



#### Federico Broccoli

Subsidiaries Division Director & Wood Division Director/Sales

### The road to "The Land of Furniture".

Biesse consolidates its presence in Turkey with the opening of a new subsidiary.

A recent article published in the magazine "The Turkish Perspective" brought to light some interesting data concerning the furniture manufacturing industry: on average, one in every hundred items of furniture sold in the world is a Turkish product, demonstrating that this sector is rapidly gaining ground. With such a strong performance and robust growth, it is perhaps no surprise that Turkey intends to become "The Land of Furniture".

Federico Broccoli outlines Biesse's main objectives in Turkey, highlighting the considerable history and experience the company has in this country.

#### Mr. Federico Broccoli, first of all, why Turkey?

«Turkey is a country characterised by outstanding economic growth: in the last 20 years alone, the Turkish market has recorded the most impressive performance figures in the industry. Biesse also boasts a historical presence in this sector, as well as a market share which remains consistently in double figures. Over the last five years, our distribution policies have thrown up some very significant numbers: the acquisition of industrial customers - buyers of advanced technology and integrated lines - and Biesse's overarching desire to be ever closer to the customer, especially in the post-sale period, has allowed the company to make a natural transition to a direct presence in the country. Biesse has acquired 80% of our former importer, NB Baylar, with whom we have been working since 1970. This Joint Venture, together with our collaboration with our other two premium partners, Varol Makina and FR Makin, will enable Biesse to be even more customer-oriented.

Another key factor in our desire to have a direct presence in the country is Turkey's strategic geographical position, linking Mediterranean countries to the Middle East. In particular, the Gulf, although still suffering from the trials of war in some areas, as a whole represents an opportunity to be seized, especially in view of two upcoming international events, Expo 2020 in Dubai and the World Cup in Qatar in 2022. We intend to develop a strategy with a view fostering a cluster approach, working in synergy with all of the Biesse Group human resources already present in Turkey and Dubai (which now number of 50), along with our network of direct partners».

#### How will Biesse deal with changes in the market, and make the most of the current advantageous situation?

«I'm proud to say that our presence in Turkey is based on long-running experience in the country, and together with our dealers, we have made a real success of our ventures in this area, which in turn motivates and encourages us in the face of this new challenge. In addition to this, we have planned a long-term strategy with a view to reinforcing our presence here, and are equipped with all the technologies required for a company that is "setting new standards" in this sector. The combined results of our efforts, along with the investments we make and the outcomes of these, have led to our determination and faith in achieving our goals growing year by year».

#### We know that customer service plays a key role in a successful business. How does Biesse approach this core activity for its Turkish customers?

«For a company like Biesse, which prides itself on achieving very high quality standards across the board, exemplary customer service and after-sales support are not a promise, but a commitment. Biesse truly is a 24/7 company, and recent results show that we have achieved 100% customer satisfaction once again. How? It is thanks to our established connections with our partners, along with superb training of local technicians. We always respond to the needs of our customers - promptly and thoroughly».

You are of course well aware that Biesse is not the only company in Turkey serving the woodworking machinery sector. And the competition is getting

«Of the three "greats" in our industry, Biesse is the first to open a branch in Turkey. I am convinced that the combination of this achievement and customer-oriented approach will allow Biesse to conquer an even greater share of the market».

#### Today Biesse is taking part in Internob Tüyap trade fair, and will be a strong presence - how did you achieve such an important result?

«We will be positioned at 4 strategic points in the exhibition, 2 of which via our strategic partners Varol Makina and FRD Makina - "Made in Biesse" technology will occupy a total of 4,000 square meters at the event. This collaboration is proof that working with our partners as part of a team is a highly successful approach to business, and one that we wish to further develop and maintain into the future».

«Sadly, there are not enough pages in Make to allow us to fully elucidate our commercial dynamism and customer support activities. The best way around this is to come and discover the world of Biesse directly at our stands. I wish everyone a successful and enjoyable Intermob fair».



#### **AWFS** Las Vegas, USA 22-27 July

AWFS 2015, was the most successful show to date for Biesse America, with over 1,000 attendees from 750 companies visited the Biesse booth for demonstrations on innovative technology.

Recognizing the lean and value-oriented needs of today's market, we showcased many new products focused on flexibility, productivity, and lowering operating costs.



# Where /





## **Plast**

Milan, Italy 5-9 May 2015

The Biesse cutting-edge technology to process advanced materials on stage at Plast exhibition. The group consolidates its presence in the market with dedicated solutions designed for a growing sector. A team of sector experts, capable of interpreting and anticipating business needs, designs and develops high-tech machinery for the manufacturing of products for the packaging, visual communication, building and industry.



Watch the vide





#### Interzum

Guangzhou, China 28-31 March 2015

«We were able to target machines and technologies tailored for the Chinese market, focusing our efforts on innovative products designed to meet the demand for high volumes, as well as the growing need for flexibility». This is Biesse's strategy in China, as explained by Federico Broccoli. Wood Division Sales Director. He also introduced Peter Lin. the new commercial Director of Biesse China, who took up the role last March.







Watch the video

## Mar **Asia Grand**

#### Opening Kuala Lumpur, Malaysia

3-5 june 2015

Biesse Group's presence in Asia is now consolidated with a central hub office, showroom, and warehouse in Kuala Lumpur, with a total space of 4,500 sqm inaugurated with a great event. «The inauguration of this new facility represents this signifi-

cant step towards achieving greater targets than before», confirms the Managing Director of Biesse Group Asia, Mr. Daniele Campetella.

## **Next exhibitions**

#### IranConMin

Teheran, Iran, 17-20 October

#### Blech Expo

Stuttgart, Germany, 3-6 November

#### Kamien

Poznan, Poland, 18-21 November

#### Big 5

Dubai, UAE, 23-26 November

#### **Next events**

#### Inside Biesse

Pesaro, Italy, 15-17 October

#### Opening North America

**Technology Campus** Charlotte, USA, November

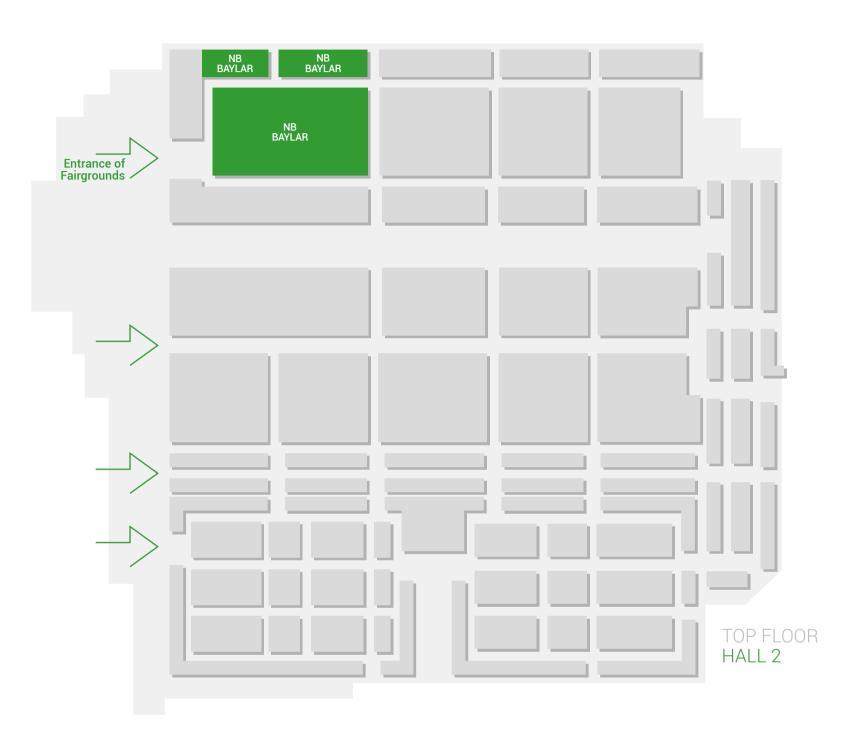
#### Open House Dongguan, China,

27-29 November



# Think4ward

Tüyap October 10<sup>th</sup>-14<sup>th</sup> 2015 Istanbul, Turkey



Machines on display



HALL 2

Winstore WNT 650 Rover B 1667 G Edge Rover A 1632 Rover A 1432 Skipper 130 EKO 2.1 Opera 5 Stream A 6.0 Akron 1440 AFS

HALL 13

Sektor 470 Rover K 1532 Akron 1440 A Akron 1330

Rover B 2231 FT



makina marke

Selco SK 450 Akron 1440 Stream A 6.0 Stream B 8.0 Brema Eko 2.1 Skipper 100 Rover K 1532 Viet S1 Opera 5



HALL 11 Selco SK 450 TP Akron 1440 Stream A 6.0 Brema Eko 2.1 Skipper 100 Rover K 1532 Viet S1





# When competitiveness means optimising production

#### The market demands

a change in production processes, allowing manufacturers to accept the highest number of orders possible, whilst maintaining high quality standards, high rates of productivity, and prompt, assured delivery.

### Biesse meets these requirements

with cutting-edge technological solutions which enhance and support technical expertise as well as process and material knowledge.

Biesse is driven by the constant pursuit of innovation and continuous improvement, which enables the company to respond successfully to the needs of customers who wish to diversify production of small lots of panels, designing and implementing high-quality technological solutions for integrated manufacturing processes and innovative automation systems.

Optimising production

✓ Production efficiency

High levels of flexibility

✓ Total integration

## Total flexibility for small batches

The Batch-One process allows the user to process different panels in sequence according to the specific production requirements, with zero set-up time and maximum production optimisation.

Il batches thanks to its exceptional flexibility, the new NextStep flexible beam saw with double router, which guarantees the perfect squaring of the component, and the Insider M flexible boring machine, which is capable of simultaneously processing all the faces of the panel in a single passage.



# HOW

In the early '80s in Biesse, machines were supported by electronic devices consisting of simple control systems, where the operator had to wrestle with indirect programming. Through text files, the movements of the machine were described, and the effect of this was the desired machining operation of the piece in question.

Over the years, the evolution of machinery and control systems has begun to offer an increasingly rich range of high-performance features (which has unfortunately led to increased complexity in managing these systems), whilst programming tools have remained substantially unchanged.

As such, in the '90s a demand for abstraction emerged, making the shift from machine programming to a part programming through a more comfortable and visual description process. And **CAD/CAM** was born, greatly simplifying the way in which the piece and the machining operations were described. The new software translated the desired transformation processes into machine operations and movements. While these tools certainly constituted an improvement, many activities nonetheless remained the responsibility of the operator, who needed to know, learn and organise, experiment...

For some years Biesse has invested heavily in software, with the primary objective of bringing the machine down to a more accessible, human level, as far as possible rendering the complexity of using and programming machines more simple, interpreting the concepts of **Factory 4.0** and adopting these fully. A few examples of the ways in which these concepts have been interested include the digitization of the machines and pieces to be machined, allowing for the analysis of results before the actual work begins, through a dynamic simulation, and the management of the production process via information shared in real time between various machines in a factory, which work together to create the desired objects.

#### Digitalisation and simulation

The economic crisis which has dominated the last decade has awoken one of the worst phantoms that our production system could possibly imagine - the fragmentation of demand, a decline in volumes and excessive product customisation leading to increased costs: the so-called "Batch-One". Producing pieces which are often unique, with tools and processes from the industrial environment of the '90s and early 2000s, is not sustainable.

For this reason, Biesse has developed programming systems such as **bSolid**, which allow users to graphically describe what they want to achieve and to automate almost 100% of the design, engineering and optimization of the product, through the use of the most cutting-edge modern technologies, developed on the basis of in-depth studies in the field of operations research and artificial intelligence.

Heavy investments in the field of extrapolation of dynamic control logics for machines, computer graphics, mathematics and applied physics have led to the creation of a tool that can simulate what will happen in the machines with astonishing precision. The machine then works to achieve the end result, the

## Biesse and the Industrial Revolution 4.0

object that the user has conceived and designed. Through a 3D simulation based on the construction drawings of the machine, the working process movements are closely monitored and checked for consistency, using these sophisticated control systems. At the same time, the user can view the piece as it slowly takes shape as the machine works, until the finished result is obtained, checking the accuracy of the piece before it has physically been produced.

Increased confidence in using machines is an additional result of these developments; the entire machining process is performed on a digital model of the component, using the same software that will be used on the real piece. As a result, users can engineer a product in the most minute detail, before making it for real. Through this technology, Biesse has therefore concretely implemented one of the key foundations of the **Industrial Revolution 4.0**.

#### Controlling the factory

Production management is key, both for small artisan producers and for large companies. To date, given the prevailing logic of "Batch-One", it is hard to even consider a production time of more than a few hours. Efficiency is king, even in identifying inefficiencies. The factory of the future is "intelligent" according to this definition.

To this end, Biesse has developed **bProcess**: a software package equipped with smart tools for product engineering through automatic integration between machines. Machines in a factory which control the various stages of machining operations, and are interconnected, can register with bProcess, providing information on their working "ability", literally saying to the factory: «Here's what I can do for you».

Based on incoming orders, product components that need to be made (taken from a previously-created archive using design systems of which bSolid is an example), the software then distributes the workload to the machines according to their working "attitudes". Each phase of the production process is controlled and monitored using automatic part recognition systems (labels with bar codes, RFID, etc.).

Every operation completed by the machines is communicated and recorded by bProcess in real-time, thus allowing the user to view the production status, to react to any unexpected events, and to identify any inefficiencies in the production process at any given time.

The attention to detail in engineering of this software has been exceptional: a network cable, a configuration and a new machine are ready to join the "team" in my digital factory, and are immediately integrated into the working context.

Filippo Bostrenghi Software Director

Roberto Astolfi Automation Manager

### **bS**uite



**bSolid** is a 3D cad cam software application that supports the performance of any processing operation thanks to the use of vertical modules designed for specific production processes.



For the doors and windows market, Biesse has developed **bWindows**, the bSuite plugin for door and window frame design that provides unparalleled capabilities.



For Nesting processes, Biesse has developed **bNest**, the bSuite plug-in that allows the user to easily organise their nesting projects while at the same time reducing material consumption and processing times.



For the design of the shaped edgebanding process, the company developed **bEdge**, the bSuite plug-in that exploits the suite's design and simulation capabilities to easily create the edges of even the most complex components.



**bCabinet** is the bSuite plug-in that ensures complete control and optimisation of the furniture design and production process, thus allowing excellent efficiency levels to be obtained.



Efficiency is fundamental, even in terms of identifying any inefficiencies. That's why Biesse has developed **bProcess**: a software package featuring smart product engineering tools with automatic machine integration.



## Ligna 2015

biesse.com/ligna

Think4ward has been the Biesse's motto for this show. It has actually been the spirit which animated the entire team since the very beginning of the project. It has been a great challenge for our company. We almost doubled the space compared to the previous edition, we decided to show the latest technologies both for big industrial plants like the Batch-One integrated line, as well as a comprehensive range of software and solutions for smaller companies. It has actually been one of the most important marketing investment since many years. And it proved to be really successful.

As stated by our General Manager Stefano Porcellini, at Ligna 2015 we have experienced a double digit growth in terms of results and the biggest order intake ever. Also smaller customers are definitely orienting their choices on integrated solutions, like saw centers with automated magazines and NC Nesting cells. Ligna was also the occasion to unveil the latest technological innovations, like for example the new Viet Opera R, a complete new concept in the sanding solutions employing a robotic arm to obtain perfect finishing on complex panels.

We proved that with our software and automation we are really supporting our customers' competitiveness for the era of the 4th Industrial Revolution.

#### Viet Focus on Opera R

The new Opera R is only one of the Viet innovative automated sanding machine on show at Ligna. Discover more watching the video from Biesse's booth at Ligna!



## Hall 25 and more..

#### Biesse **Tecnosystem**

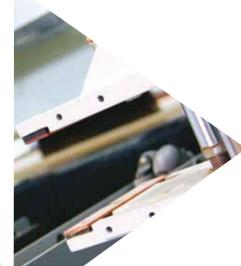
It is the fruit of the union and synergy between big names in the global industrial industry: Biesse and Tecno Logica, specialising in special and custom-built plants.



#### Batch-one Focus on NextStep

Latest frontier in flexible cutting on display at Ligna 2015. Watch the video to discover how the new flexible beam saw with double router guar-antees the perfect squaring of the component.





#### **Selco** range Focus on X-Feeder

See how X-Feeder automatic loading and labeling system has renewed with automation single cutting lines machines.





#### More than wood

Products manufactured by Biesse machines for advanced materials, with the new Plast range.

#### Robotation Academy

A space focusing on automation technology, like an electrospindle by the Mecathronic division of Biesse Group. This is one of our solutions for the industry 4.0.





Watch the video of Ligna event



**bLab** featuring Wood-Skin





## **Compact power**

Brema vertical boring machines can carry out all boring, milling and glue and dowel insertion operations, as well as boasting the ability to manage additional hardware inserts. The structure of these machines has been designed to achieve optimal loading and unloading ergonomics, with a small footprint which saves 50% of space, in addition to offering zero set-up times and high levels of productivity.

The vertical position of the panel and the technical characteristics of these vertical boring machines allow for the processing of more delicate surfaces.



# Biesse Group: rewarding investments

#### The Board of Directors approved the Consolidated Interim Report for the six month period 1.1.2015 - 30.6.2015.

"The figures for this semester are quite positive - commented the Executive Director Mr **Stefano Porcellini** - and we are, therefore, very satisfied that this year (2015) is emerging as a record year for the Group turnover. The above is happening despite the economic and political instability in various parts of the world, which makes growing the business difficult: Brazil, Russia and North Africa remain weak whilst there are worries from the Chinese financial markets turbulences that could have an impact on the real economy in the whole Asia. In the second half - Mr. Stefano Porcellini continues - we will perform well due to the excellence of our people, products and services. The considerable investments made in innovation, quality, sales network and marketing over the last two years are giving the expected results". The gratifying results and success of the AWFS Fair in Las Vegas (Wood sector 22-25 July) was especially noteworthy in the United States and confirms not only the healthy state of the US economy but also the ability of Biesse to obtain a record orders intake level. This result also reflects the targeted investments made in infrastructures (show-rooms) and personnel that are part of the Industrial Plan strategies.

**Income statement** (compared to the same period of 2014)

- consolidated revenues of € 245.5 million +22.1%
- value added of € 101.9 million +27.7%, with a margin on revenues of 41.5%
- ebitda of € 28.9 million +70.7%, with a margin on revenues of 11.8%
- ebit of € 20.2 million +108.1% with a margin on revenues of 8.2%
- pre-tax profit of € 18.4 million +116.7% with a margin on revenues of 7.5%
- net profit of € 10.5 million +166.7% with a margin on revenues of 4.3%

euro million	IH 2015	IH 2014	
Consolidated net revenues	245.5	201.1	+22.1%
Ebitda	28.9	16.9	70.7%
Ebit	20.2	9.7	+108.1%
Net profit	10.5	3.9	+166.7%
Net debt	19.0	28.6	-33.5%

## Advanced materials

With the new Plast range, the cutting-edge technology of Biesse, a business that can boast a 46-year-long presence on the market, meets the operating needs of plastic and composite material processors.

Biesse Group, multinational company, leader in the wood, glass, stone and metal processing technology sector, consolidates its presence on the market of technological materials processing machines with dedicated solutions designed for a growing sector.

A team of sector experts, capable of interpreting and anticipating business needs, designs and develops high-tech machinery for the manufacturing of products for the packaging, visual communication (signs, prints, etc.), building (indoor and outdoor flooring, acoustic insulation, etc.) and industry (filters, gaskets, etc.) sectors, which process expanded and compact plastic materials, composite materials, cardboard, etc.

A full and integrated range of machining centres and beam saws for all machining operations of technological materials.

Biesse showcased its solution for advanced materials processing at Plast fair trade, held in Milan



nents within large companies.

biesse.com/bremaeko21

biesse.com/advancedmaterials

Biesse's know-how at the service of technological materials

## Viet Opera R First in robotic sanding Finally, the solution you've been waiting for! For almost 25 years our industry has searched for an automated solution for the removal of cross grain scratching. Until now, this search has been one of frustration, disappointment and excessive costs. The NEW "Patented" Opera R provided what we have all been looking for; to achieve the sanding results obtained from manual hand sanding in an automated way, while addressing the difficulties of: ✓ Inconsistent removal of cross grain scratch ✓ Finish quality with no "swirl" or "check" marks ✓ Proper sanding pressure to insure no over polishing or dips ✓ Low maintenance cost Opera R Solution ✓ 100% removal of all cross grain scratch ☑ Superior finish quality to that achieved from hand sanding ✓ Patented" solution to maintain proper sanding pressure for a variety of applications ✓ Available configurations to match targeted production levels ☑ Reliable engineering/design to insure low maintenance costs Opera P for the long term. Applications ✓ Cross Grain Scratching of Cabinet Doors / Face Frames / ☑ Sealer sanding of recessed paneled doors with internal square corners ✓ Available to custom configure to meet a large number of alternative ☑ Solid Surface / Aluminum / Composits / Contoured parts.. Example of production rates ☑ Cabinet doors / removal of cross grain scratch - up to 2000 Cabinet doors / sealer sanding of recessed panels with square corners up to 1000 per shift.

# With /

## Maton and Biesse make music together

With more than 1,200 guitar models made for thousands of professional musicians, **Maton Guitars** confirms its worldwide presence, becoming a truly great Australian success story

«The best guitar is the one that the market demands» says **Patrick Evans**, Head of product development at Maton. Continually evolving production techniques and the choice of the most efficient software prompts Maton to hunt for new solutions that can better respond to the latest market needs.

In 2008, after considering the pros and cons of various manufacturers, Maton chose Biesse. Maton's production combines technological requirements and artisan skills, that have to be perfectly balanced to achieve the highest levels of quality and performance; a great guitar is both a work of art and an excellent musical instrument. To obtain these results, the right tools are crucial - both for heavy machining operations and delicate processes, to create 3D shapes and work with minimal tolerances.

Biesse has provided Maton with a range of advanced machining process solutions, not only adding quality to the products, but also providing the skilled craftsmen with more time to devote to manual finishes, ensuring that every product is unique. The company installed its first CNC machine back in 1995. It now has two nesting centres in tandem.

The **Rover C** is the ideal machine for high-precision nesting operations, but also for creating complex shapes such as the body of Maton's unique guitars.

The machine's newly-designed cabin provides excellent visibility of all the working units. «In creative hands», comments Patrick Evans, «Biesse becomes the instrument of a true craftsman. The key is to identify the right machine for the

job, and we've found that with a Biesse machine we can accomplish much more than we thought».

Maton also uses its two Biesse machines to create new product prototypes, the most complex shapes, and almost every individual part that makes up a Maton guitar. Patrick confirms that Maton uses the Biesse CNC machines at high speeds even on the most complex parts, such as the famous fingerboard: «We need enough flexibility to be able to switch from one model to another very quickly, and Biesse allows us to do that very effectively. Biesse gives users the creative freedom to produce virtually any concept, both quickly and efficiently».

Using Biesse machines has allowed Maton to devote more time to the quality of the finish, wasting less time on processing individual pieces. Each Maton guitar is hand-finished by a dedicated and qualified team of luthiers.

Maton has demonstrated that it is possible, in Australia, to produce a guitar with the highest world-renowned quality, using Australian timber and ground-breaking technologies. Maton knows exactly how to design and build a unique product, a well-made guitar. And with Biesse as its valued partner, the best guitars in the world are brought to life.



Watch the video



Biesse Group @ Milan Design Week

Daniel Libeskind

and sustainable

An international figure in archi-

tecture and urban design, the architect Daniel Libeskind is re-

nowned for his ability to evoke cultural memory in buildings of equi-

librium-defying contemporaneity.

to music philosophy and literature, Mr. Libeskind aims to create architecture that is resonant, original, Raffaello Galiotto

## Design and technology in the era of digital production

## Design & Digital Manufacturing

#### Location: Gothic Cloister at the church of San Maurizio al Monastero Maggiore.

In Milan on Friday 17 April, the "Design & Digital Manufacturing" fringe event took place, attracting the attention of a varied international audience, and gaining interest from small and large companies, architects and designers, students, journalists and passers-by. The evening was a showcase of the many facets of creativity - the ability to produce without being constrained by limits thanks to technological innovations, to create new design objects, driven by the desire to play and experiment with new concepts, and to seek out new training partnerships, with a view to fostering the talent of tomorrow.

Against the backdrop of Milan Design Week, Biesse Group, FIAM Italia and Enaip organised a round table to examine excellent examples of creativity, technology, craftsmanship and training. Raphaël Prati (Marketing and Communications Director for Biesse Group) introduced Daniel Libeskind, an architect of international acclaim, who stressed the beneficial role of technology in creativity, hailing it as an essential element in creating without limits and manufacturing any object dreamt up by a designer's fertile mind, on a large scale.

## Digital Lithic Design & Energy For Creativity

#### Location: Università degli studi di Milano

It's a collection of marble works made with machinery of the latest generation. Its creator, in collaboration with Marmomacc, is the designer Raffaello Galiotto, maker of Bicefalo, produced with Intermac CNC Master 850 and with Diamut tools. A demonstration of how technology, oriented by creativity and applied to marble, generates unusual expressive and constructive possibilities.

## Self-Assembly Furniture

#### Location: Ventura Lambrate

Through a collaboration between MIT's Self-Assembly Lab and Wood-Skin S.r.l, the **Programmable Table** brings into the game an entirely new category of furniture that actively transforms itself, from shipping to full-functionality.









Renato Manganelli, Managing director of Biesse Middle East since 2009. A career with Biesse spanning more than 15 years career, with in-depth knowledge of markets including those in Eastern and Central Europe.

#### After extensive experience in the field as branch manager for the Middle East, which are the main characteristics of the market in this area with regard to woodworking and industry?

«The Middle Eastern market has not yet reached the level of maturity that today characterizes the European and American markets. The search for flexible production solutions drives furniture makers to buy 5-axis machining centres or edgeband and edgebanding machines with a jointless gluing system, air force systems, with a view to improving the quality of the end product. The huge interest generated by high-tech products, such as the 5-axis Rover A Edge and the CNC Roxyl with Air Force, exhibited at the Woodshow 2015 trade fair, clearly indicates the direction that these markets are taking. In a world made up of small and medium-sized companies, the lengthy experience boasted by Biesse is crucial in guiding the customer towards the solutions that are most appropriate to his or her specific needs. The strategic choice to oversee the area with a commercial and technical support system capable of responding to all needs has helped increase the confidence of customers in the Biesse product range, and in distributors in the area. The excellent results achieved so far have directly led to a continuous acquisition of market shares, pushing Biesse's direct competitors to invest in the area with the opening of new local branches».

## In a similar scenario, the presence of Biesse in Turkey, what opportunities are

«The presence of Biesse in Turkey will create an important Middle Eastern platform, opening a window onto Iran, and this in turn will open up the market to new scenarios. The combination of commercial synergy and technical support in Turkey-Middle East - there are 19 Biesse technicians in a single location in Istanbul - will help to further accelerate the Biesse project which was launched in 2009, with a view to acquiring an ever greater market share. The strategic proximity to markets such as Iran, which in the light of the recent "openings" in 2016 is expected to undergo a period of strong recovery, as well as the consolidation of markets in the United Arab Emirates ahead of preparations for Expo 2020 - or indeed the energetic organization of the world soccer championships in Qatar in 2022 - lay solid foundations on which to base growth forecasts for

#### What, on the other hand, are the risks, and how can these be addressed?

«As is well known, the area is unstable politically, and this entails a slowdown in economic growth. The ongoing socio-political struggles which see the two main religious factions, Sunnis and Shiites, in opposition, could lead to further contractions in the market. Since these events are unpredictable by nature, the actions required to minimize the consequences are anything but easy to anticipate. Another factor that may distort the growth forecasts of the area relates to the depreciation of oil. In fact, countries with an economy based on the revenue generated from the sale of crude oil may decide to reduce the funds allocated for new investments (growth of urban areas, infrastructure etc.). In an predominantly unfavourable scenario, Biesse, with an established structure on site, should continue to gain market shares, eventually becoming industry leaders in terms of economic recovery. The ability of Biesse Group to continue investing has always been the key to success in the Middle Eastern project. And as we already know, the project, which was launched in 2009 at the beginning of the economic crisis, now exists in a context which has changed for the better, and places Biesse at the top of the market».

