

2025 FIRST QUARTER RESULTS

7TH MAY 2025



Highlights

Financials

Outlook

Appendix: Company Profile

Appendix: Deep Dive into Q1 2025 Financials

REVENUE BACK TO GROWTH, MARGIN GRADUAL IMPROVEMENT: GUIDANCE CONFIRMED

Net revenues

648 €M

+2.4% YoY organic¹

Progress towards stabilization of Europe heating market after '24 downturn
Resilient water heating

Adj. EBIT

35 €M

5.4% margin

Enhanced margin (+100bps YoY¹) thanks to efficiency plan execution

Free Cash Flow

-17 €M

vs. -51 €M in Q1 2024

Improved Net Working Capital performance, halved absorption compared to 2024, mainly thanks to ongoing inventory streamlining efforts

Guidance

2025 guidance confirmed:

- Tariffs update: no direct impact in the Americas; minimal exposure from the EU and China. Maintaining a prudent stance in light of prevailing macroeconomic uncertainties
- Russian subsidiary back under Ariston management since March 26th, gradual contribution expected. Figures kept detached from Q2 2025 onwards for clearer reporting

Mid-term outlook remains intact

PRODUCTS: ARISTON BRAND NEW LAUNCHES IN Q1 2025



HEAT PUMP WATER HEATER WITH LOW EMISSIONS REFRIGERANT



- Nuos with range size: 150, 200, 270L
- New gas refrigerant R513A, compliant with new European F-GAS requirements (GWP <750)
- High efficiency in the split category in Europe



1ST ARISTON PRODUCT MANUFACTURED IN EGYPT



- Rubis: new electric storage water heater mainstream model
- Developed in line with Middle East and North Africa customer needs



1ST ARISTON BRANDED PRODUCT IN AUSTRALIA



- Primos: heat pump water heater with 205-280L range
- Ecofriendly refrigerant (R290), COP¹ up to 4.3, recyclable packaging (expanded polystyrene free)



EXTRA SIZE HEAT PUMP WATER HEATER



- Nuos with new range size: heat pump 15kW + tanks from 600 to 1,500L
- Centralized hot water production for collective and commercial buildings
- Premium efficiency with COP² up to 4.87



NEW SMART HOT WATER MANAGEMENT SYSTEM



- Alteas & Clas One Cozy – wall hung boiler
- “Zero Cold Water” system with 3 customizable comfort levels (30 mins, programming, self-learning)
- Instant warmth improving overall comfort and eliminating any prolonged waiting times

Highlights

Financials

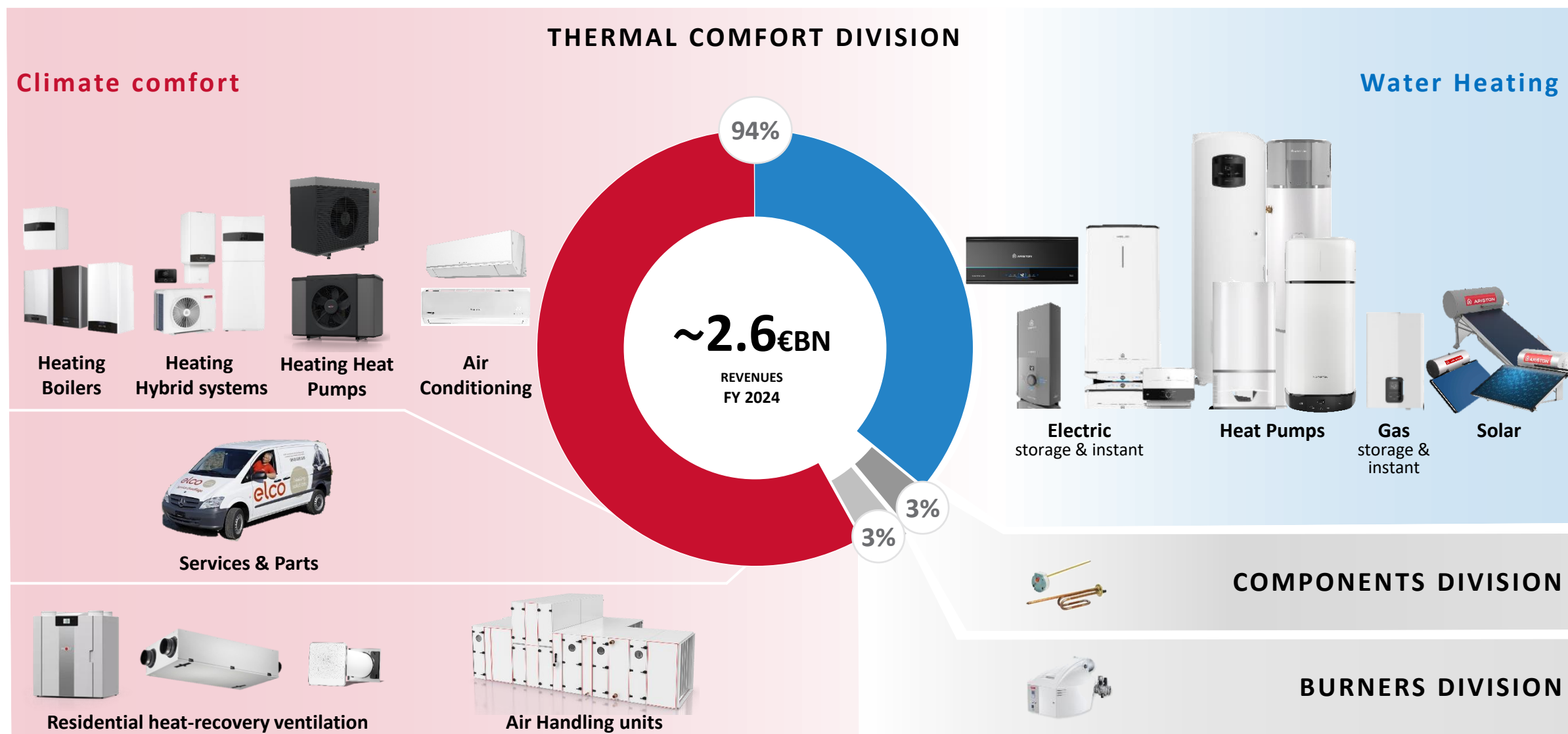
Outlook

Appendix: Company Profile

Appendix: Deep Dive into Q1 2025 Financials

BALANCED EXPOSURE TO BOTH CLIMATE COMFORT AND WATER HEATING MARKETS

FY 2024



Note: Renewables accounted for a mid-teens percentage of total revenues.

Q1 KEY MACROECONOMIC FACTORS

Tariffs

USA, Canada, Mexico	No impact from current tariffs in place, our products are USMCA-compliant goods
EU, China	Limited flow of raw materials and finished goods to USA
Steel and aluminum	Derisked thanks to our local-for-local procurement strategy
Business overall	Managing tariffs via pricing. Current macroeconomic context requires a cautious approach. Situation monitored closely on a daily basis

Ariston Russia

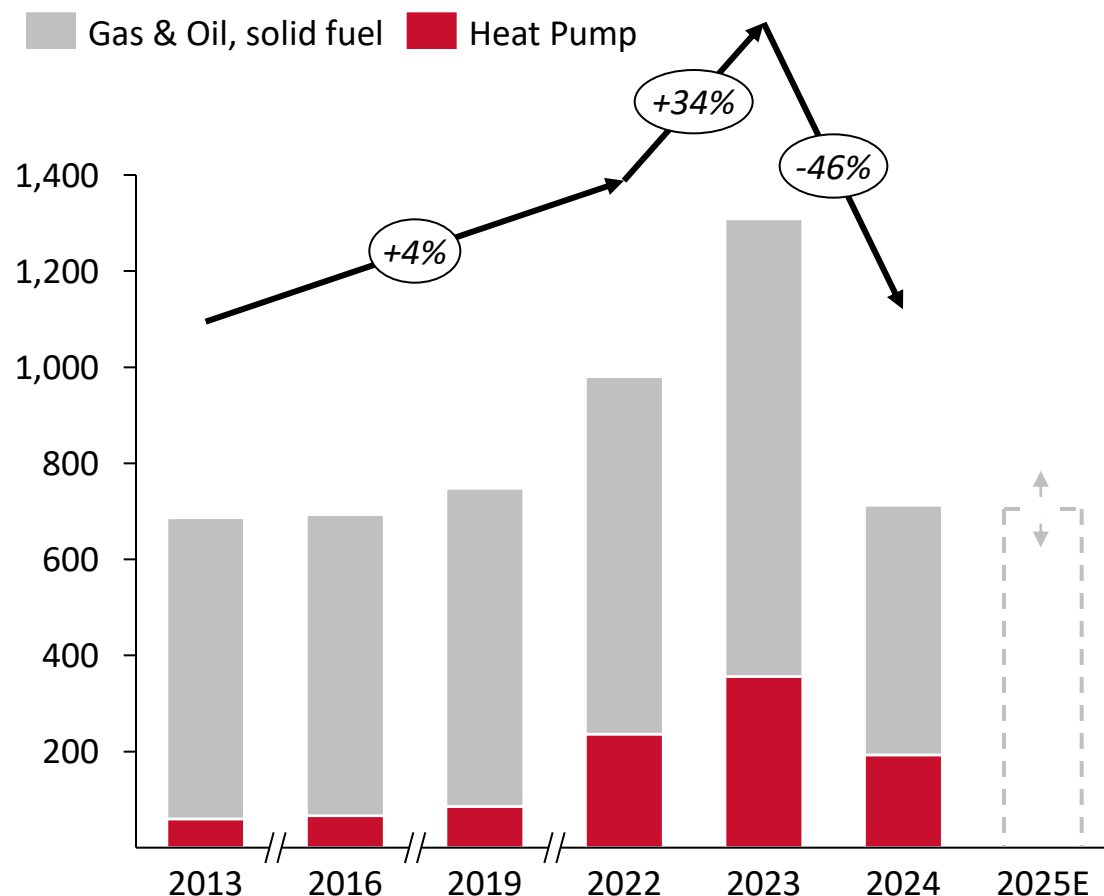
Operations update	Local team in place, filling gaps. Manufacturing plant operational, progressive production ramp-up, focus on people, safety, and continuity
Expectations for 2025	Assess business status, demand and production. Expected limited contribution
Financial impact	Re-consolidation will be based on the subsidiary's balance sheet as of the end of March 2025, with the corresponding write-up reflected in the income statement

ENCOURAGING SIGNALS FROM 2025 GERMAN INCENTIVES APPROVALS

'000 PCS



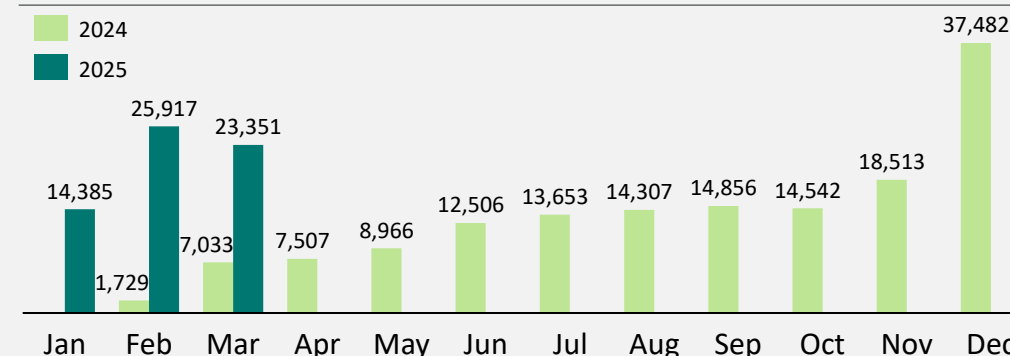
Germany¹ example: heating generators market (volume)²



Comments

- **Historically (2013-22):** +4% volume growth, replacement market, shift to higher efficiency solutions
- **2023:** exceptional peak driven by Heat Pumps incentives and 2022 orders backlog; fears of gas boiler ban in 2024 (not materialized); anticipation of 2024 demand
- **2024:** after 2023 peak, demand normalization, coupled with destocking and regulatory uncertainties³
- **2025:** incentive approvals for heat pumps averaging around 20k per month. Fossil systems demand still weak

Number of heating heat pumps incentive approvals⁴



1. Germany represented circa 20% of 2024 Group revenues.

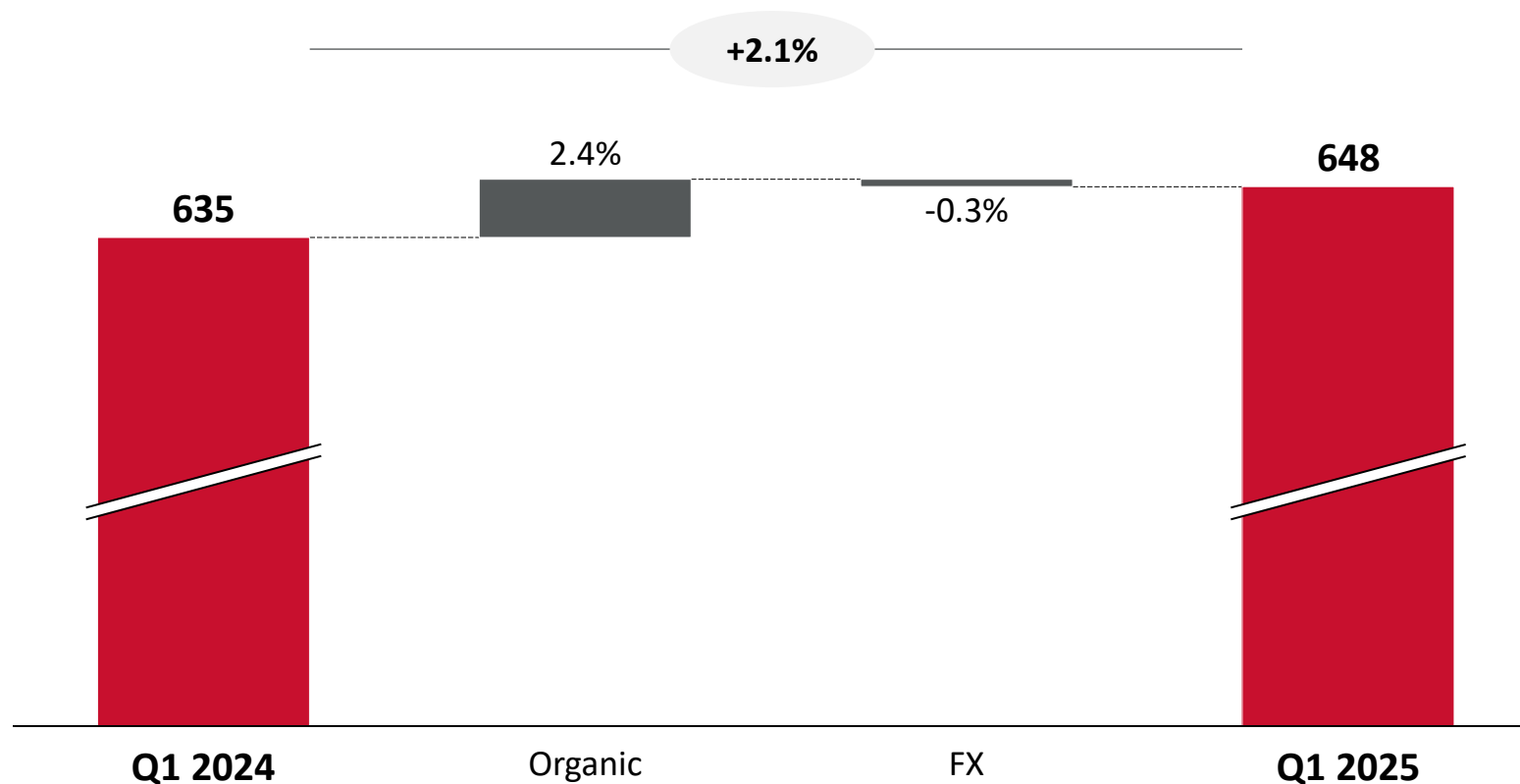
2. Source: BDH and Company estimates.

3. New governmental portal to process the incentive requests active since February 2024; incentives paid from October 2024 onwards.

4. Source: BEG website (German Government, Federal Ministry for Economics and Climate Protection). Figures include air-to-air.

ORGANIC GROWTH DRIVEN BY IMPROVED DEMAND AND OUR PRODUCT DIVERSIFICATION

NET REVENUES, €M, LFL¹




Comments

- Heating gradually recovering
 - Europe: improving trend, still negative overall; heat pumps return to growth
 - Asia Pacific & MEA, Americas: positive growth
- Water Heating segment remained resilient
 - Europe: flat dynamics
 - Asia Pacific & MEA, Americas: growing
- Services and Parts continued growth

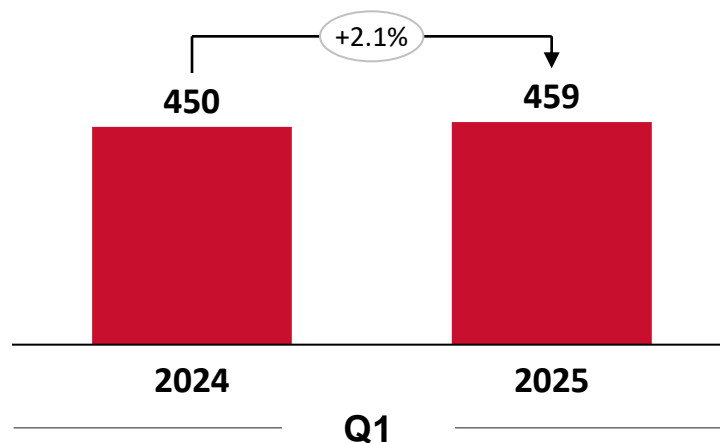
1. Like-for-Like = Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited).

ALL GEOGRAPHIES BACK TO GROWTH IN Q1

NET REVENUES¹, €M

 Share of net revenues, %

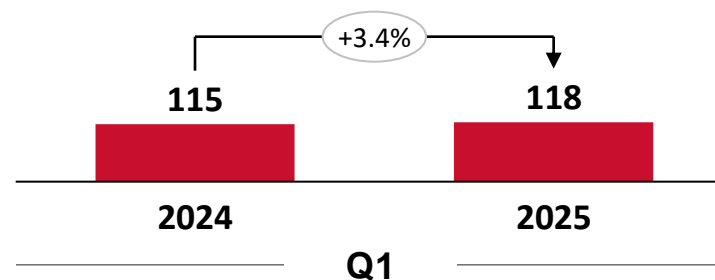
Europe



Comments:

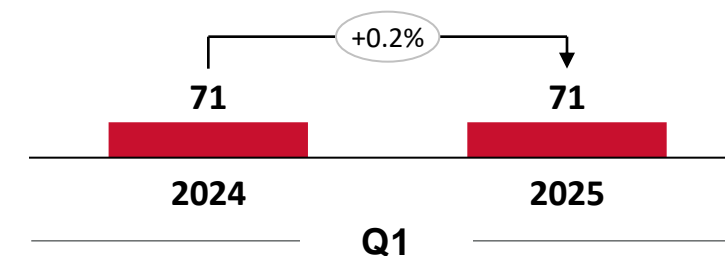
Top 3 countries (Germany, Italy, France) still down, while positive developments in other countries
Positive heat pumps demand
Service and parts continued growth

Asia Pacific & MEA



Double digit growth in key countries
FX headwinds, mainly in Egypt

Americas



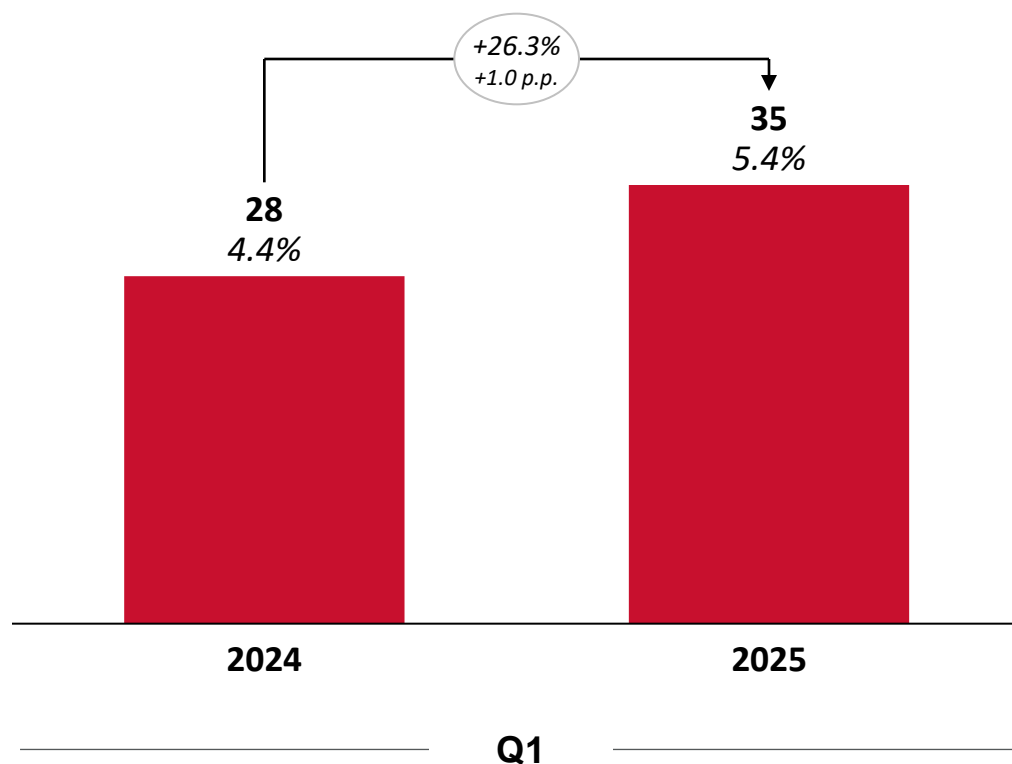
Business growing organically, mainly in North America
Significant FX headwind in Mexico

1. Like-for-Like = Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited).

MARGIN UPLIFT DRIVEN BY EFFICIENCY PLAN DELIVERY

€M, % OF NET REVENUES

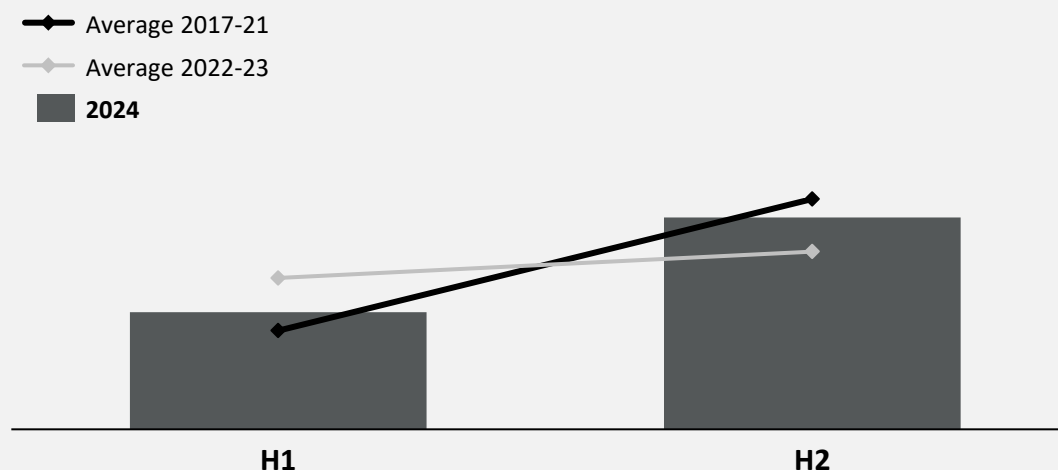
Adj. EBIT¹



Comments

- Margin improved by 100bps YoY, driven by efficiency initiatives and moderate operating leverage
- Trajectory as per historical H1-H2 seasonality
- Main adjustment on EBIT reported: PPA amortization 5 €M

Adj. EBIT historical distribution

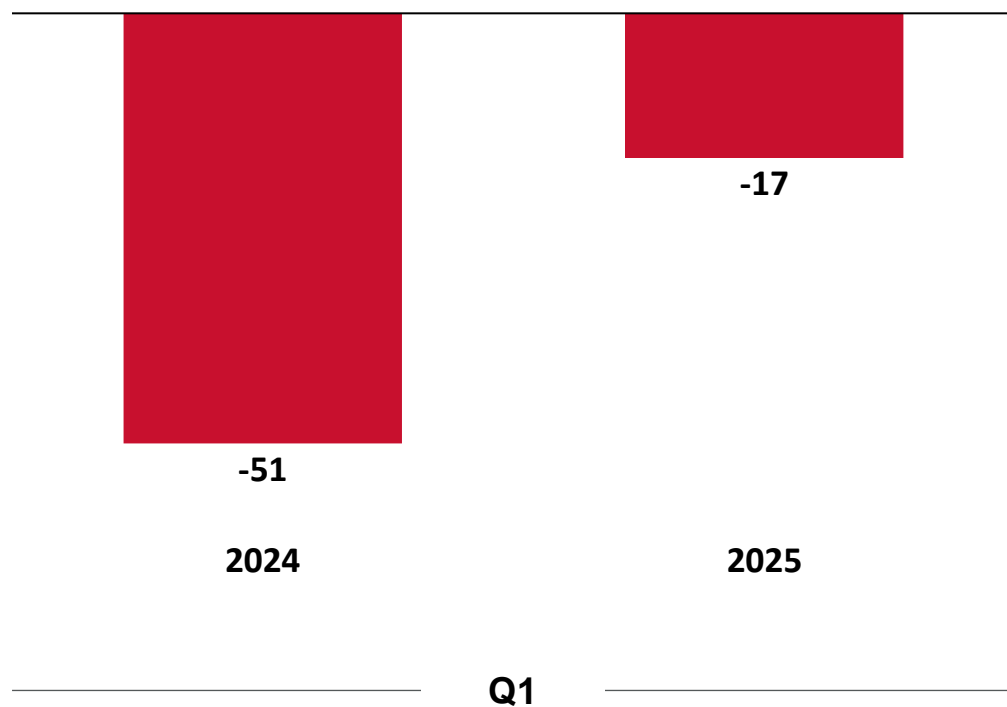


1. Like-for-Like = Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited).

FCF POSITIVELY IMPACTED BY HIGHER EBITDA AND WORKING CAPITAL MANAGEMENT

€M

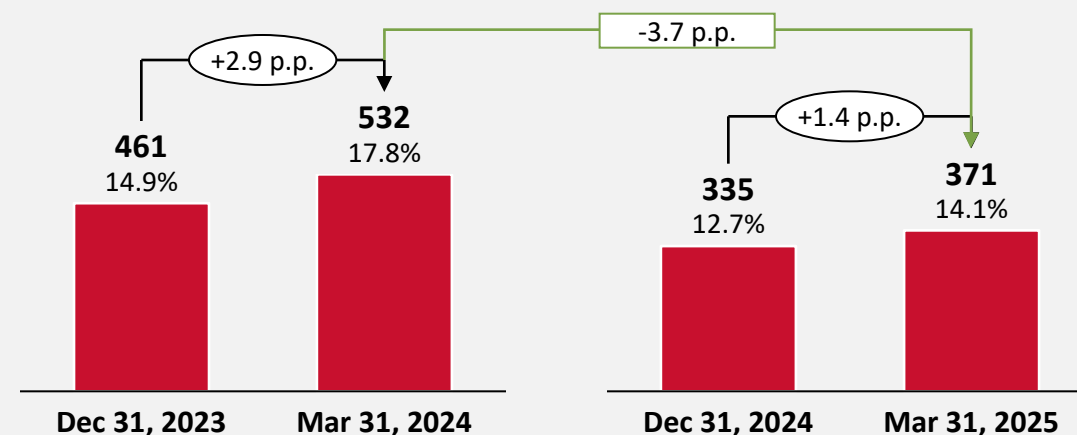
Free Cash Flow



Comments

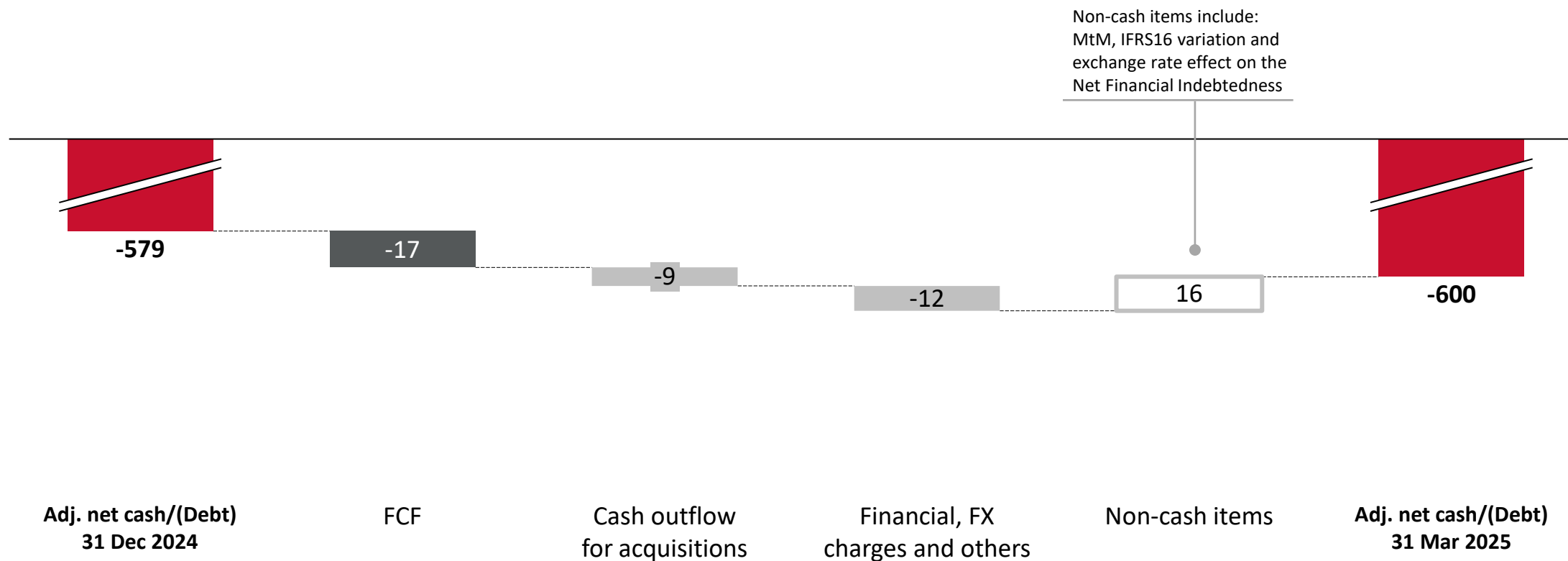
- EBITDA performance improvement
- Halved Net Working Capital cash absorption vs 2024; efficiency led to 3.7p.p. improvement YoY
- CapEx increased YoY as planned

Net Working Capital, % of net revenues



NET DEBT: FCF PERFORMANCE OFFSET TYPICAL SEASONAL INCREASE, STABLE LEVERAGE

€M



Leverage¹

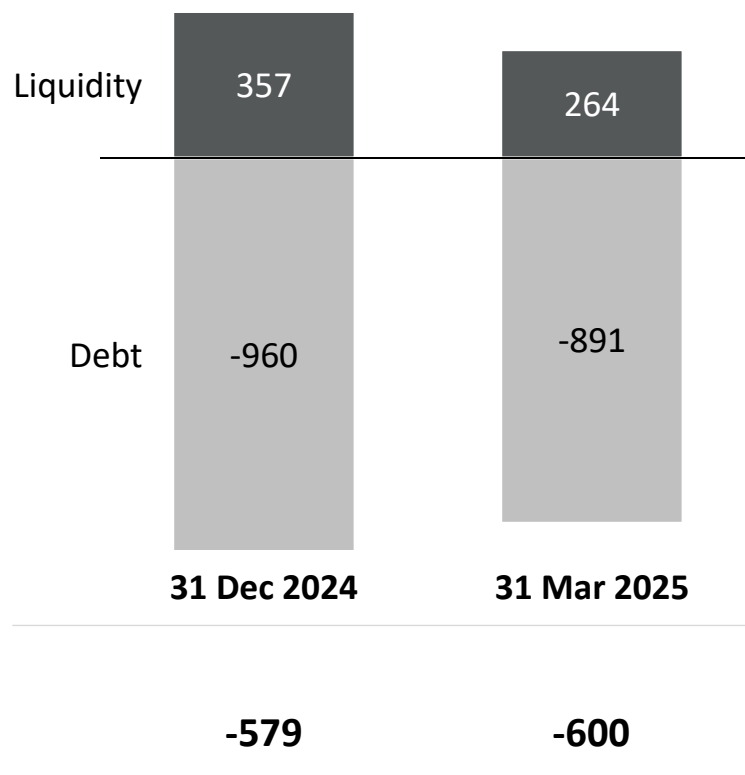
2.1x

2.1x

1. Adj. net debt/(Cash) / Adj. EBITDA

SOLID NET FINANCIAL POSITION: ONGOING GROSS DEBT OPTIMIZATION

€M



Q1 comments

- Non-current bank debt duration at c.4 years:
 - c.90% of maturities in 2027-2031
- Low sensitivity to inflation: ~70% of long-term debt at fixed-rate or hedged
 - Reimbursed portion of M/L term debt at variable rate (~50 €M)
- Additional 0.9 €BN committed unused credit lines to fuel organic & inorganic growth

1. Adj. Net Financial Indebtedness is the sum of liquidity, debt and adjustments (put & call options, escrow accounts and positive MtM). Full details on slide 36.

Highlights

Financials

Outlook

Appendix: Company Profile

Appendix: Deep Dive into Q1 2025 Financials

2025 AND MID-TERM GUIDANCE CONFIRMED

2025: reversing the trend, drive internal efficiencies

2025 guidance

Top line

- FY: organic revenues between 0% and +3% YoY like-for-like¹

Profitability

- Adj. EBIT margin improvement to 7+%, thanks to cost efficiencies (Fit-2-Win program and direct cost savings) and operating leverage

Cash Flow

- Generation concentrated in Q4
- Investing more for future development: CapEx 5-6% on revenues

M&A

- Continuous assessment of bolt-on options and strategic M&A

The guidance does not incorporate the potential demand-side implications of ongoing tariff discussions or prospective adjustments across our key markets

Mid-term guidance

- Mid-single-digit organic growth (assuming neutral FX)
- Adj. EBIT margin > 10%

Plus M&A

1. Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited). Ariston Thermo Rus LLC contributed for circa 28 €M revenue in Jan-Apr 2024.

Highlights

Financials

Outlook

Appendix: Company Profile

Appendix: Deep Dive into Q1 2025 Financials



Champion of Thermal Comfort, with solid growth

- Balanced presence in **Water Heating** and **Climate Comfort**¹
- Leading market position in 40+ countries worldwide
- Focused on **residential** market – demand driven by **replacement** in Europe/Americas and **penetration** in Asia Pacific & MEA
- Key strengths to win competition: 95 years of heritage, high quality, innovation and strong relationship with **installers**
- **Historical annual growth rate of 8% recorded from 2001 to 2024**



Driving profitability and cash flow

- Solid profitability levels – average of **~9% adj. EBIT margin**², with peaks up to 10+%
- Reliable cash conversion – average of **~80% FCF/Adjusted Net Profit ratio**²



Well-balanced capital allocation

- **CapEx**: significant investment on development to drive **future growth**
- Key player in **M&A**
- **Dividend policy** designed to fairly distribute returns to shareholders

1. Heating, Ventilation, Air Handling, Air Conditioning, Parts & Services

2. 2014-2024 period

OUR GLOBAL PRESENCE

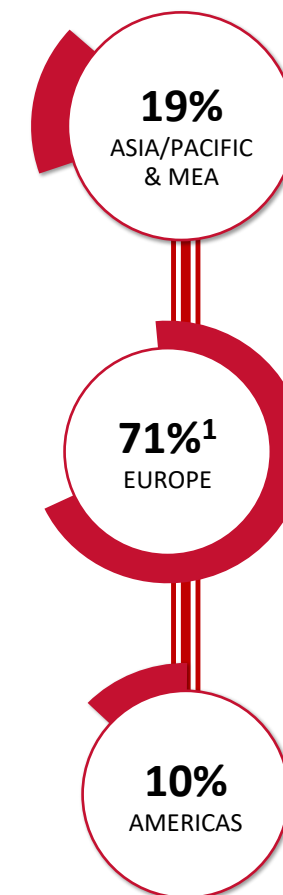
FY 2024

AT HOME AROUND THE WORLD

>10k employees

- 40 COUNTRIES
- 170+ MARKETS
- 28 PRODUCTION SITES
- 28 R&D CENTERS

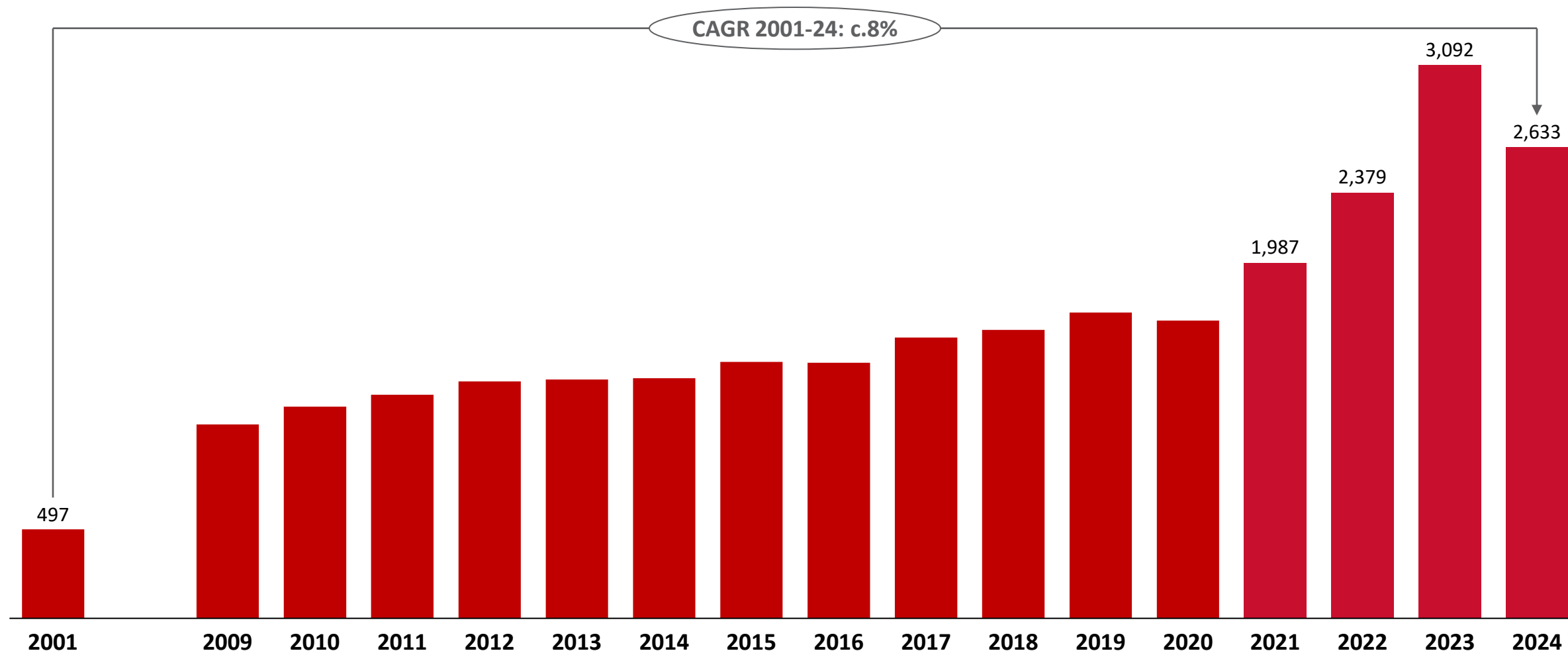
FY 2024
NET REVENUES



1. Main countries: Germany (19% net revenues), Italy (11%), Switzerland (8%)

STORY OF SOLID AND CONTINUOUS GROWTH, ORGANIC AND INORGANIC

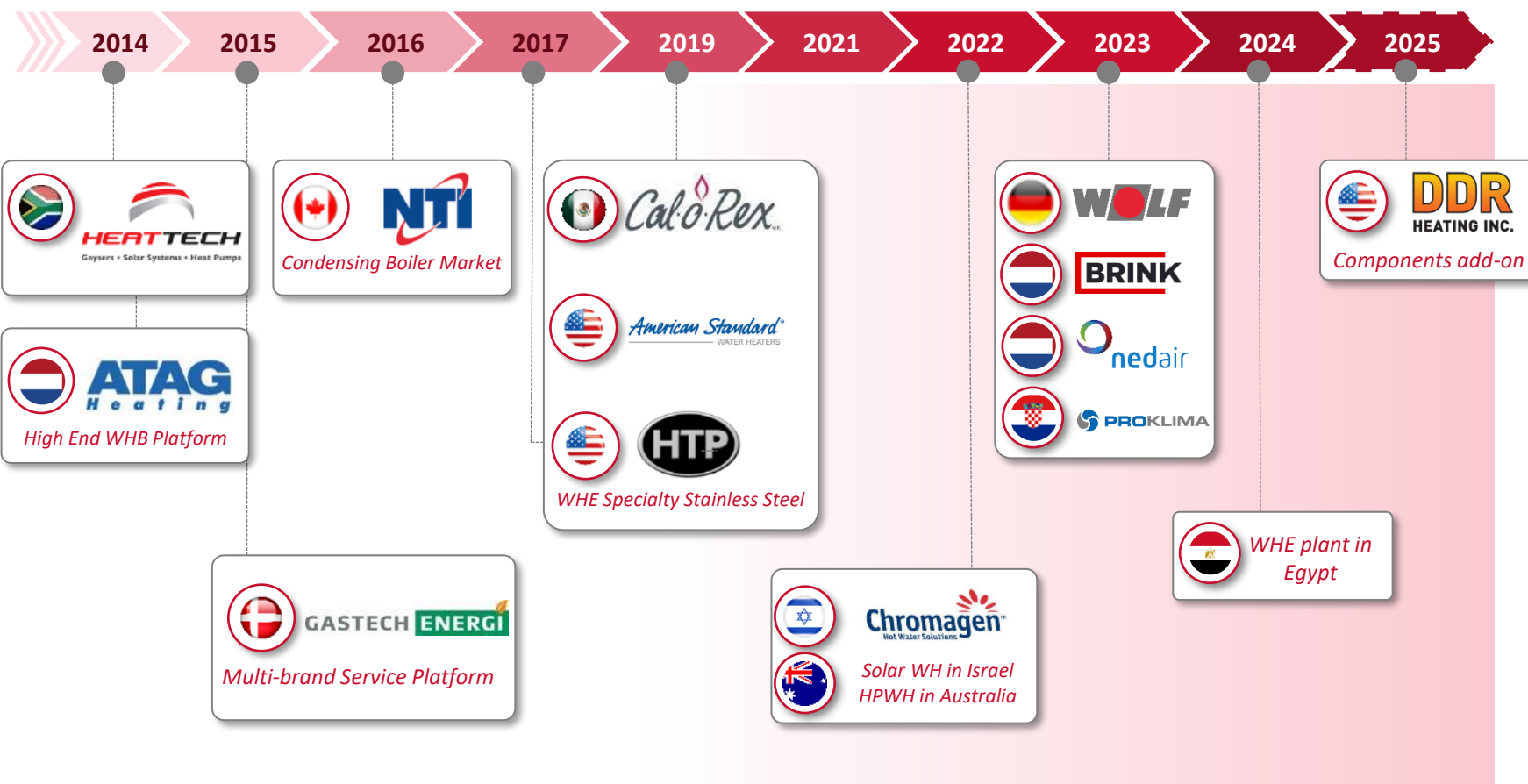
Net revenues
€M



Note: figures adjusted for non-recurring events or transactions, restructuring or employment termination agreements, other events not representative of normal business operations. financial figures from 2001 to 2017 are reported according to Italian GAAP and therefore not fully comparable with figures since 2018. Figures are accounted under the IFRS9, IFRS5 and IFRS16. 2020 adj. EBITDA net of €5M Covid-19 cost, that are recasted to recurring operations. EBITDA 2001 not adjusted.

LAST 10-YEAR M&A TRACKRECORD

KEY DRIVERS OF VALUE CREATION



STEPPING UP EFFORTS ON EFFICIENCY INITIATIVES

70-80 €M efficiency initiatives in FY 2024

OpEx

Immediate impact:

- Labor costs: org. optimization, hiring freeze
- Indirect costs: travel, rental, services
- Technology: developments re-prioritization without affecting future growth

CapEx

- Optimized timing
- Synergies leveraging global footprint

Executed



As announced in H1 2024
results presentation

2025-2027 “Fit-2-Win” program

Goal

Simplify operating model to drive cost efficiency, lean and effective processes

Key areas & actions

Organization	Future proof operating model, developing COEs ¹ , optimizing legal entities setup
G&A	Reduce internal demand and simplify processes, upgrade systems & tools and enhance capabilities
Sales & Service	Increase frontline productivity leveraging data analytics and efficient back-office functions
R&D	Platform and modularity initiatives, synergies between Ariston and Wolf portfolios
Procurement	Boost data-driven practices such as Should Cost and review policies for non-business critical expenses
IT	Act as a backbone of the Fit-2-Win transformation, upgrade critical systems, digital transformation, AI

3 years savings target: ~50 €M



1. COE = Centre Of Excellence

SERVING ALL OUR CUSTOMERS' NEEDS GLOBALLY WITH AN EXTENSIVE PORTFOLIO OF BRANDS

STRATEGIC GLOBAL BRANDS



The global expert in heating and water heating, offering a wide range of renewable and high efficiency solutions to provide easy and sustainable comfort to every home



The European high end heating solutions provider that covers the most advanced consumer needs and offers first class service throughout the entire products and systems life cycle



The German indoor climate expert which offers high quality heating, residential ventilation and air handling solutions in close partnership with our professionals.

STRATEGIC REGIONAL BRANDS

Water heating



Heating



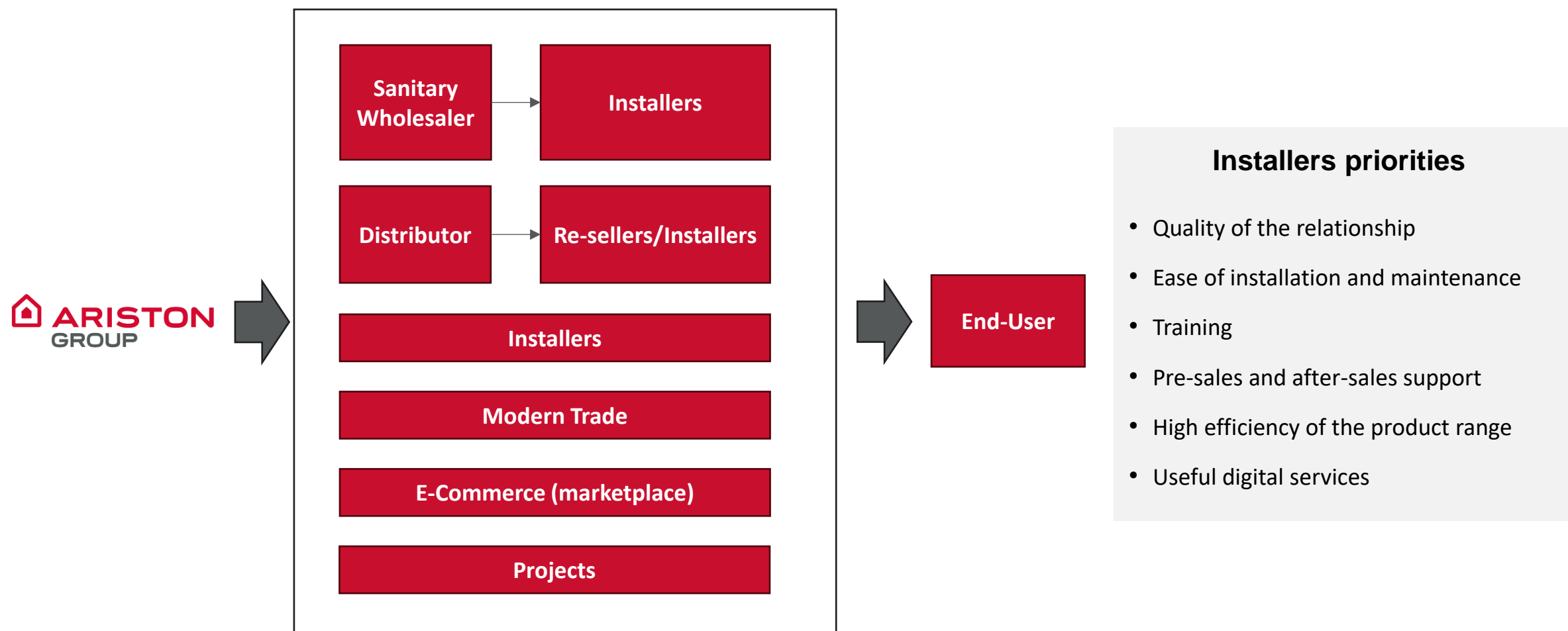
Ventilation



BURNERS & COMPONENTS



DISTRIBUTION CHANNELS: MAINLY B2B2C

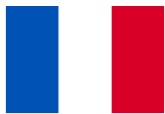


CURRENT REGULATION IN THE EUROPEAN HEATING MARKET: SUMMARY OF OUR MAIN COUNTRIES



EU: Energy Performance of Buildings Directive (EPBD):

Stop incentives for «stand-alone boilers powered by fossil fuels» from 2025. Push towards decarbonisation technologies, reduction of energy consumption of existing building stock. Phase-out of fossil fuels used in boilers by 2040.



Incentives / ban presence	Replacement	Incentives for Heating Heat Pumps and Water Heating Heat Pumps, Hybrids included No incentives for gas boilers			
	New Buildings	Heat Pumps are mandated both for Heating and Water Heating Stand-alone gas boilers not allowed (with very limited exceptions e.g. in Germany)			
Incentives structure		Up to 70% reimbursement, max €30k expenditure	Up to 50% tax deduction spread over 10 years, subject to income eligibility	Depending on type, Canton, power and system	Up to 60% upfront grant, subject to income eligibility

OUR RELENTLESS COMMITMENT TO SUSTAINABILITY

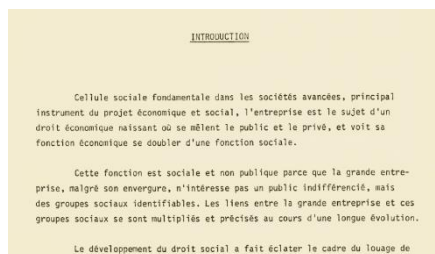
ENCRYPTED IN OUR DNA...



.1967

"There is no value in the economic success of any industrial initiative, unless it is accompanied by a commitment to social progress".

ARISTIDE MERLONI, FOUNDER



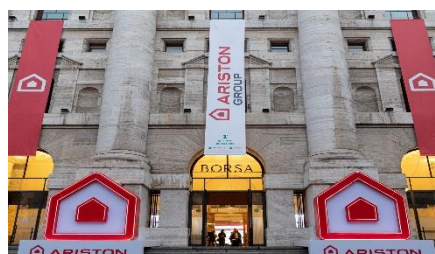
.1979

Discloses the first social report in Italy, published by Battelle Centre de Recherche de Geneve.



.2018

Starts reporting non-financial performances and establishes a sustainability governance framework.



.2021

After listing on Euronext Milan, defines the new ESG vision and embarks on the new ESG journey towards 2030.

...SHAPING OUR FUTURE



.2023

Releases Road to 100, its ESG roadmap to 2030;



5 ENGAGEMENTS: Solutions, Operations, People & Communities, Customers, Governance;



9 material topics & **10** Clear-cut ESG objectives.

KEY DECARBONIZATION TARGETS TO 2030

Ultimate objective of **100 million tons** of CO₂ emissions avoided by 2030 thanks to the renewable and high efficiency products we sell in the regions we operate in.

SCOPE 4, WRI



42% Reduction by 2030 in emissions generated by the way we operate vs. 2021.

SCOPE 1 AND SCOPE 2, GHG PROTOCOL



>50% Reduction by 2030 in GHG emissions from sold products per €Mln value added vs. 2021.

SCOPE 3, GHG PROTOCOL

Ratings improvement

Emission targets approval

ecovadis

S&P Global Ratings

MSCI

SCIENCE BASED TARGETS

2023	2024
<div></div> <div>Bronze Medal¹ Score: 57/100</div>	<div></div> <div>Silver Medal¹ Score: 68/100</div>
<div>Global CSA Score² 27/100 <i>Household Durable CSA Score avg.: 19/100</i></div>	<div>Global CSA Score² 39/100 <i>Building Products CSA Score avg.: 30/100</i></div>
<div>B³ <i>(Household Durable sector)</i></div>	<div>BBB³ <i>(Building Products sector)</i></div>
<div>Science Based Targets initiative validated the “Road to 100” decarbonization 2030 targets <i>(Scope 1, Scope 2, Scope 3 emission reduction targets)</i></div>	

1.The EcoVadis assessment evaluates a company on 21 sustainability criteria in four core areas: Environment, Labor & Human Rights, Ethics and Sustainable Procurement.

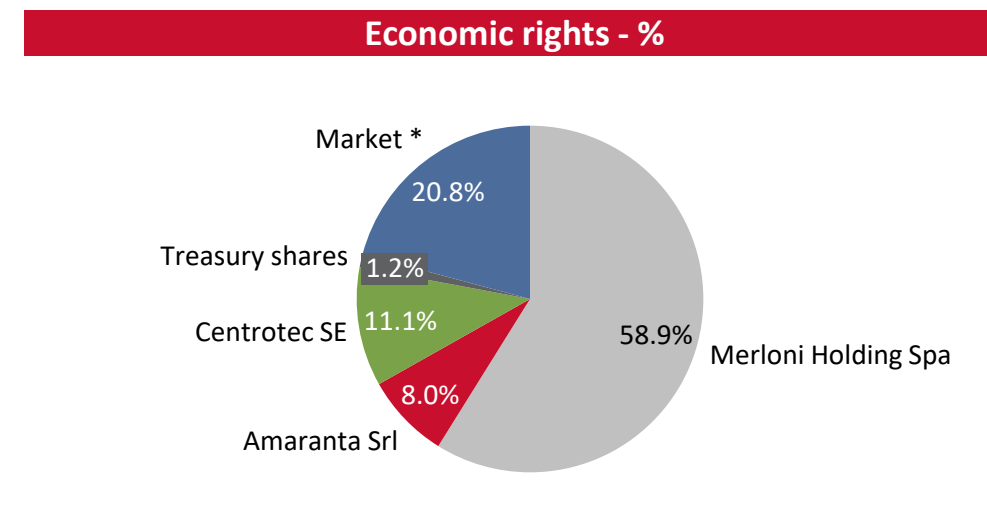
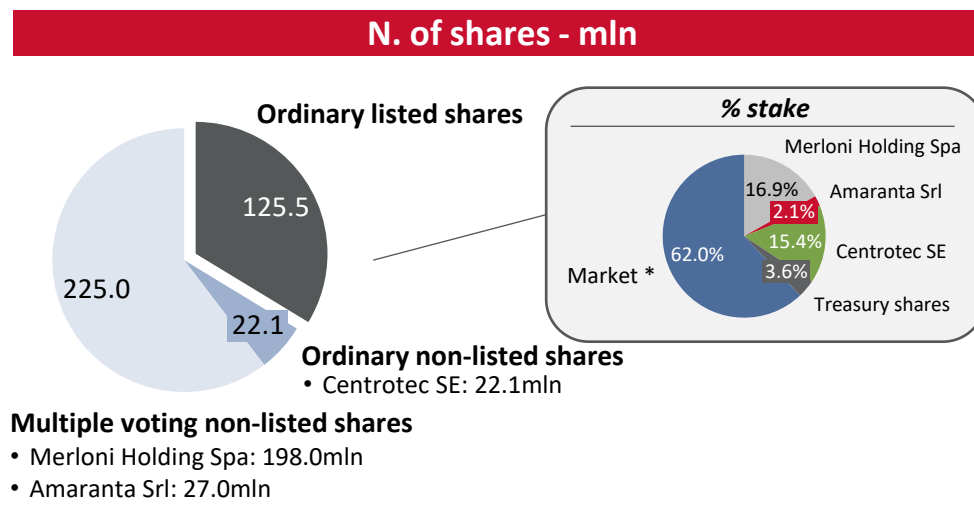
2.The S&P Global ESG Score measures a company’s performance on and management of material ESG risks, opportunities, and impacts informed by a combination of company disclosures, media and stakeholder analysis, modeling approaches, and in-depth company engagement via the S&P Global Corporate Sustainability Assessment (CSA). The Corporate Sustainability Assessment includes 62 industry-specific questionnaires.

3.As of 2024, Ariston Group received an MSCI ESG Rating of BBB. MSCI ESG Research provides MSCI ESG Ratings on global public and a few private companies on a scale of AAA (leader) to CCC (laggard), according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers.

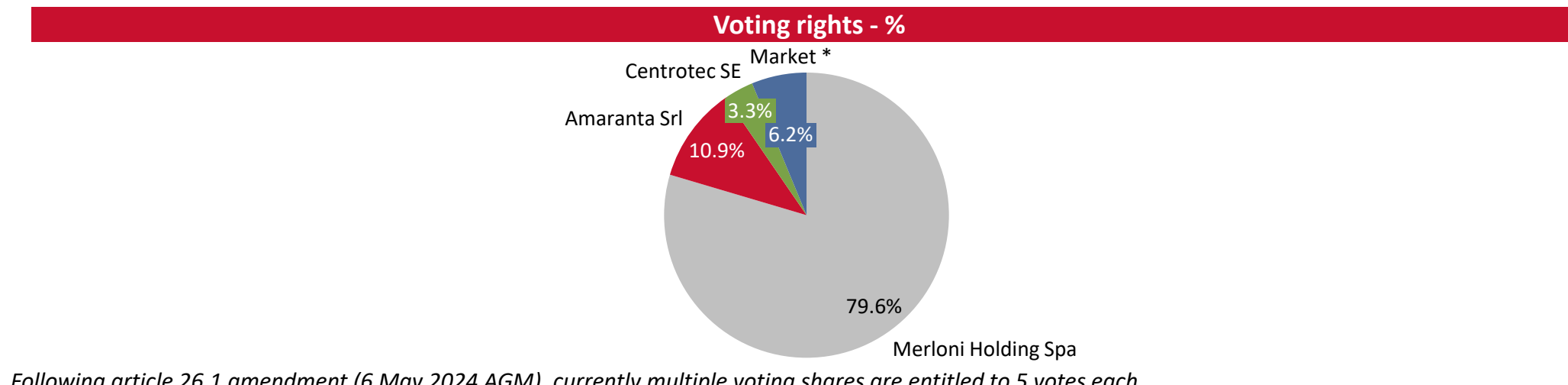
SHAREHOLDERS AND VOTING RIGHTS

AS OF 31 DECEMBER 2024¹

Share capital:
372.6mln shares



Voting rights



* Including 517,053 ordinary shares held directly by Mr. Paolo Merloni.

1. Between June and September 2024 Merloni Holding acquired c.1.6m of ordinary listed shares.

Highlights

Financials


Outlook

Appendix: Company Profile

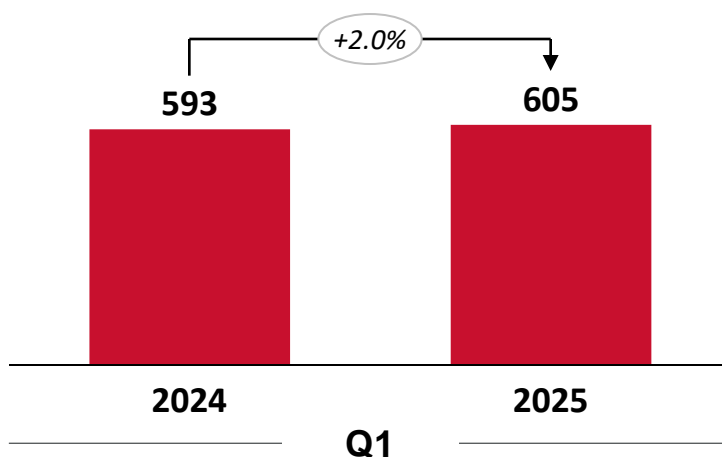
Appendix: Deep Dive into Q1 2025 Financials

NET REVENUES BY DIVISION

€M¹

 Share of net revenues, %

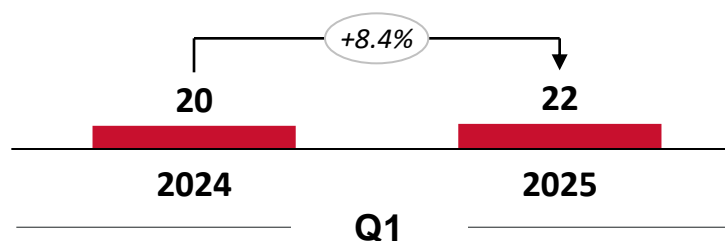
Thermal Comfort



Comments:

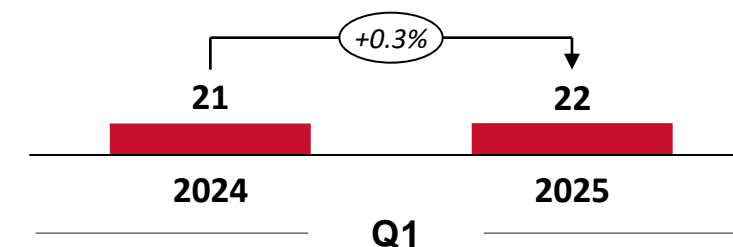
Progress towards stabilization of Europe heating market after 2024 downturn
Water heating more resilient, with renewable products back to growth
Service continuously growing

Components



Domestic and professional segments drove high single digit growth

Burners



Some delays from industrial projects negatively affected Q1 results

1. Like-for-Like = Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited).

HISTORICAL QUARTERLY GROWTH BY REGION

NET REVENUES, YOY

	2021		2022					2023 ²					2024 ¹					2025
	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1
Europe	+6.6%	+18.1%	+17.5%	+18.2%	+15.3%	+14.1%	+16.2%	+59.6%	+50.8%	+46.7%	+38.5%	+48.5%	-18.2%	-20.3%	-17.1%	-10.1%	-16.4%	+2.1%
Asia Pacific & MEA	+5.6%	+20.3%	+54.0%	+52.3%	+48.5%	+18.0%	+40.6%	-1.4%	+3.6%	-1.7%	-4.4%	-1.1%	-4.5%	-11.8%	-7.4%	3.9%	-4.9%	+3.4%
Americas	+16.1%	+24.9%	+15.5%	+17.7%	-5.1%	+5.1%	+7.4%	-4.9%	-22.2%	-4.5%	-3.9%	-8.6%	+4.1%	+5.0%	-7.6%	-6.3%	-1.8%	+0.2%
Total Group	+7.6%	+19.4%	+23.8%	+24.3%	+18.7%	+13.6%	+19.7%	+37.6%	+31.5%	+28.9%	+23.1%	+30.0%	-14.0%	-17.0%	-14.4%	-7.3%	-13.1%	+2.1%
o/w organic	+5.9%	+19.9%	+14.5%	+13.0%	+6.4%	+4.2%	+9.1%	+7.0%	+3.5%	-1.4%	-3.2%	+2.5%	-13.6%	-16.9%	-13.7%	-6.8%	-12.7%	+2.4%

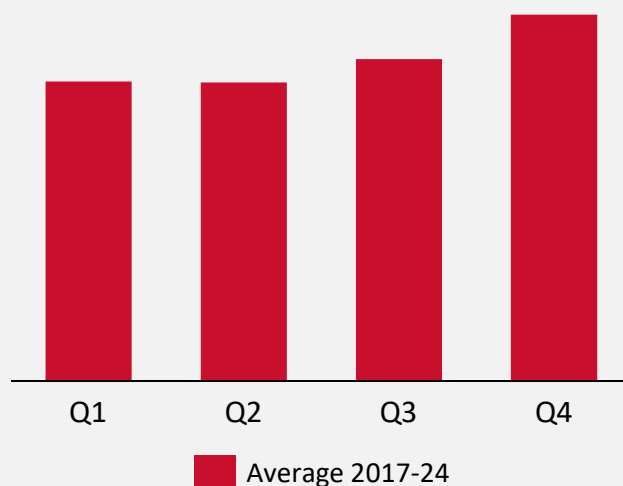
1. Like-for-Like: Ariston Thermo Rus LLC deconsolidated from end-April in 2024 and 2023 (unaudited) figures. Excluded from 2025 figures.

2. Organic pro-forma growth (including Wolf-Brink also in 2022)

HISTORICAL SEASONALITY

Net revenues

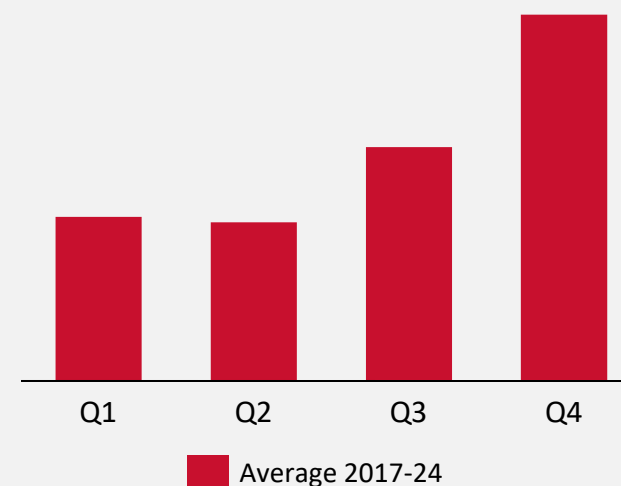
Quarterly weight on FY



Demand for heating-related products concentrated toward 2H

Adj. EBIT

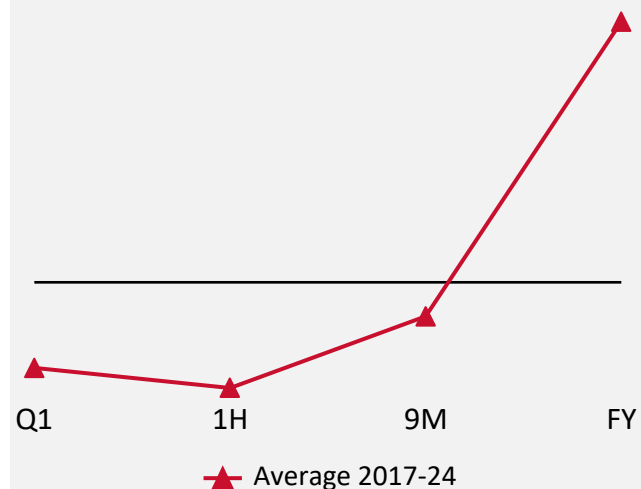
Quarterly weight on FY



Operating leverage gives margins an even more pronounced seasonality

Cumulated FCF

Quarterly trend



The last quarter of the year usually generates >100% of yearly FCF

Q1 INCOME STATEMENT — LIKE-FOR-LIKE

€M

	Q1 2025	Q1 2024	% change
Net revenue	648.2	634.7	2.1%
EBITDA	62.5	54.3	15.0%
% margin	9.6%	8.6%	
Adjusted EBITDA	64.1	55.8	14.8%
% margin	9.9%	8.8%	
EBIT	28.3	20.4	38.8%
% margin	4.4%	3.2%	
Adjusted EBIT	35.1	27.8	26.3%
% margin	5.4%	4.4%	

Note: Ariston Thermo Rus LLC deconsolidated from 2024 and excluded from 2025 figures (unaudited).

Q1 INCOME STATEMENT – REPORTED

€M

	Q1 2025 ¹	Q1 2024	% change
Net revenue	648.2	653.2	(0.8%)
EBITDA	62.5	56.8	9.9%
% margin	9.6%	8.7%	
Adjusted EBITDA	64.1	58.3	9.9%
% margin	9.9%	8.9%	
EBIT	28.3	22.6	25.2%
% margin	4.4%	3.5%	
Adjusted EBIT	35.1	30.0	17.0%
% margin	5.4%	4.6%	
Net financial charges	(8.4)	(10.9)	
Income/(losses) from associates	0.2	0.1	
Profit before tax	20.1	11.9	

Comments

- Reported figures: Ariston Thermo Rus LLC deconsolidated from end-April in 2024; still in the perimeter in Q1 2024 figures
- Efficiency initiatives delivered
- Trajectory as per historical H1-H2 seasonality
- Main adjustments on EBIT:
 - PPA amortization: 5 €M

1. Ariston Thermo Rus LLC not included. It will be consolidated from Q2 onwards.

RECLASSIFIED Q1 CASH FLOW STATEMENT

€M

	Q1 2025 ¹	Q1 2024	Change
EBITDA	62.5	56.8	5.7
Tax paid	(15.3)	(13.5)	(1.8)
Provisions and other changes from operating activities	(3.6)	(1.8)	(1.8)
Change in working capital ²	(36.1)	(72.2)	36.1
Operating Cash Flow	7.4	(30.6)	38.1
CapEx	(15.3)	(11.5)	(3.8)
IFRS16 lease payments	(9.4)	(8.7)	(0.7)
Other changes ³	0.3	0.3	0.0
Free Cash Flow	(17.0)	(50.5)	33.5

Comments

- Cash absorption from Net Working Capital halved vs Q1 2024
- EBITDA improvement by 6 €M driven by cost efficiencies and moderate operating leverage
- Higher CapEx vs Q1 2024, in line with our 2025 guidance

1. Ariston Thermo Rus LLC excluded.

2. Change in working capital does not include FX and acquisition perimeter variation effects.

3. Excludes MtM derivatives impact.

NET FINANCIAL INDEBTEDNESS

€M

	31/03/2025 ¹	31/12/2024 ¹	31/03/2024
Liquidity	263.7	357.1	357.8
minus: Current financial indebtedness	(130.8)	(148.2)	(103.3)
minus: Non-current financial indebtedness	(759.9)	(811.7)	(934.2)
Net Financial Indebtedness¹ (ESMA guidelines)	(627.0)	(602.7)	(679.6)
Adjustments: Put & call options, escrow accounts and positive MtM	26.6	23.6	33.8
Adjusted Net Financial Indebtedness² (previous calculation method)	(600.4)	(579.1)	(645.9)

Comments

- Non-current bank debt duration at c.4 years:
 - c.90% of maturities in 2027-2031
- Low sensitivity to inflation: ~70% of long-term debt at fixed-rate or hedged
 - Reimbursed portion of M/L term debt at variable rate (~50 €M)
- Additional 0.9 €BN committed unused credit lines to fuel organic & inorganic growth

1. Ariston Thermo Rus LLC has been deconsolidated from end-April 2024.

2. Positive figures represent net cash.

DISCLAIMER

This document contains forward-looking statements that relate to future events and future operating, economic and financial results of Ariston Group. By their nature, forward-looking statements involve risk and uncertainty because they depend on the occurrence of future events and circumstances. Actual results may differ materially from those reflected in forward-looking statements due to a variety of factors, most of which are outside of the Group's control, including the direct and indirect consequences resulting from the ongoing developments in Ukraine and Russia.



THANK YOU

Investor Relations contacts

Claudia Introvigne, Martino Bartolucci

+39 02 8567 2317

investor.relations@ariston.com



SUSTAINABLE COMFORT FOR EVERYONE



We kindly ask you to refrain from printing in order to minimize our impact on the environment.
Thank you for your understanding and dedication to our sustainable future.