

DēLonghi Group

The Group at a glance*



* on the basis of FY2021 results and market data.

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.

Forward looking statements are based on De' Longhi's current expectations and projections about future events. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments, many of which are beyond the ability of De' Longhi to control or estimate. Consequently, De' Longhi S.p.A. cannot be held liable for potential material variance in any looking forward in this document.

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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.



CONTENTS

- **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:
3,222 M€*

CAGR 10y 2011-2021:
High single digit

Adj.Ebitda:
515 M€*

@ margin **16%***

Net Cash
Position:
425 M€*

Over the last 3years

877 M€ of Free Cash Flow
(before dividends and M&A)

A PALETTE OF
LEADING
BRANDS

DeLonghi

KENWOOD

BRAUN

nutribullet



6 PLANTS



>10,000 PEOPLE



>30 SUBSIDIARIES



>120 COUNTRIES

Unparalleled commitment
to investments in the industry:

Over the last 3years

900+ M€ in A&P

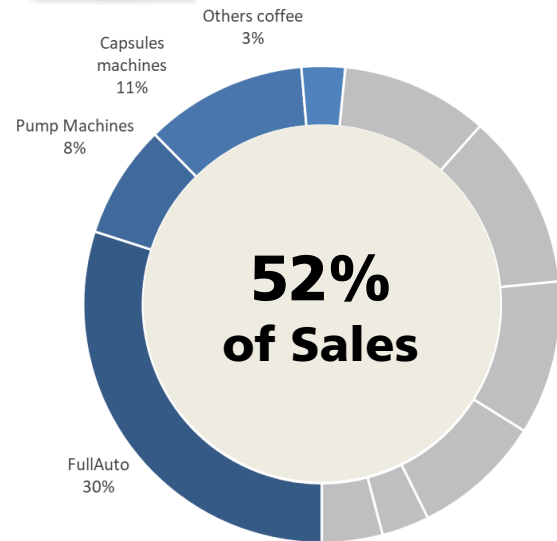
280+ M€ in CAPEX

160+ M€ in R&D

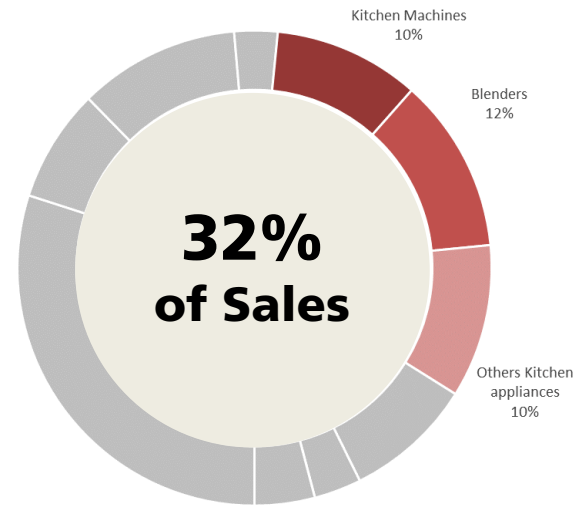
THE GROUP AT A GLANCE

PRODUCT CATEGORIES

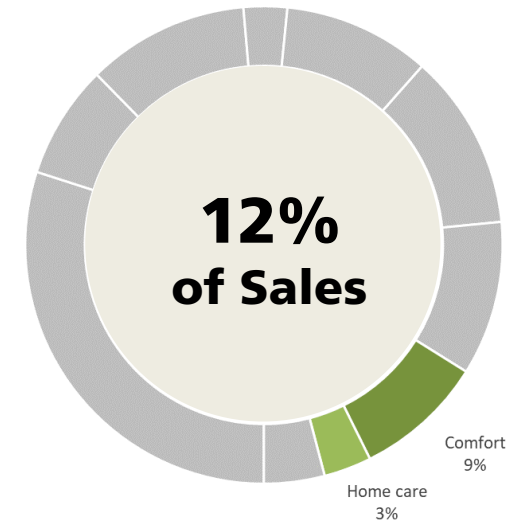
Coffee Makers



Cooking & Food Preparation



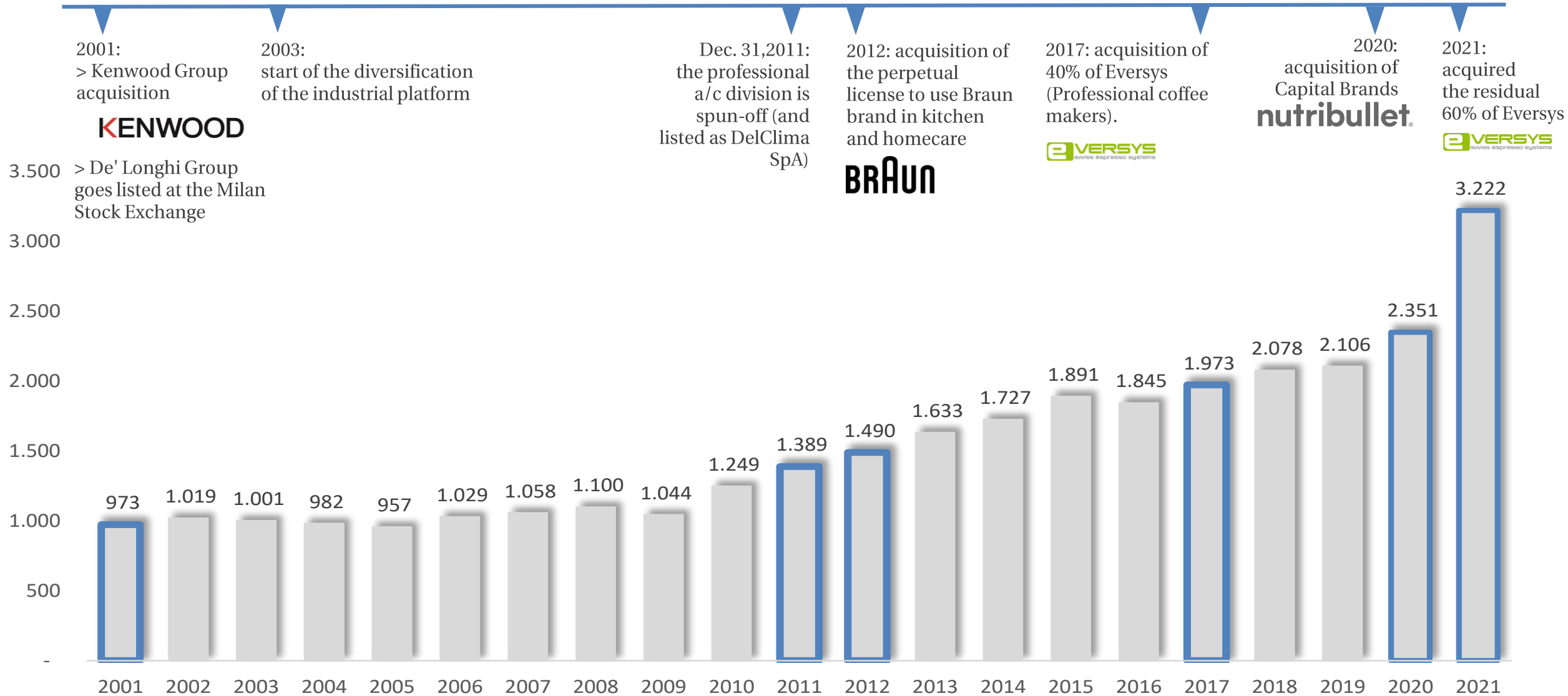
Home Care & Comfort



FY 2021 reported consolidated total Group

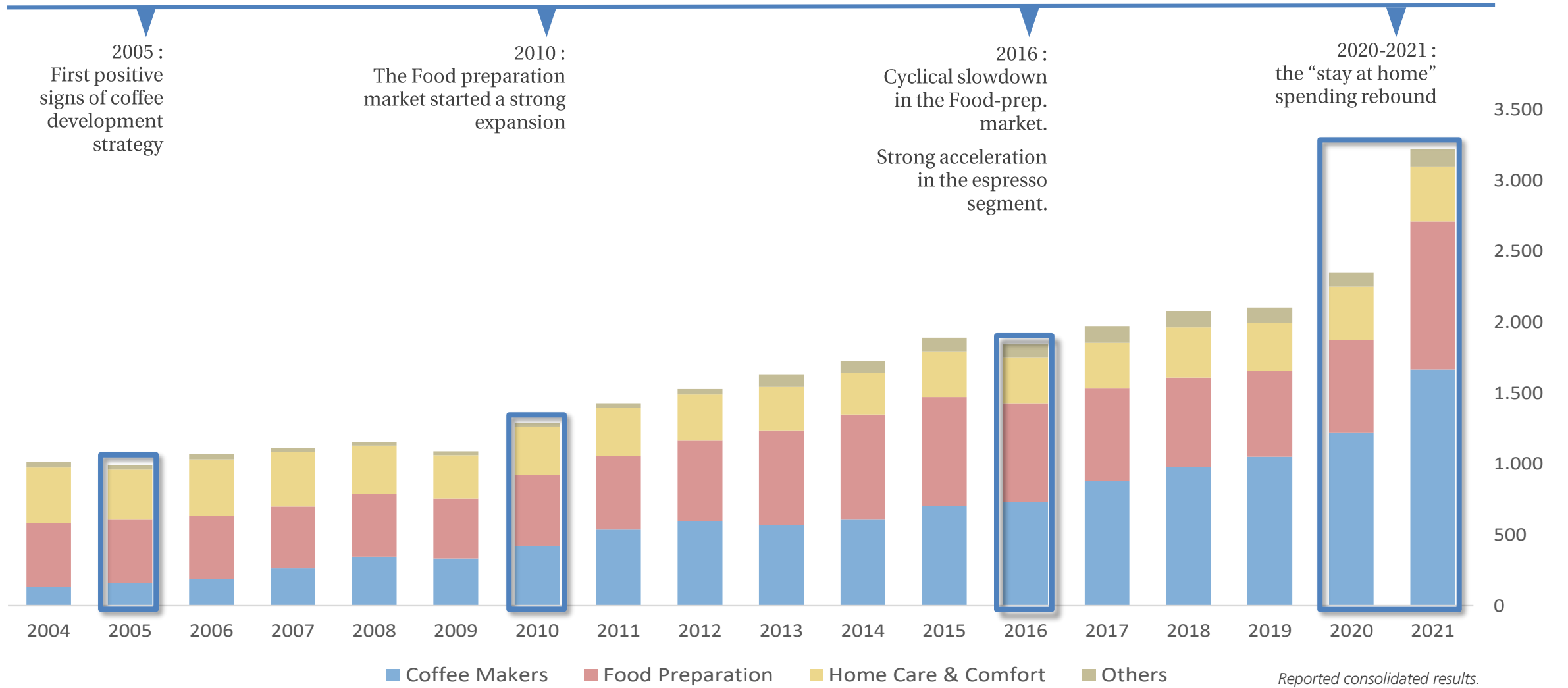
THE GROUP AT A GLANCE

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

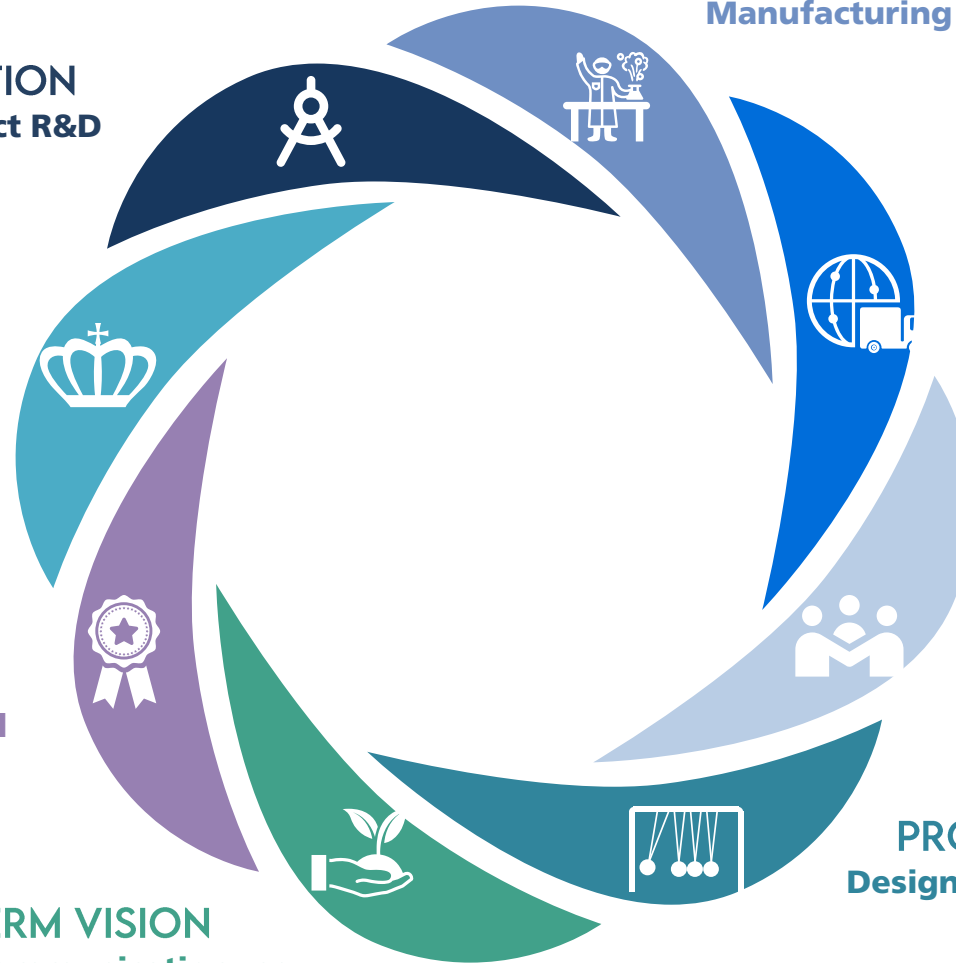
LONG TERM VISION
Investments in communication, new capacity, new products

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 & ADMIRED 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



DE' LONGHI:
ESPRESSO COFFE MACHINES*



KENWOOD:
**KITCHEN MACHINES* &
FOOD-PREPARATION**



BRAUN:
HAND BLENDERS*



NUTRIBULLET:
PERSONAL BLENDERS*

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

THE GROUP AT A GLANCE

PRODUCTS EXCELLENCE

DēLonghi



reddot winner 2022

KENWOOD



reddot winner 2021
best of the best



DESIGN AWARD 2021

BRAUN



reddot winner 2022
kitchen appliances design



reddot winner 2022



reddot winner 2022



reddot winner 2022
kitchen appliances design



reddot winner 2022



reddot winner 2022



reddot winner 2022

THE GROUP AT A GLANCE

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



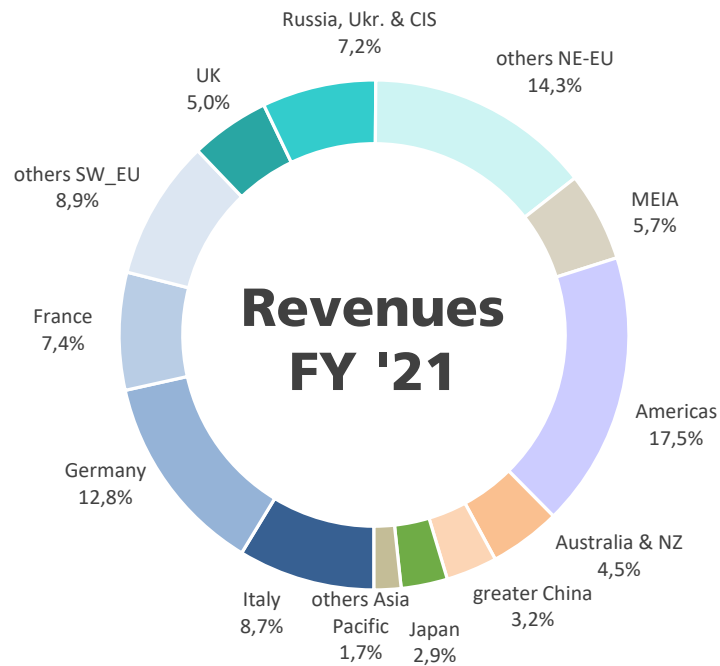
OUR VALUES

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



THE GROUP AT A GLANCE

PROXIMITY TO CUSTOMERS



- BRAND HEAD OFFICES
- GROUP MANUFACTURING FACILITIES
- COMMERCIAL SUBSIDIARIES

THE GROUP AT A GLANCE

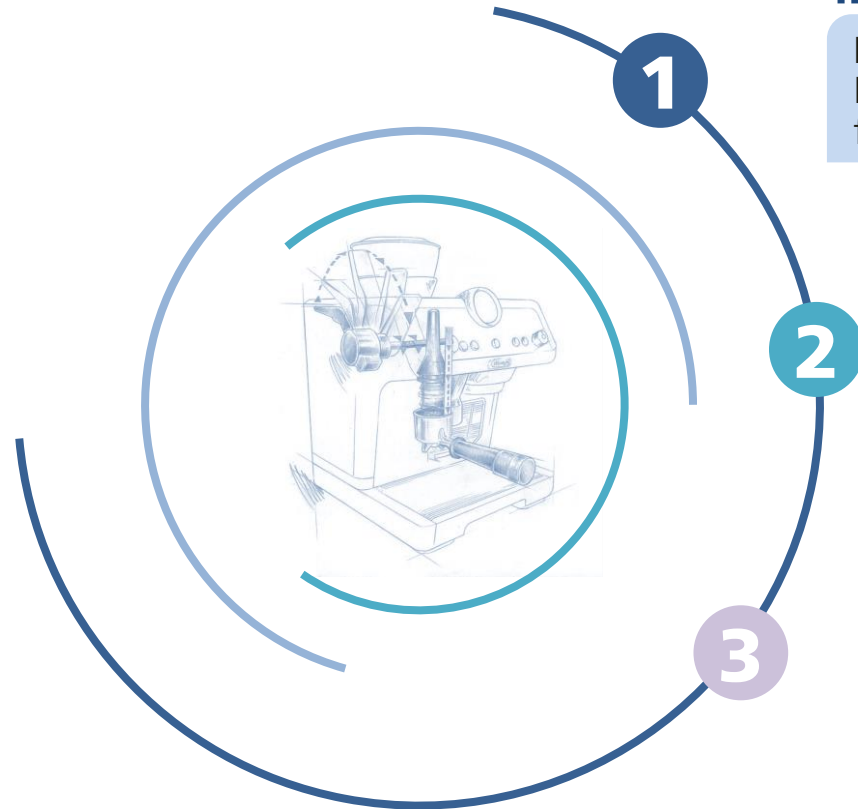
MADE BY DE' LONGHI



- 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



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, as well as cross-brand structures dedicated to specific business segments

INVESTMENT IN INNOVATION

In the last 5 years, the Group invested ca. **€270 M€** to improve its products and innovation processes, of which € 65 M in 2021 only.

Source: management accounts

COFFEE



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY 2021)

COFFEE MAKERS

52%

OF TOTAL SALES

(FY 2021 reported consolidated total Group)

CAGR 2011-2021:

(FY 2021 old perimeter, ex. Capital Brands and Eversys; management accounts)

CA. 11.9%



DeLonghi

N.1

IN ESPRESSO
FULLAUTOMATIC



DeLonghi

N.1

IN PUMP TRAD.
NO-GRINDER CM



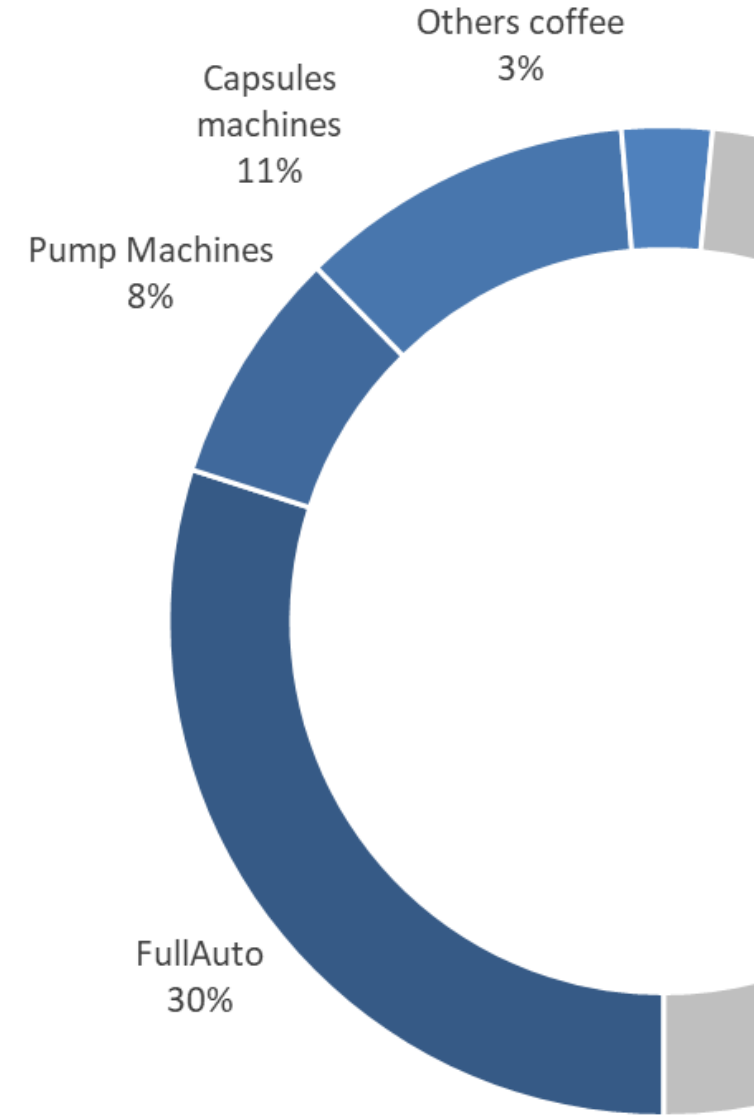
DeLonghi

NESPRESSO

N.2

IN SINGLE SERVE
ESPRESSO

Source: Independent Research Institute, Value Sales, Full Year 2021, 46 countries (ex. USA and China); internal data processing



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

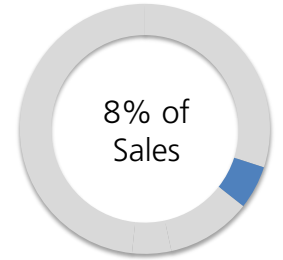
FULLY AUTO MACHINES ("BEAN TO CUP")



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

THE GROUP AT A GLANCE

MANUAL ESPRESSO MAKERS



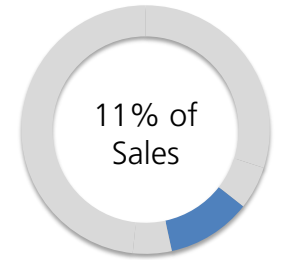
THE “BARISTA STYLE” AT HOME

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.



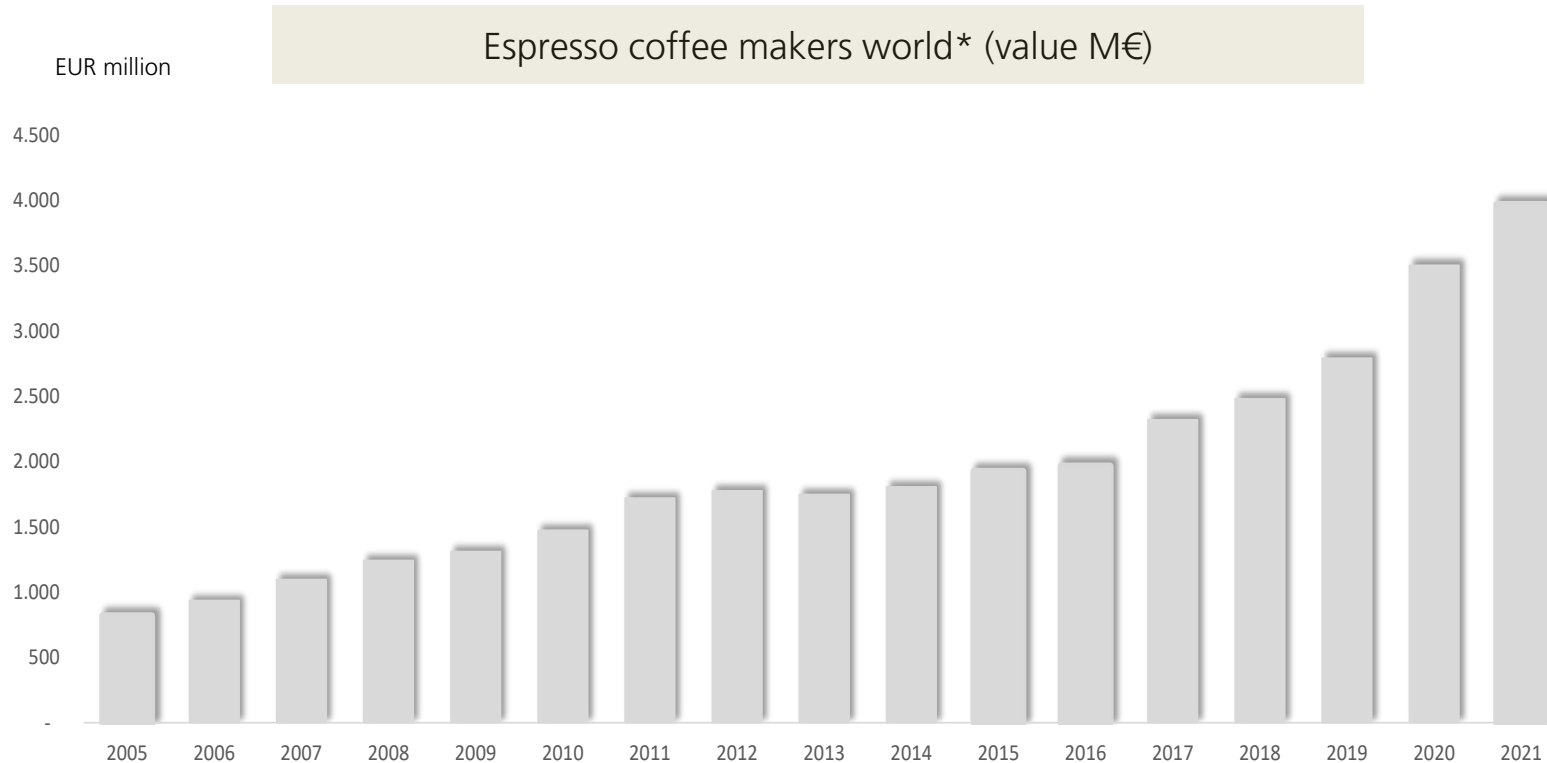
THE GROUP AT A GLANCE

COFFEE CATEGORY: MAIN COMPETITORS



THE GROUP AT A GLANCE

ESPRESSO MAKERS MARKET IN VALUE TERMS



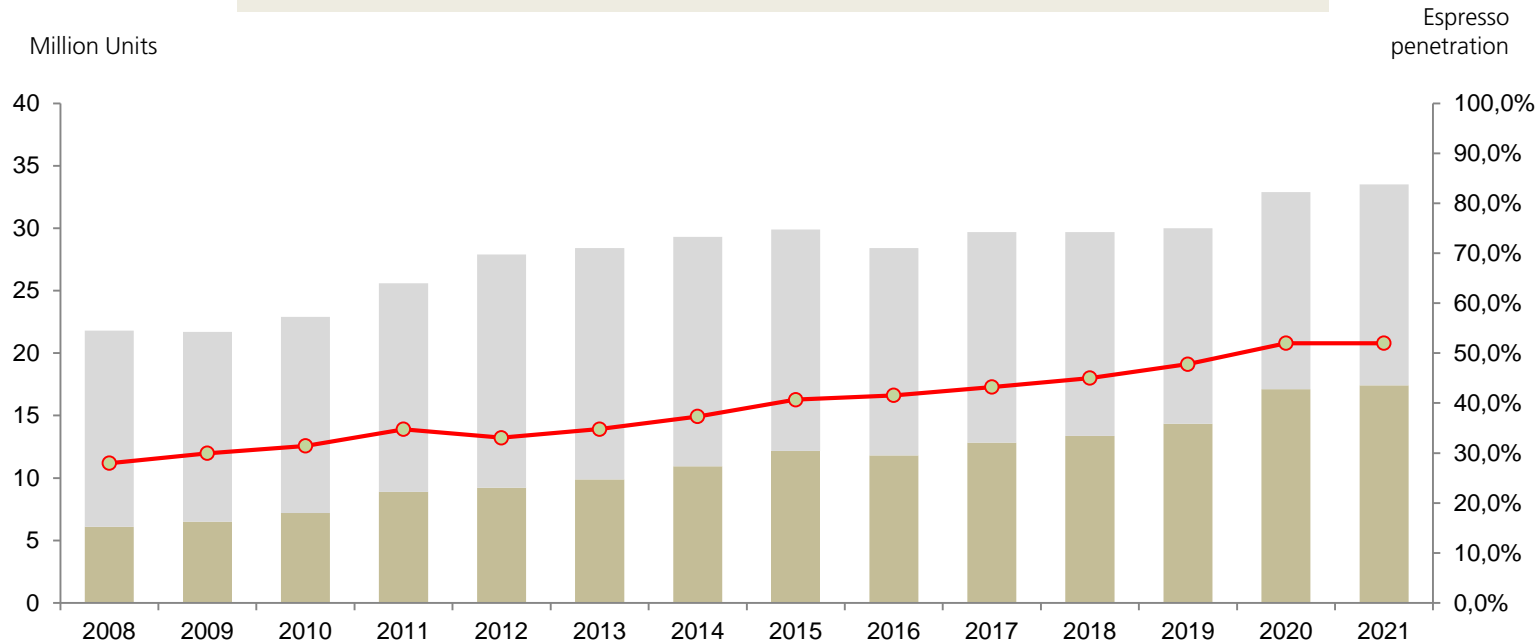
THE ESPRESSO MARKET HAS CONSISTENTLY GROWN OVER THE LAST DECADE AND THERE IS STILL A TREMENDOUS OPPORTUNITY TO EXPAND THIS BUSINESS IN ASIA AND NORTH AMERICA

*Source: Market value at constant perimeter of the producers of espresso coffee machines for domestic use (excluding US and China); internal data processing 2021

THE GROUP AT A GLANCE

THE COFFEE MAKERS MARKET: ESPRESSO VS. FILTER

Espresso + Filter coffee: World* trend (units)⁽¹⁾



OUT OF CA. 33 M COFFEE MACHINES SOLD IN THE WORLD* IN 2021, ESPRESSO PENETRATION (ON ANNUAL UNITS SOLD) IS ONLY AROUND 52%.

FILTER COFFEE MACHINE
10Y CAGR ('11-'21) -0.4%

VS.

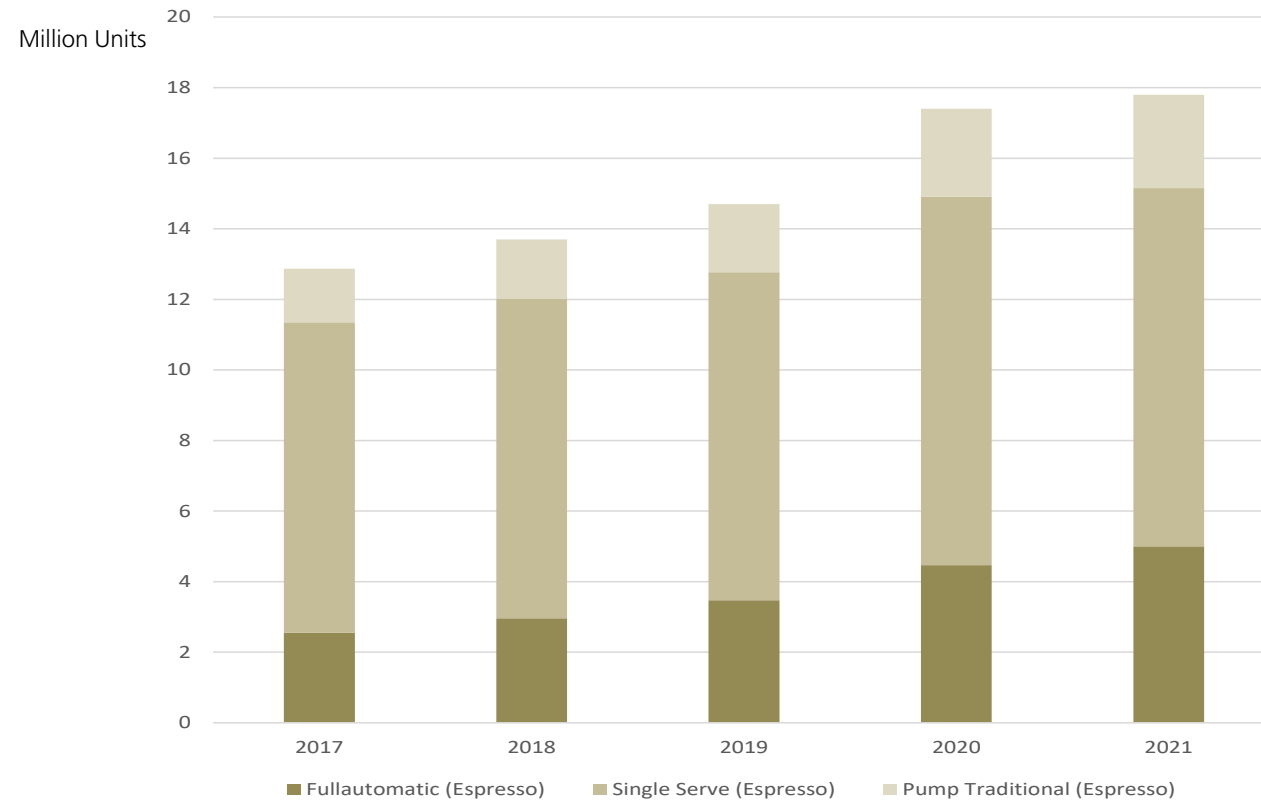
ESPRESSO COFFEE MACHINE
10Y CAGR ('11-'21) +6.9%

* 2008-2011: 41 countries panel / 2012-2021 47 countries panel
(1) Internal company analysis

THE GROUP AT A GLANCE

THE ESPRESSO MAKERS MARKET: SUB-CATEGORIES

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



THE FULLAUTO & 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)
5Y CAGR ('17-'21) +13.5%




SINGLE SERVE (ESPRESSO)
5Y CAGR ('17-'21) +4.4%

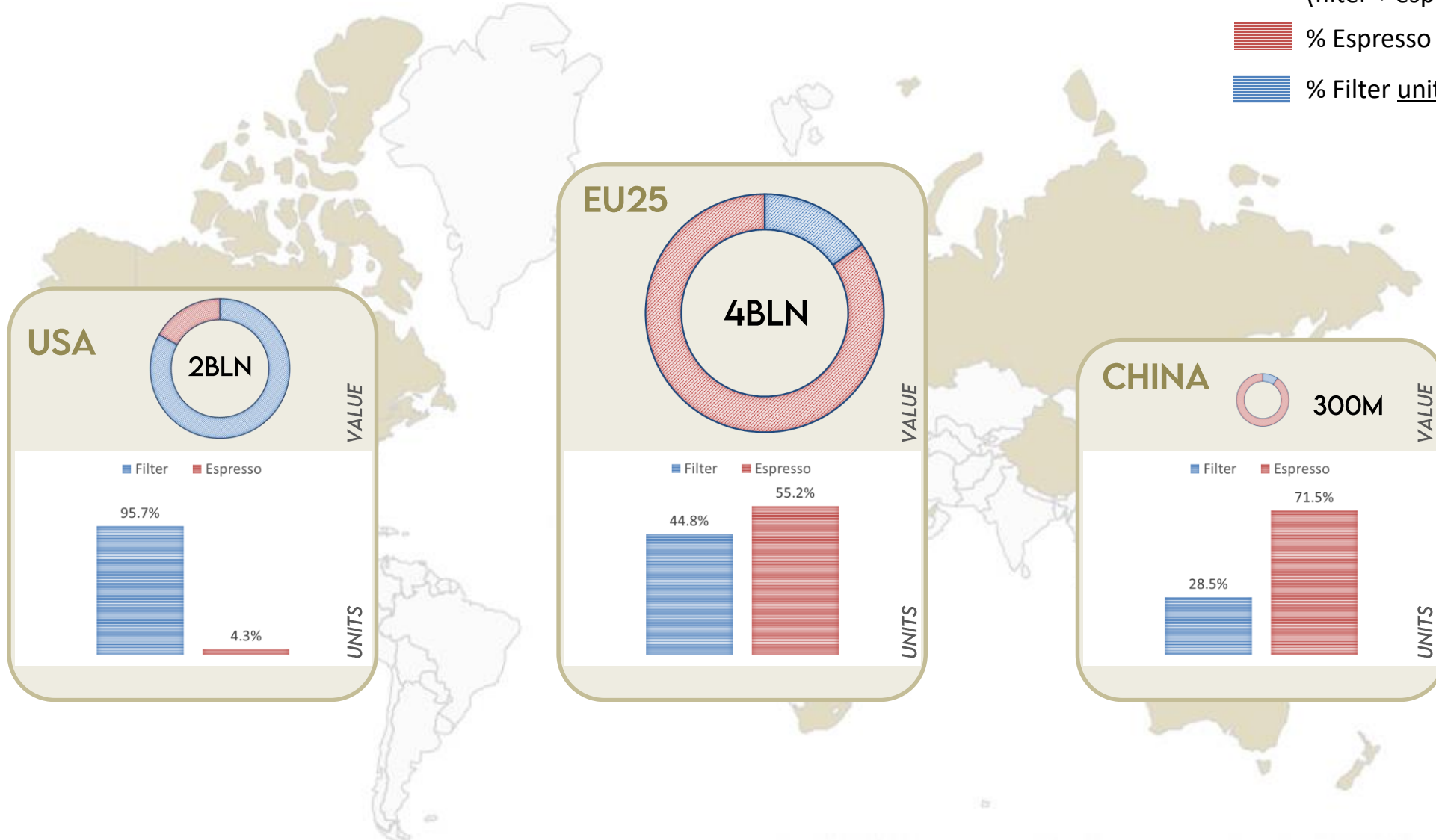
FULLY AUTO (ESPRESSO)
5Y CAGR ('17-'21) +17.8%

* 2016-2017 world 47 countries panel / 2018-2021 world 46 countries panel – USA & China excluded
(1) Internal company analysis

THE GROUP AT A GLANCE

THE COFFEE MAKERS MARKET: ESPRESSO VS. FILTER

-  Coffee makers market size EUR M (filter + espresso)
-  % Espresso units sold LY
-  % Filter units sold LY



THE GROUP AT A GLANCE

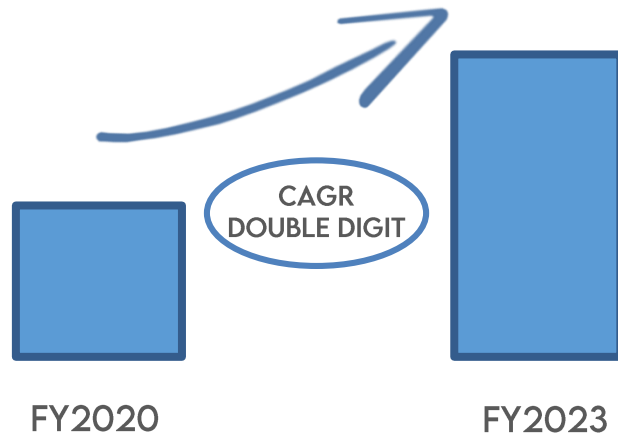
SPECIALTY COFFEE OFFERING IS GROWING



IN 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



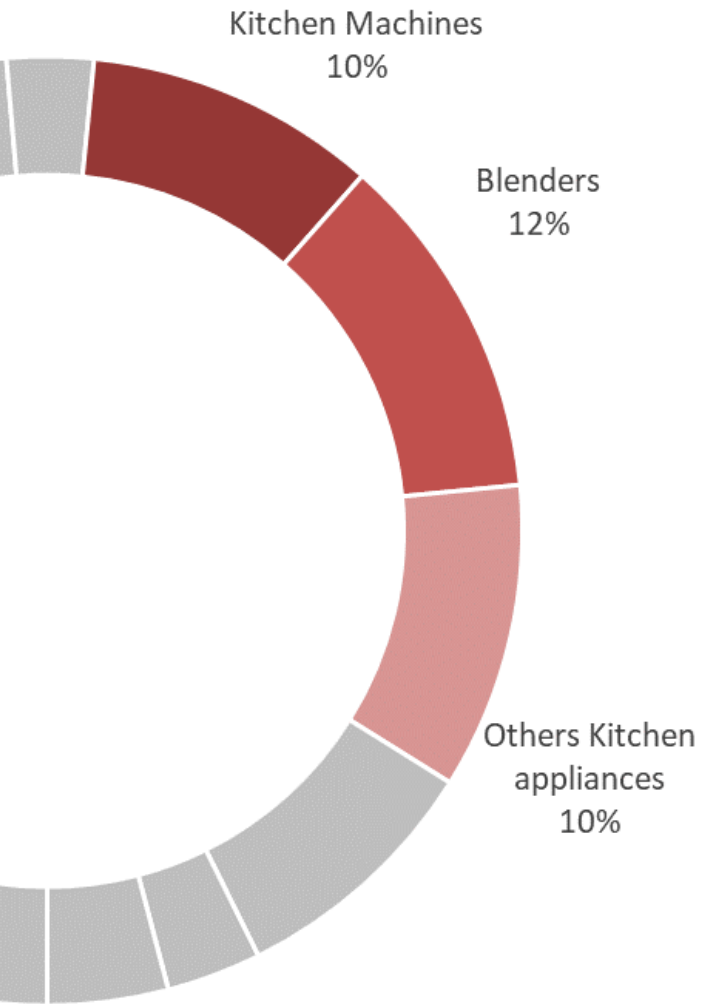
- ✓ INCREASING PENETRATION
- ✓ STRENGTHENING THE LEADERSHIP
- ✓ GEOGRAPHICAL EXPANSION
- ✓ CONSOLIDATING IN THE DRIP COFFEE MARKET
- ✓ STRONG RELATIONSHIP WITH NESPRESSO / NESTLE'

FOOD PREPARATION



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY 2021)



KENWOOD

N.1

IN KITCHEN
MACHINES



BRAUN

N.1

IN HAND
BLENDERS



nutribullet.

N.1

IN PERSONAL
BLENDERS

Source: Independent Research Institute, Value Sales, Full Year 2021, 46 countries (ex. USA and China); internal data processing.

COOKING & FOOD PREP.

32% OF TOTAL SALES

(FY 2021 reported consolidated total Group)

CAGR 2011-2021:

(FY 2021 old perimeter, ex. Capital Brands and Eversys; management accounts)

CA. 4.7%

THE GROUP AT A GLANCE

FOOD PREPARATION CATEGORY BY PRODUCT LINE

KITCHEN MACHINES



K Mix



Chef XL Titanium



Titanium Chef Patisserie



Cooking Chef XL

BLENDERS & HAND BLENDERS



Nutribullet



HB MQ7



Pure Juice Pro

OTHERS



Kettle



Food proc. Multipro



MultiFry



CookEasy+

0€

100€

400€

800€

>1300€

PRICE RANGE

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



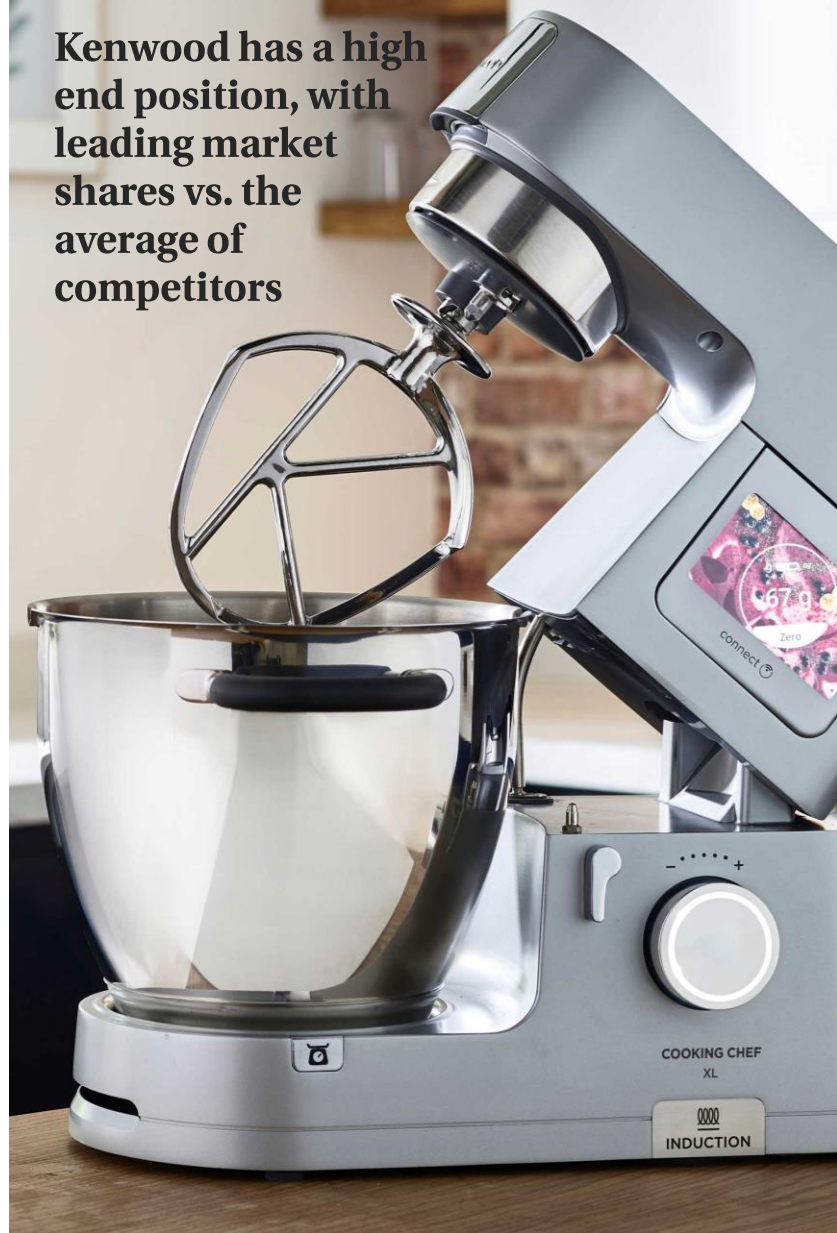
A WIDE RANGE OF PRODUCTS TO SUPPORT COOKING AND BAKING AT HOME

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.



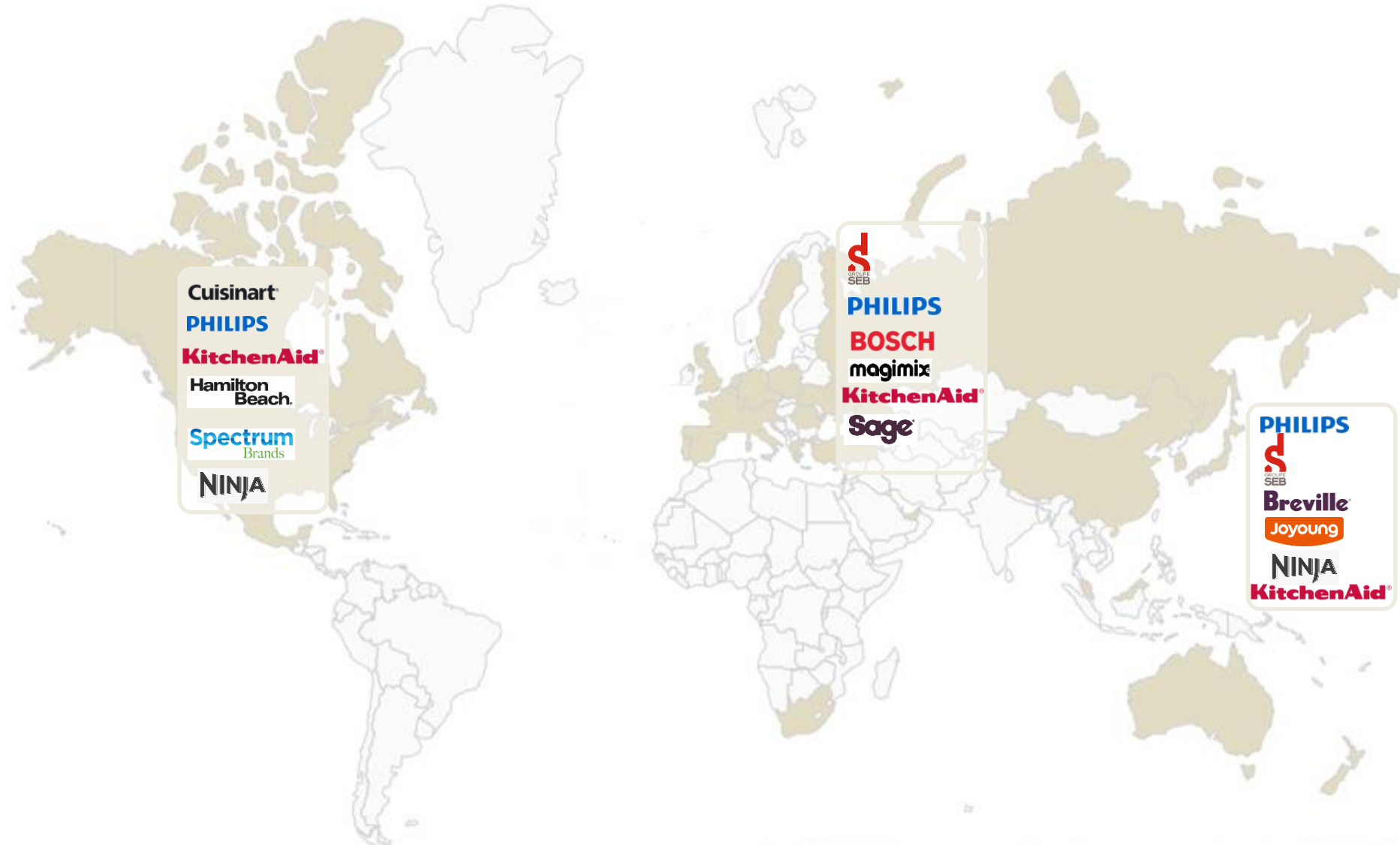
nutribullet.

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



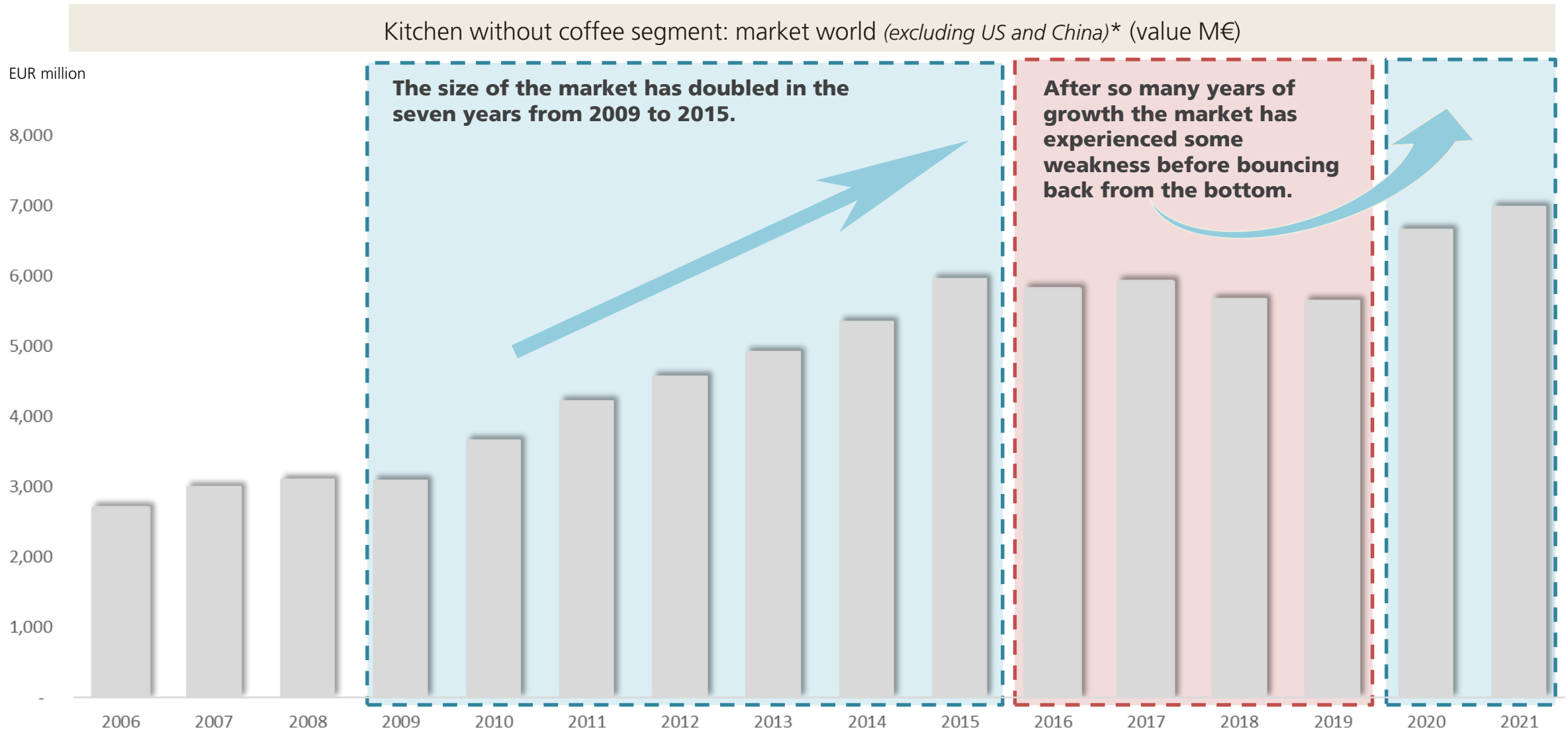
THE GROUP AT A GLANCE

FOOD PREPARATION: MAIN COMPETITORS



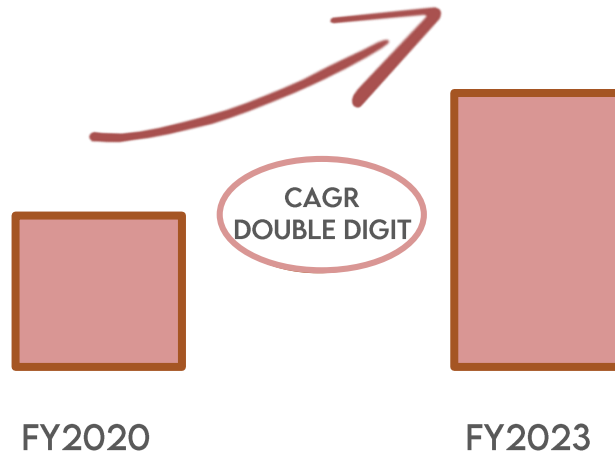
THE GROUP AT A GLANCE

KITCHEN (EX-COFFEE) MARKET TREND



THE GROUP AT A GLANCE

FOOD PREPARATION: KEY GROWTH OPPORTUNITIES



EXPECTED GROWTH IN THE MEDIUM TERM

*excerpt from Medium Term Plan '21-'23
(CAGR calculated including the effect of the acquisition of Capital Brands)*

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

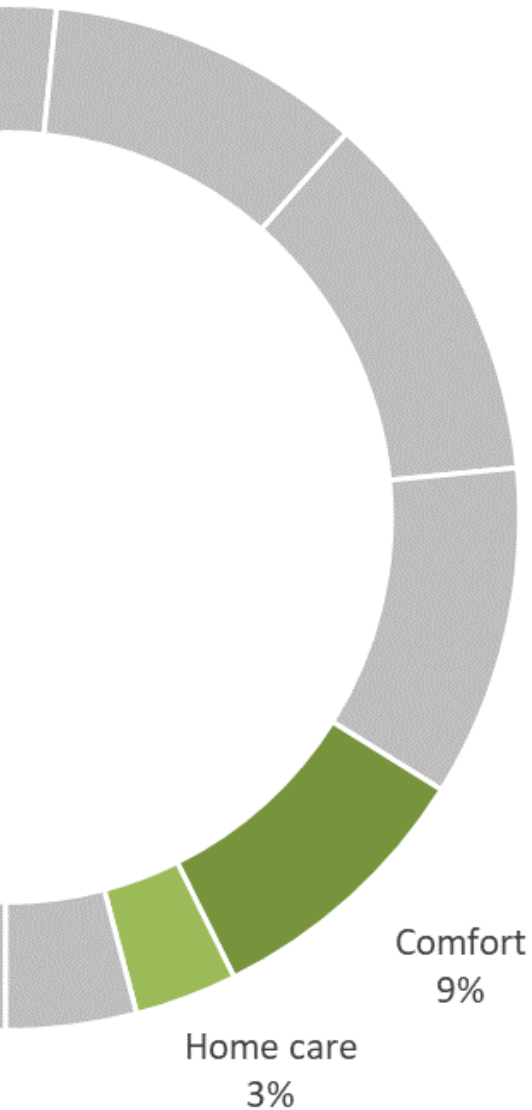


COMFORT & HOME CARE



THE GROUP AT A GLANCE

REVENUES BY PRODUCT FAMILY (FY 2021)



BRAUN

Ironing



DeLonghi

portable
air conditioning
and treatment



DeLonghi

portable
heaters

COMFORT & HOME CARE

12 %
OF TOTAL SALES

(FY 2021 reported consolidated total Group)

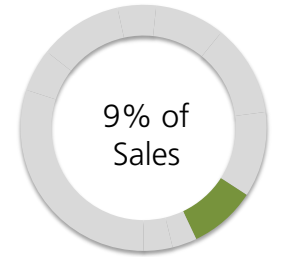
CAGR 2011-2021:

*(FY 2021 old perimeter, ex. Capital Brands and Eversys;
management accounts)*

CA. 1.6 %

THE GROUP AT A GLANCE

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

THE GROUP AT A GLANCE

HOME CARE



BRAUN

irons and ironing systems



DeLonghi

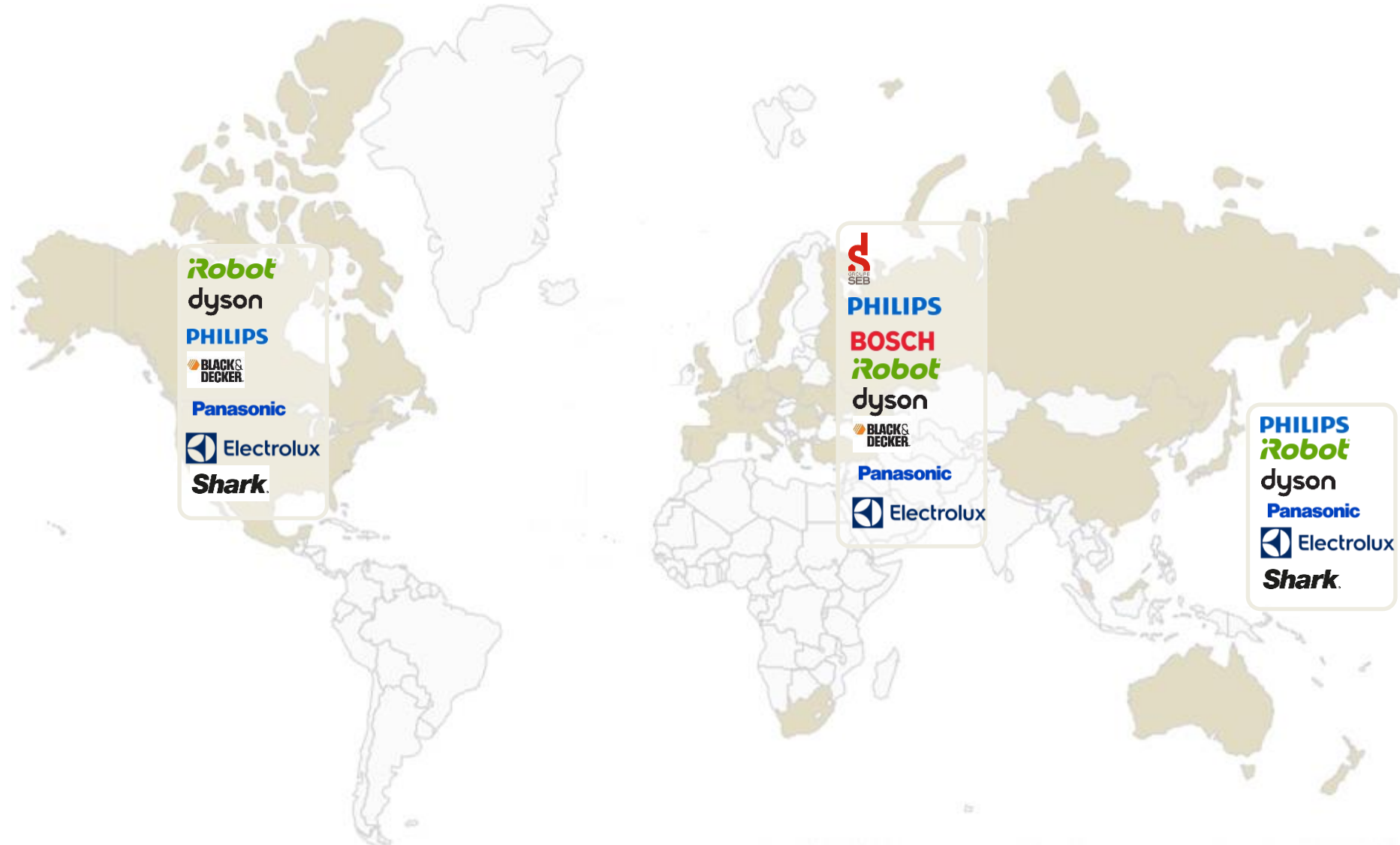
vacuum cleaners



IRONING AND FLOOR CARE PRODUCTS

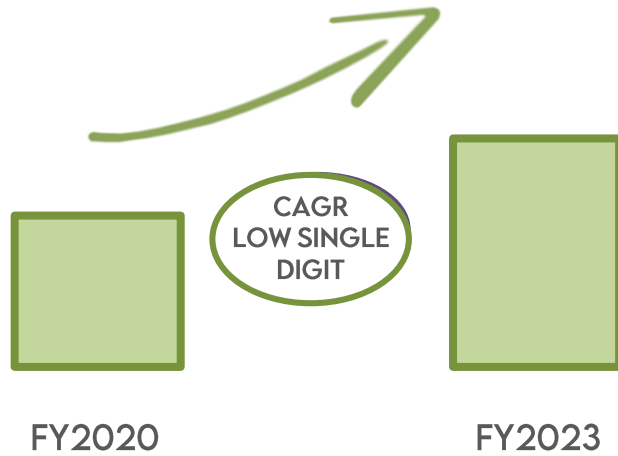
THE GROUP AT A GLANCE

COMFORT & HOME CARE: MAIN COMPETITORS



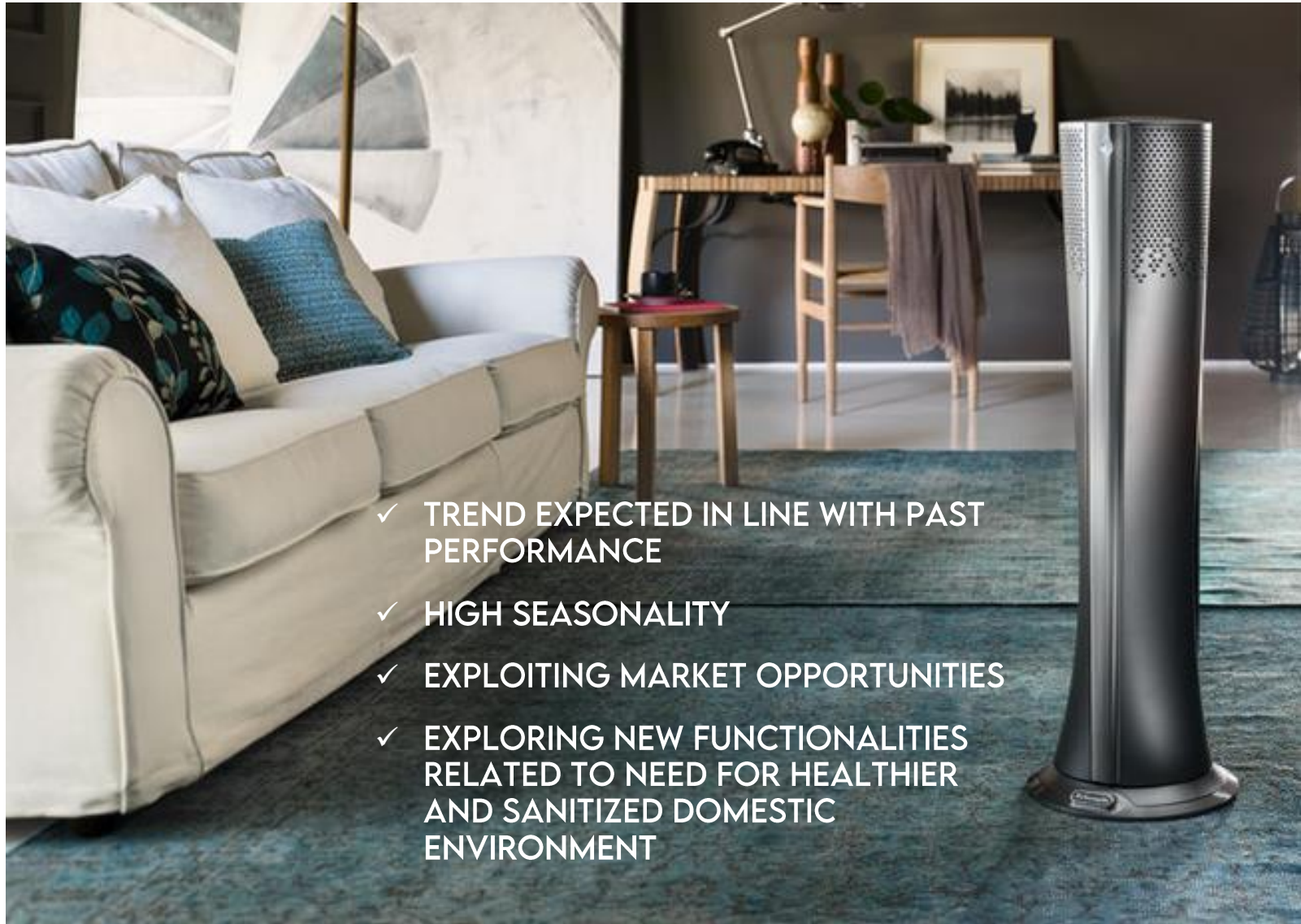
THE GROUP AT A GLANCE

COMFORT & HOME CARE: KEY GROWTH OPPORTUNITIES



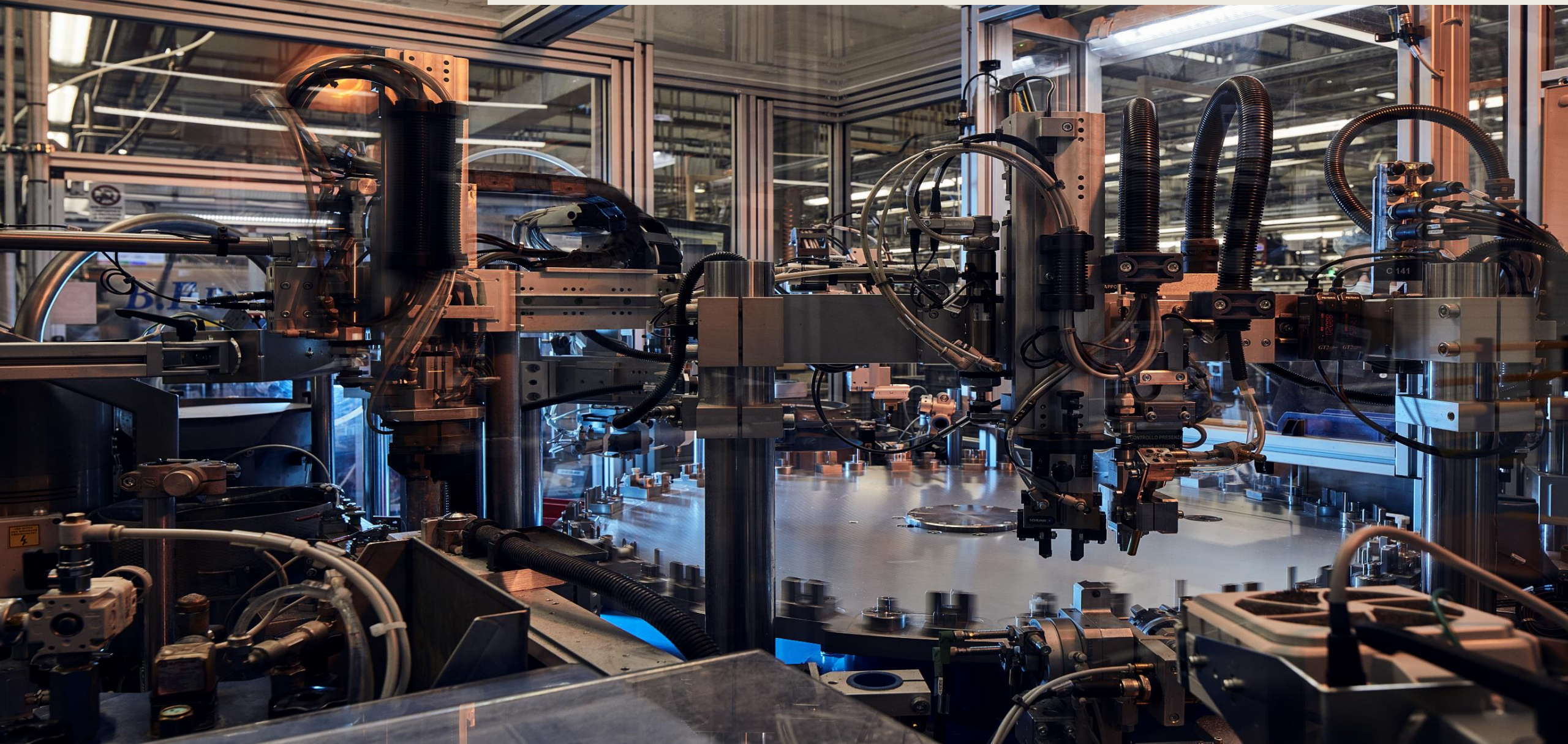
EXPECTED GROWTH IN THE
MEDIUM TERM

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

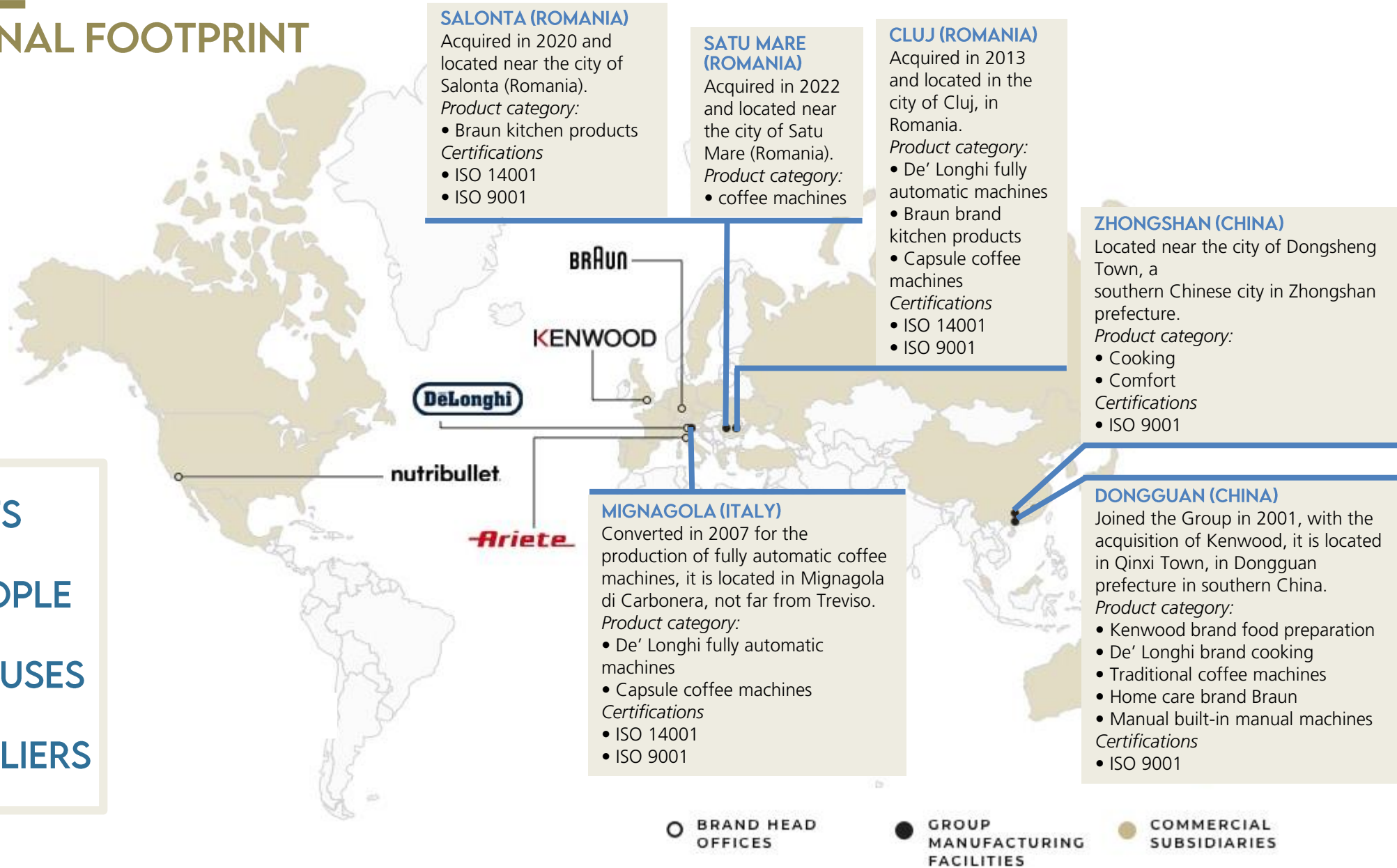
THE OPERATIONAL FOOTPRINT



THE GROUP AT A GLANCE

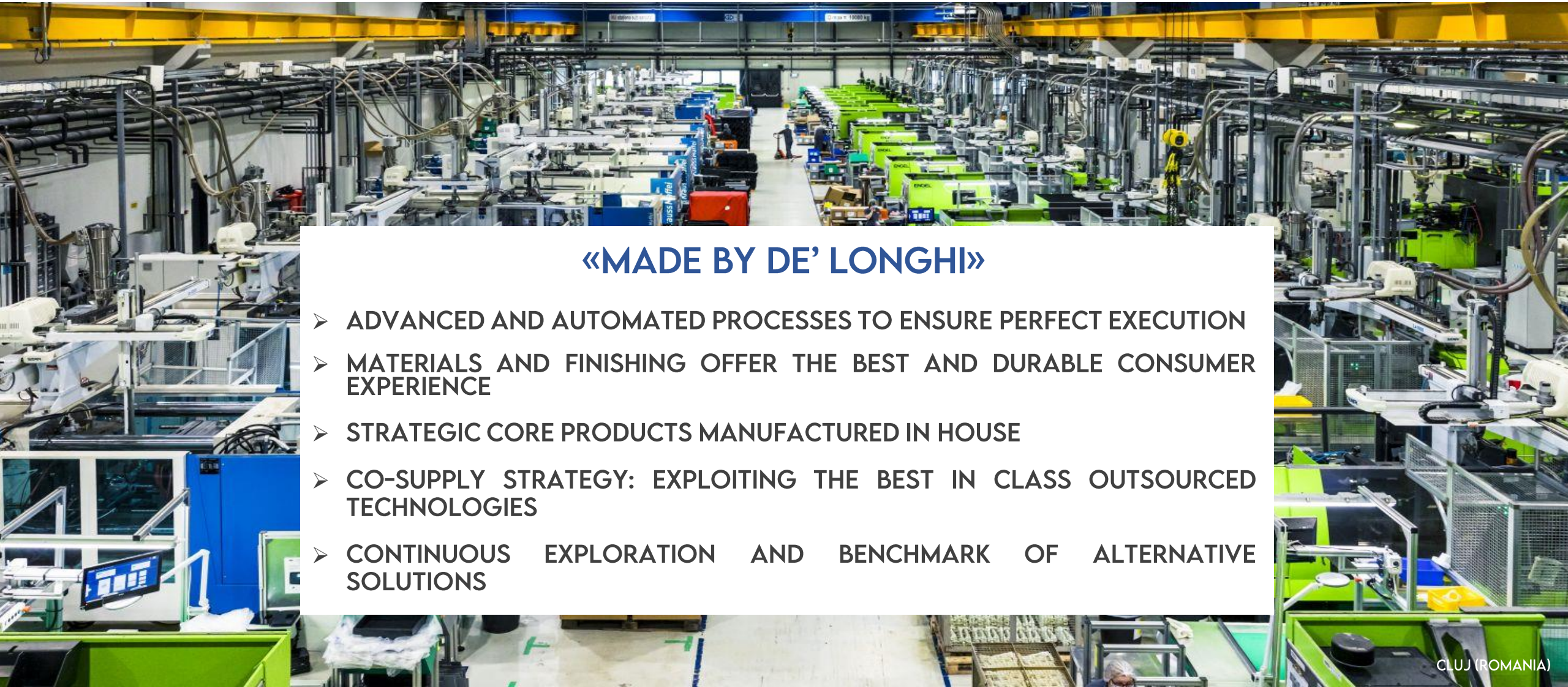
THE OPERATIONAL FOOTPRINT

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



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)

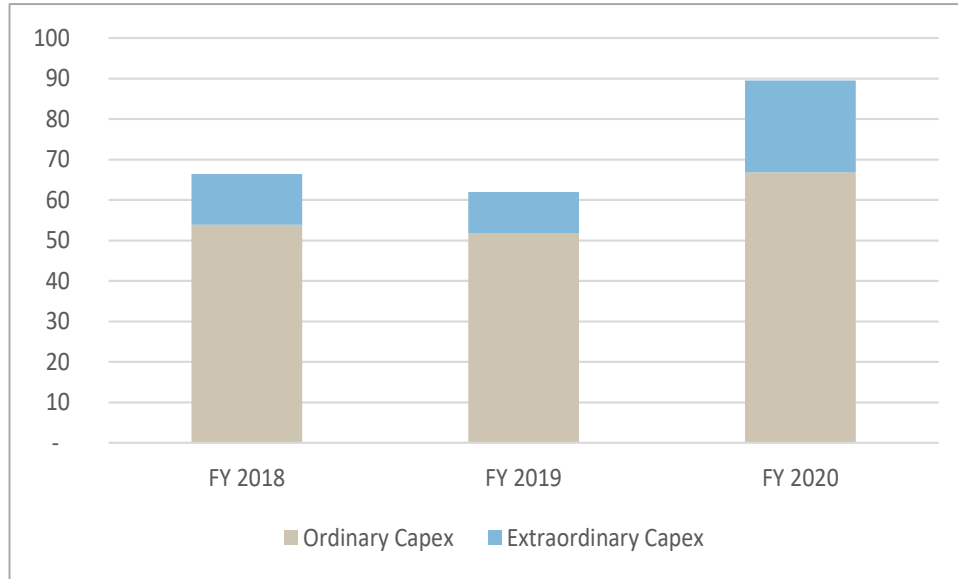
The G.L.N. is a project of the World Economic Forum in collaboration with McKinsey & Co, a community of world leading manufacturers, driving the Fourth Industrial Revolution identified by: **agility and customer centricity, supply chain resilience, speed and productivity and eco-efficiency.**



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



EXTRA INVESTMENTS OF CA. **100 M€**

ON TOP OF ORDINARY CAPEX



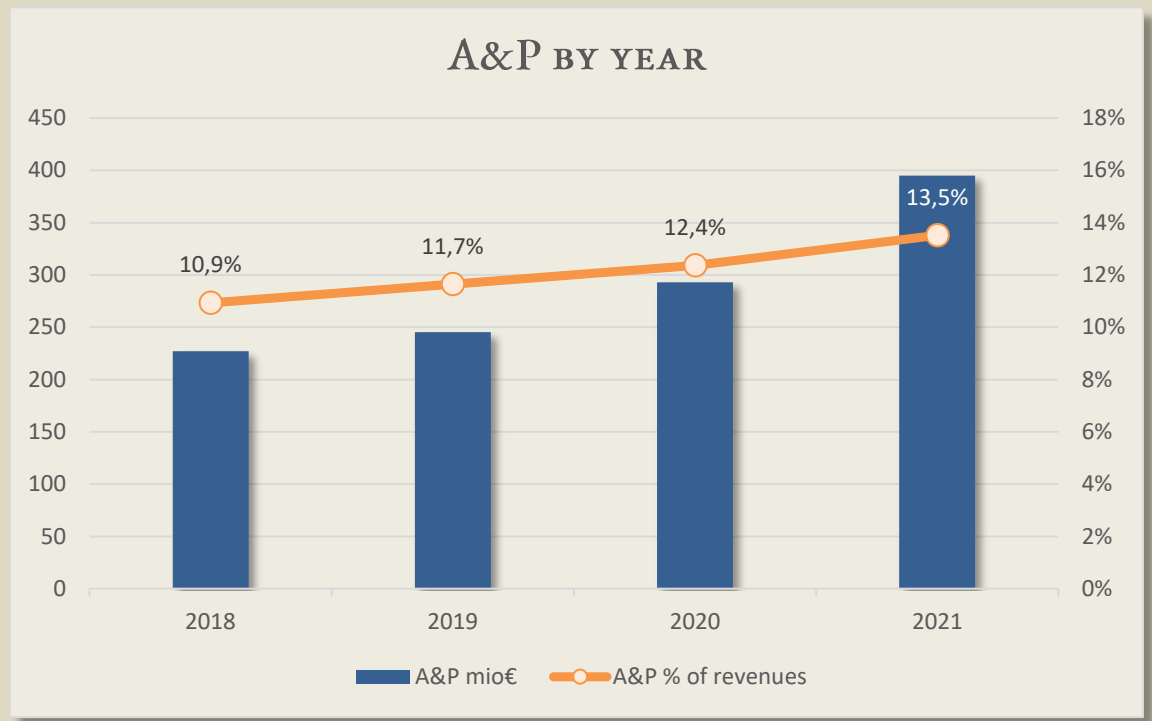
MARKETING PLAN

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	% OF REVENUES
2019	245 M€	11.7%
2020	293 M€	12.4%
2021	395 M€	13.5% LFL*
	406 M€	12.6% NEW PER.



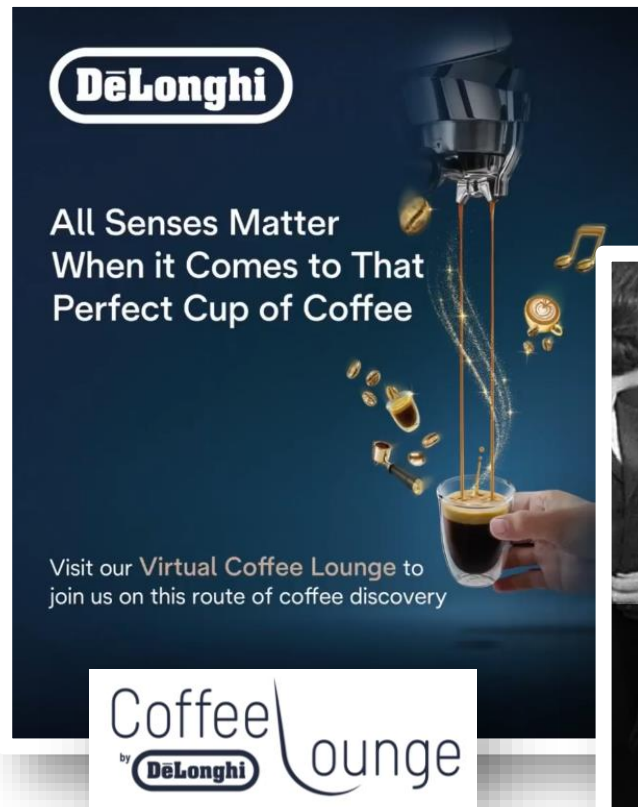
* FY 2021 old perimeter, ex. Capital Brands and Eversys

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





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

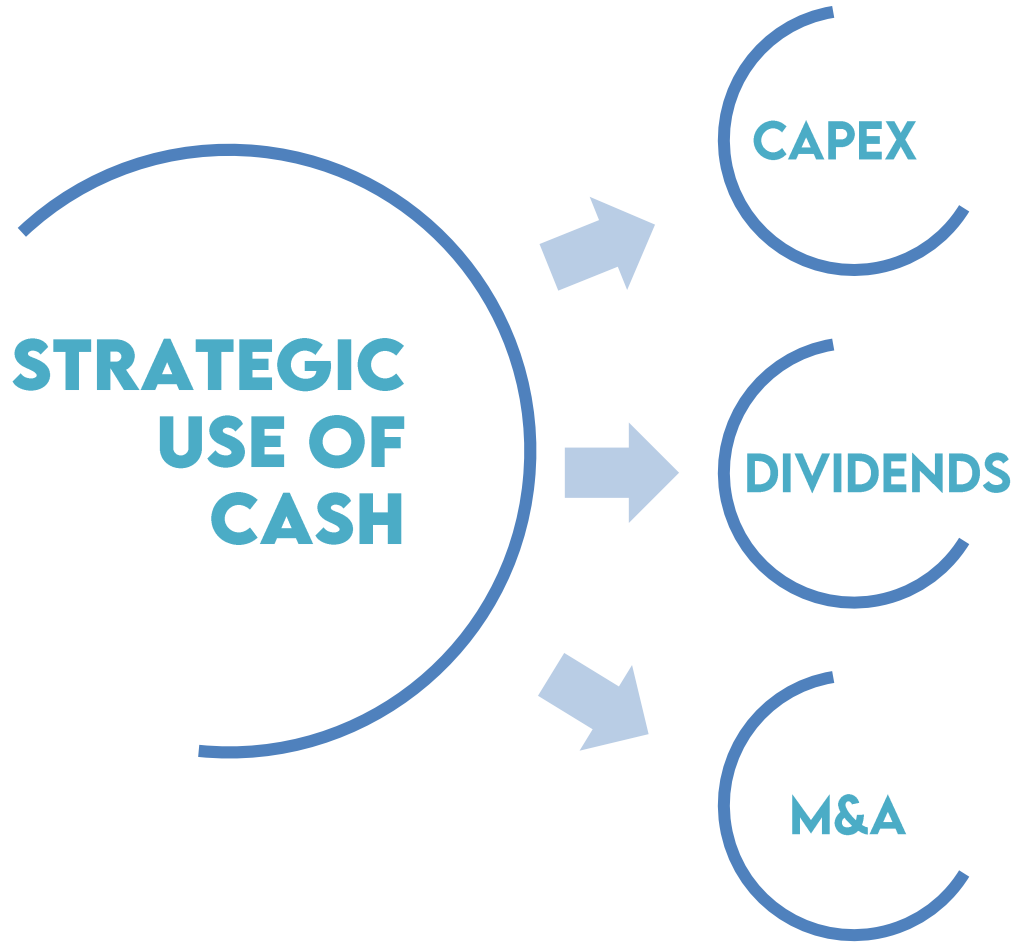


- FIRST EVER DE' LONGHI GLOBAL CAMPAIGN LAUNCHED AT THE SAME TIME EVERYWHERE
- MASSIVE MEDIA INVESTMENT
- BEST IN CLASS PARTNERS AND EXECUTION
- SIGNIFICANT UPGRADE OF ALL MARKETING INFRASTRUCTURE AND TOUCH POINTS: PHYSICAL AND DIGITAL
- CLEAR KPIS IN PLACE AND TRACKING SYSTEMS

CAPITAL ALLOCATION



THE GROUP AT A GLANCE
CAPITAL ALLOCATION



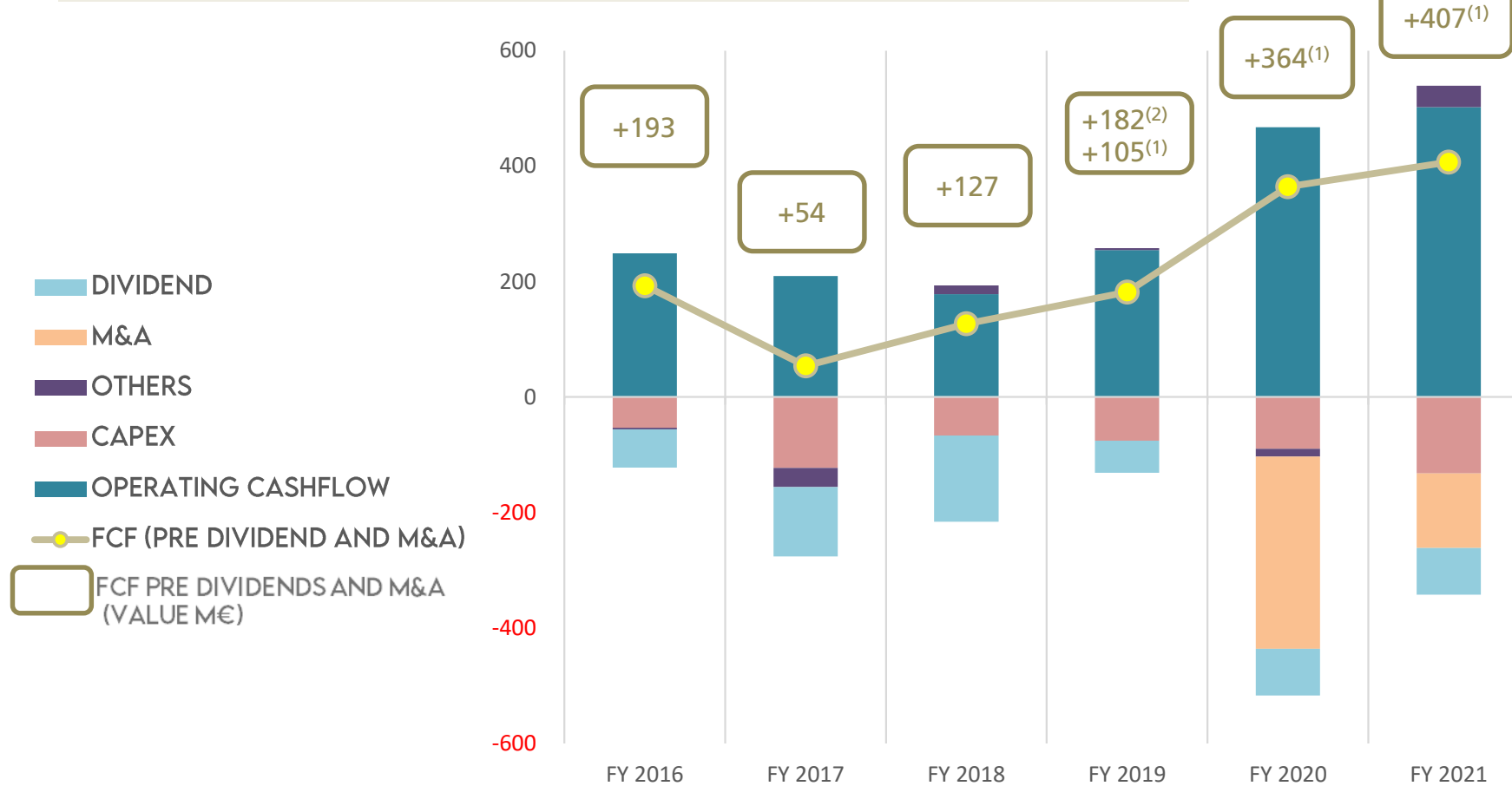
- 1 EXPANSION OF PRODUCTION CAPACITY AND INCREASE OF EFFICIENCY
- 2 REMUNERATION OF SHAREHOLDERS (REF. NEW DIVIDEND POLICY)
- 3 LEVERAGING THE COMPANY TO PURSUE EXTERNAL GROWTH



THE GROUP AT A GLANCE

CAPITAL ALLOCATION

CASH FLOW GENERATION AND CAPITAL ALLOCATION 2016-2021



(1): 2019 and following years' figures include the effects of the application of IFRS 16
 (2): 2019 Cash Flow calculation excluding IFRS-16 impact (comparable with 2018)



THE GROUP AT A GLANCE

LATEST 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

LATEST 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





ESG TARGETS

Over the last years De'Longhi has constantly **strengthened its efforts on sustainability**, implementing targets and KPIs to undertake the ESG journey.

Following the first steps last years, a turning point in the journey is represented by **the inclusion of Sustainability in the MTP 2021-2023** as key enabler of our sustainable success.

THE GROUP AT A GLANCE

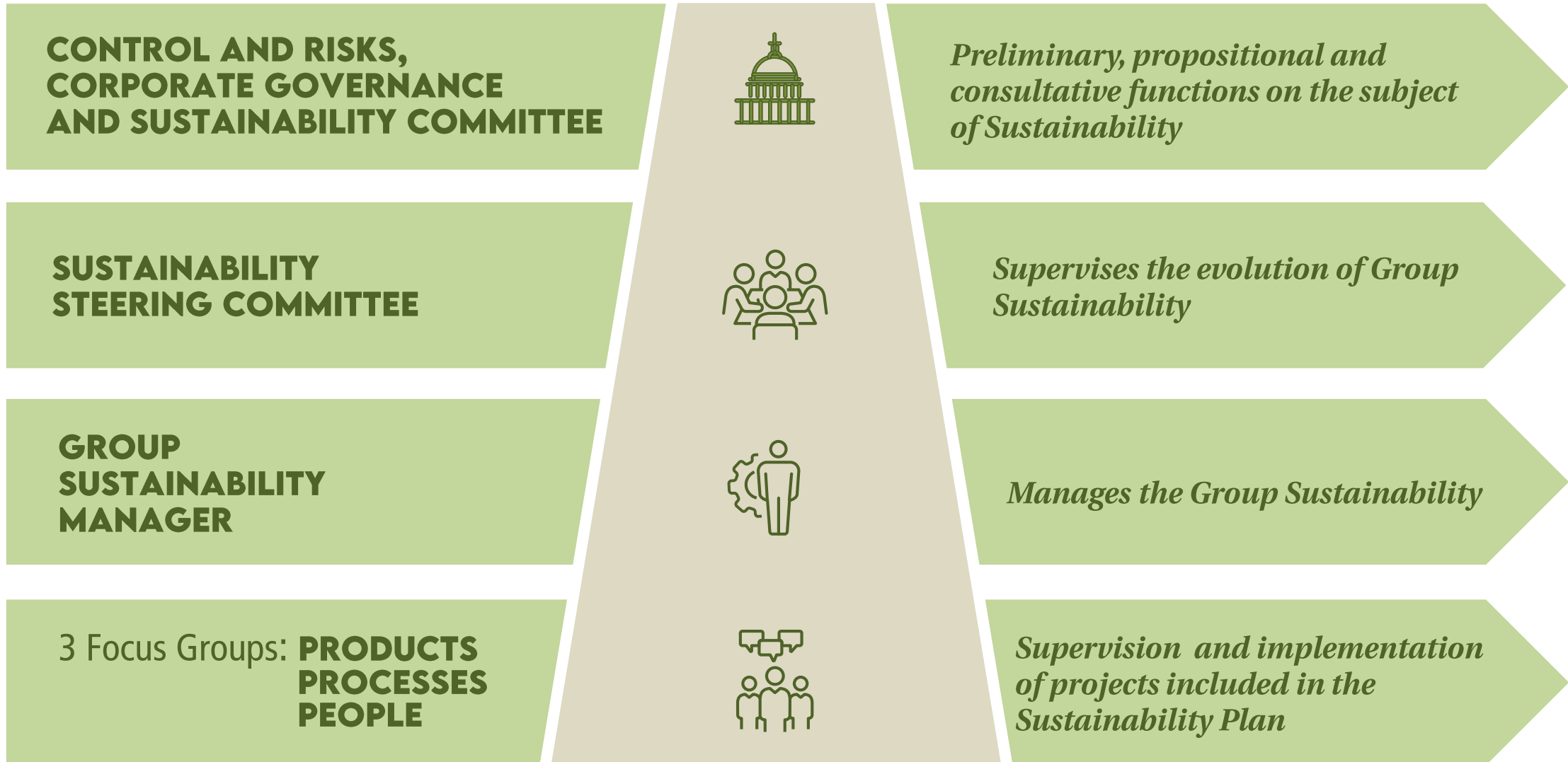


De'Longhi wants to be a facilitator of **conscious choices** and an enabler of **responsible behaviour** among consumers.



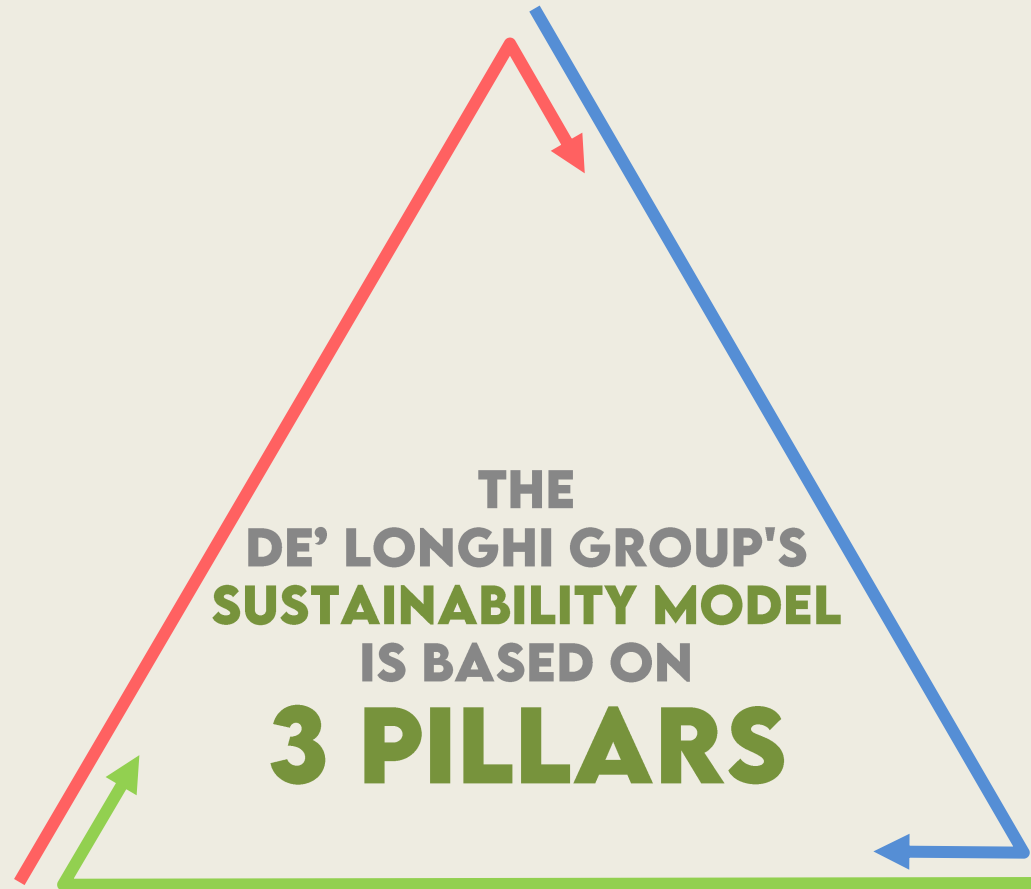
THE GROUP AT A GLANCE

OUR GOVERNANCE MODEL



THE GROUP AT A GLANCE

OUR SUSTAINABILITY PILLARS



1

PRODUCTS

Products with a purpose



2

PROCESSES

Processes are value in progress



3

PEOPLE

People are our power



THE GROUP AT A GLANCE

OUR SUSTAINABILITY PILLARS: MAIN ACTIVITIES



Partnerships
with top
universities in
Italy and
around the
world

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

100%
of Group's
plants are
ISO9001
certified



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

51%
of electricity
consumed is
produced
from
renewable
sources

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



Women
account for
52% of the
entire
workforce

Constant
increase in the
average hours
of training per
employee
(+38% vs 2019)

Continuous
reduction in
injury rate
-28% compared
to FY19, -40%
compared to
FY18

ANNEX

FINANCIAL HIGHLIGHTS 2015-2021



THE GROUP AT A GLANCE

FINANCIAL HIGHLIGHTS

	2021	2020	2019	2018	2017	2016	2015
Notes	(2)	(2)	(2)	(1)	(1)	(1)	
Revenues M€	3,221.6	2,351.3	2,101.1	2,078.4	1,972.8	1,845.4	1,891.1
Change yoy %	37.0%	11.9%	1.1%	5.4%	6.8%	-2.4%	9.5%
Net industrial margin M€	1,600.3	1,157.1	990.2	990.7	967.3	905.8	904.6
% of revenues	49.7%	49.2%	47.1%	47.7%	49.0%	49.1%	47.8%
adjusted Ebitda M€	515.0	366.5	295.3	312.8	309.5	295.4	287.8
% of revenues	16.0%	15.6%	14.1%	15.1%	15.7%	16.0%	15.2%
Ebitda M€	480.6	343.0	289.2	304.5	303.7	292.0	285.2
% of revenues	14.9%	14.6%	13.8%	14.7%	15.4%	15.8%	15.1%
Ebit M€	386.9	262.0	210.9	242.9	245.4	239.0	232.7
% of revenues	12.0%	11.1%	10.0%	11.7%	12.4%	13.0%	12.3%
Profit (loss) pertaining to the Group M€	311.1	200.1	161.0	183.9	179.7	167.4	149.5
Total net equity M€	1,570.6	1,267.4	1,190.5	1,065.9	1,023.3	1,014.0	905.9
Net financial position M€	425.1	232.0	277.8	228.1	250.6	307.6	188.9

Notes

(1): Only continuing operations are considered.

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





THANK YOU

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