

DēLonghi Group

The Group at a glance*



* updated as at Oct. 2021,
on the basis of FY2020 results

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



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



DE' LONGHI IN A NUTSHELL



THE GROUP AT A GLANCE

THE GROUP IN A SNAPSHOT

Revenues:
2,351 M€*

CAGR 2010-2020:
Mid to High single digit

Adj.Ebitda:
366.5 M€*
@ margin **15.6%***

Net Cash Position:
232 M€*

Expected Free Cash Flow
plan 2021-2023
ca.250 M€ /year on average

A PALETTE OF
LEADING
BRANDS

DeLonghi

KENWOOD

BRAUN

nutribullet®



5 PLANTS



>9,300 PEOPLE



>30 SUBSIDIARIES



>120 COUNTRIES

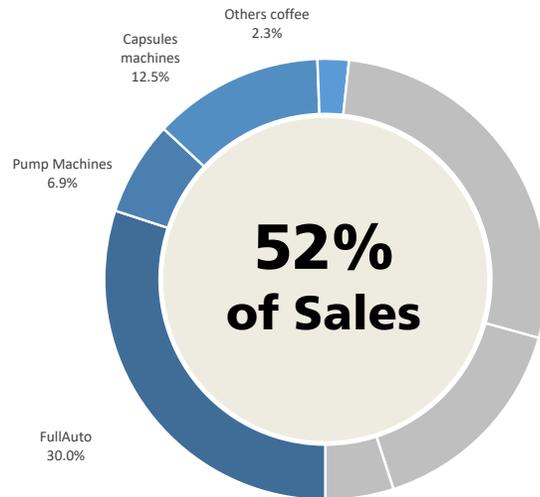
Unparalleled commitment
to investments in the industry:

Over the last 3 years
750+ M€ in A&P
210+ M€ in CAPEX
150+ M€ in R&D

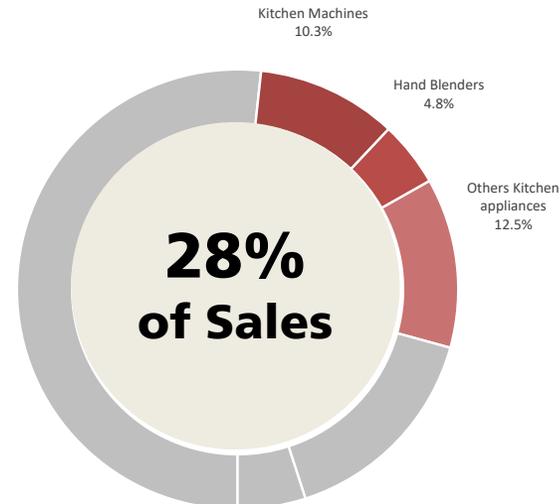
THE GROUP AT A GLANCE

PRODUCT CATEGORIES

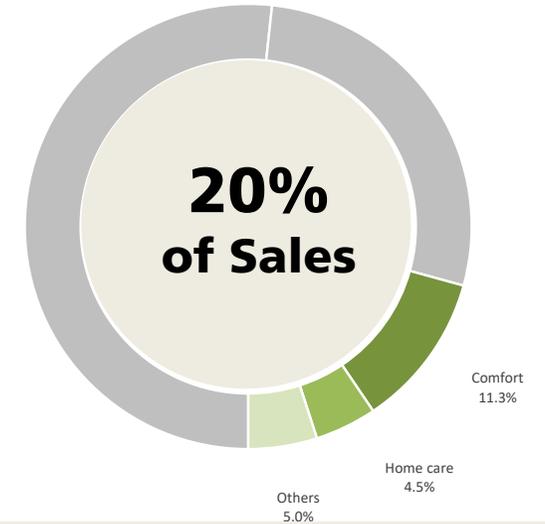
Coffee Makers



Cooking & Food Preparation



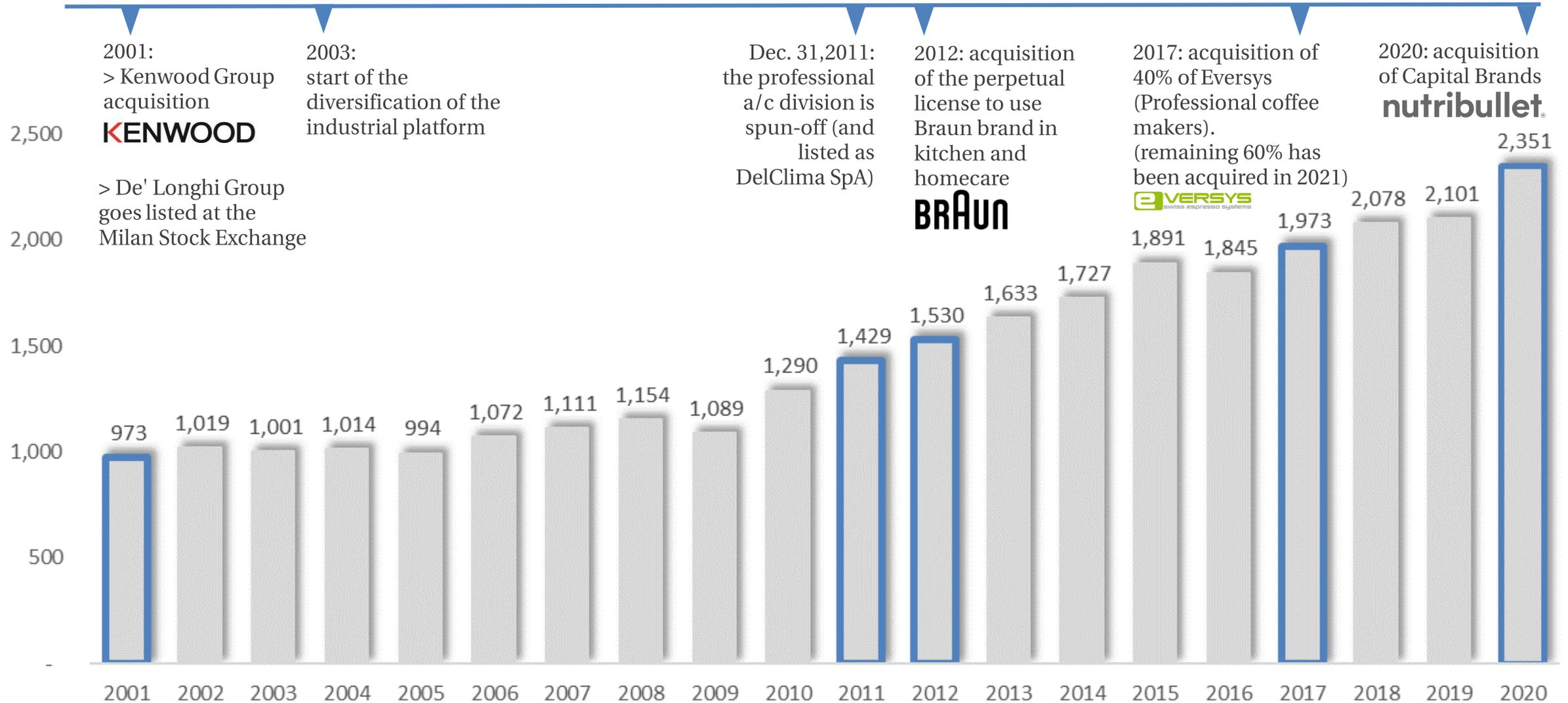
Home Care & Comfort



Source: internal company analysis, 2020

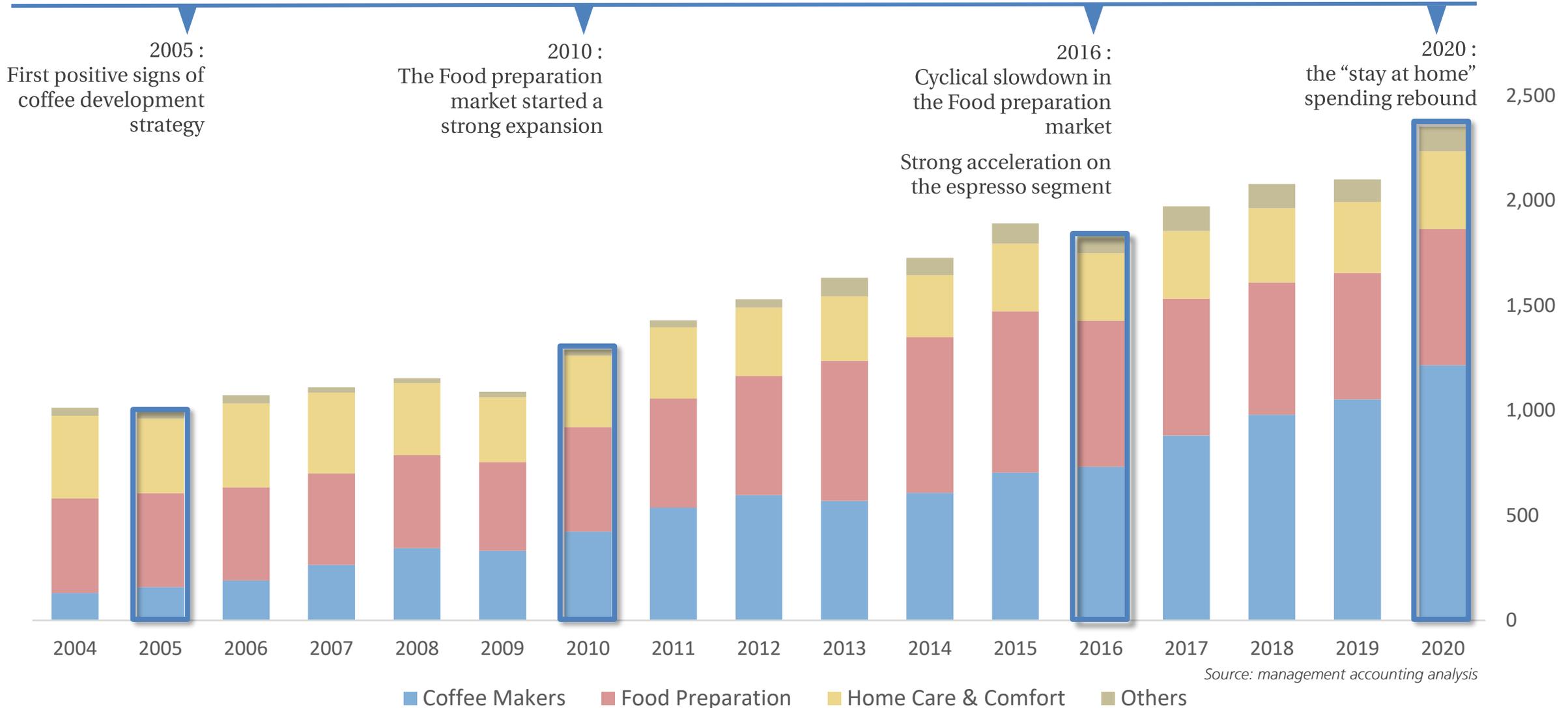
THE GROUP AT A GLANCE

KEY MILESTONES THAT BOOSTED GROWTH



THE GROUP AT A GLANCE

REVENUES BY PRODUCT CATEGORY



MAIN DRIVERS OF THE BUSINESS



THE GROUP AT A GLANCE

GROUP'S BUSINESS PILLARS

CONTINUOUS INNOVATION
The Group has several product R&D hubs across the world

ICONIC BRANDS
The Group comprises a portfolio of iconic brands

SECTOR LEADERSHIP
Brands have become global leaders in their respective segments

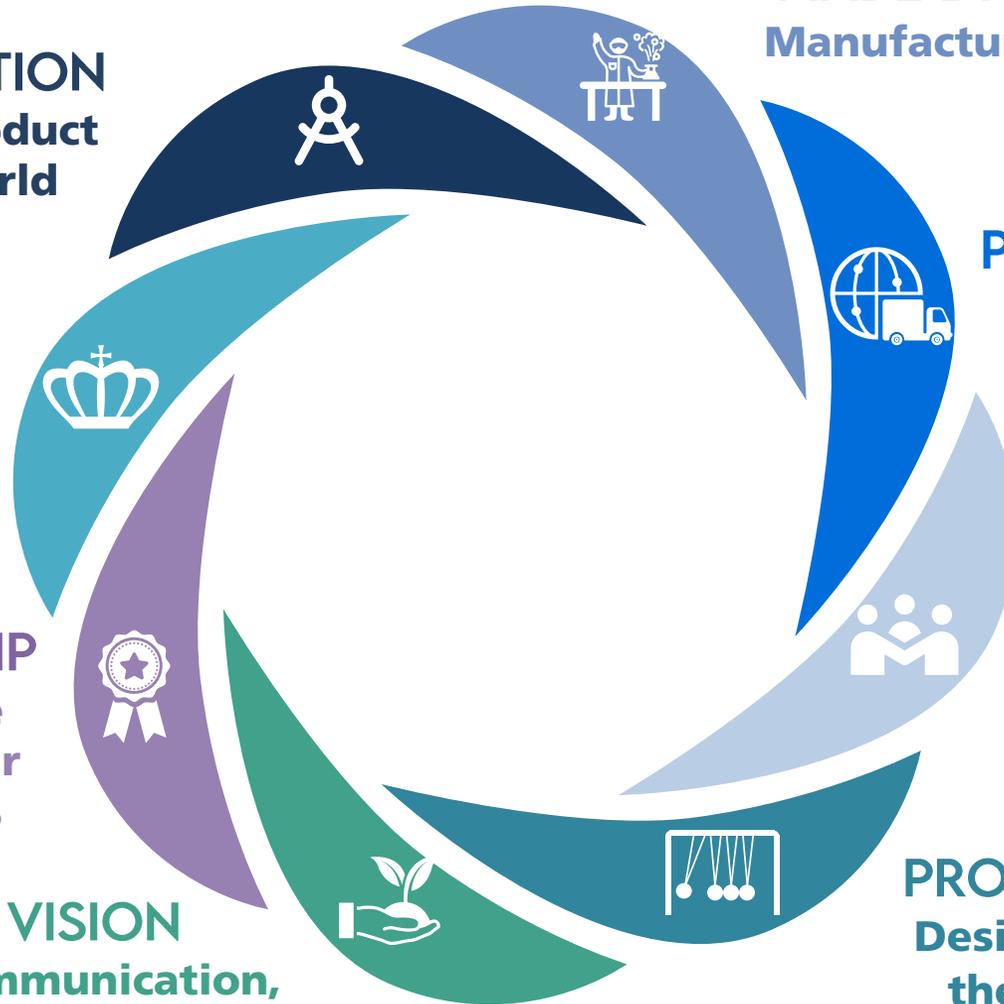
LONG TERM VISION
Investments in communication, new capacity, new products

MADE BY DE' LONGHI
Manufacturing excellence

PROXIMITY TO CUSTOMERS
Widespread geographic distribution

PEOPLE
The Everyday Makers

PRODUCTS EXCELLENCE
Design and quality among the key success factors



THE GROUP AT A GLANCE

ICONIC BRANDS

	DeLonghi	KENWOOD	BRAUN	nutribullet.
MISSION	GLOBAL MARKET LEADER IN COFFEE, COMFORT AND SELECTED KITCHEN CATEGORIES	THE MOST LOVED & ADMIRER BRAND IN FOOD PREPARATION	LEADING PREMIUM BRAND IN HIGH VOLUME “EVERYDAY HOME ESSENTIALS”	LEADING PERSONAL BLENDER IN ACCESSIBLE NUTRITION
KEY CATEGORIES	<ul style="list-style-type: none"> COFFEE COMFORT BREAKFAST 	<ul style="list-style-type: none"> BAKING FOOD PROCESSING OTHER KITCHEN APPL. 	<ul style="list-style-type: none"> HAND BLENDERS IRONING OTHER KITCHEN APPL. 	<ul style="list-style-type: none"> PERSONAL BLENDERS JUICERS NEW KITCHEN PRODUCTS
KEY MARKETS	<ul style="list-style-type: none"> EMEA NORTH AMERICA CHINA/ASIA-PACIFIC 	<ul style="list-style-type: none"> EMEA AUSTRALIA & NZ OTHER SELECTED MKTS 	<ul style="list-style-type: none"> EMEA NORTH AMERICA CHINA / ASIA 	<ul style="list-style-type: none"> NORTH AMERICA AUSTRALIA & UK NEW MARKETS

THE GROUP AT A GLANCE

SECTOR LEADERSHIP



1 ESPRESSO COFFE MACHINES*



1 KITCHEN MACHINES* (Europe)



1 HAND BLENDERS*



1 PERSONAL BLENDERS*

**A strong market position,
with leadership
in core categories**

THE GROUP AT A GLANCE

PRODUCTS EXCELLENCE



red dot winner 2021
best of the best



red dot winner 2021



red dot winner 2021



red dot winner 2021



THE GROUP AT A GLANCE

PEOPLE

BORN TO DO

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



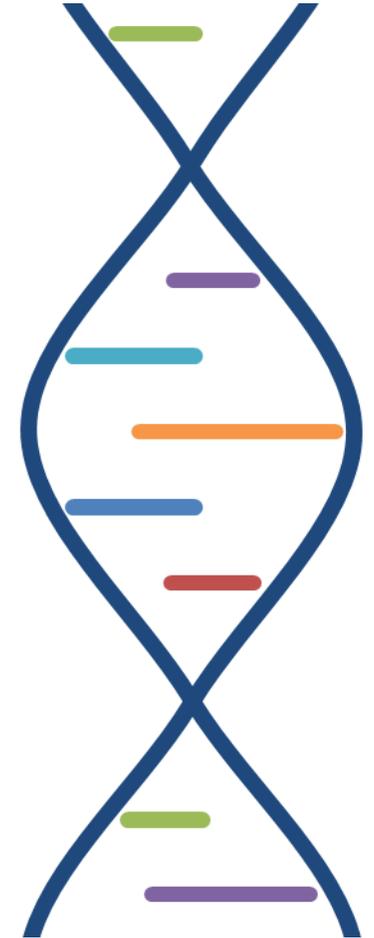
COMBINING PASSION AND KNOWLEDGE

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



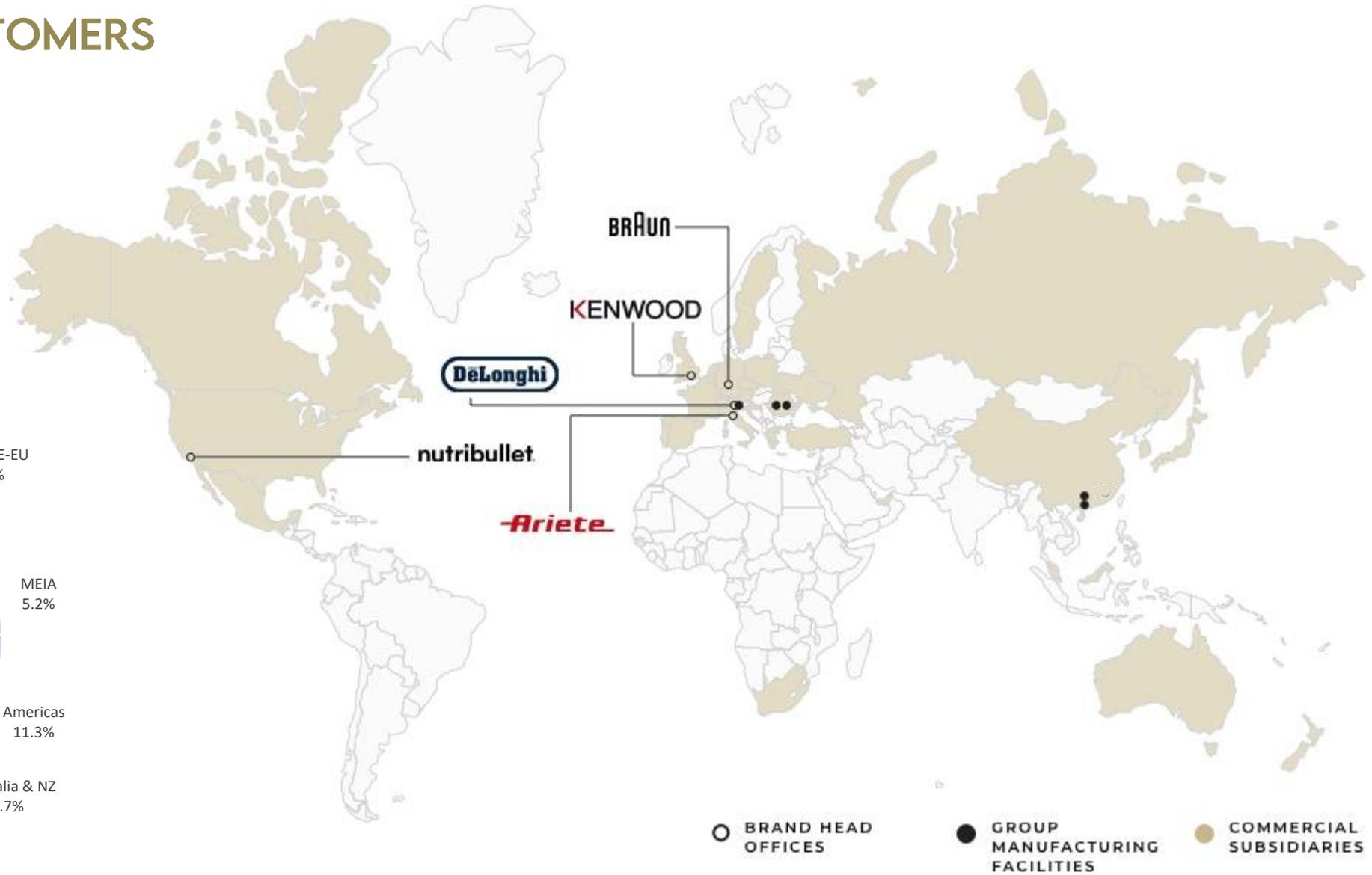
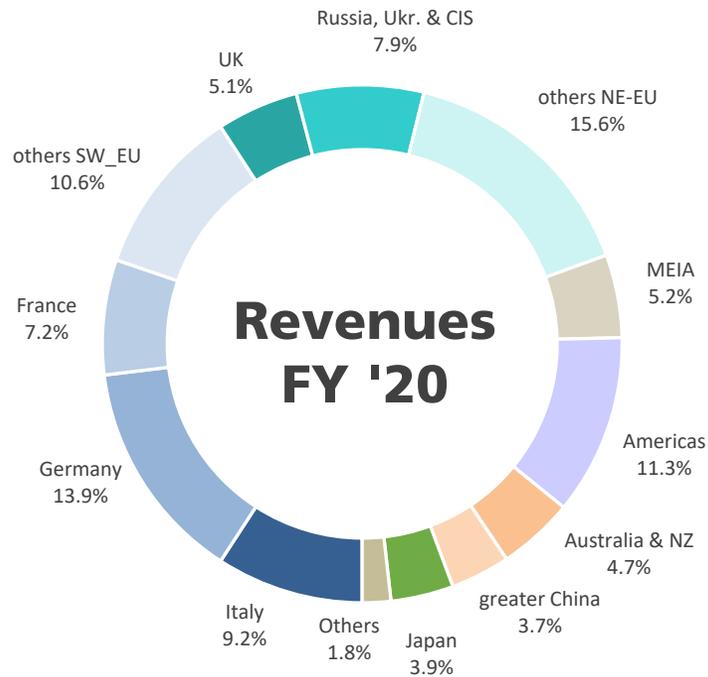
OUR VALUES

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



THE GROUP AT A GLANCE

PROXIMITY TO CUSTOMERS



THE GROUP AT A GLANCE

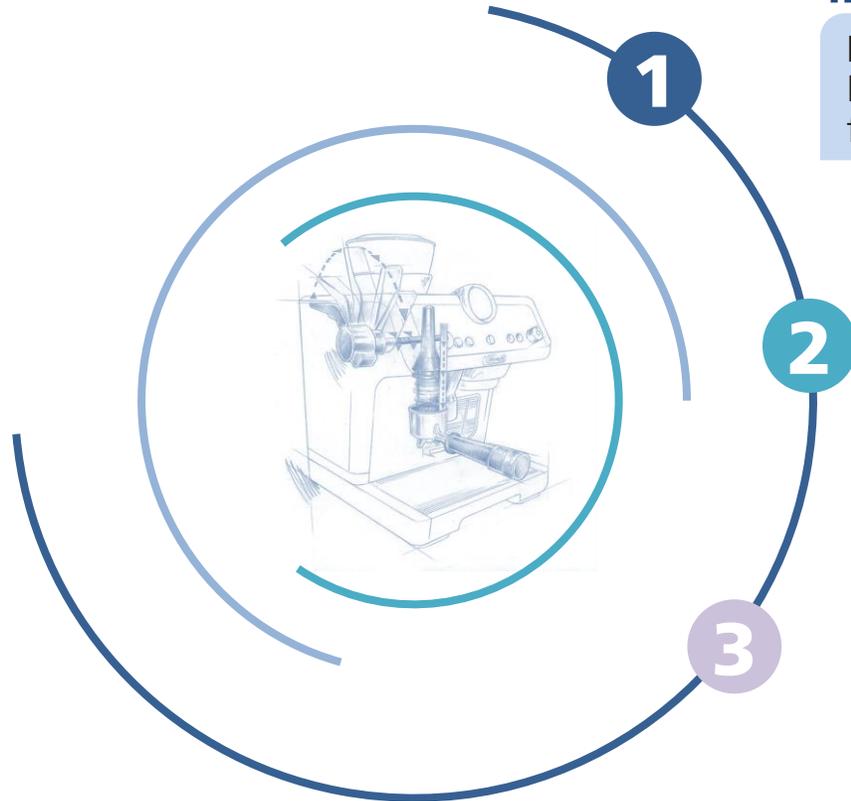
MADE BY DE' LONGHI



- CONSISTENT STANDARDS ACROSS ALL FACTORIES
- RIGOROUS PROCEDURES TO SELECT SUPPLIERS
- FULL TRACEABILITY SYSTEM IN PLACE
- SUPERIOR STANDARDS APPLIED, SPECIFIC FOR FOOD & BEVERAGES INDUSTRY

THE GROUP AT A GLANCE

CONTINUOUS INNOVATION



1 INNOVATION CENTRE

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

2 LOCAL RESEARCH CENTRES

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

3 INVESTMENT IN INNOVATION

Between 2016 and 2020, the Group invested **€255 million** to improve its products and processes—including €52 million in 2020 alone

COFFEE



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY2020)

COFFEE MAKERS

52%
OF TOTAL SALES

CAGR 2010-2020**:
11.6 %



DeLonghi

N.1
IN FULL AUTOMATIC
COFFEE MAKERS*



DeLonghi

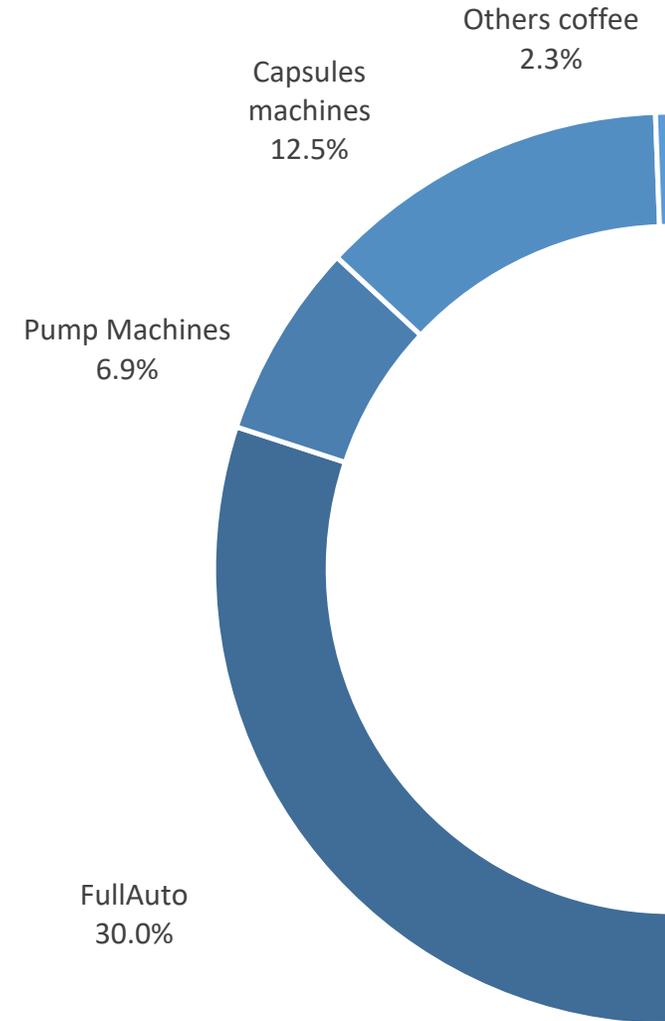
N.1
IN PUMP
TRADITIONAL CM*



DeLonghi

NESPRESSO

N.2
IN SINGLE SERVE
ESPRESSO *



*Source: Independent research institute, value sales leader from Jan to Dec 2020 in 46 countries

**Source: management accounting analysis

THE GROUP AT A GLANCE

COFFEE CATEGORY BY PRODUCT LINE

FULLY AUTOMATIC



Magnifica



Magnifica Evo



Dinamica



Eletta



Prima Donna Soul



Maestosa

MANUAL



Icona



Dedica



La Specialista Arte



La Specialista Prestigio



La Specialista Maestro

CAPSULE SYSTEMS



0€

100€

400€

800€

>2000€

PRICE RANGE

THE GROUP AT A GLANCE

FULLY AUTO MACHINES ("BEANS TO CUP")



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

THE GROUP AT A GLANCE

MANUAL ESPRESSO MAKERS



THE “BARISTA STYLE” AT HOME

THE GROUP AT A GLANCE

CAPSULE SYSTEMS: THE NESTLÉ PARTNERSHIP

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

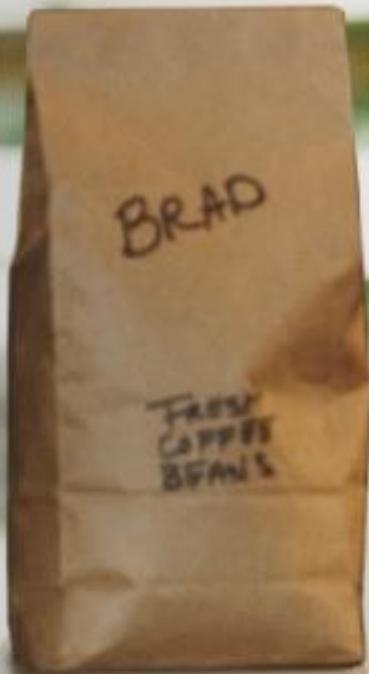
Moreover, the Group develops, manufactures and distributes, under exclusive rights, the **Lattissima range** (for which it owns patented technology) in more than 20 countries.



The Group has also distribution rights for **Nestlé 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 espresso story is just at the beginning all across the world



coffee is not
just a beverage.
it's a complete
sensory
experience.



THE GROUP AT A GLANCE

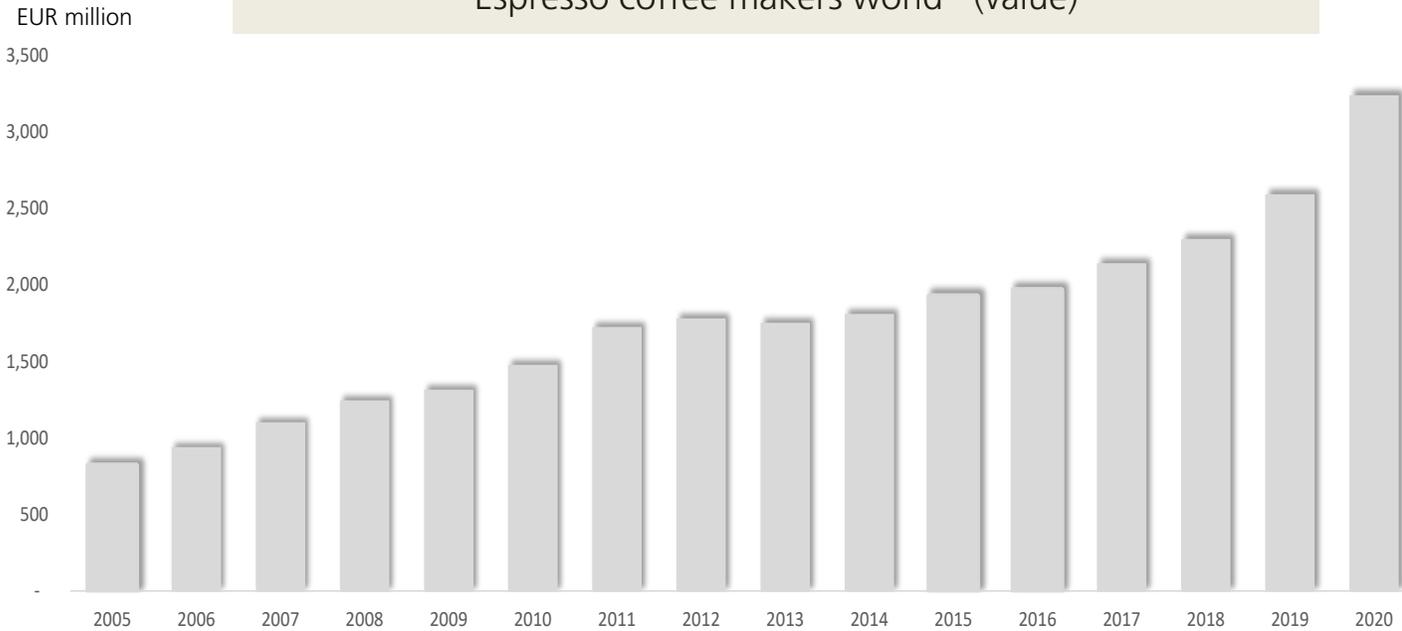
COFFEE CATEGORY: MAIN COMPETITORS



THE GROUP AT A GLANCE

ESPRESSO MAKERS MARKET IN VALUE TERMS

Espresso coffee makers world* (value)

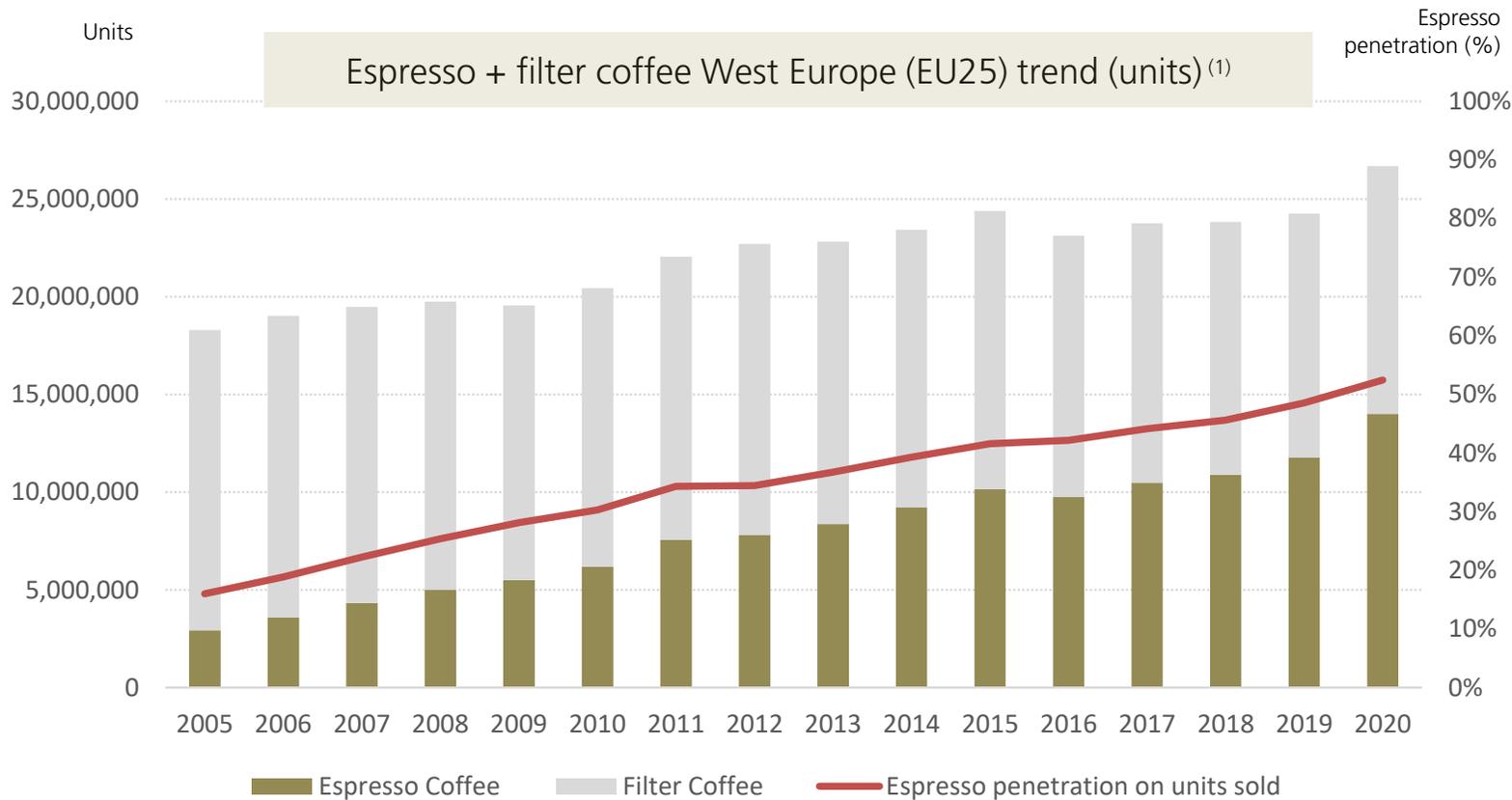


THE ESPRESSO MARKET HAS CONSISTENTLY GROWN OVER THE LAST DECADE AND THERE IS STILL A TREMENDOUS OPPORTUNITY TO EXPAND THIS BUSINESS IN ASIA AND NORTH AMERICA

*Source: Market value at constant perimeter of the producers of espresso coffee machines for domestic use (excluding US and China); internal data processing 2020

THE GROUP AT A GLANCE

THE COFFEE MAKERS MARKET: ESPRESSO VS. FILTER (WEST EUROPE)



(1) Internal company analysis

OUT OF CA. 26M COFFEE MACHINES SOLD IN WEST EUROPE (EU25) IN 2020, **ESPRESSO PENETRATION ON ANNUAL UNITS SOLD IS ONLY AROUND 50%.**

**FILTER COFFEE MACHINE
CAGR ('05-'20) -1.3%**

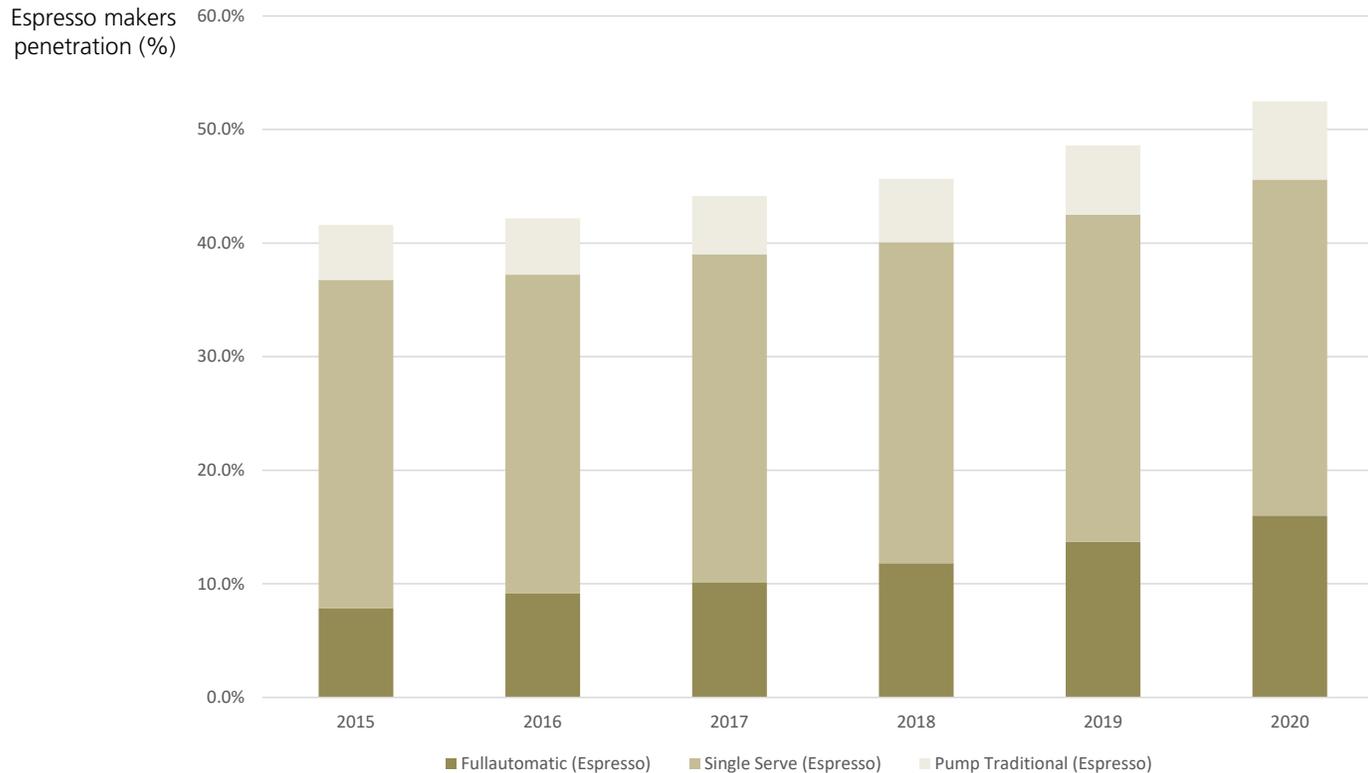
VS.

**ESPRESSO COFFEE MACHINE
CAGR ('05-'20) 11%**

THE GROUP AT A GLANCE

THE ESPRESSO MAKERS MARKET (WEST EUROPE)

Espresso coffee sub-categories in West Europe (EU25) trend (units) ⁽¹⁾



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

PUMP-TRADITIONAL (ESPRESSO)
CAGR ('15-'20) 9.2%

SINGLE SERVE (ESPRESSO)
CAGR ('15-'20) 2.3%

FULLY AUTO (ESPRESSO)
CAGR ('15-'20) 17.5%

(1) Internal company analysis

THE GROUP AT A GLANCE

SPECIALTY COFFEE OFFERING IS GROWING

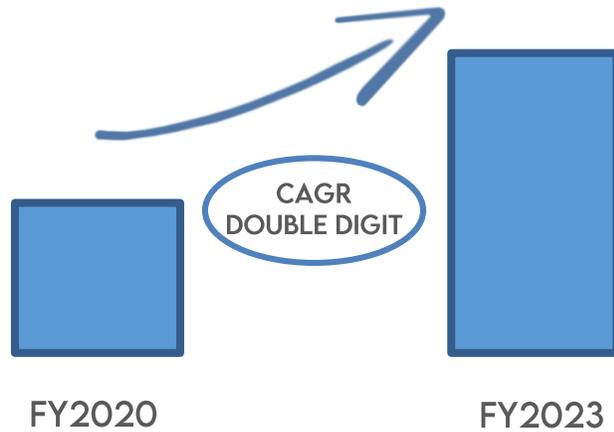


THE THIRD WAVE OF COFFEE

OVER THE LATEST YEARS, THE NUMBER OF DAILY SPECIALTY COFFEE DRINKERS HAS CONSISTENTLY INCREASED, STRENGTHENING THE CONSUMER DEMAND FOR SPECIALTY COFFEE AND PREMIUM COFFEE MACHINES

THE GROUP AT A GLANCE

COFFEE: KEY GROWTH OPPORTUNITIES



EXPECTED GROWTH IN THE
MEDIUM TERM

excerpt from Medium Term Plan '21-'23



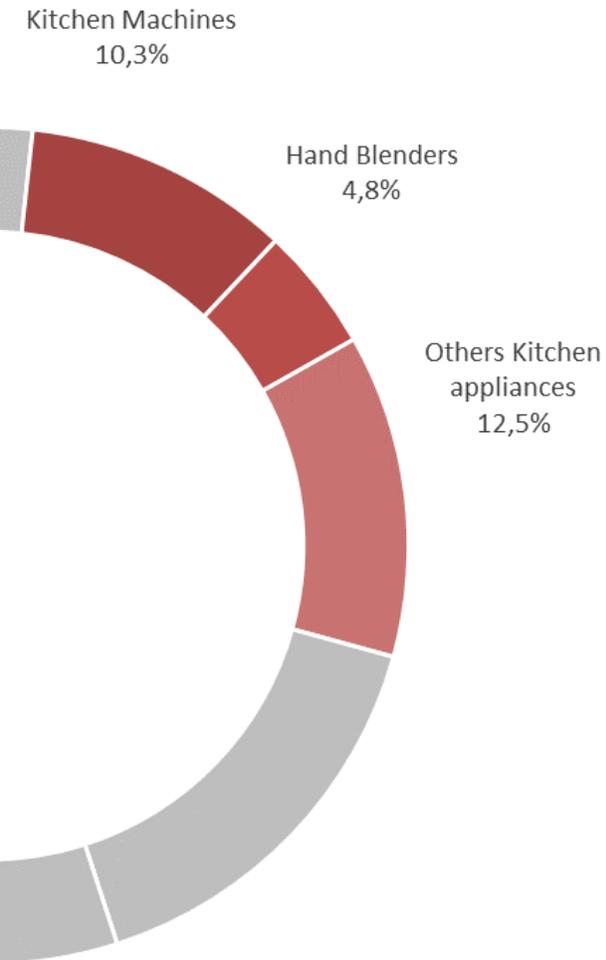
- ✓ INCREASING PENETRATION
- ✓ STRENGTHENING THE LEADERSHIP
- ✓ GEOGRAPHICAL EXPANSION
- ✓ CONSOLIDATING IN THE DRIP COFFEE MARKET
- ✓ STRONG RELATIONSHIP WITH NESPRESSO / NESTLE'

FOOD PREPARATION



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY2020)



KENWOOD

N.1
IN KITCHEN MACHINES
in Europe*



BRAUN

N.1
IN HAND BLENDER
Brand* *



KENWOOD

N.1
IN FOOD PREPARAT.
in Europe*

COOKING & FOOD PREP.

28%
OF TOTAL SALES

CAGR 2010-2020:**
3.1%

*Source: Independent research institute, value sales leader from Jan to Dec 2020 in 46 countries

**Source: management accounting analysis

THE GROUP AT A GLANCE

KITCHEN MACHINES



TOTAL VERSATILITY DESIGNED FOR THE HOME BAKING EXPERIENCE

THE GROUP AT A GLANCE

BLENDERS



BRAUN

hand blenders



KENWOOD

power blenders



nutribullet.

personal blenders



nutribullet.

power blenders



BLENDING: NUTRITION MADE SIMPLE

THE GROUP AT A GLANCE

FOOD PROCESSORS & OTHER KITCHEN APPLIANCES



KENWOOD



KENWOOD



DeLonghi



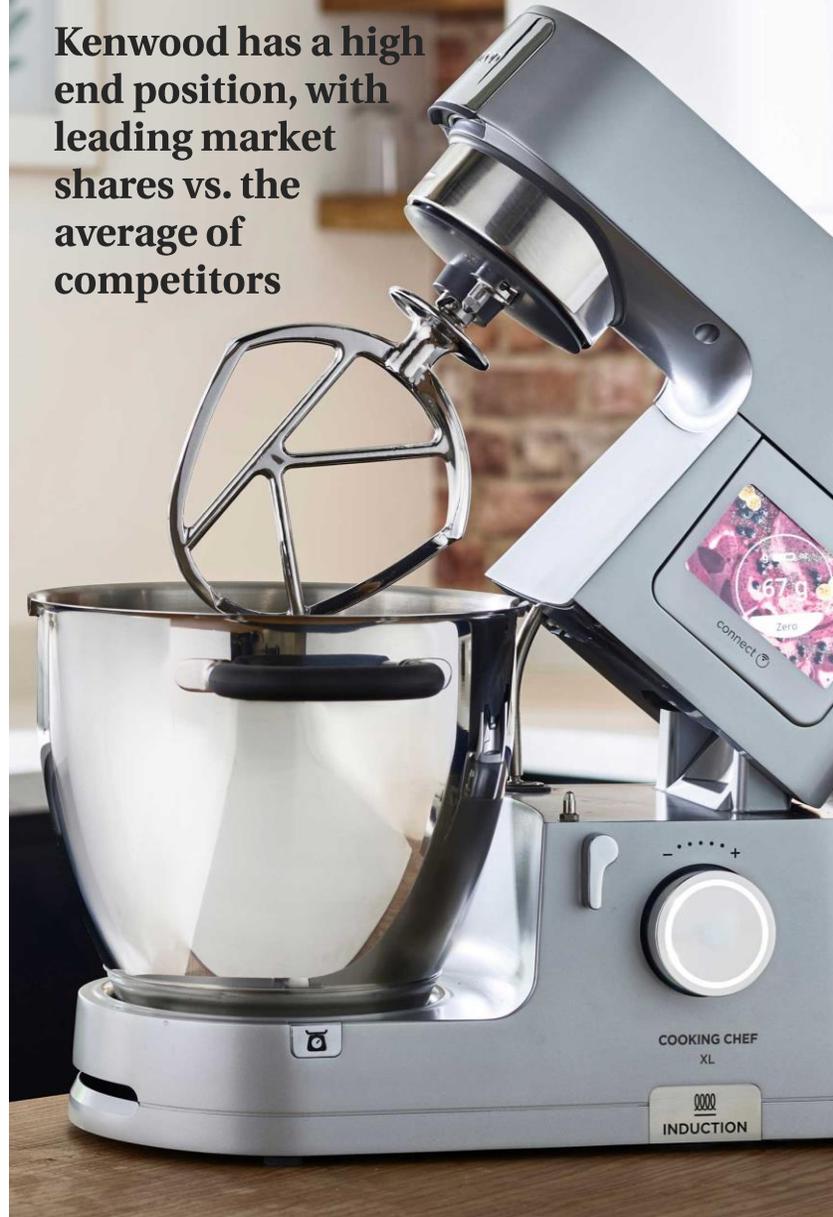
A WIDE RANGE OF PRODUCTS TO SUPPORT COOKING AND BAKING AT HOME

The Group's brands, **Kenwood**, **Braun** and **NutriBullet**, are among the leaders in the kitchen space, thanks to their strong awareness.



KENWOOD

Kenwood has a high end position, with leading market shares vs. the average of competitors



BRAUN

Braun's innovative, iconic design has won consumers' confidence around the world together with aesthetics, functionality and quality.



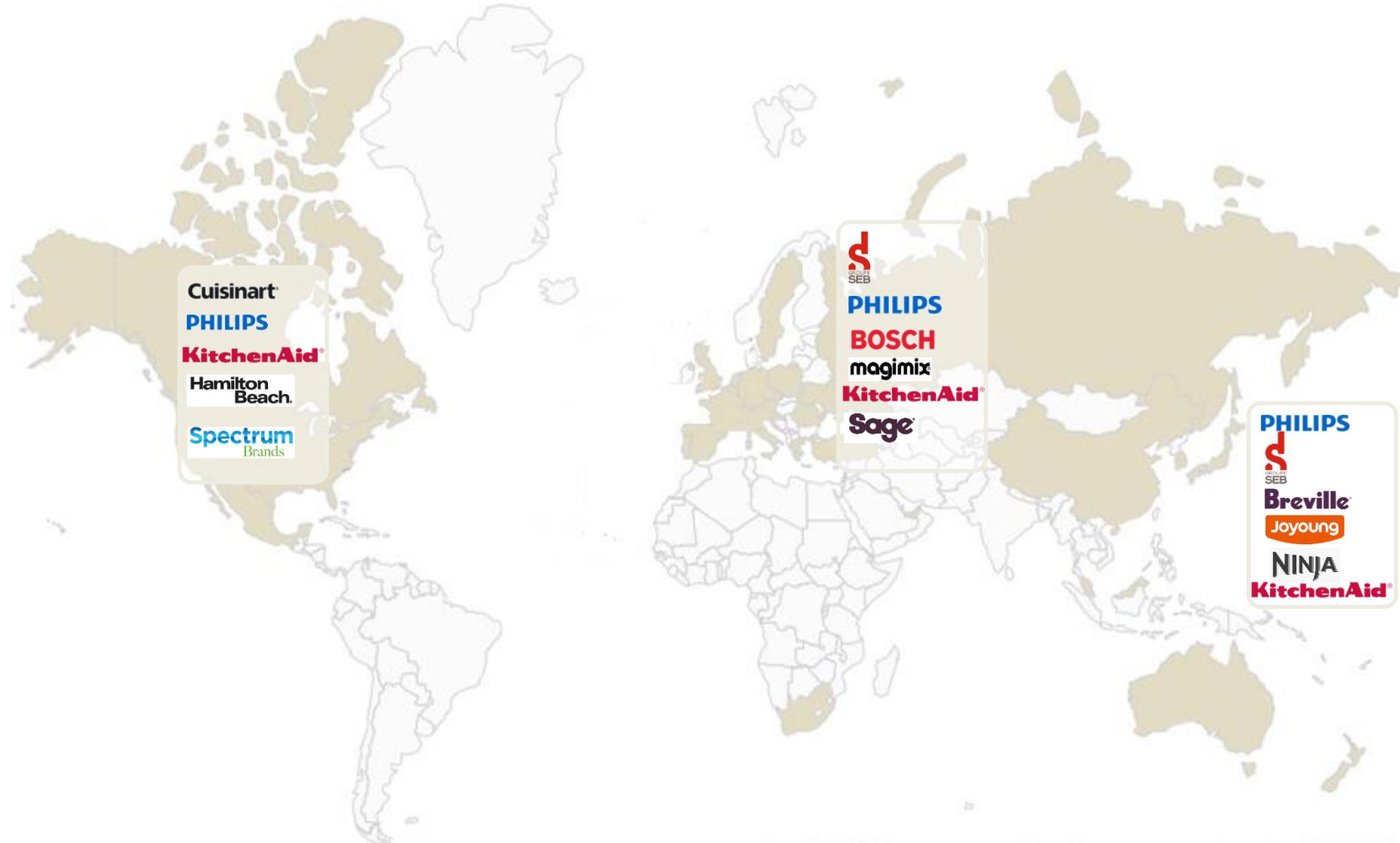
nutribullet.

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 nutrition into everyday life



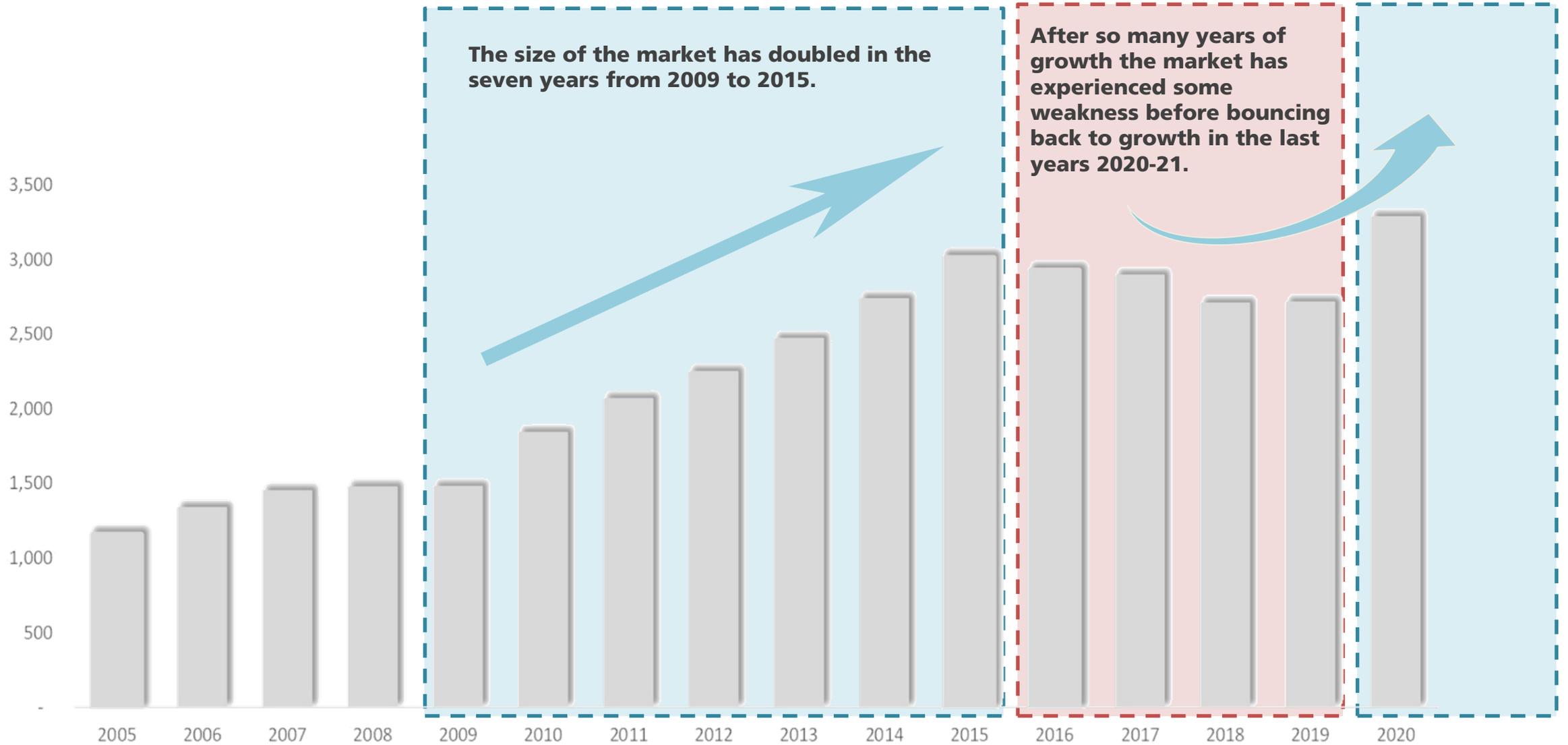
THE GROUP AT A GLANCE

FOOD PREPARATION: MAIN COMPETITORS



THE GROUP AT A GLANCE

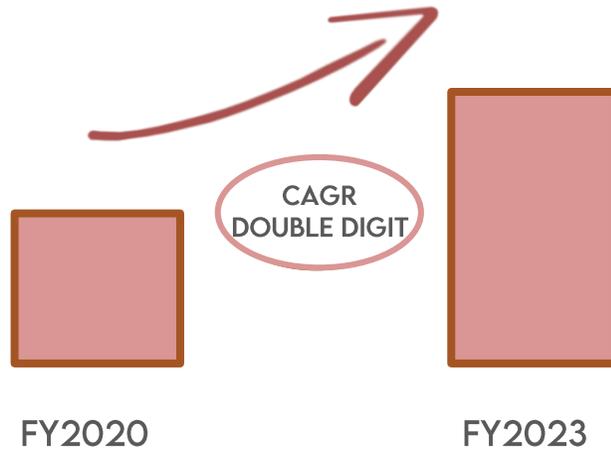
FOOD PREPARATION MARKET TREND



*Source: Independent research institute in 46 countries ex US and China, Comparable countries.

THE GROUP AT A GLANCE

FOOD PREPARATION: KEY GROWTH OPPORTUNITIES



EXPECTED GROWTH IN THE MEDIUM TERM

excerpt from Medium Term Plan '21-'23



- ✓ EXPLOITING THE OPPORTUNITY OF CAPITAL BRANDS
- ✓ MARKET SHARE RECOVERY
- ✓ BETTER GO-TO-MARKET IN GREATER CHINA
- ✓ RATIONALIZATION OF BRAND PORTFOLIO
- ✓ ENHANCING CONSUMERS' DIGITAL EXPERIENCE

COMFORT & HOME CARE



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY2020)



Comfort
11,3%

Home care
4,5%

Others
5,0%



BRAUN
Ironing



DeLonghi
portable
air conditioning
and treatment



DeLonghi
portable
heaters

COMFORT & HOME CARE

20%
OF TOTAL SALES

CAGR 2010-2020**:
2.8 %

*Source: Independent research institute, value sales leader from Jan to Dec 2020 in 46 countries

**Source: management accounting analysis

THE GROUP AT A GLANCE

COMFORT SECTOR



DēLonghi

portable heaters



DēLonghi

portable air conditioners



DēLonghi

fan heaters



DēLonghi

air purifiers



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

THE GROUP AT A GLANCE

HOME CARE SECTOR



BRAUN

irons and ironing systems



DeLonghi

vacuum cleaners



IRONING AND FLOOR CARE PRODUCTS

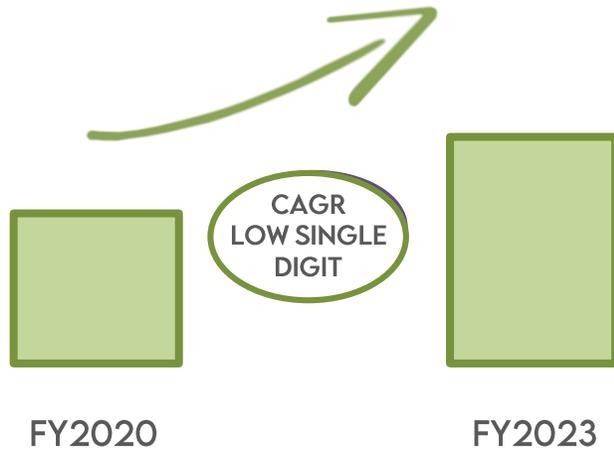
THE GROUP AT A GLANCE

COMFORT & HOME CARE: MAIN COMPETITORS



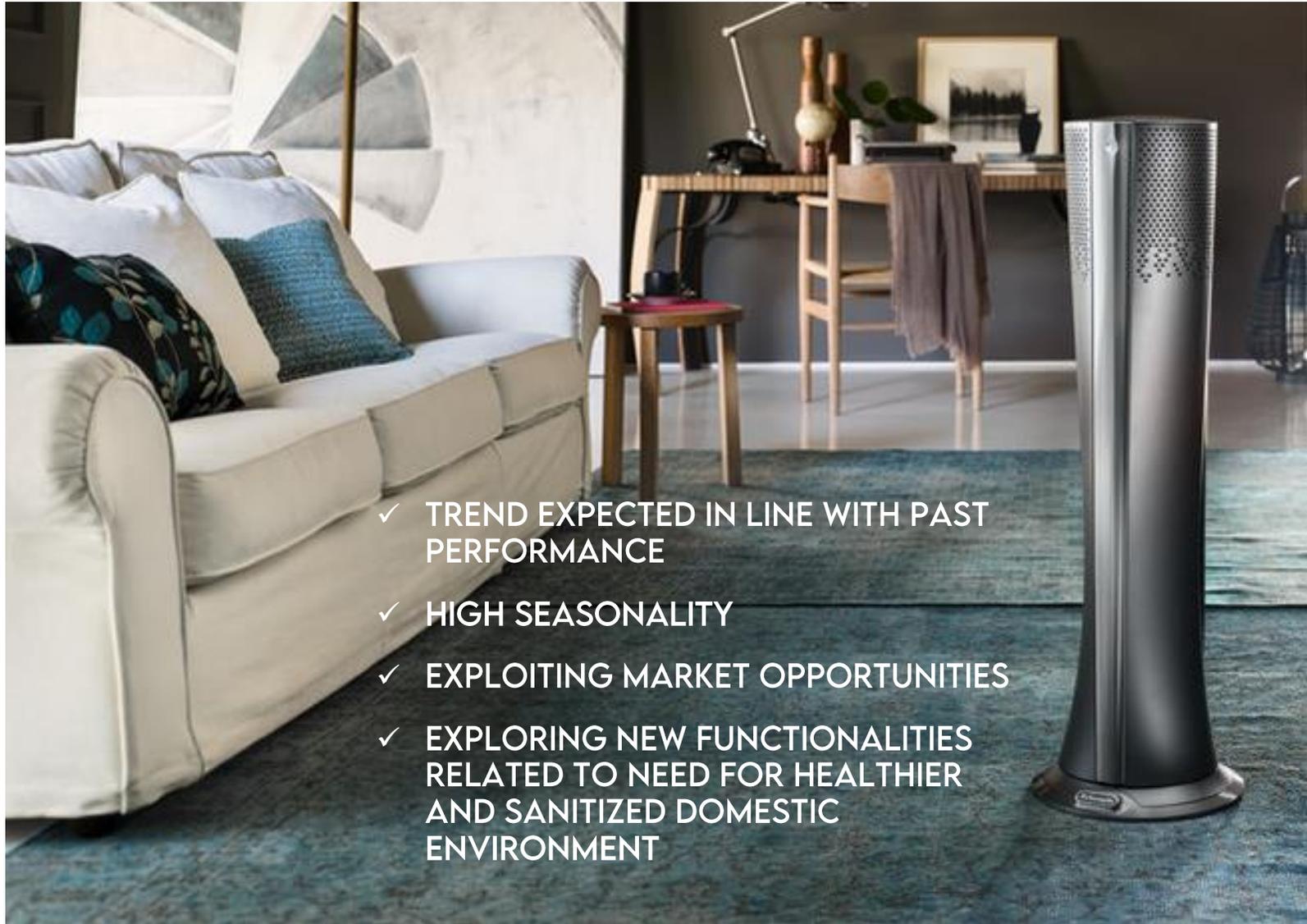
THE GROUP AT A GLANCE

COMFORT & HOME CARE: KEY GROWTH OPPORTUNITIES



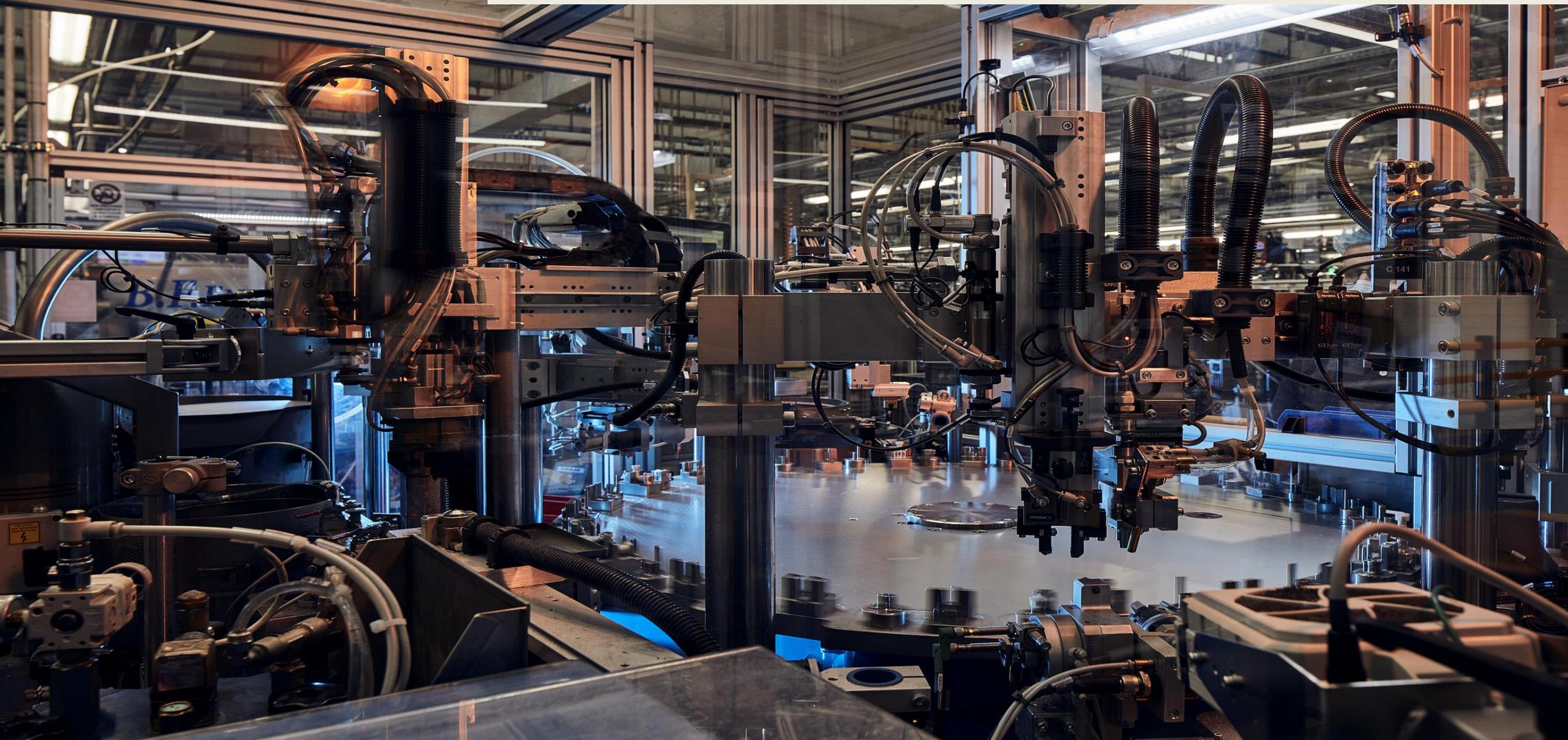
EXPECTED GROWTH IN THE
MEDIUM TERM

excerpt from Medium Term Plan '21-'23



- ✓ TREND EXPECTED IN LINE WITH PAST PERFORMANCE
- ✓ HIGH SEASONALITY
- ✓ EXPLOITING MARKET OPPORTUNITIES
- ✓ EXPLORING NEW FUNCTIONALITIES RELATED TO NEED FOR HEALTHIER AND SANITIZED DOMESTIC ENVIRONMENT

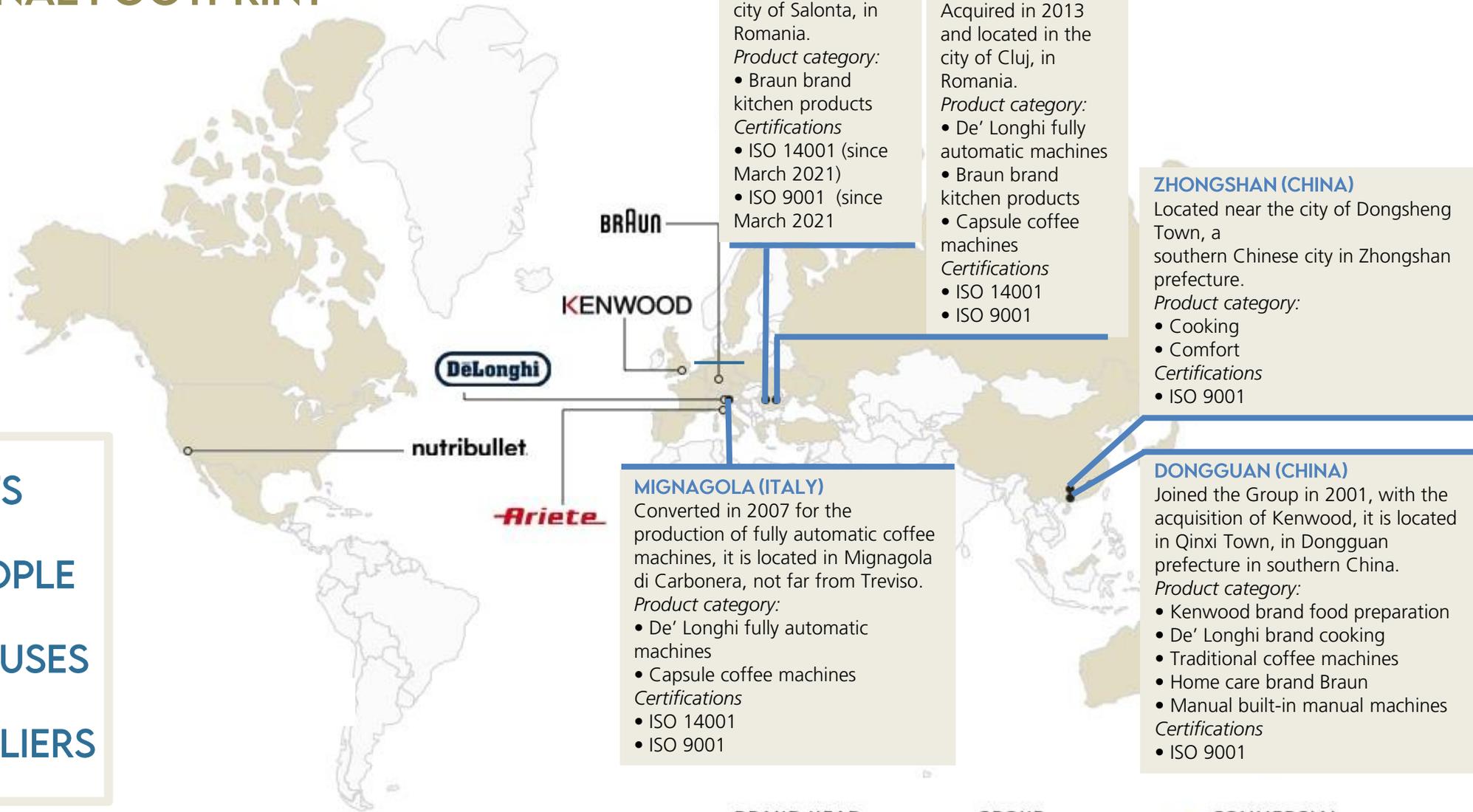
THE OPERATIONAL FOOTPRINT



THE GROUP AT A GLANCE

THE OPERATIONAL FOOTPRINT

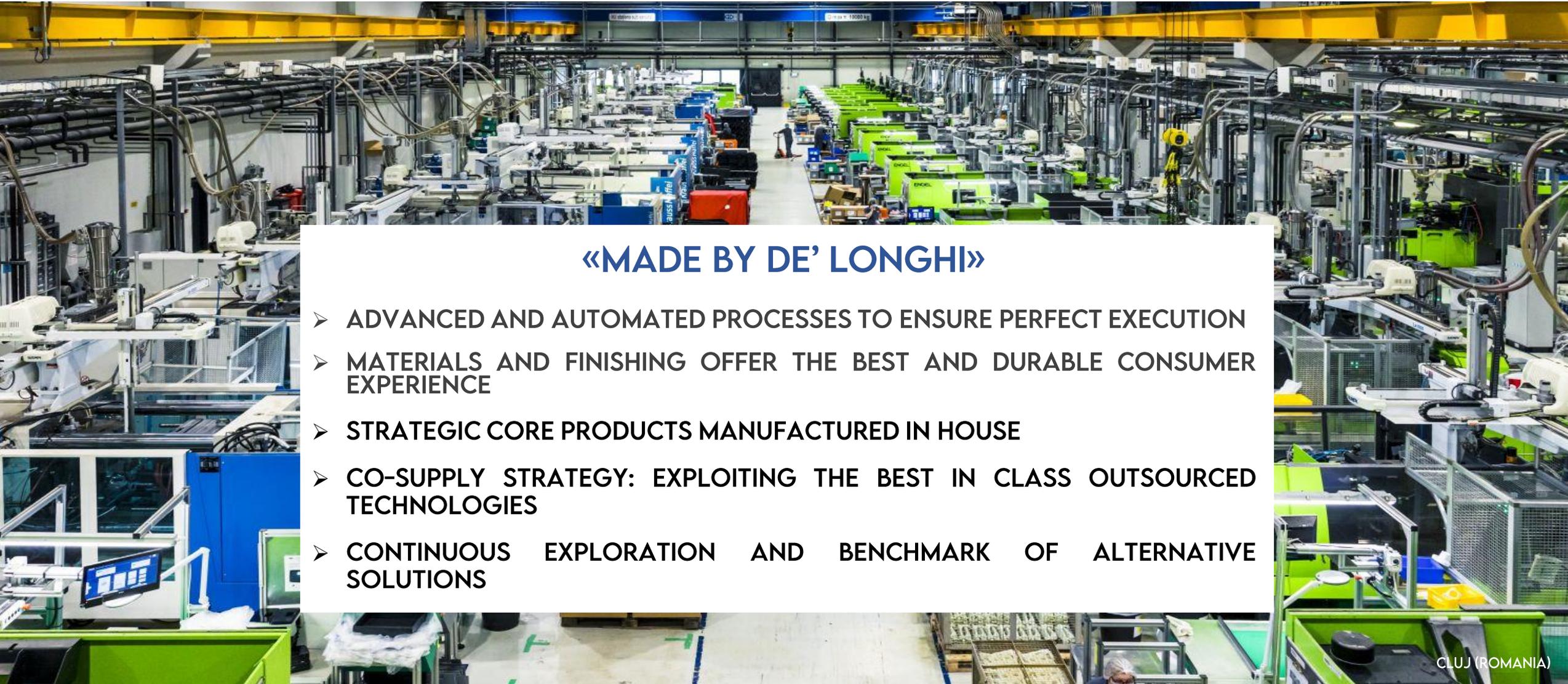
-  **5 PLANTS**
-  **8,000+ PEOPLE**
-  **33 WAREHOUSES**
-  **1,000+ SUPPLIERS**



○ BRAND HEAD OFFICES ● GROUP MANUFACTURING FACILITIES ● COMMERCIAL SUBSIDIARIES

THE GROUP AT A GLANCE

MANUFACTURING EXCELLENCE



«MADE BY DE' LONGHI»

- ADVANCED AND AUTOMATED PROCESSES TO ENSURE PERFECT EXECUTION
- MATERIALS AND FINISHING OFFER THE BEST AND DURABLE CONSUMER EXPERIENCE
- STRATEGIC CORE PRODUCTS MANUFACTURED IN HOUSE
- CO-SUPPLY STRATEGY: EXPLOITING THE BEST IN CLASS OUTSOURCED TECHNOLOGIES
- CONTINUOUS EXPLORATION AND BENCHMARK OF ALTERNATIVE SOLUTIONS

CLUJ (ROMANIA)

THE GROUP AT A GLANCE

MANUFACTURING EXCELLENCE



THE DE' LONGHI'S ITALIAN PLANT HAS BEEN ADMITTED TO THE **GLOBAL LIGHTHOUSE NETWORK** OF THE WORLD ECONOMIC FORUM

In order to step up competitiveness, the De' Longhi Treviso plant invested in **digital and analytics** to become:

- more agile (reducing minimum order quantity and lead time),
- more productive,
- achieving high standard quality (obtaining Food and Beverage industry certification)

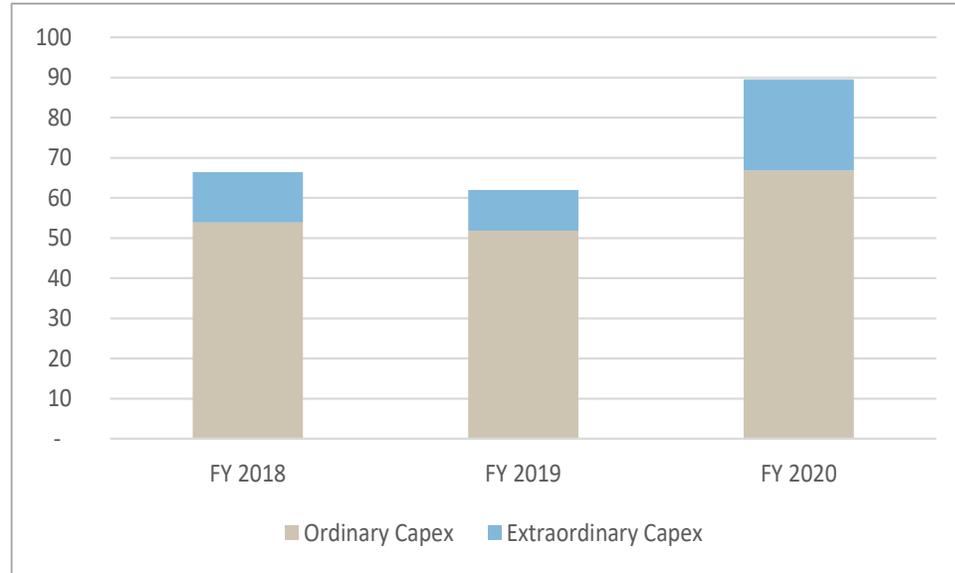
The G.L.N. is a project of the World Economic Forum in collaboration with McKinsey & Co, a community of world leading manufacturers, driving the Fourth Industrial Revolution identified by: **agility and customer centricity, supply chain resilience, speed and productivity and eco-efficiency.**



MIGNAGOLA (ITALY)

THE GROUP AT A GLANCE

PRODUCTION INVESTMENTS ACCELERATION



EXTRA-INVESTMENTS

2018 -2020

45 M€

OUT OF A TOTAL OF CA. 210 M€

EXTRA-INVESTMENTS

2021 -2023

- TO INCREASE CAPACITY
- TO BUILD A PROPER BUFFER TO MANAGE VOLATILITY AND PEAKS OF DEMAND
- KEY INVESTMENTS ACCELERATION PLAN:
 - ROMANIAN FACTORIES
 - CHINA DONGGUAN FACTORY EXPANSION
 - COFFEE EUROPEAN PLATFORM STEP-UP



CA. 100 M€

OUT OF A TOTAL OF APPROX. 300 M€



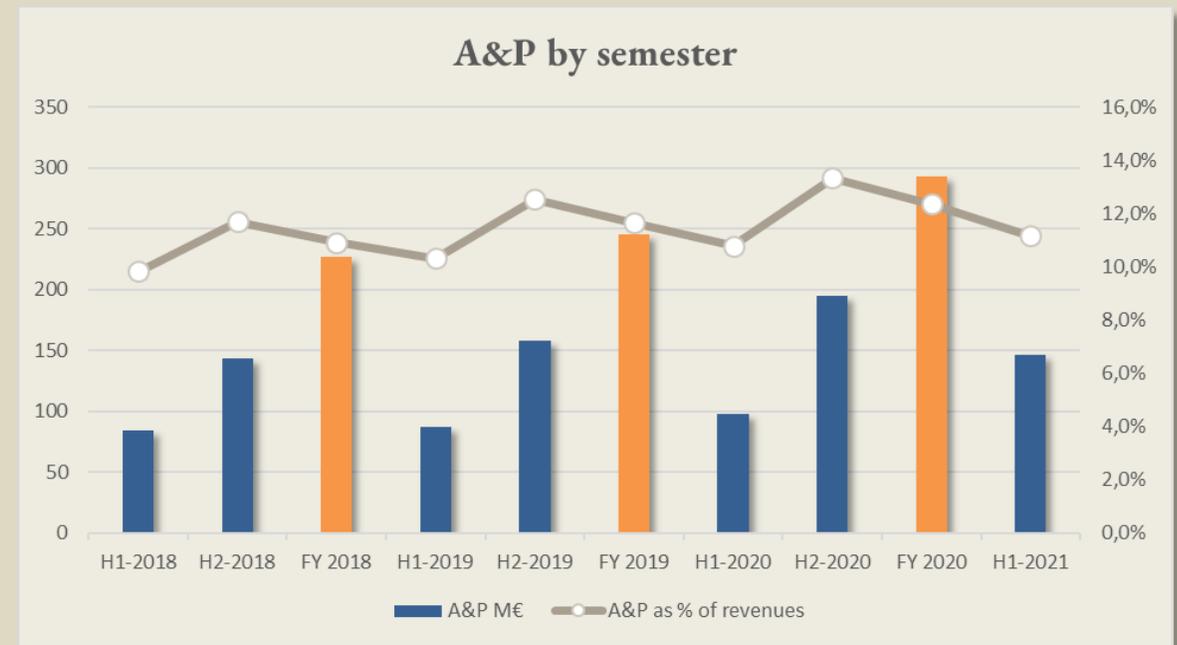
MARKETING PLAN

A&P INVESTMENTS

THE INCREASE OF INVESTMENTS IN MEDIA AND COMMUNICATION IN THE LAST FEW YEARS HAS DRIVEN BRANDS' AWARENESS AND PERFORMANCES

Investments in Advertisement & Promotions (A&P)

	TOTAL	A&P/REV
2019	245M€	11.7% OF SALES
2020	293M€	12.4% OF SALES
2021		≈ +100 BPS



THE GROUP AT A GLANCE

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

De'Longhi

All Senses Matter
When it Comes to That
Perfect Cup of Coffee

Visit our Virtual Coffee Lounge to join us on this route of coffee discovery

Coffee Lounge
by De'Longhi

100
yrs

CAN YOUR MIXER HANDLE
ANYTHING
YOU THROW AT IT?

KENWOOD
CAN



SCOPRI DI PIÙ SU

KENWOOD  **CLUB**

Chef Oldani

THE GROUP AT A GLANCE

NEW MARKET INITIATIVES: AMBASSADOR CAMPAIGN



THE GOALS

To be the Global Leader and Authority in Coffee:



TO INCREASE PENETRATION



TO POSITION DE' LONGHI AS THE PREMIUM BRAND



TO BUILD A LOYAL COMMUNITY OF CONSUMERS

THE GROUP AT A GLANCE

GLOBAL CAMPAIGN: KEY TAKEAWAYS

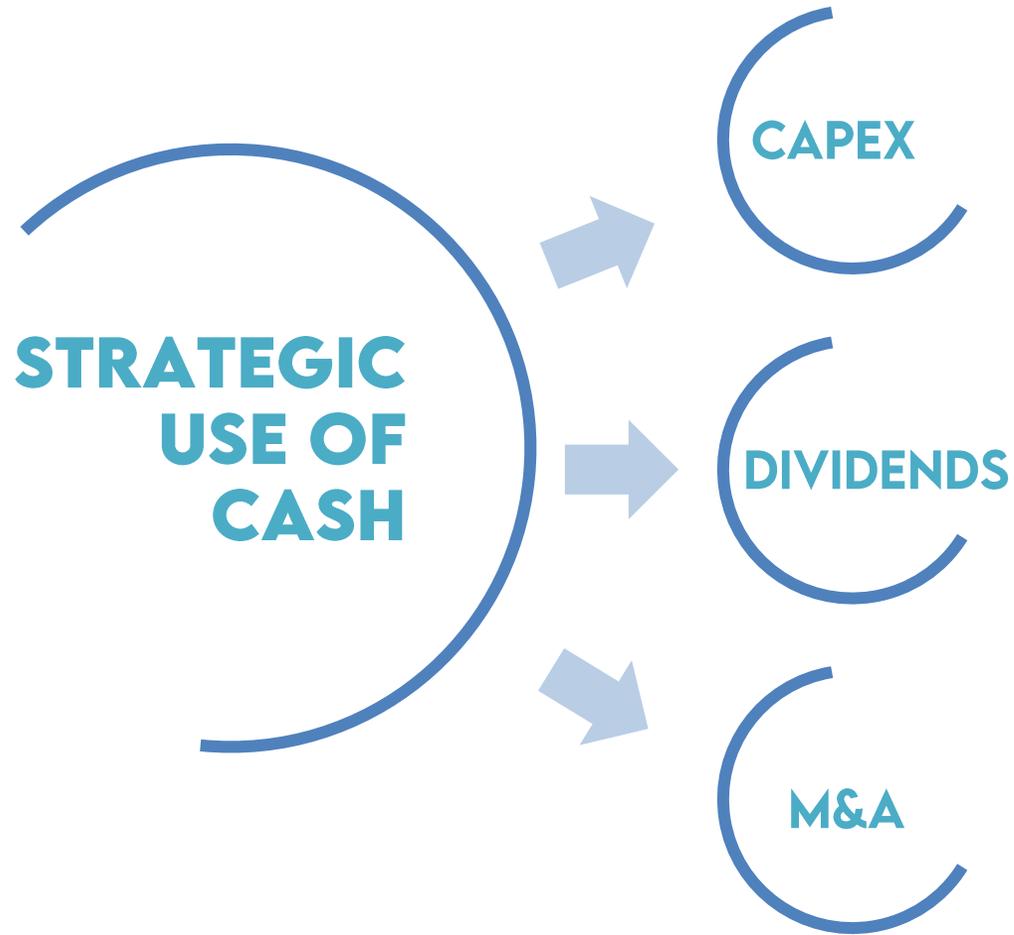


- FIRST EVER DE' LONGHI GLOBAL CAMPAIGN LAUNCHED AT THE SAME TIME EVERYWHERE
- MASSIVE MEDIA INVESTMENT
- BEST IN CLASS PARTNERS AND EXECUTION
- SIGNIFICANT UPGRADE OF ALL MARKETING INFRASTRUCTURE AND TOUCH POINTS: PHYSICAL AND DIGITAL
- CLEAR KPIS IN PLACE AND TRACKING SYSTEMS

CAPITAL ALLOCATION



THE GROUP AT A GLANCE
CAPITAL ALLOCATION



1 EXPANSION OF PRODUCTION CAPACITY AND INCREASE OF EFFICIENCY

2 REMUNERATION OF SHAREHOLDERS (REF. NEW DIVIDEND POLICY)

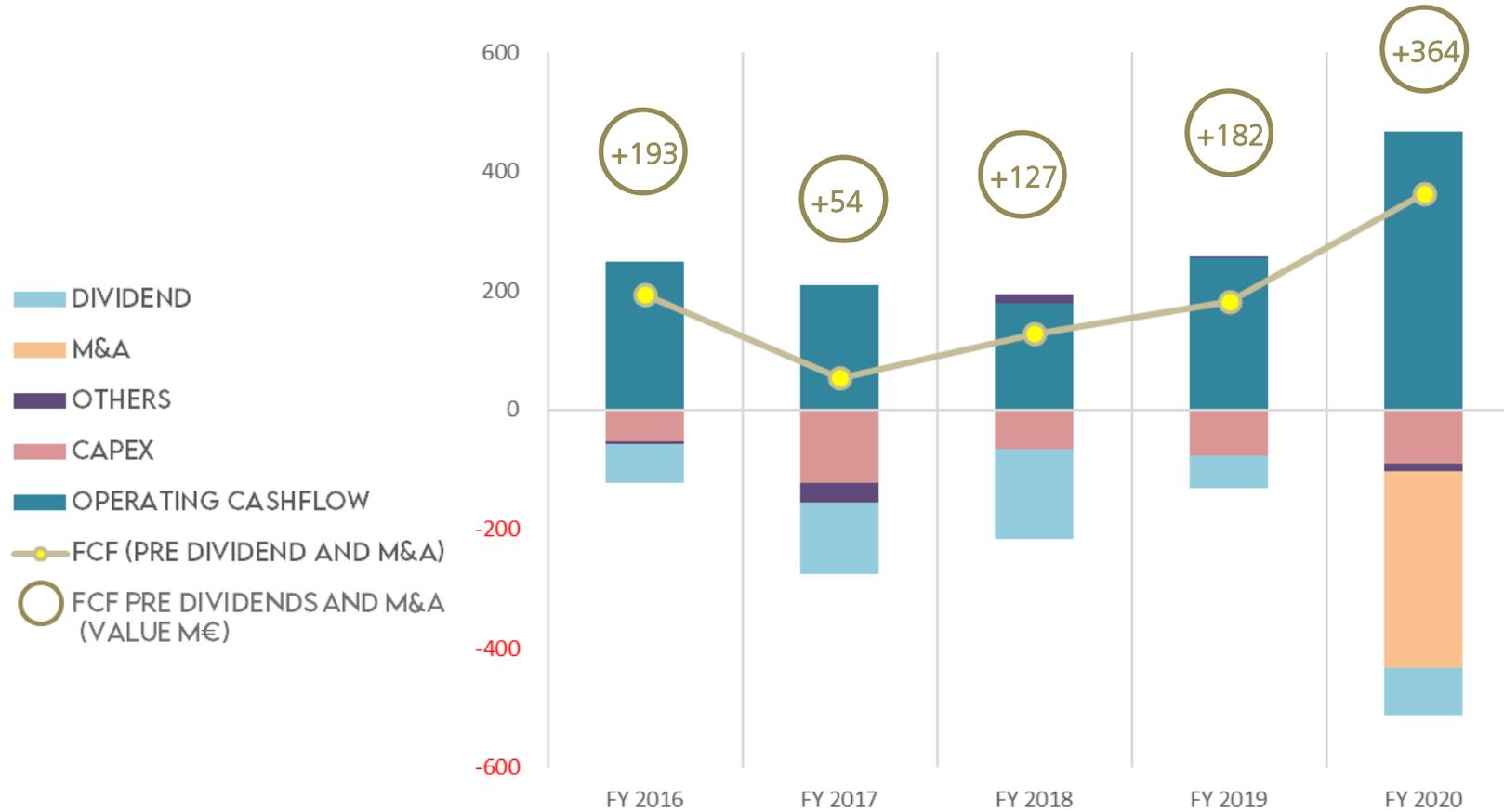
3 LEVERAGING THE COMPANY TO PURSUE EXTERNAL GROWTH



THE GROUP AT A GLANCE

CAPITAL ALLOCATION

CASH FLOW GENERATION AND CAPITAL ALLOCATION 2016-2020



FY2019 Cash Flow calculation excluding IFRS-16 impact



THE GROUP AT A GLANCE

RECENT ACQUISITIONS

RECENT ACQUISITIONS:

CAPITAL BRANDS (2020)

EVERSYS (2021)

Capital Brands' 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 nutrition into everyday life



Capital Brands

- ✓ **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

THE GROUP AT A GLANCE

RECENT ACQUISITIONS

RECENT ACQUISITIONS:

CAPITAL BRANDS (2020)

EVERSYS (2021)

Eversys is a Swiss group operating in the premium segment of professional espresso coffee machines, with a specific focus on full-automatic models.



- ✓ 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



ESG

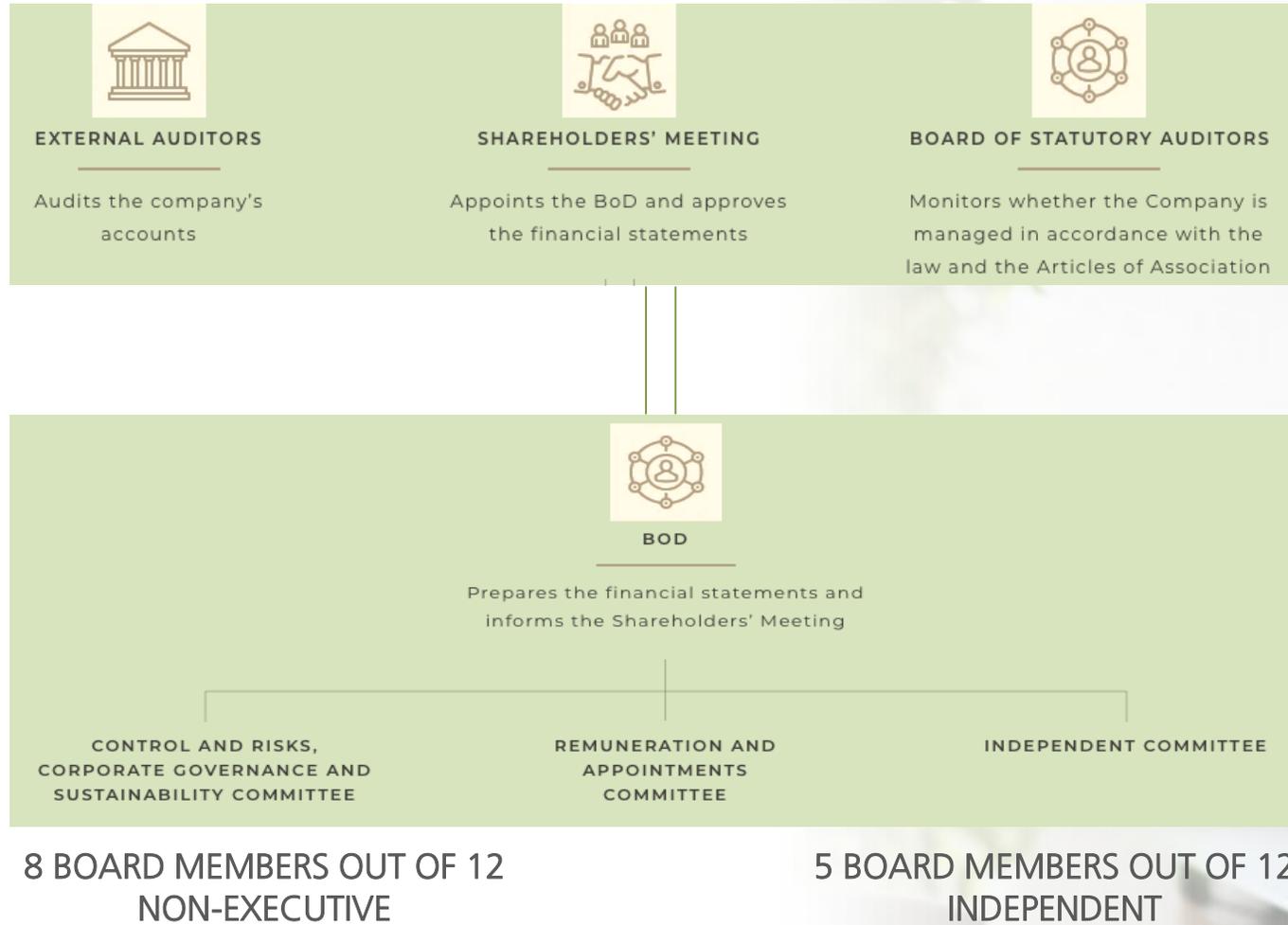
Our products aim
to be perceived as
enablers of a

**Sustainable
Lifestyle**



THE GROUP AT A GLANCE

OUR GOVERNANCE MODEL



THE GROUP AT A GLANCE

OUR SUSTAINABILITY PILLARS



Valuing our people,
the **Everyday Makers**



Integrating sustainability
in **design and innovation**



Running sustainable supply
chain and **operations**

THE GROUP AT A GLANCE

OUR SUSTAINABILITY PILLARS: MAIN ACTIVITIES



Women account for **52%** of the entire workforce

Constant **increase in the average hours of training** per employee (+37% vs 2019)

Continuous **reduction in injury rate** -28% compared to '19, -40% compared to 2018



Partnerships with top **universities** in Italy and around the world

Constant **improvement in the Service Call Rate**, which measures product defects.

Obtained the **new edition** of the **ISO 9001:2015** certification at all factories



100% new suppliers of finished prod. were **assessed** according to S and E criteria,

Reduction in dependence from carbon fossil through photovoltaic + tri-generation

Disposed of 91% of the waste generated at production sites through **recycling**

ANNEX

FINANCIAL HIGHLIGHTS 2015-2020



THE GROUP AT A GLANCE

FINANCIAL HIGHLIGHTS

	2020 ⁽³⁾	2019 ⁽²⁾	2018 ⁽¹⁾	2017 ⁽¹⁾	2016 ⁽¹⁾	2015
Revenues M€	2,351.3	2,101.1	2,078.4	1,972.8	1,845.4	1,891.1
Change yoy %	11.9%	1.1%	5.4%	6.8%	-2.4%	9.5%
Net industrial margin M€	1,157.1	990.2	990.7	967.3	905.8	904.6
% of revenues	49.2%	47.1%	47.7%	49.0%	49.1%	47.8%
adjusted Ebitda M€	366.5	295.3	312.8	309.5	295.4	287.8
% of revenues	15.6%	14.1%	15.1%	15.7%	16.0%	15.2%
Ebitda M€	343.0	289.2	304.5	303.7	292.0	285.2
% of revenues	14.6%	13.8%	14.7%	15.4%	15.8%	15.1%
Ebit M€	262.0	210.9	242.9	245.4	239.0	232.7
% of revenues	11.1%	10.0%	11.7%	12.4%	13.0%	12.3%
Profit (loss) pertaining to the Group M€	200.1	161.0	183.9	179.7	167.4	149.5
Total net equity M€	1,267.4	1,190.5	1,065.9	1,023.3	1,014.0	905.9
Net financial position M€	232.0	277.8	228.1	250.6	307.6	188.9

Notes

(1): Only continuing operations are considered.

(2): the 2019 figures include the effects of the application of IFRS 16 and the reclassification of financial discounts

(3): the 2020 figures include the effects of the reclassification of financial discounts





THANK YOU

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