



Preliminary Q4 & FY 2020 Results

ANALYSTS PRESENTATION

FRIDAY FEBRUARY 12TH, 2021

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& Q4 2020 HIGHLIGHTS

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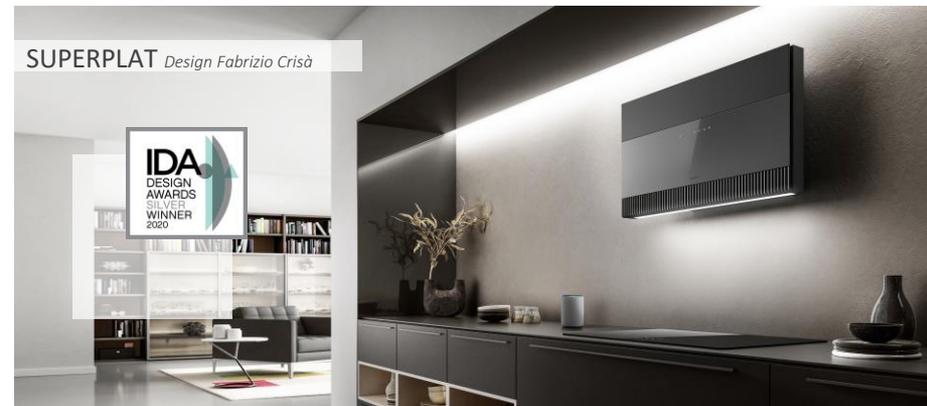
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EXECUTIVE SUMMARY & Q4 2020 HIGHLIGHTS



- **Industry^(*)**: Strong Q4 in EMEA, driven by European dynamics.
- **Revenues growing above Market**: +15,8% vs Q4 2019 (+19,0% Organic)
- **Products: NikolaTesla** driving sales boost in high-end segment (+49% YoY in Q4)
- **Margins**: Revenues growth and cost containment delivering:
 - 17,2 M€ Adj. EBITDA (+12% on NS) vs. 12,5 M€ 2019 (10% on NS) and
 - 8,9 M€ Adj. EBIT (6,2% on NS), vs. 5,7 M€ 2019 (4,6% on NS)
- **NFP**: Operating Cash Flow balanced by Capex containment; Leverage back to *pre-Covid* Values



132 AWARDS IN 13 Y'RS





INDUSTRY TREND

Volume Data, % Change vs. Y-1	Q4'20	FY'20
Western Europe	4.0%	(6.3%)
Eastern Europe (incl. CIS)	6.6%	(1.0%)
Europe	5.0%	(4.1%)
EMEA	4.2%	(4.2%)
North America	(0.5%)	(7.3%)
Latin America	(1,8%)	(11.2%)
AMERICAS	(1.0%)	(8.8%)
ASIA	1.8%	(9.3%)
WORLD	2.1%	(7.4%)

Key evidence

GENERAL REMARKS

The global economy in 2020 faced a deep recession with the ongoing impact of COVID - 19. The COVID-19 pandemic is still unfolding around the globe affecting businesses across all industries. A growing number of markets back to restrictions on non-essential retail and tighter social distancing rules in December 2020. That fact in Q4 affected all categories of sales and slowed down the Q3 signs of recovery. The pandemic resurges in Europe, continues spreading in America and remains under control in Eastern Asia.

EMEA

Economies with strong trade or financial linkages to the euro area and those heavily dependent on services and tourism have been hardest hit despite a positive 2nd Half of the year. The Eastern Countries recorded a stronger performance which almost completely recovered what was lost in the 1st Half.

AMERICAS

US retail sales were recovering in the 2^{ns} Half of the year due to the vaccine news. The pandemic dramatically changed patterns of spending with spending on durable goods that has been strong when compared to other categories. However, the US and Brazil as almost all economies lost considerable speed at the end of 2020 with Covid-19 cases rise.

ASIA

China's economy grew at a faster-than-expected pace in the 4th quarter of 2020, ending the year with partial recovery. For Japan the recovery stagnated in Q4 due to escalation of infection waves. India has proved far more resilient than expected and it's slowly recovering.

2020 SALES DYNAMICS



SALES KEY DRIVERS

- **Q4 acceleration** (+19% organic) driven by **Volume** (+11% vs LY) and **Price-Mix** (8% vs LY)
- **Currencies** (USD, RUB, JPY) negatively affecting Revenues but fully balanced @ Margins level
- **FY Figures (-5.7%) vs. FY 2019** strongly impacted by the pandemic.

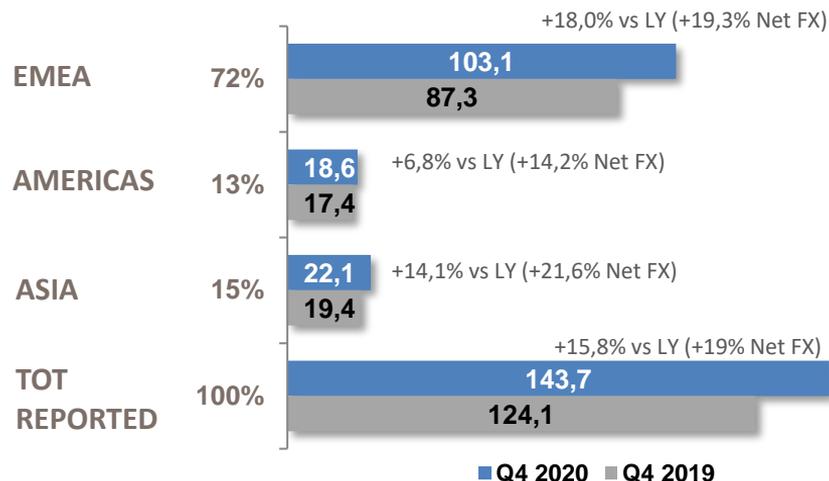
Q4		
Change vs Y-1	€M	%
Vol/Price-Mix	23,5	19.0%
Currency	(3,9)	-3.1%
Reported NS	143,7	15.8%

FY		
Change vs Y-1	€M	%
Vol/Price-Mix	(21,0)	-4.4%
Currency	(6,3)	-1.3%
Reported NS	452,6	-5.7%

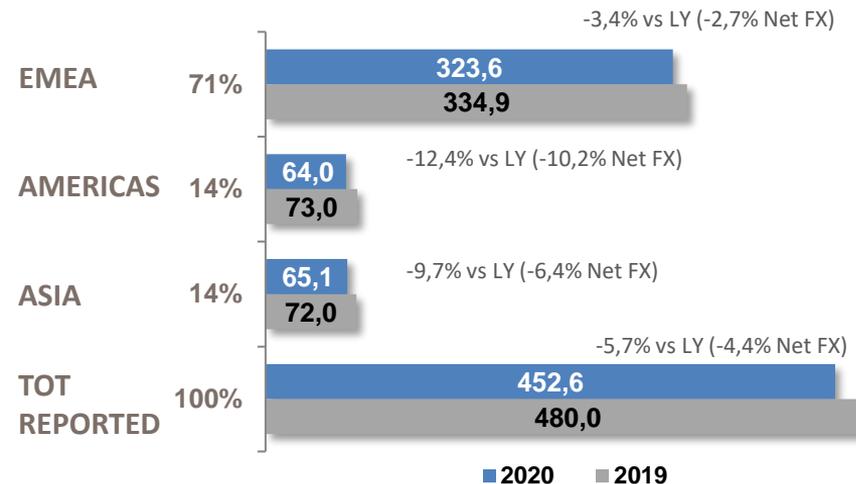
REGIONAL SALES DISTRIBUTION

- **Q4:** All geographies growing above Market, **EMEA** driving growth in all channels;
- **AMERICAS & ASIA:** strong operational performance partially offset by negative FX effect.
- **FY figures** affected by COVID-19 spread.

Q4 €M



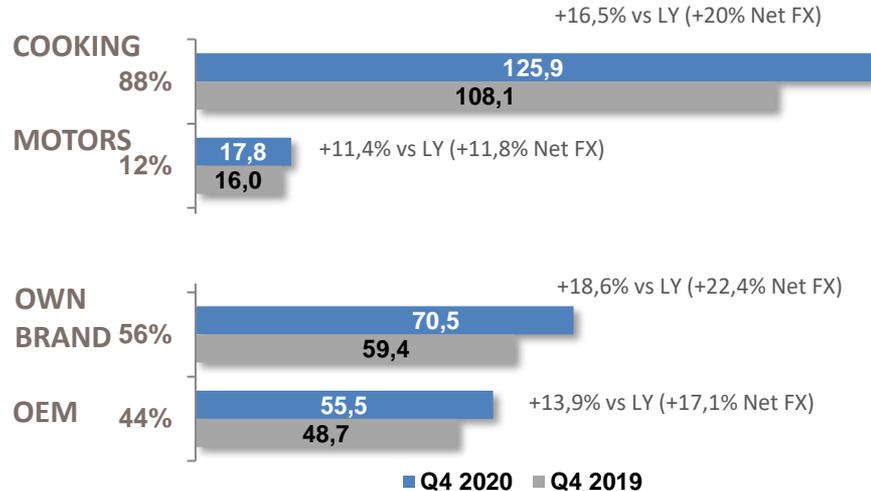
FY €M



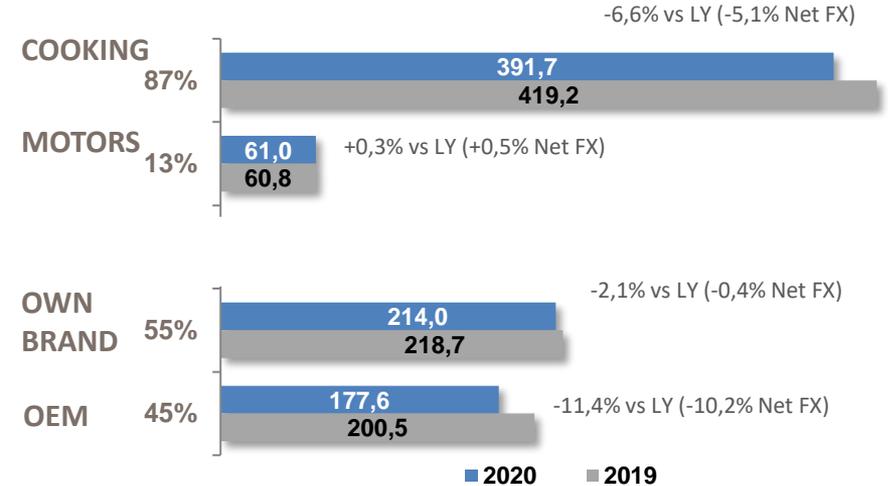
SALES BY BUSINESS BRAND

- **Cooking:** Q4 double digit growth in both OWN Brands and OEM, with **Own Brand sales mix @ 56%**.
- **Motor Division:** Q4 Improving vs. “record” Q4-2019, fully recovering the GAP vs FY 2019.

Q4 €M



FY €M





NIKOLATESLA FIT

All the advantages of aspiration hobs also in compact kitchens

NIKOLATESLA FIT

Elica's key to enter a new segment in aspiration hobs market

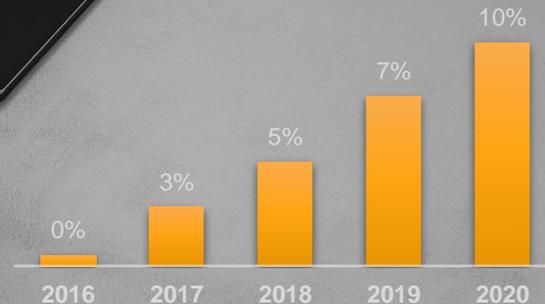


- Top performances & Automatic function
- Easy Cleaning and Maintenance
- Super Flexible Installation
- Ceramic Odour filters
- Comfort silence
- 60 cm or 72cm

ASPIRATION HOBS
REVENUES (€M)



ASPIRATION HOBS
% on COOKING REVENUES



2020 ECONOMICS & FINANCIALS



MARGINS & KEY RESULT DRIVERS

€M	Q4			FY		
	2020	2019	VAR	2020	2019	VAR
NET SALES	143,7	124,1	15,8%	452,6	480,0	-5,7%
ADJ EBITDA	17,2	12,5	38,0%	42,2	45,0	-6,3%
% NET SALES	12,0%	10,0%	1,9%	9,3%	9,4%	-0,1%
ADJ EBIT	8,9	5,7	55,1%	15,9	19,6	-19,2%
% NET SALES	6,2%	4,6%	1,6%	3,5%	4,1%	-0,6%
NRI	(3,1)	(0,6)	417,5%	(5,2)	(2,6)	102,2%
EBIT	5,8	5,1	12,8%	10,7	17,1	-37,5%
% NET SALES	4,0%	4,1%	-0,1%	2,4%	3,6%	-1,2%
PBT	4,5	3,0	48,0%	6,7	11,9	-44,1%
% NET SALES	3,1%	2,4%	0,7%	1,5%	2,5%	-1,0%
NET PROFIT	3,4	1,5	132,7%	4,1	7,4	-43,8%
% NET SALES	2,4%	1,2%	1,2%	0,9%	1,5%	-0,6%
MINORITIES	(2,5)	(1,3)	83,2%	(5,9)	(4,3)	37,4%
GROUP NET PROFIT	0,9	0,1	702,6%	-1,8	3,1	-158,3%
% NET SALES	0,7%	0,1%	0,6%	-0,4%	0,6%	-1,0%
ADJ GROUP NET PROFIT	3,7	0,6	549,2%	2,6	5,0	-48,5%
% NET SALES	2,6%	0,5%	2,1%	0,6%	1,0%	-0,5%

CHANGES vs. PRIOR YEAR

	Q4	FY
VOLUME	++	-----
PRICE / MIX	+	+
OPERATIONS	++	-
SG&A	++	++
CURRENCY	-	-
D&A	+	+
ADJ EBIT	3,2	(6,4)
NRI	-	-
FINANCIAL COSTS	+	+
COMBINED TAX RATE	-	-
NET PROFIT	1,9	(3,2)

RESTRUCTURING COSTS & NRI

€M	2020		2019	
	Q4	FY	Q4	FY
PUTIAN INTANGIBLES	1,8	1,8		
RESTRUCTURING	1,3	2,6	0,6	1,3
BRAZIL AGREEMENT		0,8		
FORMER CEO REPLACEMENT				1,3
TOT NRI	3,1	5,2	0,6	2,6

- **FOCUSED ONE-OFFS TO DELIVER INCREASING MARGINS & ELIMINATE LIABILITIES:**

- New China Business Model
- Corporate SG&A Re-sizing
- Closure of all pending Risks (Brazil)

MINORITIES

€M	MINORITY SHARES	FY 2020	FY 2019	VAR
ELICA PB INDIA	74,5%	4,1	2,6	1,5
ARIAFINA	49,0%	1,6	1,7	(0,1)
AIRFORCE	40,0%	0,2	0,1	0,1
TOT MINORITIES		5,9	4,3	1,6

- **ELICA PB INDIA:** Flexible Business Model and Marketing Costs Rationalization Delivering Record Result, despite Net Sales -10% drop Vs 2019
- **ARIAFINA** (Japan) and **AIRFORCE** (Italy) performance in line with 2019.

NET FINANCIAL POSITION

€M	2020	2019	VAR
OPENING NFP	(59,0)	(68,1)	9,1
IFRS16 EFFECT	11,8	11,8	
OPENING NFP <small>NET of IFR16</small>	(47,2)	(56,3)	9,1
OPERATING CASH FLOW	33,0	42,4	(9,4)
(*) CAPEX	(15,4)	(24,5)	9,0
TAXES	(5,0)	(4,8)	(,2)
OPERATING CF	12,6	13,1	(,5)
% SALES	2,8%	2,7%	0,0%
DIVIDENDS & FINANCIAL ITEMS	(7,8)	(5,6)	(2,2)
FX EFFECT	(1,5)	,7	(2,2)
RESTRUCTURING COSTS	(2,6)	(1,6)	(1,0)
OTHER NRI	(4,9)	2,5	(7,4)
CLOSING NFP	(51,4)	(47,2)	(4,2)
LEVERAGE	1,3	1,1	0,2

(*) CAPEX VALUES INCLUDING IFRS16 EFFECT

- Operating CF impacted by a) negative Q2 pandemic effect and b) additional inventories @ year-end, fully balanced by a) CAPEX reduction (-37% vs. LY) and b) positive H2 EBITDA growth.
- 7,5 €M NRI related to a) the one-off pay-out for the closing agreement of the litigation with Esperança Real S/A (Brazil) and b) Italy and China SG&A resizing restructuring costs.
- FX Effect negatively impacted by the Eur conversion differences of the Foreign Entities NFP (USD, MXP, INR, JPN).

A modern interior space featuring a white, curved, perforated ceiling vent. The wall is made of light-colored concrete. A window on the left shows a view of a green golf course. A small potted plant is visible in the foreground. A black pendant light hangs from the ceiling.

CLOSING REMARKS & TAKE-AWAYS

- **Sales & Margins:** Maximising demand recovery, through reactive production increase, key product categories profitable growth and all-year-long effective cost management.
- Maintaining strong focus on **New Product** and Strategic initiatives, despite Capex \approx 37% reduction: **NikolaTesla Fit** launch in October 2020
- Increasing Operating Cash generation in H2, with **NFP** back to pre-covid values and Leverage largely below new 100 M€ Loan covenants
- All «mid-term» **strategic projects** running in line with our expectations to deliver incremental growth, margins and cash generation.

ANNEX: FINANCIAL HIGHLIGHTS



Q4 CONSOLIDATED INCOME STATEMENT

€M	Q4 '20	Q4 '19	%
Net Sales	143.7	124.1	15.8%
EBITDA Adj	17.2	12.5	38.0%
%	<i>12.0%</i>	<i>10.0%</i>	<i>200 bps</i>
EBITDA	15.9	11.9	34.1%
%	<i>11.1%</i>	<i>9.6%</i>	<i>150bps</i>
EBIT	5.8	5.1	12.8%
%	<i>4.0%</i>	<i>4.1%</i>	<i>(10) bps</i>
Net Result	3.4	1.5	132.7%
%	<i>2.4%</i>	<i>1.2%</i>	<i>120 bps</i>
EPS* – Euro cents	1.48	0.18	702.6%

(*) EPS is calculated by dividing the Net Result pertaining to the Group by the number of ordinary shares outstanding, excluding treasury shares at the same data.

FY CONSOLIDATED INCOME STATEMENT

€M	FY '20	FY '19	%
Net Sales	452.6	480.0	(5.7%)
EBITDA Adj	42.2	45.0	(6.3%)
%	9.3%	9.4%	(10 bps)
EBITDA	38.8	42.5	(8.6%)
%	8.6%	8.8%	(30bps)
EBIT	10.7	17.1	(37.5%)
%	2.4%	3.6%	(120 bps)
Net Result	4.1	7.4	(43.8%)
%	0.9%	1.5%	(60 bps)
EPS* – Euro cents	(2.82)	4.84	(158.3%)

(*) EPS is calculated by dividing the Net Result pertaining to the Group by the number of ordinary shares outstanding, excluding treasury shares at the same data.

€M	FY '20	FY '19	Δ
Trade receivables <i>% on annualized sales</i>	88.8 19.6%	55.0 11,5%	33.3 810 bps
Inventories <i>% on annualized sales</i>	76.9 17.0%	72.9 15.2%	4.0 180 bps
Trade payables <i>% on annualized sales</i>	(133.2) (29.4)%	(110.1) (22.9)%	(23.1) (650 bps)
Managerial Working Capital <i>% on annualized sales</i>	32.5 7.2%	17.8 3.7%	14.6 350 bps
Short term assets & liabilities <i>% on annualized sales</i>	(8.5) (1.9)%	(9.7) (2.0)%	1.2 10 bps
Net Working Capital <i>% on annualized sales</i>	24.0 5.3%	8.1 1.7%	15.8 360 bps

CONSOLIDATED CASH FLOW

€M	FY '20	FY '19
Operating Cash Flow	20.5	35.9
Capex (*)	(15.4)	(24.5)
Cash Flow from Financing Activities	(7.8)	(3.0)
Δ Net Financial Position	(2.7)	8.5

	2020	2019		2020	2019
Net Operating Fixed Assets	154.8	175.4	Net Financial Position (*)	61.0	58.9
Net Working Capital	24.0	8.1	Group Equity	103.7	111.1
			Minorities	17.2	14.2
Net Financial Assets	3.1	0.7	Total Shareholders' Equity	121.0	125.3
Net Capital Employed	182.0	184.2	Total Sources	182.0	184.2



This presentation may contain forwards-looking information and statements about Elica S.p.A. and its Group.

Forward-looking statements are statements that are not historical facts. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance.

Although the management of Elica S.p.A. believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of Elica are cautioned that forward-looking information and statements are subject to various risk and uncertainties, many of which are difficult to predict and generally beyond the control of Elica S.p.A.; that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking statements.

These risks and uncertainties include, but are not limited to, those contained in this presentation. Except as required by applicable law, Elica S.p.A. does not undertake any obligation to update any forward-looking information or statements.

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An aerial view of a city skyline, likely New York City, with a prominent geometric overlay of semi-transparent triangles in shades of red and blue. The Empire State Building is visible in the center. The text 'elica' is centered in the upper half of the image.

 elica

MetLife

WORLDWIDE