DeLonghi DELCLMA

Demerger of the Professional Division

23 November 2011 v1.2

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Name	Position	Years with the Group
Fabio De'Longhi	CEO De'Longhi SpA	19
Carlo Grossi	CEO DELCLIMA SpA	10
Fabrizio Micheli	Head of Finance and Investor Relations De'Longhi SpA	15



1. The Group at a Glance

- **2.** The Demerger of the Professional Division
- 3. Overview of the Household Division (new De'Longhi S.p.A.)
- 4. Overview of the Professional Division (DELCLIMA S.p.A.)
- **5.** Q&A

Appendix



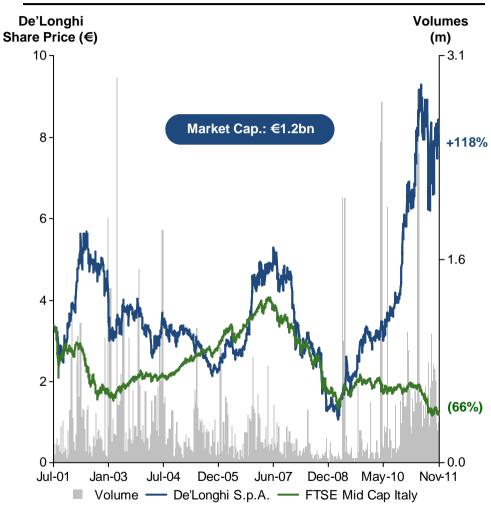
DE'LONGHI GROUP AT A GLANCE

	FY 2010					
€m	Professional	Household	Household + Corporate	Total		
Revenues	352,6	1.277,0	1.281,4	1.625,9		
EBITDA before non recurring expenses	31,0	176,2	168,2	199,1		
EBITDA Margin	8,8%	13,8%	13,1%	12,2%		
Net Debt				4,7		

	9M 2011					
€m	Professional	Household	Household + Corporate	Total		
Revenues	281,4	910,7	913,3	1.187,1		
Y-o-Y Growth %	12.3%	10.8%	10.7%	11.0%		
EBITDA before non recurring expenses	27,3	134,6	127,9	155,4		
EBITDA Margin	9,7%	14,8%	14,0%	13,1%		
Net Debt				21,0		

Sources: Factset, Company reports

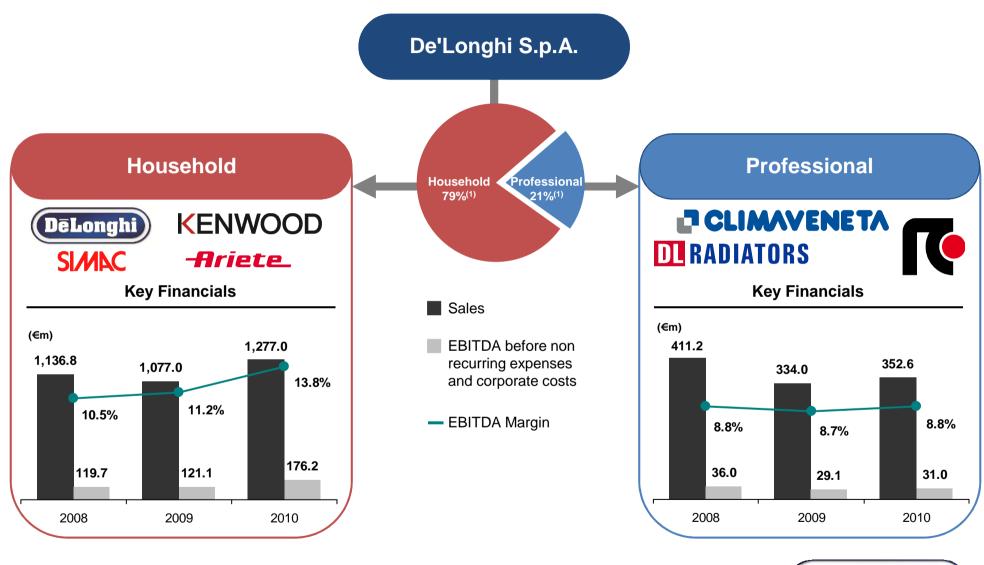
(1) As of 21 November 2011





Market Performance Since IPO⁽¹⁾

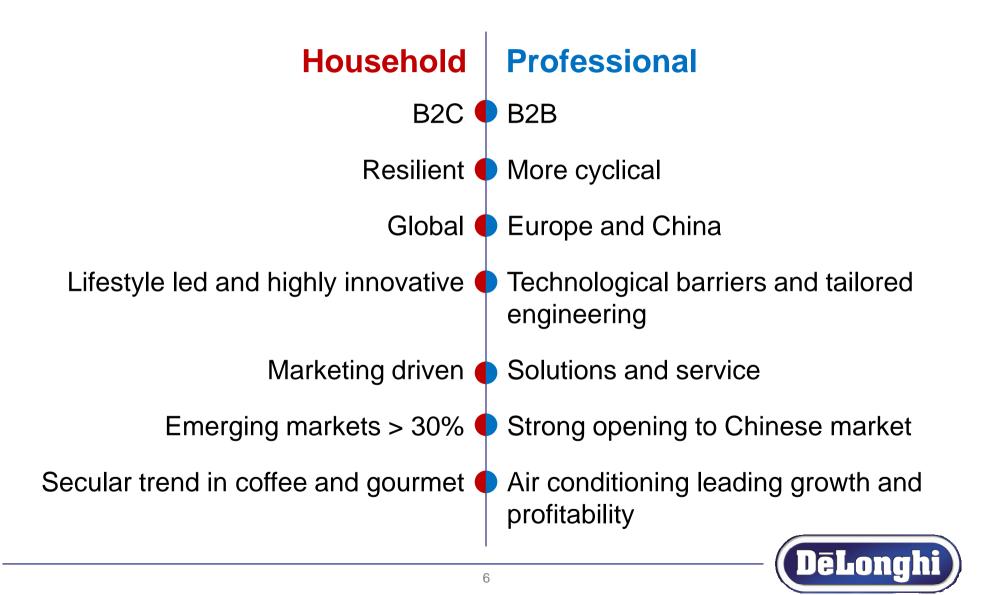
TWO DIVISIONS SINCE 2007



(1) 2010 Revenues breakdown

DeLongh

TWO DISTINCTIVE BUSINESS MODELS



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5. Q&A

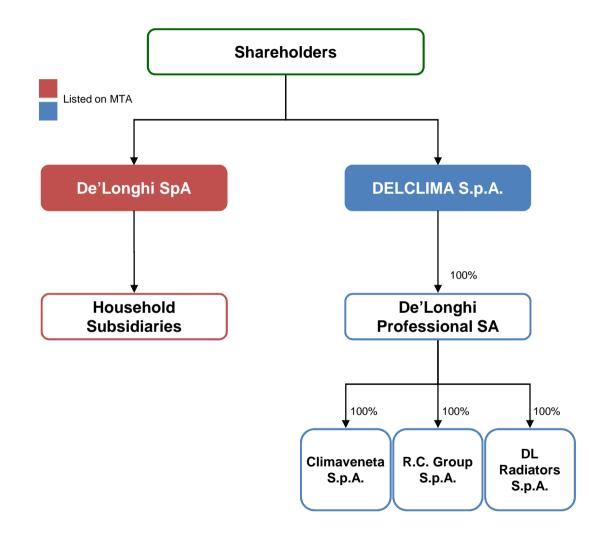
Appendix



- 1. Set ideal environment for an independent development of each business
 - Stand-alone evolution for the two businesses characterized by different client base and market dynamics
 - Higher flexibility on strategy execution for each division
 - Absence of industrial synergies between Professional and Household divisions
- 2. Provides the market with increased transparency and better information on the strategic and financial outlooks of the two divisions
 - Possibility to fully understand the strategy and the potential of the <u>Professional</u> division
 - Possibility to unlock value potential of the <u>Household</u> division



THE DEMERGER: STRUCTURE



- Partial and proportional demerger of "Professional" division from De'Longhi S.p.A. under Italian Law ex. Artt. 2506 e ss. Cod. Civ.
- Demerged company, currently named De'Longhi Clima S.p.A. to be renamed DELCLIMA S.p.A. ("DELCLIMA"), will receive entire ownership in De'Longhi Professional S.A.
- DELCLIMA to be listed on the MTA Segment of the Milan Stock Exchange simultaneously with demerger completion
- Every De'Longhi shareholder to own 1 share of De'Longhi and 1 of DELCLIMA



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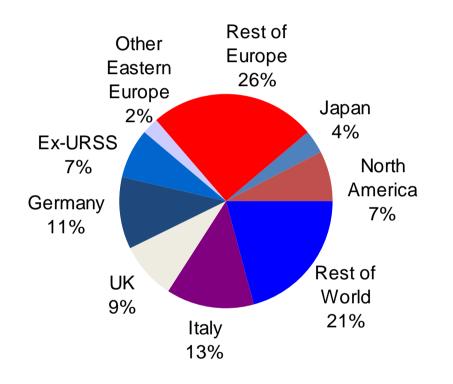
DE'LONGHI S.P.A.: LEADING BRANDS IN SMALL DOMESTIC APPLIANCES

Coffee	Kitchen	Heating & Air Conditioning	Home & Other	WORLD	#1	ESPRESSO COFFEE MAKERS
				WORLD	#1	PORTABLE AIR CONDITIONERS
				WORLD	#1	PORTABLE HEATERS
				WORLD	#1	FOOD PREPARATION
			1	W.EUROPE	#2	KITCHEN PRODUCTS
33%	38%	18%	11%	W.EUROPE	#3	IRONING SYSTEMS



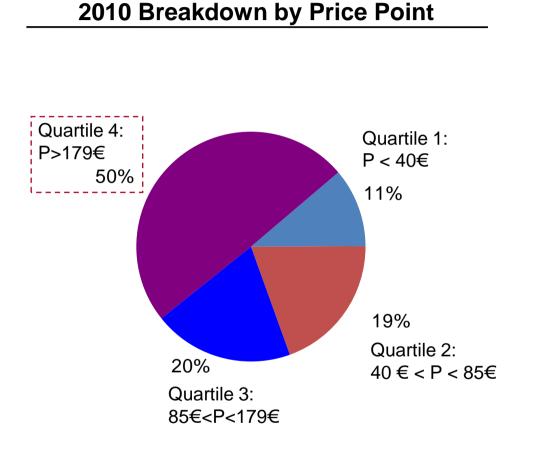
Note: percentages related to 2010 actual revenues breakdown

2010 Breakdown by Geography



- Truly international:
 - Only 13% of sales in the domestic market
 - ➡ Over 30% in emerging markets





- De'Longhi more focused on core segments than competitors:
 - 71% of sales in coffee and cooking (vs. main EU competitors < 30% of total SDA segment)
- 50% of products positioned in the highest price quartile
 - ♦ vs. main EU competitors < 25%</p>



DE'LONGHI SPA: GLOBAL LEADER IN HIGH-END SDA



STRATEGIC DEVELOPMENTS

Products



- Focus on high-end, *gourmet* coffee and food preparation machines to strengthen world leadership
- Continuous R&D investments with a group of c. 300 people dedicated team



- Further optimization of production platform
- ➡ Integrated production and strategic partnerships with core suppliers



- Renewal of strategic partnerships in the high growth espresso capsule coffee segment
- Strengthening of commercial network in emerging markets and expansion into new countries



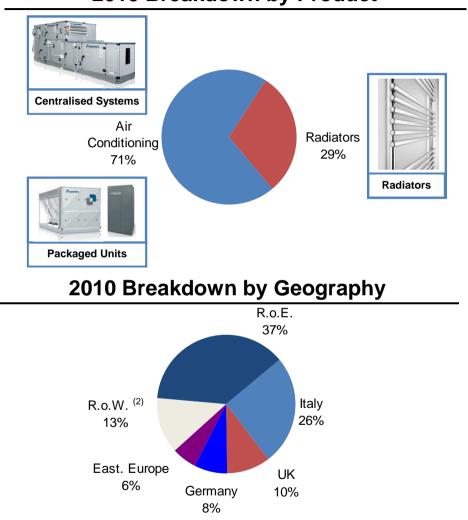
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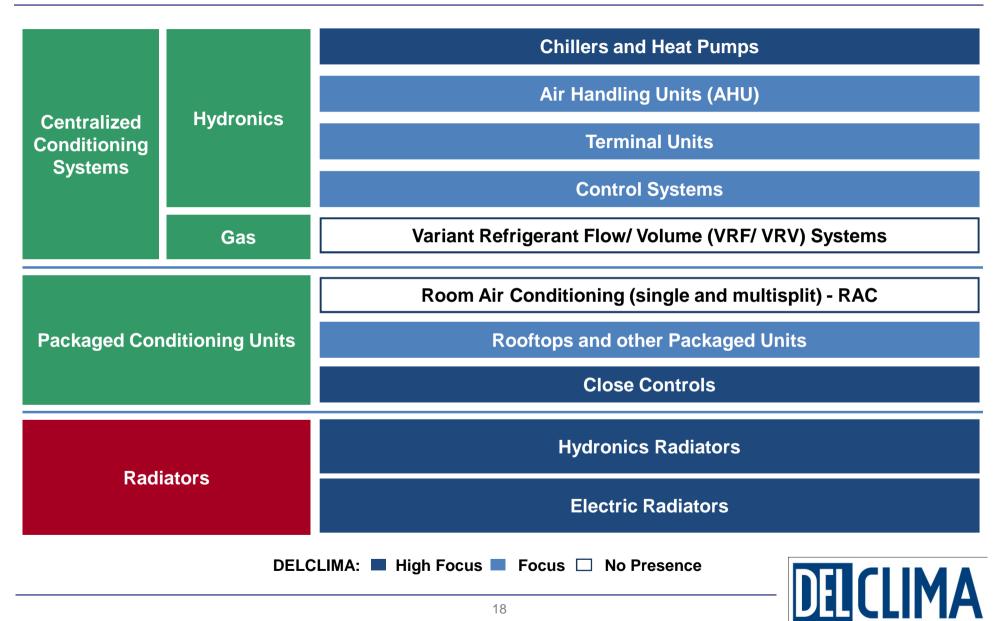
2010 Breakdown by Product

- (1) "HVACR": Heating, Ventilation, Air Conditioning and Refrigeration
- (2) Mainly China (consolidated at 50%), Israel and South Africa

- DELCLIMA is among the European leading players in the centralised comfort systems and radiators
- €353m sales in 2010
- €281m as of 9M2011, +12% vs. 9M2010
- c.1,950 employees as of October 2011
- 11 factories
- 9 subsidiaries worldwide and presence across over 100 countries



HVACR INDUSTRY OVERVIEW BY PRODUCTS





DELCLIMA PRODUCT OVERVIEW

Centralised Conditioning Systems

Chillers and Heat Pumps

 Central devices which provide or subtract heating for using in buildings and industrial processes

Air Handling Units

Allow for air filtering and ventilation

Terminal Units

Located in single rooms

Control Systems

Manage and control the entire system

Packaged Units

Close Control (HPAC)⁽¹⁾

 High precision units for data centers which allow for precise temperature and humidity control

Rooftop

 One-piece conditioning systems for large spaces





DL RADIATORS

Radiators

Hydronic Radiators

- Steel-Panel/ Multicolumn
- Steel Bathroom

Electric Radiators

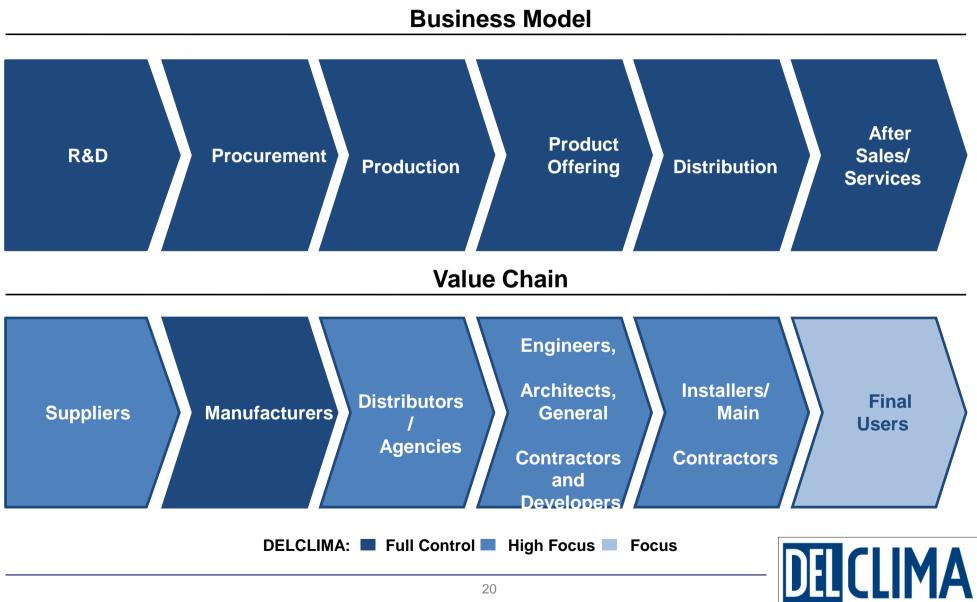
- Steel
- Aluminium



"CUTTING HEDGE" TECHNOLOGY ACROSS THE ENTIRE PRODUCT SPECTRUM

(1) High precision air conditioning

A STRONG BUSINESS MODEL



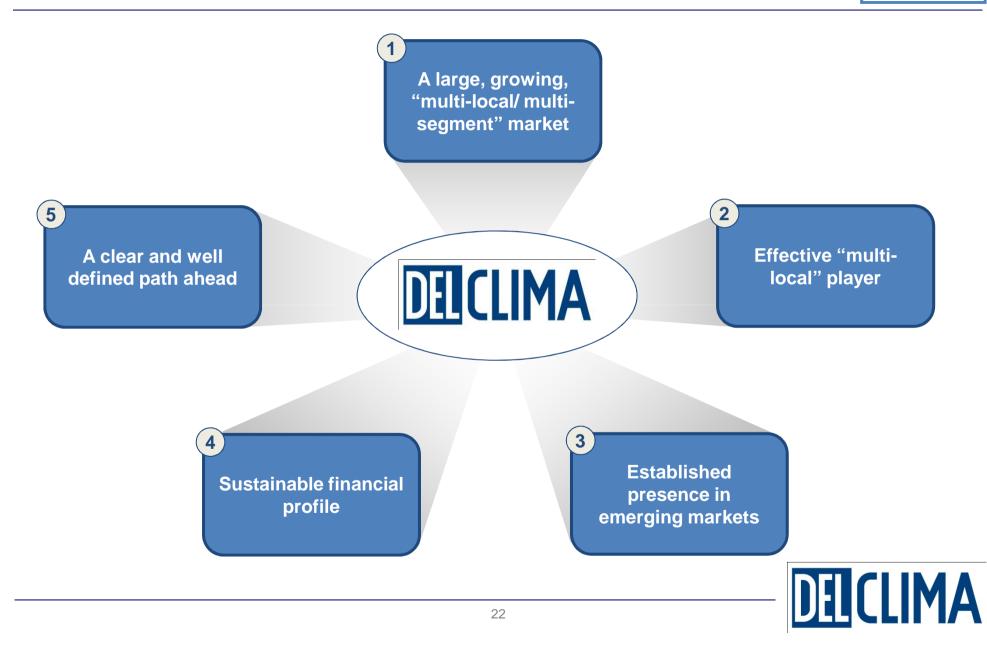
DELCLIMA PHILOSOPHY: "SUSTAINABLE COMFORT"



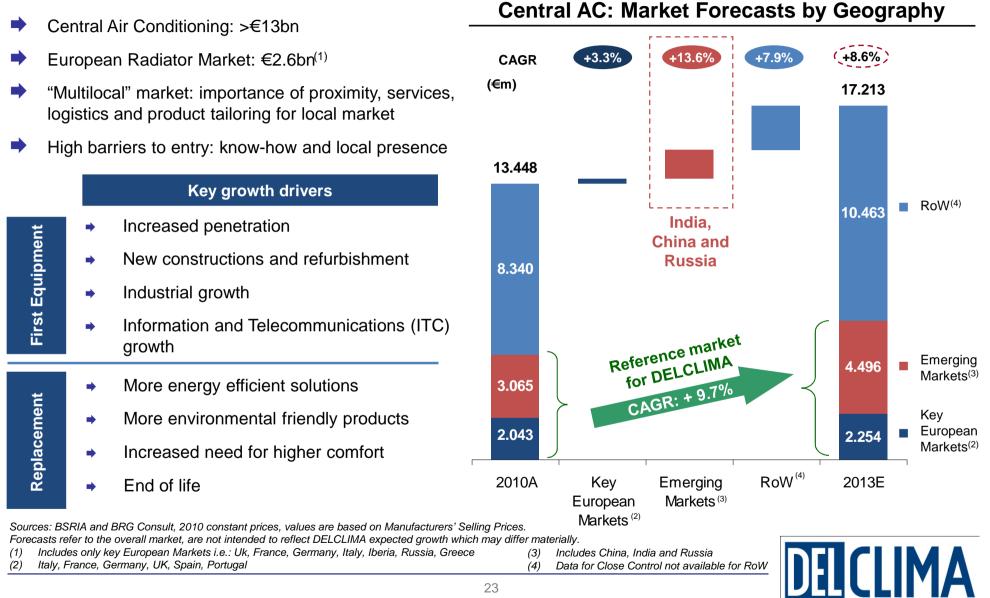


50 YEARS OF EXPERIENCE IN PROFESSIONAL COMFORT

Professional



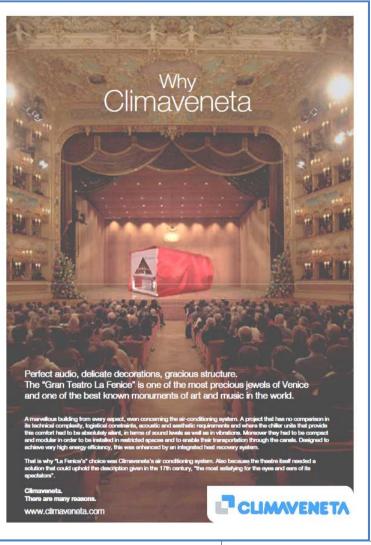
A LARGE, GROWING, "MULTI-LOCAL/ MULTI-SEGMENT" MARKET



2 EFFECTIVE "MULTI-LOCAL" PLAYER

Professional

- Strong brand awareness in local markets
- Local commercial and after sale presence
- Local production footprint
- Superior ability to tailor product offering for local demand
 - Strong market knowledge
 - Comprehensive product range
 - Operations designed to efficiently support configurable and customizable products on an industrial scale





ESTABLISHED PRESENCE IN EMERGING MARKETS





- Presence since '90s
- Second largest market after Italy
- 2 facilities, 460 employees and 36 sales branches and 28 services offices
- JV since 2003 for *Chillers* production and distribution
 - "High Tech Industry Licence" by the PRC Authority
- New Close Control initiatives since October 2011:
 - ➡ New Sales and after sales team of c. 60 people
 - New factory
- Climaveneta and RC Group already perceived as "European High-End"
- Significant growth profile: c. 40% '09/'10
- Presence since 2006
- JV set up in 2011 for manufacturing, distribution and after sale support of *Chillers* and *Close Control* systems
 - Branches already in place
 - Significant development expected



3

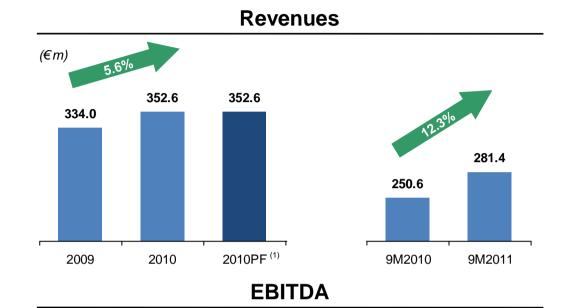
⁽¹⁾ China consolidated at 50%

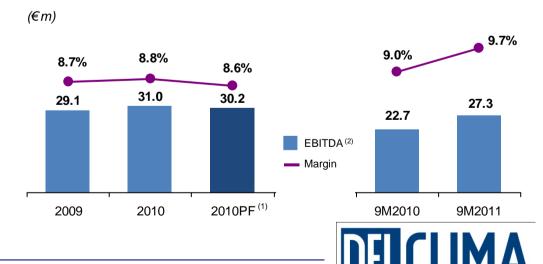
SUSTAINABLE FINANCIAL PROFILE

Recovery started in 2010

4

- ♦ €353m Sales (+5.6% vs. 2009)
- Accelerating growth momentum confirmed in 2011
 - +12% YoY in 9M2011
- Resilient EBITDA margin, stable also during financial crisis, and improving in 2011
 - ♦ €30m (8.6% margin) in 2010PF
 - ♦ €27m (9.7% margin) in 9M2011





Note: Divisional data as per De'Longhi Group financial reports, unless otherwise stated

- (1) Pro-forma data for reinstatement of intercompany items to the Professional Division
- (2) Before non recurring expenses and corporate costs

A CLEAR AND WELL DEFINED PATH AHEAD

5





Professional

SELECTED "MILESTONES" PROJECTS

Professional







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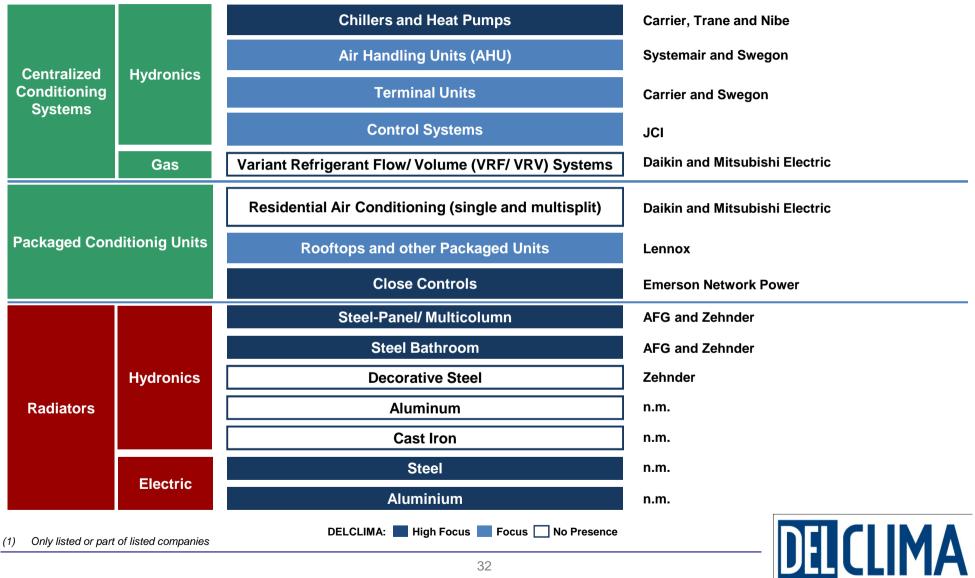
HISTORY OF DELCLIMA



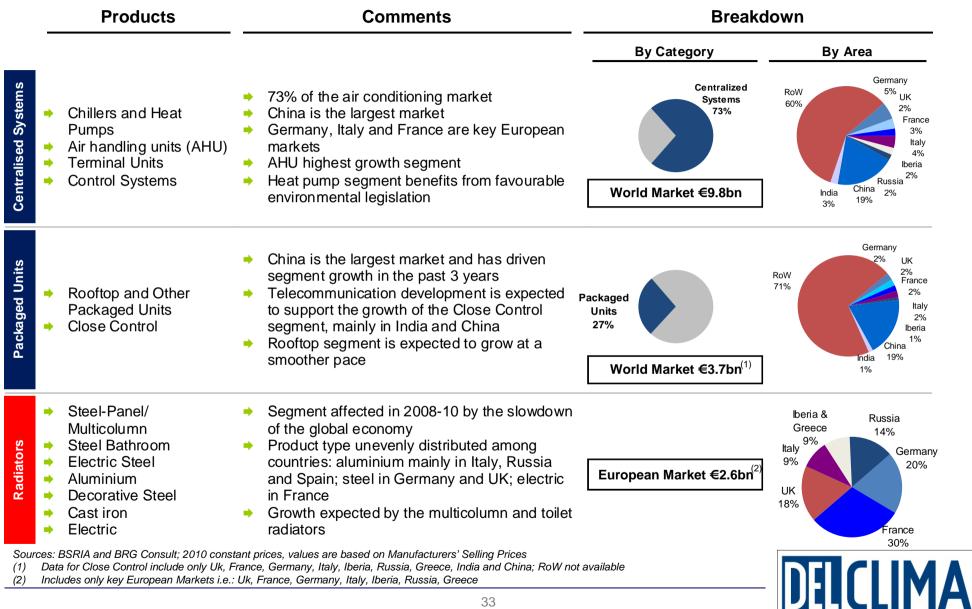


HVACR INDUSTRY OVERVIEW BY PRODUCTS

Key Competitors in Europe⁽¹⁾



A €16BN MARKET FOR DELCLIMA



THE DEMERGER TIMETABLE

and Consob respectively

Trading of DELCLIMA shares starts

ActivitiesPeriodSubmission of admission to listing request
to Borsa Italiana✓ 17th of October 2011Submission of "giudizio di equivalenza"
request to Consob (as per art. 57, comma
1°, lett. d Reg. Emittenti)< End of November 2011</td>Admission to listing and "giudizio di
equivalenza" received from Borsa Italiana< First half of December 2011</td>

2nd of January 2012



PRO-FORMA KEY FINANCIALS

	Pre-De	merger	Pro-Forma After-Demerger ⁽³⁾			
	Consolidated		New De'Longhi S.p.A.		DeLclim	a S.p.A.
(€m)	FY 2010	1H 2011	FY 2010	1H 2011	FY 2010	1H 2011
Key P&L KPIs						
Revenues	1,625.9	763.1	1,281.4	589.0	352.6	178.8
EBITDA ⁽¹⁾	199.1	88.7	168.8	72.9	30.2	15.9
EBIT	147.6	67.1	136.2	57.2	11.4	9.9
Net Income	75.1	34.3	73.7	30.4	1.4	4.1
Key BS & Cash Flow KPIs Net Debt / (Cash) Capex NWC ⁽²⁾	4.7 (46.6) 301.8	12.1 (24.7) 277.1	(58.5) (35.2) 243.9	(57.8) (15.5) 220.2	61.7 (10.8) 55.2	70.0 (9.0) 55.8
<u>Other KPIs</u> EBITDA Margin	12.2%	11.6%	13.2%	12.4%	8.6%	8.9%
EBIT Margin	9.1%	8.8%	10.6%	9.7%	3.2%	5.5%
Net Income Margin	4.6%	4.5%	5.7%	5.2%	0.4%	2.3%
Net Debt/EBITDA	n.m.	n.a.	n.m.	n.a.	2.0x	n.a.
Capex as % of Revenues	2.9%	3.2%	2.7%	2.6%	3.1%	5.0%
WC as % of Revenues	18.6%	15.9%	19.0%	n.a.	15.6%	n.a.

(1) Before non recurring income/ expenses
(2) Net working capital includes Inventory, Receivables and Payables
(3) Pro-forma data for reinstatement of intercompany items to the Professional Division



9M2011 KEY FINANCIALS

	De'Longhi S.p.A	. (Consolidated)	Household + Corporate		Profession	Professional Division	
(€m)	9M 2010	9M 2011	9M 2010	9M 2011	9M 2010	9M 2011	
Key P&L KPIs							
Revenues	1,069.8	1,187.1	825.1	913.3	250.6	281.4	
EBITDA ⁽¹⁾	124.5	155.4	101.8	127.9	22.7	27.3	
EBIT	92.0	109.8	78.1	102.5	13.9	7.1	

Key BS & Cash Flow KPIs

Net Debt/ (Cash)	112.4	21.0
Capex	(28.8)	(38.0)
NWC ⁽²⁾	345.8	348.8

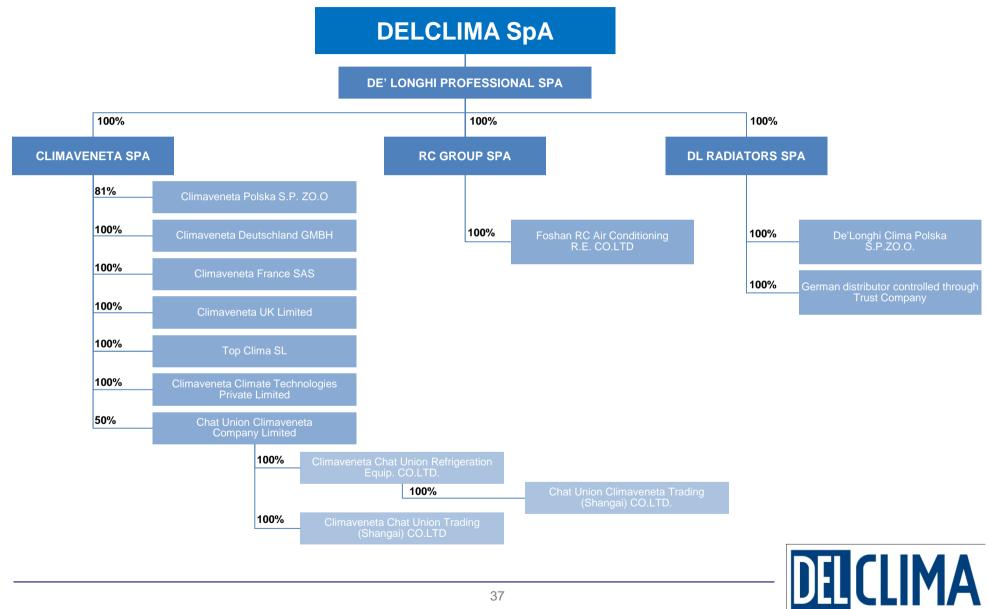
Other KPIs

Sales Growth	-	11.0%	-	10.7%	-	12.3%
EBITDA Margin	11.6%	13.1%	12.3%	14.0%	9.0%	9.7%
EBIT Margin	8.6%	9.3%	9.5%	11.2%	5.5%	2.5%
Net Debt/EBITDA	n.a.	n.a.				
Capex as % of Revenues	2.7%	3.2%				
WC as % of Revenues	22.5%	20.0%				

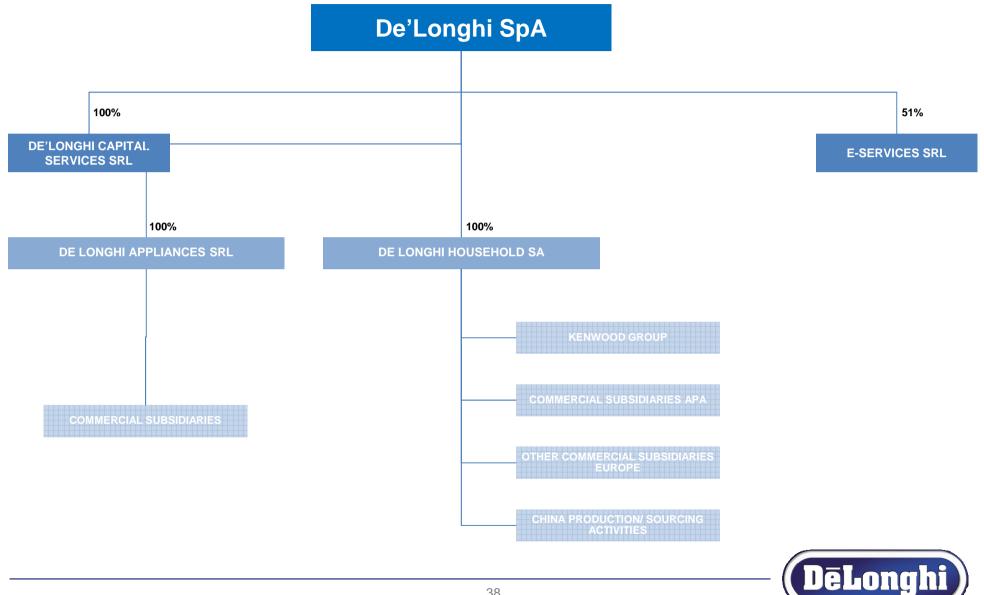
(1) Before non recurring income/ expenses(2) Net working capital includes Inventory, Receivables and Payables



DELCLIMA S.P.A. GROUP STRUCTURE

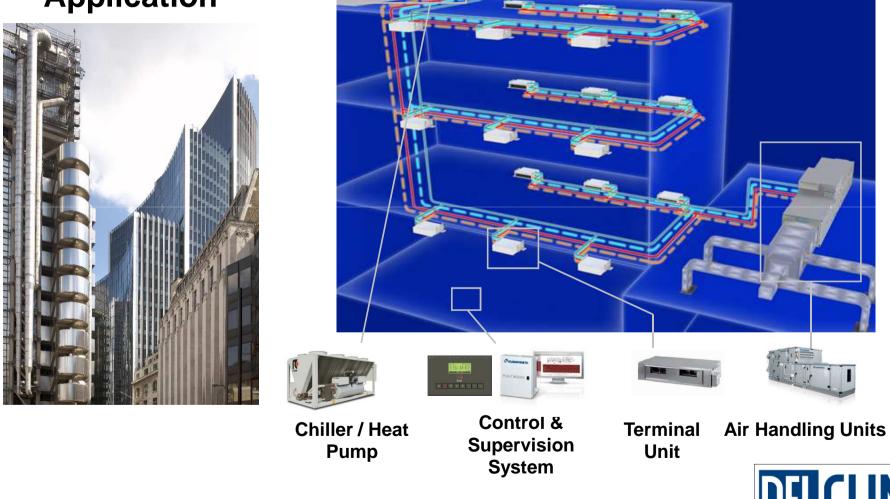


DE'LONGHI S.P.A. GROUP STRUCTURE (POST DEMERGER)



CENTRALIZED CONDITIONING SYSTEM HYDRONIC

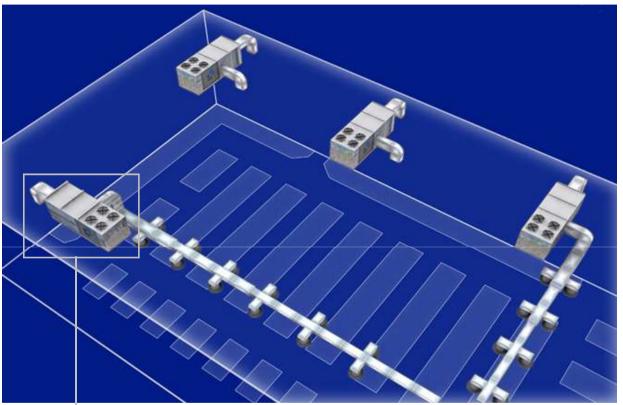
Office Building Application





PACKAGED UNITS ROOFTOP - SHOPPING CENTRE APPLICATION







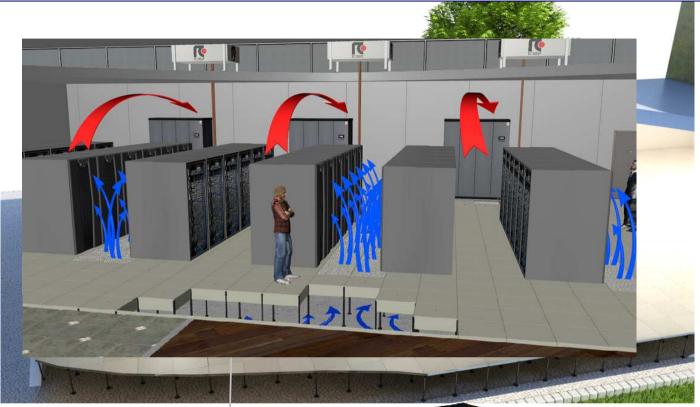
Rooftop Unit



PACKAGED UNITS CLOSE CONTROL (HPAC)

Data Center Application





Close Control (HPAC) Units

41

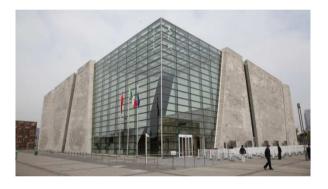


ITALIAN PAVILION EXPO SHANGHAI 2010



Project: Giampaolo Imbrighi & Partners Architetcs

Air Handling Unit Total air flow: 350.000 m3/h Installed appliances: 29 air handling units



PROJECT

The Italian Pavilion at the Expo Shanghai 2010 is the showcase of Italian excellence in all sectors contributing to a higher quality of life in urban areas.

CHALLENGE

Designed by Giampaolo Imbrighi, the Italian Pavilion blends the Italian cultural values with the innovation of a scientific research more and more focussed on sustainability.

SOLUTION

DELCLIMA is involved with a pivotal role as supplier for the air conditioning system with a solution based on 29 air handling units. With a total air flow of 350.000 m3/h and thanks to their completely modular concept, the units are provided with all necessary devices to guarantee optimum filtration, humidification and energy recovery, consistently with the sustainable approach that features the whole pavilion.





NH HOTELS FIERA MILANO 2008



Project: Dominique Perrault

Hydronic System Total cooling capacity: 1900 kW Total heating capacity: 2100 Kw Installed appliances: 4 air source multipurpose units



PROJECT

CHALLENGE

SOLUTION

The 2 imposing futurist buildings of the NH Hotel Fiera Milano designed by the famous French architect Dominique Perrault, build a modern, functional and stylish hotel with 398 standard, superior, deluxe rooms and suites. Each of the areas of the complex, from the rooms room to the congress multicentre to the NHUBE equipment and a dynamic top-level structure for any kind of guest and business meeting.

Each of the areas of the complex, from the rooms to the congress centre to the NHUBE multifunctional area are fitted with avantgarde equipment and a dynamic top-level structure for any kind of guest and business meeting.





VESTAS PLANT DENMARK 2007



Hydronic System Total cooling capacity: 2000 kW Installed appliances: 14 water source chillers with scroll compressors



PROJECT

CHALLENGE

SOLUTION

Vestas is the world leader in the production of wind turbines. For the company sustainability is not only the core business, but also the point of reference of every single choice.

For all these reasons Vestas has chosen DELCLIMA as the ideal partner for process cooling for its new production plant in Rinkobing, with a solution oriented to efficiency, safety and sustainability.

A 2MW total capacity process cooling system, based on 14 water source chillers with scroll compressors which combine the extremely high efficiency of these units with their compact dimension. A system that ensures a strong contribution to minimize the environmental impact of the production plant.



