









DēLonghi Group

The Group at a Glance

October 2024











DISCLAIMER

This presentation might contain certain forward-looking statements that reflect the company's current views with respect to future events and financial and operational performance of the company and its subsidiaries.

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The manager responsible for preparing the company's financial reports declares, pursuant to paragraph 2 of Article 154-bis of Legislative Decree no. 58 of February 24 1988, that the accounting information contained in this presentation corresponds to the results documented in the books, accounting and other records of the company.



DEFINITIONS & ASSUMPTIONS

In this presentation:

- Adjusted stands for "before non recurring items and inputted costs of the stock option plans"
- "At constant exchange rates" means excluding the effects of exchange rates' variations and of hedging derivatives
- ForEx or FX stand for Foreign Exchange Rates;
- "Like-for-like" or "LFL" stands for at constant perimeter;
- "M" stands for million and "bn" stands for billion;
- Reported stands for official data including (1) since Dec. 29, 2020 the consolidation of Capital Brands Holdings Inc. and its subsidiaries and (2) since April 1st, 2021, the consolidation of Eversys Group, (3) since March 1st, 2024, the consolidation of La Marzocco Group.

In some cases, the mandatory adoption of new accounting standards can affect the comparability of figures across the years.



CONTENTS

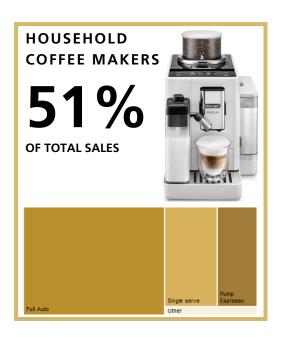
- **DE' LONGHI IN A NUTSHELL**
- MAIN DRIVERS OF THE BUSINESS
- HOME COFFEE
- NUTRITION & FOOD PREPARATION
- HOME CARE & COMFORT
- OPERATIONAL FOOTPRINT
- MARKETING PLAN
- CAPITAL ALLOCATION
- ESG





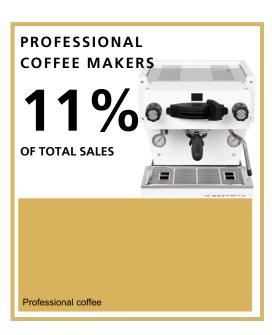
PRODUCT CATEGORIES (pro forma 2023)

The Group's brands enjoy a clear global leadership in its core product segments.









THE GROUP AT A GLANCE FY24

HISTORY



The beginnings: the first product created by De'Longhi is an oil-filled radiator



Product diversification: the range expands, from radiators through electric fan heaters to catalytic stoves.



The De' Longhi brand is launched globally through major sponsorships



In 1985 the first foreign branch was opened in the US.



The Group launches Pinguino, the iconic product



2012

2007

De 'Longhi established himself as the market leader in the super-automatic espresso machine.



Historic partnership with Nespresso

2020



Public listing on Milan's stock exchange.



Kenwood and Ariete acquisition



2017

Acquisition of 40% of Eversys, completed in 2021.



Nutribullet acquisition, global leader in the personal blenders segment



2021

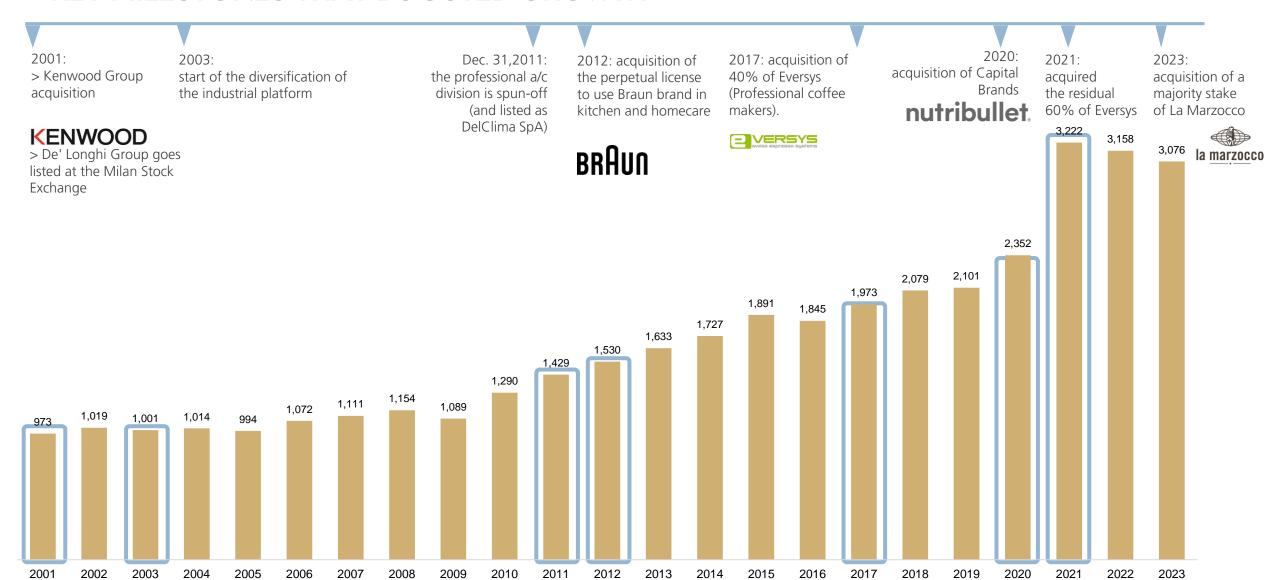
De'Longhi coffee:
Global campaign



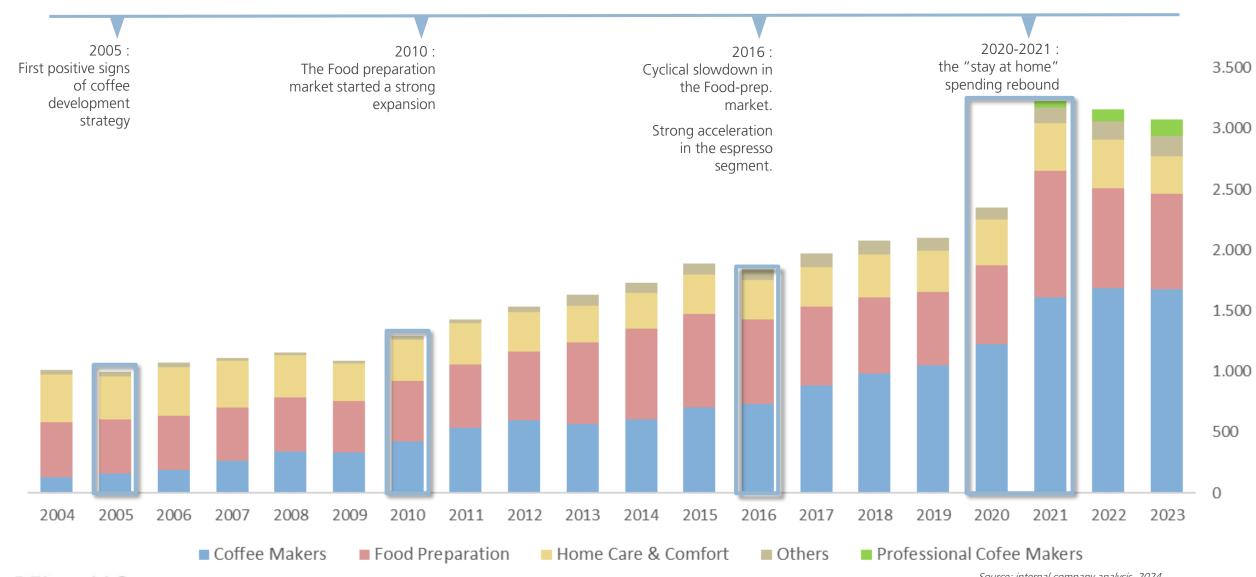
la <u>marzoc</u>co

2023La Marzocco acquisition

KEY MILESTONES THAT BOOSTED GROWTH

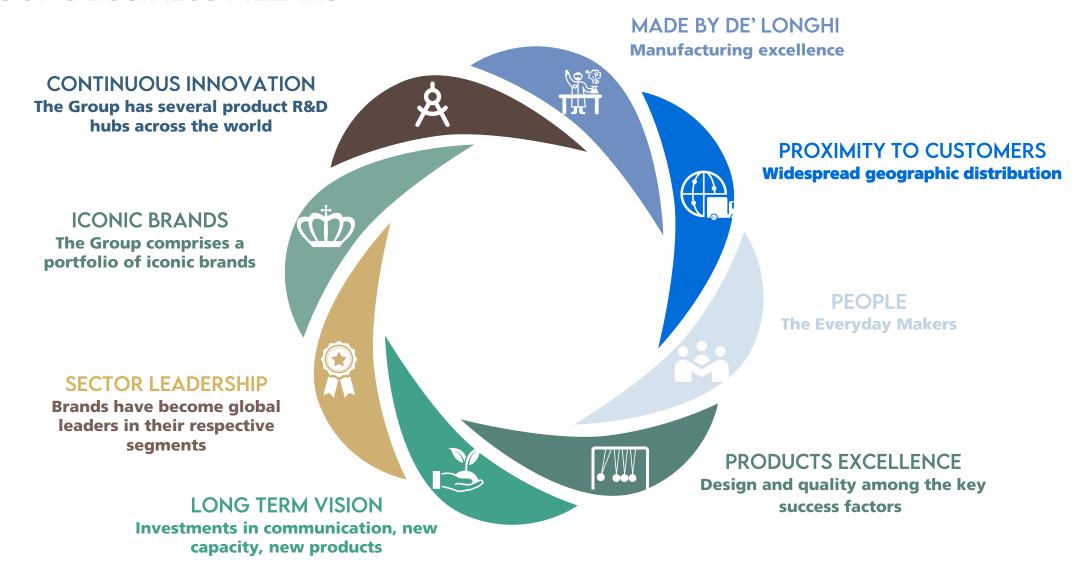


REVENUES BY PRODUCT CATEGORY





GROUP'S BUSINESS PILLARS



DēLonghi Group

11

ICONIC BRANDS



Global market leader in coffee, comfort and selected kitchen categories

Coffee

Comfort

Breakfast



North America

China/Asia-Pacific



The most loved & admired brand in food preparation

Baking

Food Processing

Other kitchen appl.



Australia & NZ

Other selected mkts



Leading Premium Brand in high volume "Everyday Home Essentials"

Hand blenders

Ironing

Other kitchen appl.



North America

China /Asia



Leading personal blender in accessible nutrition

Personal blenders

Juicers

Other kitchen prod.

North America

Australia & UK

Internat. markets



Multispecialist offering smart daily solution with attractive Italian design

Multispecialist

Kitchen appl.

Flore care

Italy

EMEA

Other selected mkts

SECTOR LEADERSHIP





De' Longhi Epresso coffe machines*



#1

KENWOOD Kitchen machines* & food-preparation



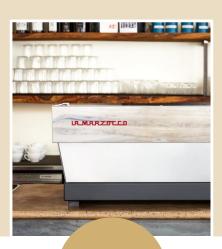
Braun Hand blenders*

#1



#1

nutribullet Personal blenders*



LA MARZOCCO:

#1

Semi automatic professional coffee makers*

PRODUCTS EXCELLENCE







reddot winner 2024 innovative product

KENWOOD







reddot winner 2021 best of the best



BRAUN







reddot winner 2022 kitchen appliances design







reddot winner 2022







reddot winner 2022





DESIGN AWARD 2022



reddot winner 2022 kitchen appliances design













PRODUCTS EXCELLENCE

DeLonghi

FIRST PRIZE FOR THREE YEARS IN A ROW FOR THE BEST FULL AUTO

PRIMA DONNA SOUL

2023



RIVELIA

2025

Stiftung Warentest is a German consumer organisation and foundation involved in investigating and comparing goods and services in an unbiased way







2024

ELETTA EXPLORE



PRODUCTS EXCELLENCE



PURSHINE Filter Coffee Maker



- **Best rating** in coffee preparation in particular it has the best coffee temperature when brewing and keeps the warmth and the coffee strengths.
- Easy to use, set up and start
- Top rated for durability and stability

DēLonghi Group

BRAUN

POWERBLEND 9

High performance blender

- iTextureControl functionality delivering perfect blending results and more flexibility (18 food programs)
- **TriAction technology** granting finer and faster blending
- Top rated in preparation, environment and durability.



CARESTYLE 7





- **Top rated** for handling: large removable water tank, easy descaling process and ergonomics with reverse open handle which is unique in the market
- *iMode Technology*: new interface that puts all the ironing modes at your fingertips, you can select from 4 modes at the push of a button while ironing.

PEOPLE

OUR MISSION

We build quality products and solutions that make life better. We are Makers with an endless dedication to create and offer a unique Consumer experience



PEOPLE SUPPORT AND GROWTH

We care about the well-being and growth of our people, putting them at the centre of everything we do, as continuous learning and management development



COMBINING PASSION AND KNOWLEDGE

We are a global community working together to share the same goals and passion, ready to overcome the next challenge and to make the difference



OUR VALUES

Courage, team work, passion, competence, heritage and respect, are the values at the heart of our work, inspiring us to improve day by day







PROXIMITY TO CUSTOMERS

The Group, whose headquarters are located in Treviso (Italy), is distributed in **over 120** markets worldwide, also through 4 research & development centers and more than 30 subsidiaries.

Our manufacturing footprint counts on 7 manufacturing plants located in Italy (1), Romania (3), China (2) and Switzerland (1).

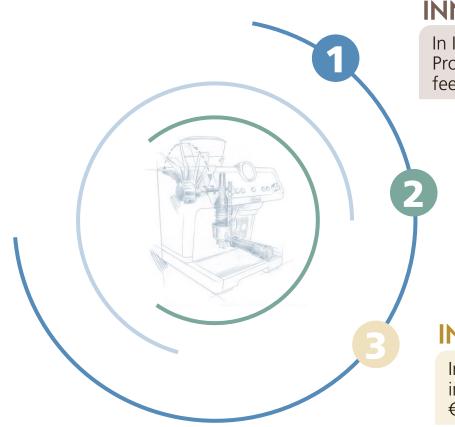
- Manufacturing plants
- Commercial Subsidiaries
- Brand head offices



MADE BY DE' LONGHI



CONTINUOUS INNOVATION



INNOVATION CENTRE

In Italy, several teams are fully dedicated to the NPD (New Product Development) process, in order to continuously feed the innovation

LOCAL RESEARCH CENTRES

The Group has several product R&D hubs located around the world: Italy, Germany, UK, California, as well as cross-brand structures dedicated to specific business segments

INVESTMENT IN INNOVATION

In the last 5 years, the Group invested ca. €316 M€ to improve its products and innovation processes, of which € 74 M in 2023 only.

Source: management accounts



REVENUES BY PRODUCT FAMILY (FY 2023)

COFFEE **MAKERS** (HOUSEHOLD)

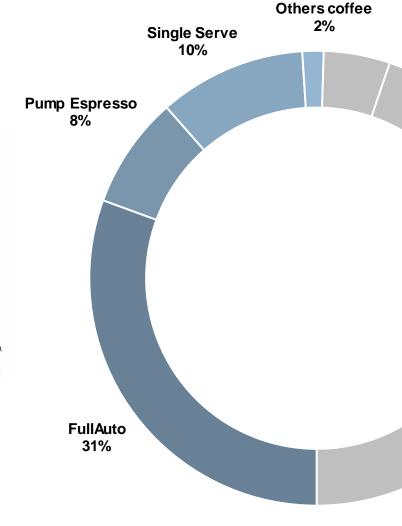
51% OF TOTAL SALES (FY 2023 pro forma)

CAGR 2013-2023:

CA.11%



China); internal data processing



COFFEE CATEGORY BY PRODUCT LINE

FULLY AUTOMATIC













MANUAL











La Specialista Maestro

CAPSULE SYSTEMS





0€ 100€ 400€

800€

>2000€

PRICE RANGE

FULLY AUTO MACHINES ("BEAN TO CUP")









FROM COFFEE BEAN TO YOUR CUP, WITH JUST A SIMPLE TOUCH

MANUAL ESPRESSO MAKERS







THE "BARISTA STYLE" AT HOME

CAPSULE SYSTEMS: THE NESTLÈ PARTNERSHIP

10% of sales

De' Longhi is authorized distributor for OEM **Nespresso** models in more than 15 countries.

Moreover, the Group develops, manufactures and distributes, under exclusive rights, the **Lattissima range** (for which it owns patented technology) in more than 20 countries.







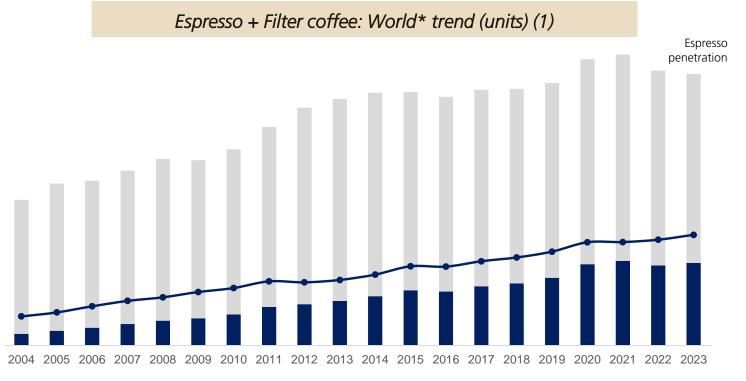
The Group has also distribution rights for **Nestlè Dolcegusto** machines in 18 countries worldwide, and launched an internally-manufactured model (**Jovia**) in September 2014.

CAPSULE MACHINES HAVE BEEN THE KEY CATEGORY TO HELP PENETRATION IN NEW MARKETS AND SPREAD THE ESPRESSO STORY ACROSS THE WORLD





THE COFFEE MAKERS MARKET: ESPRESSO VS. FILTER



Source: internal analysis on global market coverage (excluding China); internal data processing 2023

OUT OF CA. 31 M COFFEE MACHINES
SOLD IN THE WORLD* IN 2022,
ESPRESSO PENETRATION (ON ANNUAL
UNITS SOLD) IS SLIGHTLY ABOVE 30%
AND CONSTANTLY RISING

FILTER COFFEE MACHINE 10Y CAGR ('13-'23) -0.7 %

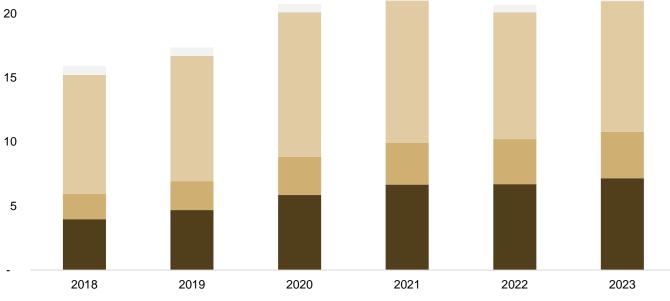
VS.

ESPRESSO COFFEE MACHINE 10Y CAGR ('13-'23) +6.4%

THE ESPRESSO MAKERS MARKET: SUB-CATEGORIES

Espresso coffee machines sub-categories: World* trend (units) (1)





Others Espresso

■Fully-auto ■Pump ■Single Serve

World 46 countries panel - China excluded. (1) Internal company analysis

THE FULLAUTO & MANUAL CATEGORIES HAVE DRIVEN THE GROWTH OF THE WHOLE COFFEE SEGMENT, BUT THE PENETRATION (ON ANNUAL UNITS SOLD) IS STILL VERY LOW.

SINGLE SERVE (ESPRESSO)
5Y CAGR ('18-'23) +2%ca.

PUMP-TRADITIONAL (ESPRESSO) 5Y CAGR ('18-'23) +13%ca.

FULLY AUTO (ESPRESSO)
5Y CAGR ('18-'23) +12%ca.

FROM ESPRESSO TO ESPRESSO-BASED BEVERAGES



1st Wave: The traditional coffee

Coffee is known as commodity coffee and it was used as a morning drink to recharge batteries.

Period: beginning to mid twentieth century

2nd Wave A shift from commodity to branded chains

Coffee becomes a lifestyle product, with social aspects

Period: mid to end twentieth century





3rd Wave A shift from branded chains to specialty coffee

Along with barista training and professionalism, coffee bean origin and quality became more important.

Period: beginning twentyone century 4th Wave
The expansion from coffee to coffee beverages

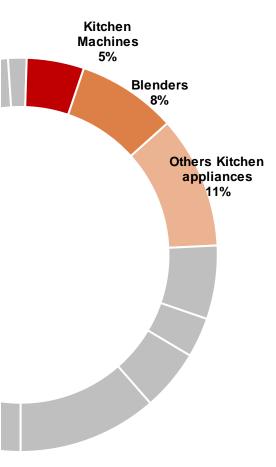
Technology is used to take coffee experiences to the next level, variety of coffee and beyond (such as cold brew, myxology...)

Period: now





REVENUES BY PRODUCT FAMILY (FY 2023)







N.1
IN KITCHEN
MACHINES



BRAUN

N.1
IN HAND
BLENDERS



nutribullet.

N.1
IN PERSONAL
BLENDERS

NUTRITION &

FOOD PREP

24%
OF TOTAL SALES

(FY 2023 pro forma)

CAGR 2013-2023:

CA.**2%**

Source: Independent Research Institute, Value Sales, Full Year 2022, 46 countries (ex. USA and China); internal data processing.

FOOD PREPARATION CATEGORY BY PRODUCT LINE

KITCHEN MACHINES









K Mix

Chef XL Titanium

Titanium Chef Patissier Cooking Chef XL

BLENDERS & HAND BLENDERS



Nutribullet



HB MQ7

Pure Juice Pro

OTHERS





Food proc. Multipro



MultiFry



CookEasy+

0€

100€

400€

800€

>1300€

PRICE RANGE

KITCHEN MACHINES





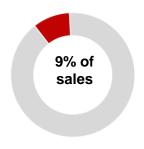






TOTAL VERSATILITY DESIGNED FOR THE HOME BAKING EXPERIENCE

BLENDERS





hand blenders



KENWOOD



nutribullet.

personal blenders



nutribullet.

power blenders



BLENDING: NUTRITION MADE SIMPLE

FOOD PROCESSORS & OTHER KITCHEN APPLIANCES





KENWOOD



KENWOOD



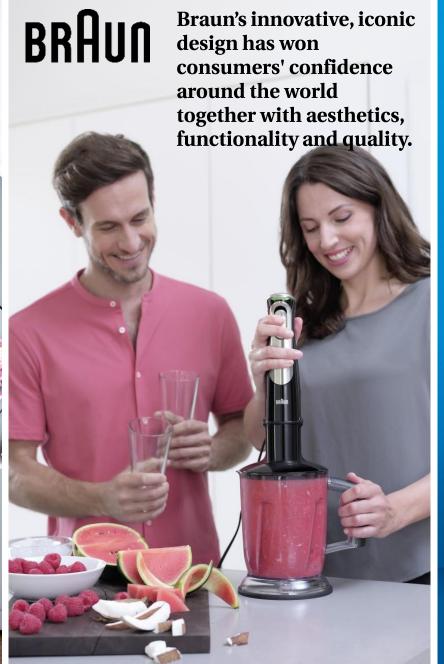
DēLonghi



A WIDE RANGE OF PRODUCTS TO SUPPORT COOKING AND BAKING AT HOME





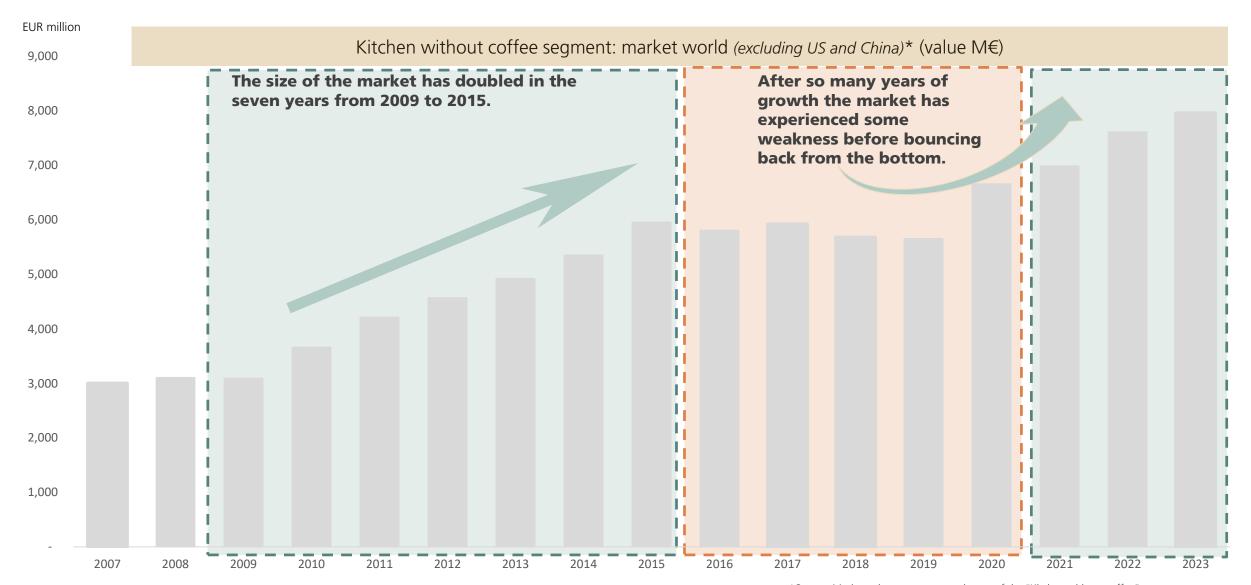


nutribullet.

NutriBullet is inspiring and enabling transformational nutrition for people all around the world, by designing and delivering an ecosystem of products that strive to integrate better patrition into everyday life

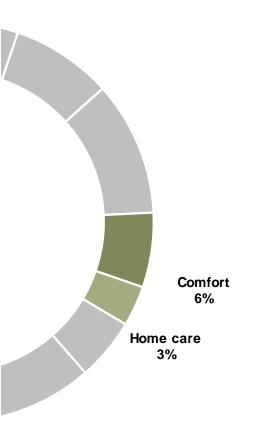


KITCHEN (EX-COFFEE) MARKET TREND





REVENUES BY PRODUCT FAMILY (FY 2023)





BRAUN Ironing



portable air conditioning and treatment

DēLonghi)



portable heaters

DēLonghi

COMFORT & HOME CARE

9 %
OF TOTAL SALES
(FY 2023 pro forma)

CAGR 2013-2023:

(FY 2023 management accounts)

CA.+0 %

(the business unit includes discontinuity in the US area)

COMFORT



DēLonghi

portable heaters



DēLonghi

portable air conditioners



(DēLonghi)

fan heaters



DēLonghi

air purifiers



COMFORT WITHOUT COMPROMISE,
GIVING YOU PERFECT LIVING CONDITIONS ANYWHERE AT ANYTIME

HOME CARE





irons and ironing systems



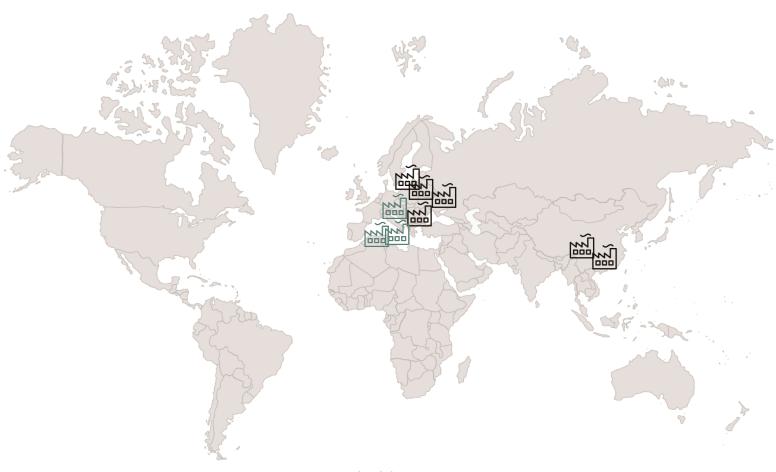




IRONING AND FLOOR CARE PRODUCTS



THE OPERATIONAL FOOTPRINT



<u>Professional</u> <u>Factories:</u> Switzerland Italy Household Factories: Italy Romania China 100% of Professional Coffee machines produced internally

HANDCRAFTED APPROACH

Over 80% of Household Coffee products produced internally (100% Fully-Auto and Pump machines)

SUPERIOR KNOW HOW IN THE INDUSTRY

Over 40% of the Others categories produced internally (above 90% Kitchen Machine - Hand Blender)

MIX BETWEEN INTERNAL COMPETENCES AND CO-SUPPLY STRATEGY

MANUFACTURING EXCELLENCE

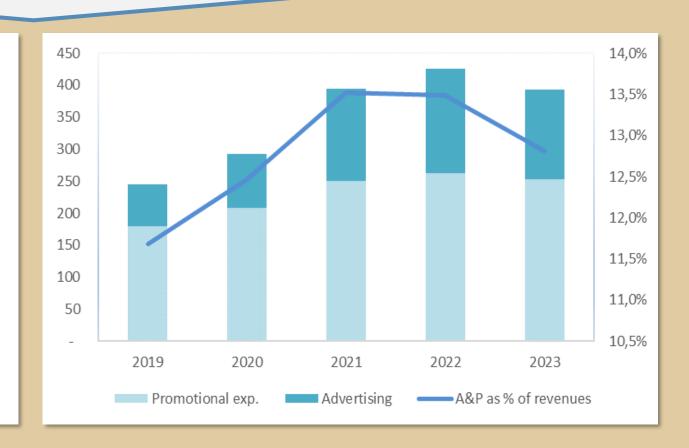




A&P INVESTMENTS

Investments in Advertisement & Promotions (A&P)

	TOTAL	% OF REVENUES
2019	245 M€	11.7%
2020	293 M€	12.4%
2021	406 M€	12.6%
2022	426 M€	13.5%
2023	394 M€	12.8%



STRONG INVESTMENTS IN NEW MARKETING INITIATIVES





OVER THE LAST COUPLE OF
YEARS WE HAVE LAUNCHED
MANY MARKETING INITIATIVES TO
SUPPORT OUR BRANDS AND THE
UPCOMING DEVELOPMENTS OF
THE BUSINESS



NEW MARKET INITIATIVES: AMBASSADOR CAMPAIGN



To be the Global Leader and Authority in Coffee:

THE



TO INCREASE PENETRATION



TO POSITION DE' LONGHI AS THE PREMIUM BRAND



TO BUILD A LOYAL
COMMUNITY OF CONSUMERS

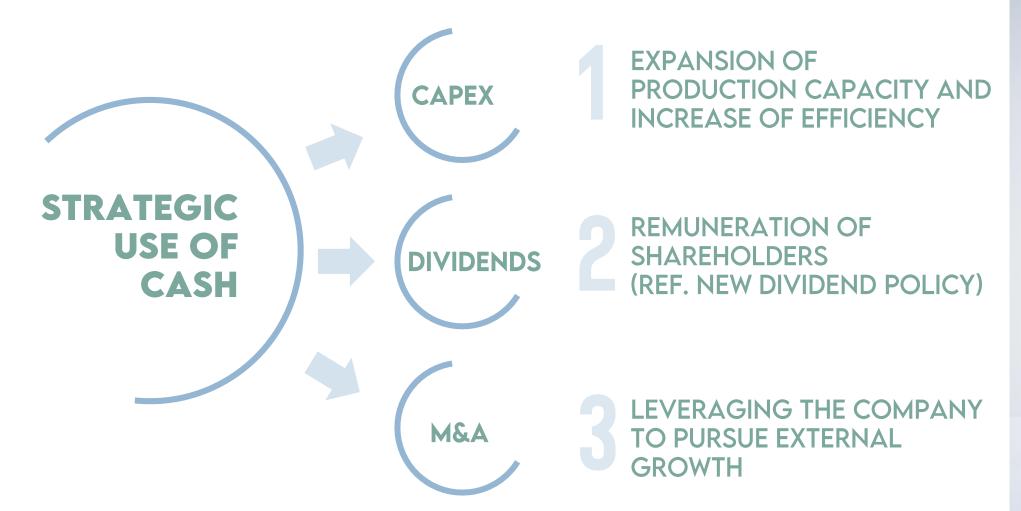
GLOBAL CAMPAIGN: KEY TAKEAWAYS



- FIRST EVER DE' LONGHI GLOBAL CAMPAIGN LAUNCHED AT THE SAME TIME EVERYWHERE
- MASSIVE MEDIA INVESTMENT
- BEST IN CLASS PARTNERS AND EXECUTION
- SIGNIFICANT UPGRADE OF ALL MARKETING INFRASTRUCTURE AND TOUCH POINTS: PHYSICAL AND DIGITAL
- CLEAR KPIS IN PLACE AND TRACKING SYSTEMS



CAPITAL ALLOCATION





LATEST ACQUISITIONS

RECENT **ACQUISITIONS:**

CAPITAL BRANDS (2020)

EVERSYS (2021)

LA MARZOCCO (2023)

Capital Brands' NutriBullet is Capital Brands inspiring and enabling transformational nutrition for people all around the world, by designing and delivering an ecosystem of products that strive to integrate better nutrition into everyday life



- ✓ Global #1 in personal blending with NUTRIBULLET brand
- √ ca. 290 M\$ revenues 2020
- √ adj. Ebitda margin 2020 > 17%
- ✓ present in over 100 countries
- ✓ Enterprise Value ca. 420 M\$ *

* Enterprise Value at which the acquisition deal was consummated

LATEST ACQUISITIONS

RECENT ACQUISITIONS:

CAPITAL BRANDS (2020)

EVERSYS (2021)

LA MARZOCCO (2023)



2VERSYS

- ✓ First step into the professional coffee machines business
- ✓ leading innovative technology in fullauto machines
- ✓ ca. 65M CHF 2020 revenues
- ✓ ca. 12M CHF 2020 adj.Ebitda
- ✓ Enterprise Value ca. 150 MCHF *

* Enterprise Value at which the acquisition deal was consummated

LATEST ACQUISITIONS

RECENT ACQUISITIONS:

CAPITAL BRANDS (2020)

EVERSYS (2021)

LA MARZOCCO (2023)





- ✓ Strengthen the Group's position in prof. coffee
- ✓ Leader in the semi-auto professional coffee machines
- √ ca. 240M EUR 2023 revenues
- ✓ ca. 56.7M EUR 2023 adj.Ebitda
- ✓ De' Longhi Group owns 61,5%







RIVELIA Global roll out

Rivelia's Bean Switch Technology allows users to effortlessly switch between different coffee beans; Bean Adapt Technology automatically adjusts brewing parameters to match the unique characteristics of the selected coffee beans, ensuring optimal extraction and flavor preservation with every cup; LatteCrema Hot Technology froths milk to perfection, creating velvety smooth textures ideal for lattes, cappuccinos, and other specialty drinks; Rivelia features a sleek and contemporary design.





MAGNIFICA EVO NEXT

All that maximizes coffee and milk experience for mid-end consumers.

Dense and rich milk foam at the right temperature thanks to
LatteCrema Hot; A wide range of tailor-made coffee and milk drinks (up to 13); Intuitive User Interface with 2.4" colour display w/navigation controls;
Customization of the beverages that can be saved on your user profiles; Metal & precious details;
Easy Maintenance



LA SPECIALISTA MAESTRO



New design and performance standards for the domestic manual coffee machine industry. Sensor Grinding Technology, for finer grind setting, My LatteArt Steam Wand and Latte Crema System, Dynamic pre-infusion, with 5 infusion temperatures adapting to the density of coffee dose and Active Temperature Control through the entire brewing process among the key innovations.

LA SPECIALISTA OPERA

"Quality coffee, crafted effortlessly" with 15 grind settings and variable temperature balance to accommodate different coffee beans, roasting levels and hot or cold brew preferences with the Cold Brew Technology Experience powerful steam with the My LatteArt cool touch steam wand, powered by the Advanced Thermoblock





GO COLLECTION

The new Kenwood Go provides excellent performance, great results, ingenious features and the premium design that Kenwood is renowned for.
All appliances in the Kenwood Go Collection fit into a deep pan drawer or cupboard (30cm) and feature easy carry handles. Built to last, with intuitive interfaces that enhance the user experience, the full collection is available in on-trend colours.



MULTI PRO GO Compact Food processor







KENWOOD GO Compact Stand mixer





QUICK MIX GOCompact Hand mixer









nutribullet

FLIP

Blender + Insulated Tumbler In One The blending cup is a fully functional insulated tumbler, making it distinctive. It's made from double-walled insulated stainless steel, which can

insulated stainless steel, which can keep ingredients and blends cold up to 24 hours. Can blend ice, most frozen fruits, and many fresh ingredients to make smoothies on the go.





nutribullet

SMARTSENSE BLENDER

This sleek, full-sized blender is designed for ease and precision, with 1500 Watts of power and 5 variable speed settings. It also features a smart auto cycle, which senses ingredient load and automatically adjusts speed, time, and function to deliver optimal results.







CARESTYLE 9

The new CareStyle 9, with its blend of automatic descaling, intelligent steam control, powerful performance, ergonomic design and interactive features, delivers a premium ironing experience.

QUICKSTYLE 9

Braun's exclusive FastSteam Technology maximizes steam output, letting you sanitizing your outfits.

Thanks to the world's first Dual FreeGlide 3D

Technology, guaranteeing 360° glideability.

The new Multifry 3 includes 8 Automatic programs and 4.3 Indrawer. RealAir Technology, allowing Super-hot air circulating around your food for crispy results (with up to 90% less fat compared to a conventional deep fryer).



SUSTAINABILITY BY DE' LONGHI GROUP

Over the years, we have increasingly adopted sustainable behaviors

2018

1° edition of the 2017 Group's Non Financial Declaration and Sustainability Report



2020

Group efforts supported workers and external communities during pandemic

Stay Safe. Stay Active. Stay Together.

2021

Sustainability as a key enabler of the Medium Term Plan 2021-2023



2023

Sustainability becomes a driver of the 3 Years Plan





Largest industrial photovoltaic park in Italy

2011







Identification of Sustainability Pillars and BoD Committee responsible for Sustainability

2019

switch On a responsible day

A new chapter in our journey: a proactive approach

2021



Elaboration of the 1° Sustainability Plan and target definition

2022

Rivelia "carbon-neutral"

2024

OUR GOVERNANCE MODEL

CONTROL AND RISKS,
CORPORATE GOVERNANCE
AND SUSTAINABILITY COMMITTEE



Preliminary, propositional and consultative functions on the subject of Sustainability

SUSTAINABILITY
STEERING COMMITTEE



Supervises the evolution of Group Sustainability

GROUP SUSTAINABILITY MANAGER



Manages the Group Sustainability

3 Focus Groups: PRODUCTS
PROCESSES
PEOPLE



Supervision and implementation of projects included in the Sustainability Plan

OUR SUSTAINABILITY COMMITMENTS



Decarbonizing our operations and value chain

(Science-Based Target)



Sustainable products through design, materials, and manufacturing (Eco-design guidelines)



Fostering awareness, conscious choices & responsible behaviours

OUR SUSTAINABILITY PLAN

Enabling Pillars COMMITMENT AREAS INITIATIVES Biodiversity risk assessment Minimization of waste sent to landfill Products refurbishment Reduction of packaging's environmental impact Reduction of products' environmental impact Partners Submission of SBTi Targets and definition of a carbon reduction plan Products Water efficiency Products Inclusive products guidelines Enablement of healthy and sustainable lifestyles Employees' wellbeing and development Gender equality External communities impact Safe environment











Thank you!









