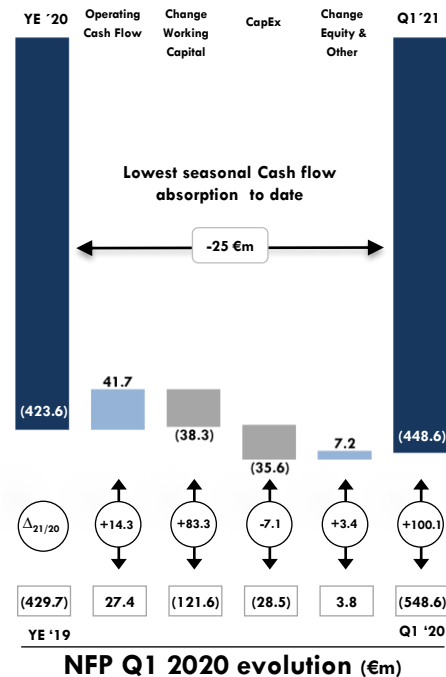
Lowest seasonal Cash flow absorption to date, despite step in Capital Expenditure, **drove net debt well below Q1 2020 and 2019 levels**

Outstanding Free Cash Flow of 120€m generation in last twelve months and significant improvement vs. Q1 2020 of ~91€m, driven by higher operating cash flow and heightened discipline on working capital

Q1 '21 CapEx up by ~7€m, consistent with full-year target, driven by heightened focus on new product development to fuel growth

The Q2&Q3 seasonal positive working capital dynamic could soften on the back of the strategic decision to increase inventories of materials and components to avoid potential supply chain disruptions

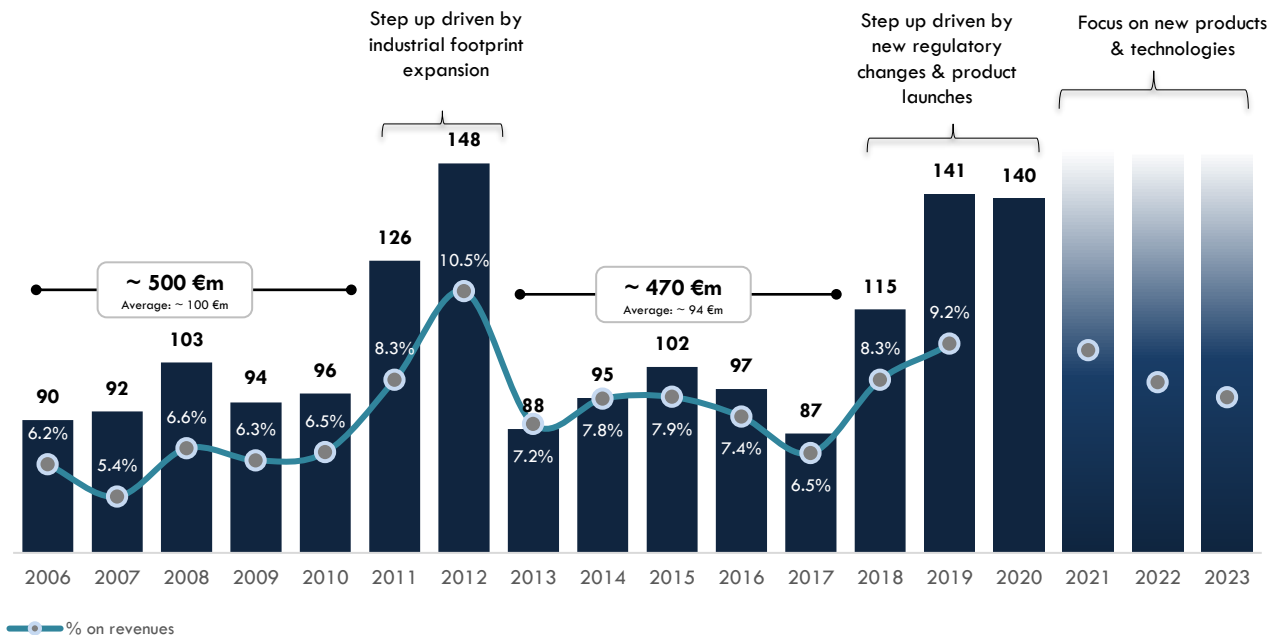
NFP Q1 2021 evolution (€m)



CapEx

Proven ability to retain flexible CapEx profile in line with new strategic initiatives as well as with new market dynamics

CapEx evolution (€m)





100 YEARS OF AUTHENTIC PASSION



MOTO GUZZI®

GMG - 100 YEARS
Everyone in Mandello from September 9 to 12, 2021
INTERNATIONAL MOTO GUZZI DAYS

Investor Relations Office

E: investorrelations@piaggio.com

T: +39 0587 272286

W: www.piaggiogroup.com

Raffaele Lupotto

Executive Vice President

Head of Investor Relations

E: r.lupotto@piaggio.com

T: +39 0587 272596

