



**LUGANO SMALL & MID CAP
INVESTOR DAY**



IV Edizione
Hotel Splendide Royal
20 settembre 2013

AGENDA

1. Company Overview

2. Financial Statements

3. Outlook & Strategic Direction



Founded in 1970

Today N# 1 Player
World Wide
In Hoods
13% Market Share

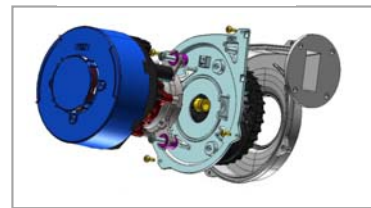
2012 Turnover
385 €M

Cooking Appliances

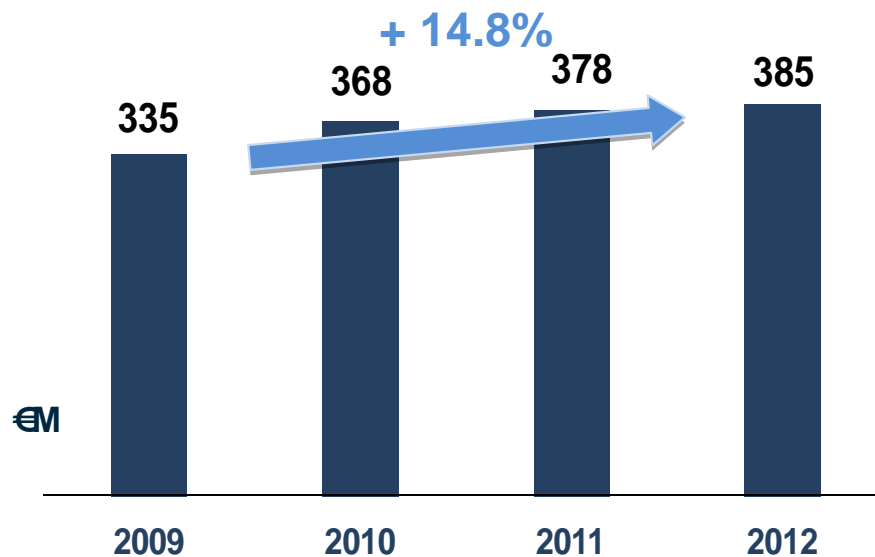


- ✓ **85% '12FY Net Sales**
- ✓ 4 Million pieces
- ✓ ~ 580 models/5000 Sku's

Motors



- ✓ **15% '12FY Net Sales**
- ✓ 13 Million pieces
- ✓ 4 Business line



Last 4Y
Industry Demand*
Evolution
- 20.5%

Profitable & Sustainable Growth

*Refers to Cooker Hoods Demand World Wild

Elica Has Revolutionized the Hood Through Innovation

Evolution



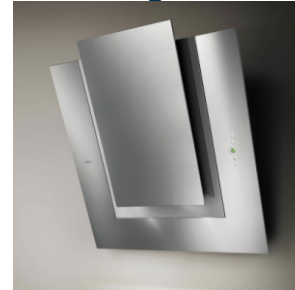
2006

Most Silent Hood in the World



2007

Leading "Energy Saving" Hood



2010

e>>motion Touch Controls



2011

35CC



2012

1st Vertical Hood



2004

1st Prototype for Philips



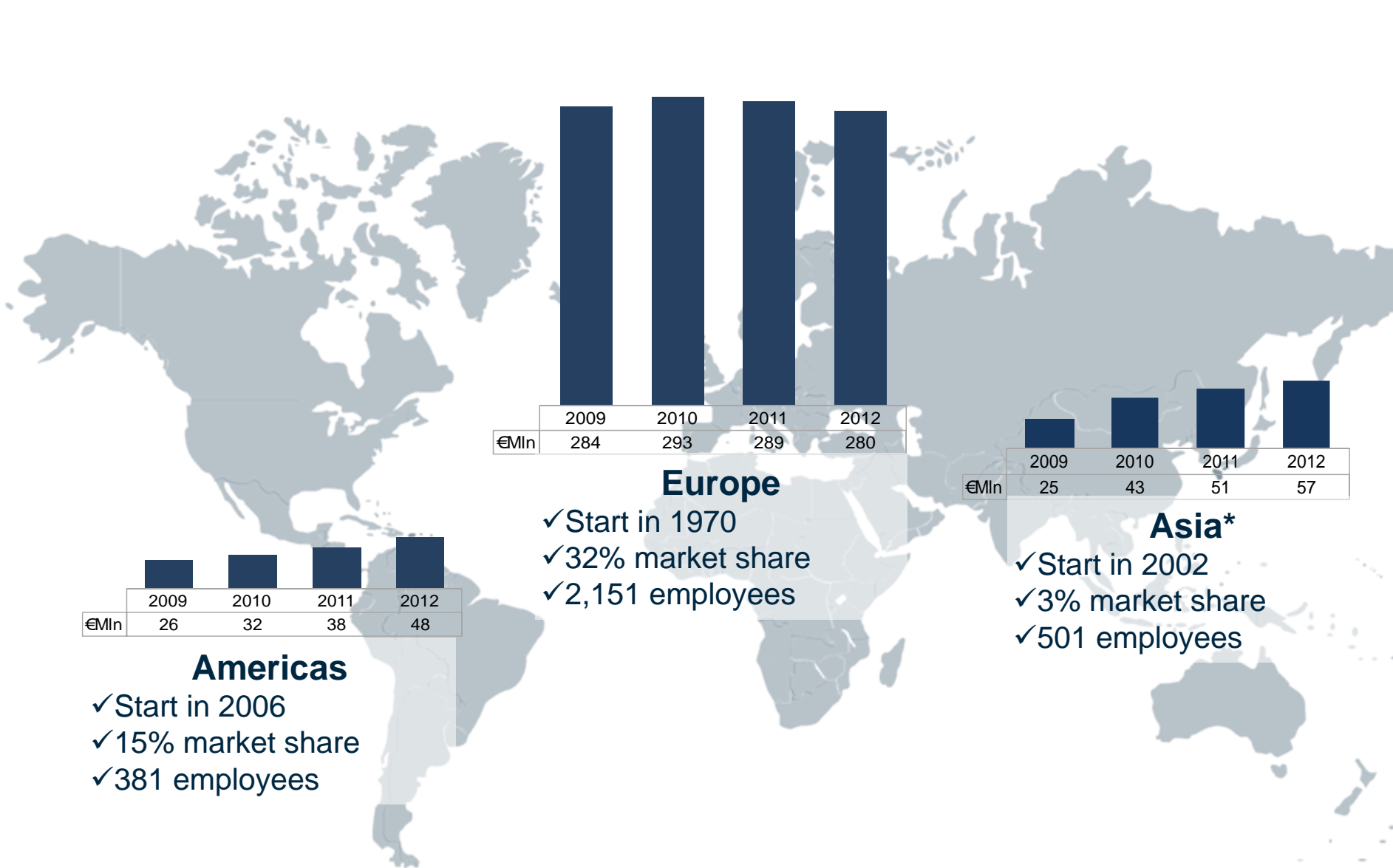
1970





Both Business Streams Growing

Revenues Breakdown by Geography



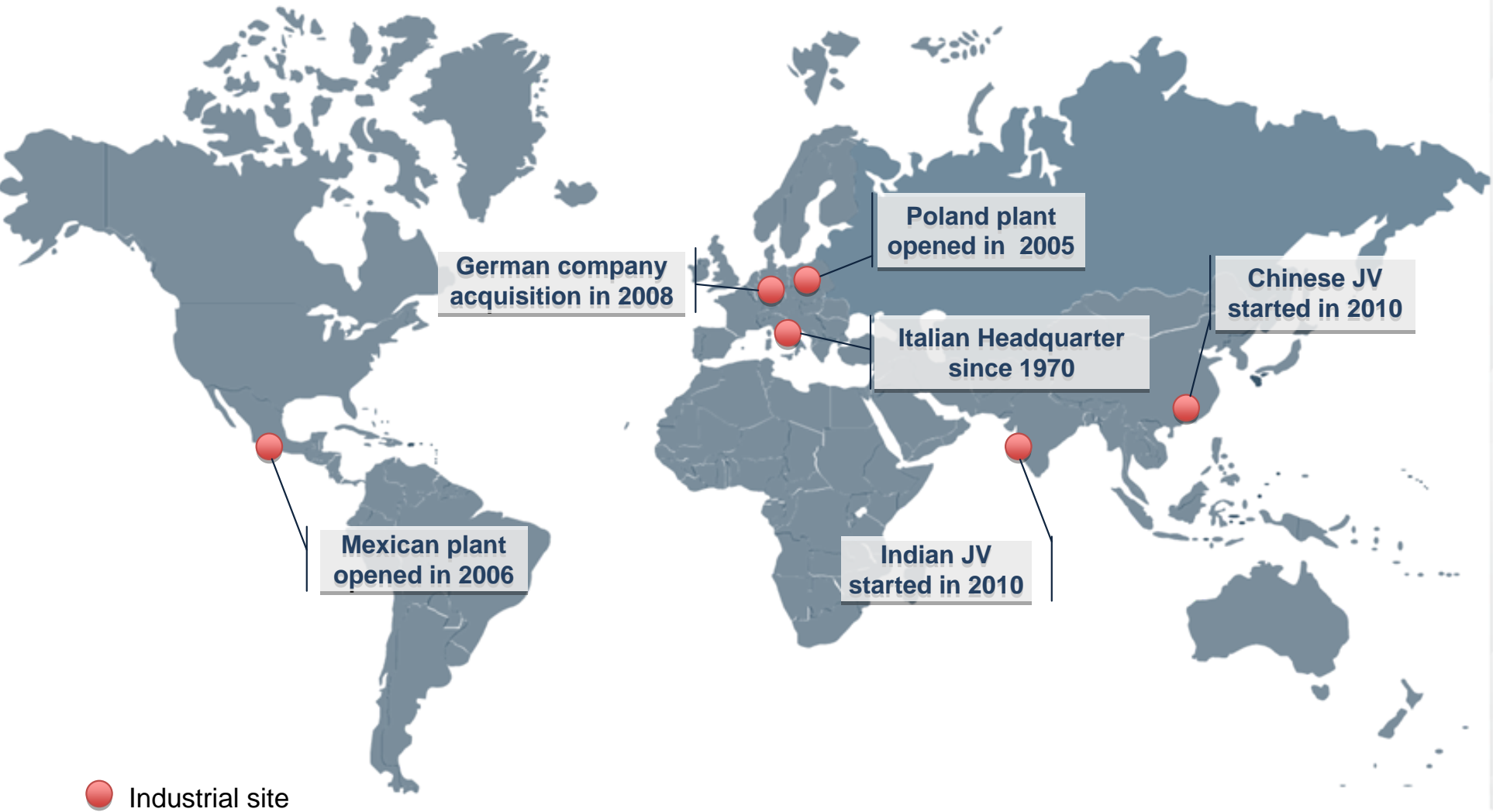
Americas
 ✓ Start in 2006
 ✓ 15% market share
 ✓ 381 employees

Europe
 ✓ Start in 1970
 ✓ 32% market share
 ✓ 2,151 employees

Asia*
 ✓ Start in 2002
 ✓ 3% market share
 ✓ 501 employees

Revenues outside Europe more than doubles in 3 years

*"Rest of the World" Revenues included



Elica Group's industrial sites: 9 sites

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FY '12 – Consolidated Income Statement

€M

	FY '12	FY '11	Δ%
Net Sales	384.9	378.4	1.7%
EBITDA	27.0	26.5	1.6%
%	7.0%	7.0%	0.0 p.p.
EBIT	12.1	12.0	0.1%
%	3.1%	3.2%	(0.1) p.p.
Group Net Result	5.0	4.2	20.3%
%	1.3%	1.1%	0.2 p.p.
EPS* – Euro cents	8.32	6.92	20.3%

*EPS as at December 31 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.

H1 '13 – Consolidated Income Statement

€M

	H1 '13	H1 '12**	Δ%
Net Sales	195.1	191.6	1.8%
EBITDA	12.3	11.5	6.5%
%	6.3%	6.0%	0.3 p.p.
EBIT	4.3	4.1	2.9%
%	2.2%	2.2%	0.0 p.p.
Group Net Result	1.4	1.0	39.7%
%	0.7%	0.5%	0.2 p.p.
EPS* – Euro cents	2.24	1.61	39.1%

*EPS as at June 30 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.

** Restated data

H1 '13 vs. H1 '12

- **Cooking (+1.8%)**

- **Growing in American and Asian markets**

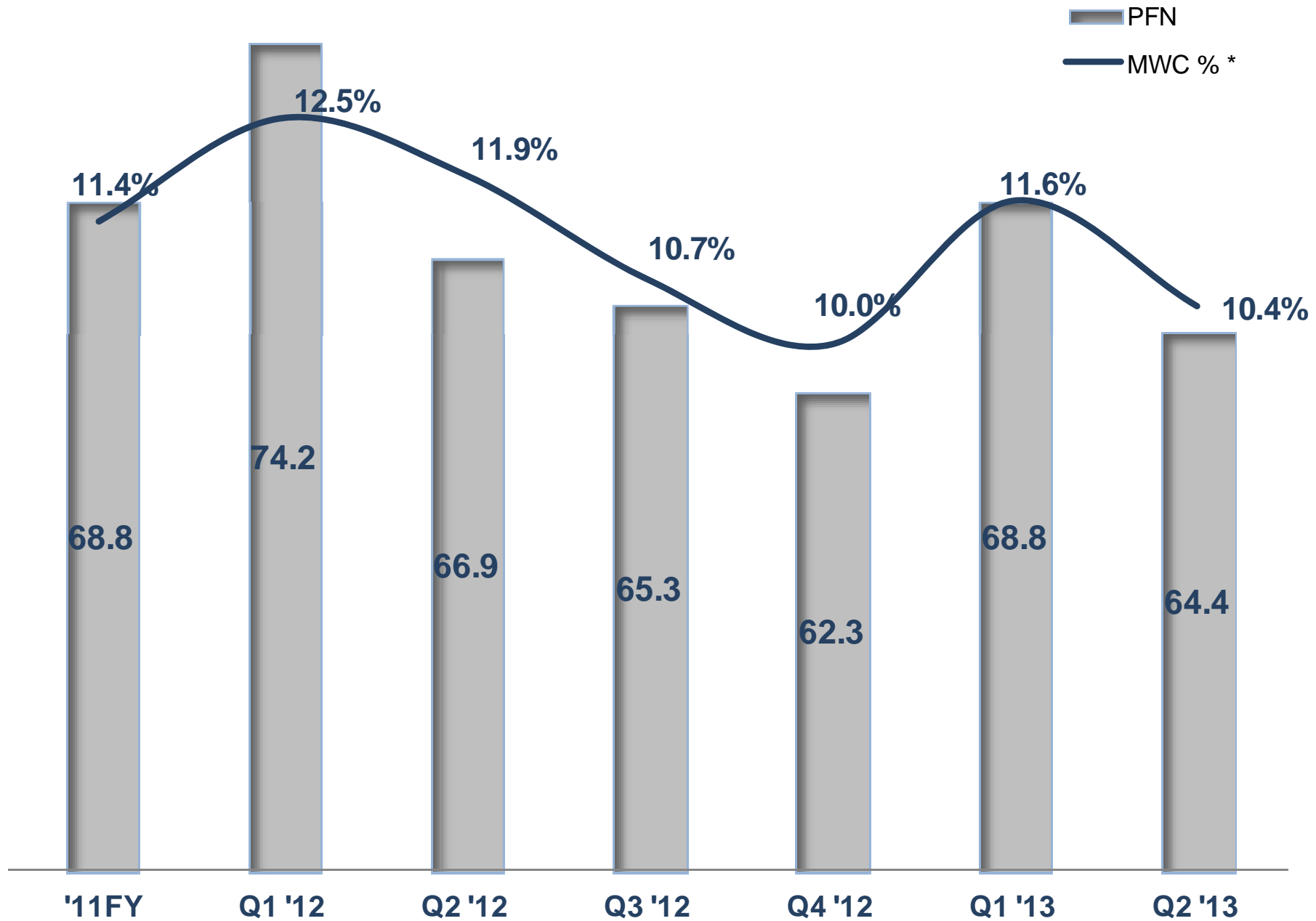
- **Own brands: increase (+1.9%)**

- **Client brands: increase (+1.8%), keeping market share in Top OEMs**

- **Electric Motors increase (+2.1%)** with growing heating and ventilation segments

	H1 '13
Europe	(1.9)%
Americas	17.2%
Rest of the World	9.3%
Total	1.8%

Net Financial Position Evolution



(*) Managerial Working Capital

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- **Asian and American markets demand positive, Europe remains weak**
- **Group Net Sales +1% ÷ +3%**
- **EBITDA +2% ÷ +7%**
- **Net Financial Position ≤ 57 €M**

*Non-recurring items not included

1

Create the best possible platform through a highly integrated Backbone

2

Acceleration of growth on a global basis

3

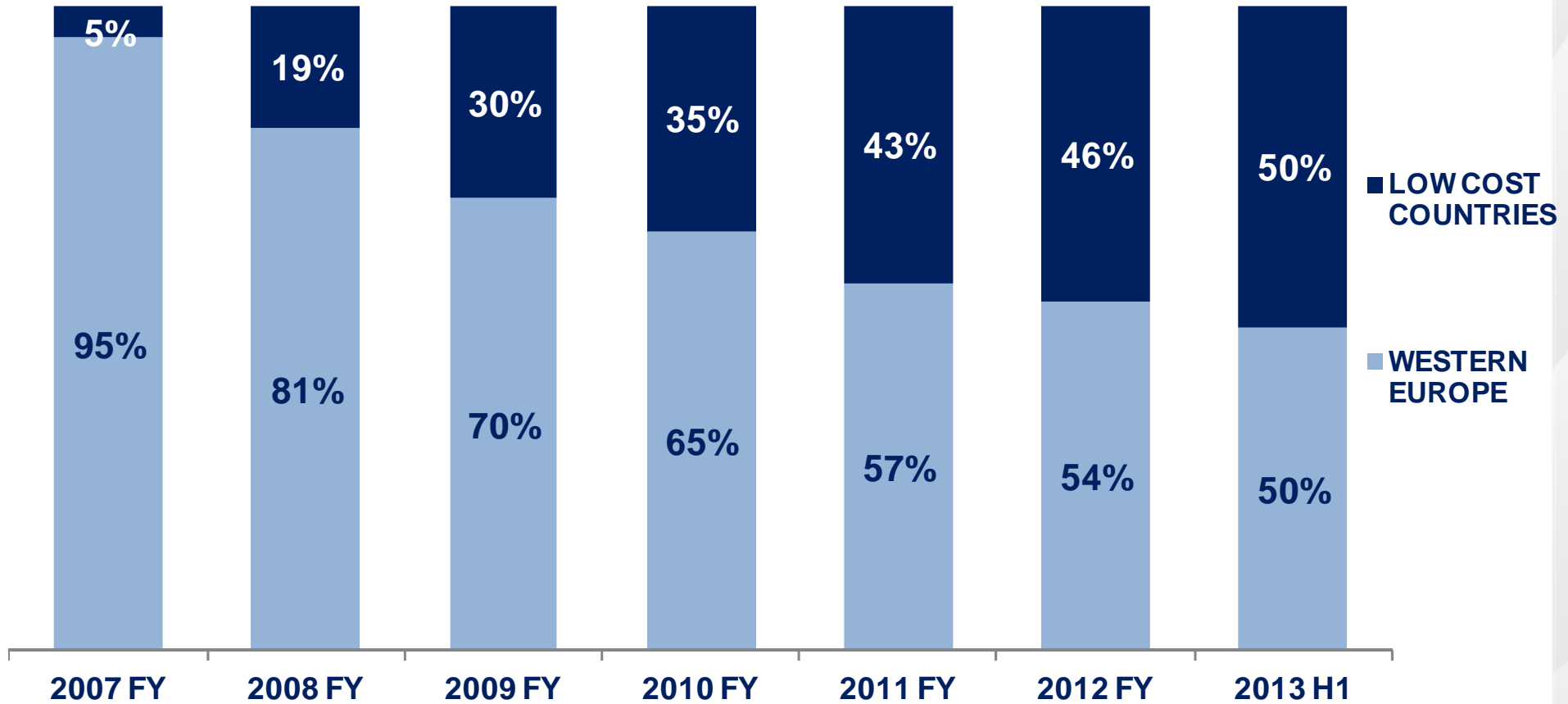
Product Leadership

4

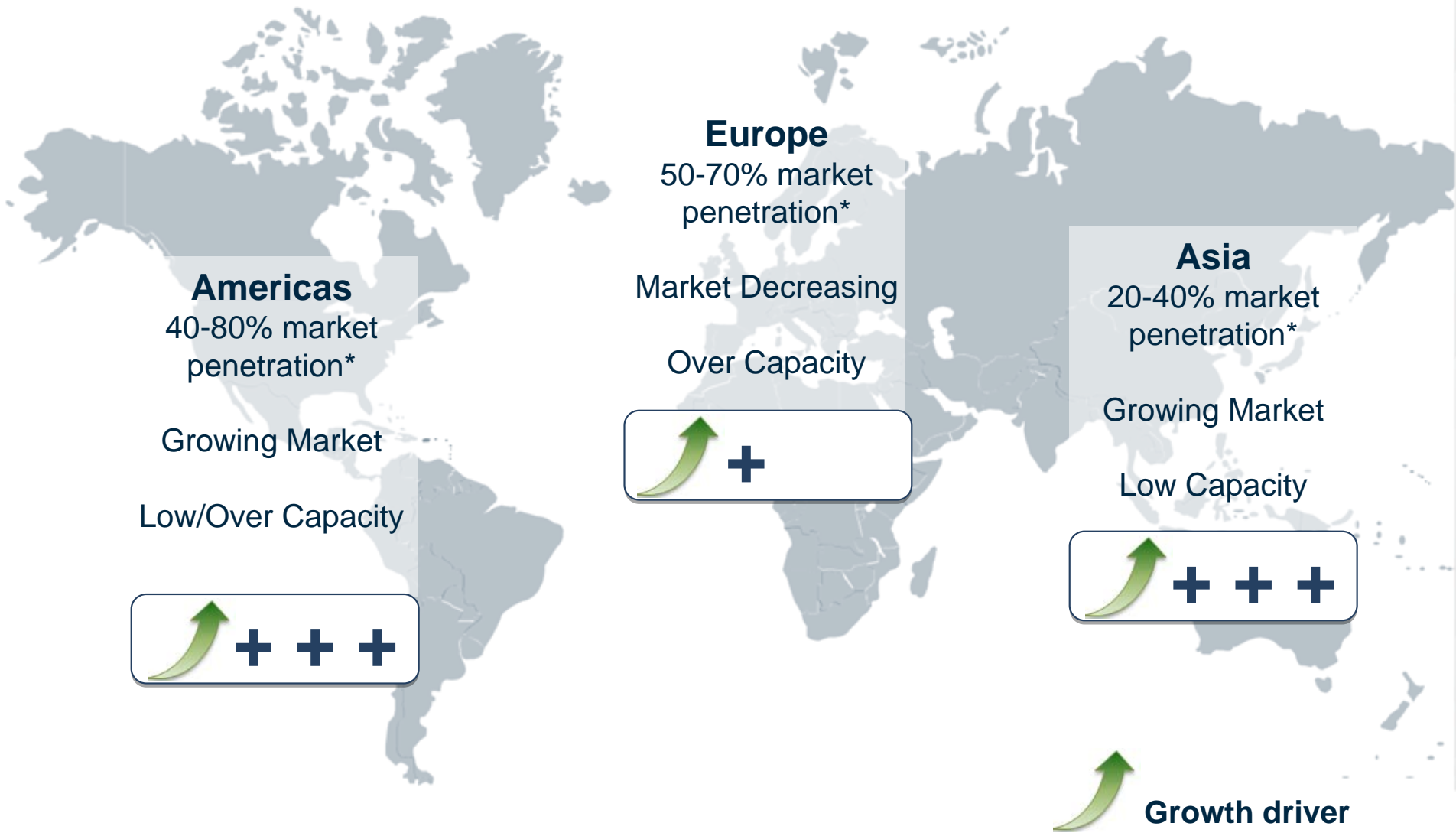
Develop better organization remaining Lean and Fast

The Highly Integrated Backbone

Hoods volume allocation



Acceleration of Growth: Drivers by Area



*Refer to T6 FY12 average penetration . T6 includes washers, dryers, refrigerators, ranges, dishwashers and freezers





STAR

ADI Index
Selected



35 CC

Red Dot Design
Award



reddot design award
honourable mention 2012

Good Design
Award





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NEW RANGE HOOD

Energy Efficiency (EEI)*

A

Class

Lighting Efficiency (LE)*

A

Class

Grease Filtering *

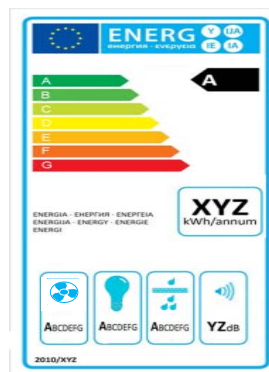
A

Class

Noise*

Best in class

*Elica, in according to Ecodesign and Labeling Regulations for domestic range hoods under approval at the European Commission, is developing a range of products in triple A Class.



EUROPEAN MARKET

July 2014



Lugano
Investor Day
September
2013

“Best competencies in right People to build our cross cultural community”

