First Quarter 2020 Conference Call
May 8, 2020
Today’s Agenda

First Quarter 2020 Conference Call

1. Business Update
2. Financial Review
3. Outlook
4. Q&A
5. Supplemental Information

John Hartner
Chief Executive Officer

Doug Zemba
Chief Financial Officer & Treasurer
Safe Harbor Statement

These slides may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act with respect to the Company’s future financial or business performance, strategies, or expectations. Forward-looking statements typically are identified by words or phrases such as “trend,” “potential,” “opportunity,” “pipeline,” “believe,” “comfortable,” “expect,” “anticipate,” “current,” “intention,” “estimate,” “position,” “assume,” “outlook,” “continue,” “remain,” “maintain,” “sustain,” “seek,” “achieve,” as well as similar expressions, or future or conditional verbs such as “will,” “would,” “should,” “could” and “may.”

The Company cautions that forward-looking statements are subject to numerous assumptions, risks and uncertainties, which change over time. Forward-looking statements speak only as of the date they are made and the Company assumes no duty to and does not undertake to update forward-looking statements. Actual results could differ materially from those anticipated in forward-looking statements and future results could differ materially from historical performance.

In addition to risk factors previously disclosed in the Company’s filings with the U.S. Securities and Exchange Commission (the “SEC”), including its Annual Report on Form 10-K and Quarterly Report on Form 10-Q for the quarter ended March 31, 2020, the following factors, among others, could cause results to differ materially from forward-looking statements or historical performance: the severity and duration of world health events, including the recent COVID-19 outbreak and the related economic repercussions and operational challenges; the Company’s ability to consistently generate operating profits; fluctuations in the Company’s revenues and operating results; the Company’s competitive environment and its competitive position; ExOne’s ability to enhance its current three-dimensional (“3D”) printing machines and technology and to develop and introduce new 3D printing machines; the Company’s ability to qualify more industrial materials in which it can print; demand for ExOne’s products; the availability of skilled personnel; the impact of loss of key management; the impact of market conditions and other factors on the carrying value of long-lived assets; the Company’s ability to continue as a going concern; the impact of customer specific terms in machine sale agreements on the period in which the Company recognizes revenue; risks related to global operations including effects of foreign currency and the COVID-19 global pandemic; the adequacy of sources of liquidity; the amount and sufficiency of funds for required capital expenditures, working capital, and debt service; dependency on certain critical suppliers; nature or impact of alliances and strategic investments; reliance on critical information technology systems; the effect of litigation, contingencies and warranty claims; liabilities under laws and regulations protecting the environment; the impact of governmental laws and regulations; operating hazards, war, terrorism and cancellation or unavailability of insurance coverage; the impact of disruption of the Company’s manufacturing facilities or ExOne Adoption Centers; the adequacy of ExOne’s protection of its intellectual property; expectations regarding demand for the Company’s industrial products, operating revenues, operating and maintenance expenses, insurance expenses and deductibles, interest expenses, debt levels, and other matters with regard to outlook; and other factors beyond our control, including the effect of the COVID-19 global pandemic.

These and other important factors, including those discussed under Item 1A, “Risk Factors” and Item 7, “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Annual Report on Form 10-K, and under Part II, Item 1A, “Risk Factors” and Part I, Item 2, “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Quarterly Report on Form 10-Q for the quarter ended March 31, 2020, may cause the Company’s actual results of operations to differ materially from any future results of operations expressed or implied by the forward-looking statements contained therein. Before making a decision to purchase ExOne common stock, you should carefully consider all of the factors identified in its Annual Report on Form 10-K and Quarterly Report on Form 10-Q that could cause actual results to differ from these forward-looking statements.

Non-GAAP Measures Disclaimer

These slides include unaudited “non-GAAP financial measures,” as defined in Regulation G under the Securities Exchange Act of 1934, as amended, including Adjusted EBITDA. The presentation of non-GAAP financial measures is not intended to be a substitute for, and should not be considered in isolation from, the financial measures reported in accordance with GAAP. See the Adjusted EBITDA Reconciliation slide for ExOne’s definition of Adjusted EBITDA and a reconciliation of net loss to Adjusted EBITDA.
Business Update
John Hartner, CEO
Q1 2020 Business Update

Revenue growth, record backlog, cost reductions in place

- 40% revenue growth to $13.4 million
- Solid gross margin of 27.1%
- Record backlog of $33.8 million
- Bolstered liquidity with sale-leaseback
- COVID-19 response
  - Limited impact to Q1 results
  - Global facilities remain operational, supporting essential businesses
  - Proactively initiated cost reductions in anticipation of economic downturn
  - Plans in place for multiple scenarios
Proactive Actions to Preserve Liquidity & Strategic Goals

Protect our people. Provide customer continuity. Protect our business.

- Proactive organizational changes, cost savings while maintaining strategic roadmap
- Flexible cost savings
  - 20% reduction: Leadership and Board of Director salaries/cash fees
  - 10% reduction: Broad team salary adjustments
  - Implemented global furloughs
- Aggressive management of discretionary spending

REDUCTIONS TARGETING $5 MILLION OF SAVINGS IN Q2 - Q4
Reusable Porous Metal Filters

- Breathable airflow while blocking contaminants
- Copper and stainless steel filters in testing
- Partially sintered to dial in specific porosity
- Can fit respirators, ventilators, and other medical devices
- Sustainable device to help reduce PPE shortage and waste
Highly Diversified End Markets

Driven by customer and application breadth

- Revenue is highly diversified among manufacturing and other industries.

- Almost half of ExOne’s business in defined industries or sectors that represent less than 1% of total 2019 revenue.

- While all of ExOne machines use binder jet technology, our revenue diversity is driven by the wide range of machine sizes, services, and materials we offer.
Highly Diversified Portfolio
A response to deep understanding of market demand

**MACHINES**
- **S** - SMALL
  - Innovent+
- **L** - LARGE
  - S-Print
  - M-Flex
  - X1 25Pro
- **XL** - EXTRA LARGE
  - S-Max Pro
  - X1 160Pro

**SERVICES**
- **R&D**
  - Education
  - Government
  - Science
- **CUSTOM PRODUCTION**
  - Prototypes
  - Low-volume
- **VOLUME PRODUCTION**
  - High-volume serial production

**DIVERSIFIED**
- Machines/services
- Size of machines
- Types of services

**PRINTERs**
- Indirect, direct systems

**PARTs and AM design, adoption**

**SIZE RANGE**
- S
- L
- XL

**CUSTOMER TYPE**
- R&D
- MFG
- CUSTOM PRODUCTION
- VOLUME PRODUCTION
Wide range of printable powders enabled by our print head technology and binder chemistries.

Our machines are able to satisfy a wide range of complex, high-value manufacturing needs.

Highly Diversified Applications

Driven by range of machine sizes, materials and services

<table>
<thead>
<tr>
<th>3D Printers</th>
<th>sands</th>
<th>ceramics</th>
<th>composites</th>
<th>100% metals</th>
<th>build volume</th>
<th>applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 160Pro</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>XL</td>
<td>Serial Production, Low or High Volumes</td>
</tr>
<tr>
<td>X1 25Pro</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>L</td>
<td>MIM-Like Parts, Prototypes</td>
</tr>
<tr>
<td>Innovent+</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>S</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>M-Flex</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>L</td>
<td>Metalcasting, Molds &amp; Cores, Production, Prototypes, R&amp;D</td>
</tr>
<tr>
<td>S-Print</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>XL</td>
<td>Low or High Volumes, Prototypes, R&amp;D</td>
</tr>
<tr>
<td>S-Max</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>XXL</td>
<td>R&amp;D</td>
</tr>
<tr>
<td>S-Max Pro</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>XXL</td>
<td>R&amp;D</td>
</tr>
</tbody>
</table>

**TWENTY+ QUALIFIED 3D PRINTING POWDERS**

- 2 SAND TYPES: Silica Sand, Ceramic Sand
- 4 CERAMICS: Aluminum, Carbon, Silicon Carbide, Tungsten Carbide-Cobalt
- 5 COMPOSITES: 316L Stainless, Inconel 718, Tungsten with Bronze, Stainless Steel, Titanium

**SUSTAINABLE MANUFACTURING TECHNOLOGY**
- Plus, 24+ R&D materials – including aluminum, Inconel 718, and more

The twenty materials listed above have been qualified for use on ExOne machines by either, our customers and independent third parties.
Revenue

**Quarterly Revenue**

- **Q1 2019**
  - $9.6 million
  - Machine: 65%
  - Recurring: 35%
- **Q1 2020**
  - $13.4 million
  - Machine: 53%
  - Recurring: 47%

**Trailing Twelve Month Revenue**

- **Q1 2019 TTM**
  - $62.3 million
  - Machine: 43%
  - Recurring: 57%
- **Q1 2020 TTM**
  - $57.1 million
  - Machine: 53%
  - Recurring: 47%
Machine Sales

Quarterly Machine Sales
($ in millions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3.3</td>
<td>$6.3</td>
<td></td>
</tr>
</tbody>
</table>

Trailing Twelve Month Machine Sales
($ in millions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 TTM 2019</th>
<th>Q1 TTM 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$35.2</td>
<td>$30.2</td>
<td></td>
</tr>
</tbody>
</table>
Machine Unit Sales

Quarterly Machine Unit Sales

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Direct (Metal)</th>
<th>Indirect (Sand)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>9</td>
<td>5</td>
</tr>
</tbody>
</table>

Trailing Twelve Month Machine Unit Sales

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Direct (Metal)</th>
<th>Indirect (Sand)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 TTM 2019</td>
<td>58</td>
<td>33</td>
</tr>
<tr>
<td>Q1 TTM 2020</td>
<td>50</td>
<td>24</td>
</tr>
</tbody>
</table>
Recurring Revenue

Quarterly Recurring Revenue
($ in millions)

Q1 2019: $6.3
Q1 2020: $7.1

Trailing Twelve Month Recurring Revenue
($ in millions)

Q1 TTM 2019: $27.1
Q1 TTM 2020: $26.9
Gross Profit and Margin

Quarterly Gross Profit
($ in millions)

Q1 2019: $2.6
Q1 2020: $3.6

Quarterly Gross Profit Margin
27.6%
27.1%

Trailing Twelve Month Gross Profit
($ in millions)

Q1 TTM 2019: $21.0
Q1 TTM 2020: $18.4

Trailing Twelve Month Gross Profit Margin
33.6%
32.3%
SG&A and Percent of Sales

Quarterly SG&A
($ in millions)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>SG&amp;A ($ in millions)</th>
<th>Percent of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019</td>
<td>$5.4</td>
<td>56.6%</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>$6.2</td>
<td>46.1%</td>
</tr>
</tbody>
</table>

Trailing Twelve Month SG&A
($ in millions)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>SG&amp;A ($ in millions)</th>
<th>Percent of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 TTM 2019</td>
<td>$22.4</td>
<td>36.0%</td>
</tr>
<tr>
<td>Q1 TTM 2020</td>
<td>$23.3</td>
<td>40.9%</td>
</tr>
</tbody>
</table>
R&D and Percent of Sales

Quarterly R&D

($ in millions)

Q1 2019: $2.4, 25.4%
Q1 2020: $2.5, 18.5%

Trailing Twelve Month R&D

($ in millions)

Q1 TTM 2019: $10.4, 16.7%
Q1 TTM 2020: $9.9, 17.4%
### Backlog

#### Backlog ($ in millions)

<table>
<thead>
<tr>
<th>Date</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/31/2019</td>
<td>$18.8</td>
</tr>
<tr>
<td>12/31/2019</td>
<td>$31.1</td>
</tr>
<tr>
<td>3/31/2020</td>
<td>$33.8</td>
</tr>
</tbody>
</table>

A NEW RECORD BACKLOG LEVEL POSITIONS EXONE FOR FUTURE REVENUE
Cash Flow

Q1 2020
+ $11.1 million, net

$6.2 (1)
$(0.3)
$(1.0)
$16.2
$(3.8)
$17.3 (1)

12/31/2019 CASH & EQUIVALENTS & RESTRICTED CASH
CAPITAL EXPENDITURES
WORKING CAPITAL
PROCEEDS FROM SALE-LEASEBACK TRANSACTION
NET LOSS, NET OF NON-CASH ITEMS AND OTHER
3/31/2020 CASH & EQUIVALENTS & RESTRICTED CASH

Cash balance
Sources of cash
Uses of cash

EXPECTING ADDITIONAL $1-$2 MILLION OF CASH CAPEX IN 2020 (2)

(1) Includes restricted cash of $1.0 million and $0.5 million at December 31, 2019 and March 31, 2020, respectively
(2) CapEx guidance for 2020 as of May 7, 2020

© 2020 The ExOne Company
Capital Resources Support Resilience

EXPANDED LIQUIDITY DURING Q1 2020 WITH SALE-LEASEBACK

12/31/2019

- Credit facility: $15.0
- Total debt: $5.2
- Cash & cash equivalents: $1.4

3/31/2020

- Credit facility: $10.0
- Total debt: $1.3
- Cash & cash equivalents: $16.8

Total Liquidity 12/31/2019: $20.2
Total Liquidity 3/31/2020: $26.8

© 2020 The ExOne Company
Outlook

John Hartner, Chief Executive Officer
2020 Outlook

Execution on new machines, focus on recurring revenue, maintain proactive stance

• New machine lineup positions ExOne to respond to diversity of industries, applications and customer needs
• Continued deliveries of the S-Max Pro and X1 25Pro
• X1 160Pro development to be completed in 2H of 2020

• Focus on recurring revenue with parts, government R&D and adoption projects – providing diversified strength during capital spending downturn
• Maintain proactive stance adjusting business to latest conditions while increasing focus on long-term strategy
**Spotlight: Supply Chain**

COVID-19 revealing shortcomings

The number of manufacturers taking a new look at 3D printing to resolve global supply chain challenges is likely to increase.

We are already seeing signs of new and renewed inquiries.

“Another thing I’m sure you are going to see is a huge explosion in 3D manufacturing. So, we aren’t dependent on these massive long supply chains when we do need whether it’s special face masks or when we do need ventilators. The ability to manufacture in this country close to home…”

Thomas Friedman, Foreign Affairs Columnist, New York Times – CNN, Cuomo Prime Time

“I would call this a once-in-a-century disruption that we’re facing. Previous disruptions have not matched the magnitude, intensity, speed and end-to-end disruption this pandemic has caused. … The pandemic outbreak is broadening the lens of how we look at supply chain design and business continuity.”

Jeff Wincel, Chief Procurement Officer, Advanced Micro Devices – Investor’s Business Daily

“…COVID-19 has been a wake-up call.”

Gerald Parker, Director of Biosecurity and Pandemic Policy Program, Texas A&M – Houston Chronicle

“I think we are seeing the dangerous vulnerability of our supply chains. Even before COVID happened, over 80% of the active ingredients for all of our pharmaceuticals are sourced in China. That’s a dangerous dependency on one country.

The same goes for personal protective equipment. Most of the world’s N95 respirators — the masks that medical workers are in dire need of right now — are manufactured in China.
Supplemental Information
ExOne defines Adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) as net loss (as calculated under accounting principles generally accepted in the United States (“GAAP”)) plus interest expense, provision (benefit) for income taxes, depreciation, equity-based compensation, gain from sale-leaseback of property and equipment, and other (income) expense – net. Use of Adjusted EBITDA, which is a non-GAAP financial measure, as defined under SEC rules, is intended as a supplemental measure of ExOne’s performance that is not required by, or presented in accordance with, GAAP. The presentation of Adjusted EBITDA is not intended to be a substitute for, and should not be considered in isolation from, net loss reported in accordance with GAAP. The Company’s presentation of Adjusted EBITDA should not be construed to imply that its future results will be unaffected by unusual or non-recurring items.

The Company believes that Adjusted EBITDA is meaningful to its investors to enhance their understanding of ExOne’s financial results. Although Adjusted EBITDA is not necessarily a measure of the Company’s ability to fund its cash needs, the Company understands that it is frequently used by securities analysts, investors and other interested parties as a measure of financial performance and to compare ExOne’s performance with the performance of other companies that report Adjusted EBITDA. ExOne’s calculation of Adjusted EBITDA may not be comparable to similarly titled measures reported by other companies.
First Quarter 2020 Conference Call
May 8, 2020