2024 Q3 results

13th November 2024

Executive Summary – 9m-24

Further improvement of EBITDA and Net Debt Amid Soft Markets

Economics

- In 9m-24, sales decreased by 5.6%, at FX constant -5.3% (-4.8% volume and mix, -0.5% price)
- Excluding HP, in Q3 sales grew by 6.3%
- Order book at € 172 M , +10.1% vs December 2023
- EBITDA increased by 4.6% to € 64.1 M i.e. 14.6% of sales + 140 bps

Financials

- Leverage at 1.54x EBITDA adj LTM, despite seasonality in NWC (2.1x on Q3 23)
- Net financial charges in line with 2023
- NFP improved by € 41.9 M from September 2023
- LTM net cash generation adjusted equal to € 72.2 M (12.2% of sales)

Strategy

- Focus on operating improvements through automatization, process review and cost controls
- Organization changes to improve effectiveness
- Growth Capex in China and USA for datacenter and industrial cooling

Q3-24 Financial Highlights
EBITDA improvement confirmed

€ millions	Q3 2023	Q3 2024	9m 2023	9m 2024	2023 FY	LTM
Sales	144.1	142.0	464.4	438.4	617.3	591.3
Growth %	*-3.5%*	*-1.5%*	*-0.7%*	*-5.6%*	*-0.2%*	*-3.9%*
EBITDA adjusted	20.0	21.1	62.5	64.1	80.1	81.7
EBITDA %	*13.9%*	*14.9%*	*13.5%*	*14.6%*	*13.0%*	*13.8%*
Net income adjusted	10.0	9.4	32.1	30.5	40.7	39.1
	6.9%	*6.6%*	*6.9%*	*7.0%*	*6.6%*	*6.6%*
Net financial debt			167.6	125.8	126.3	125.8
NFD / EBITDA LTM			*2.10x*	*1.54x*	*1.58x*	*1.54x*

- In 9m-24, total sales decreased by 5.6% YoY due to HP drop and overall soft end user's markets. Excluding HP - in Q3-24 - sales of products increased by 6.3%
- In Q3-24 EBITDA margin confirmed around 15% (+ 100 bps vs Q3-23)
- Net income adjusted in 9m-24 at € 30.5 M vs € 32.1 in 9m-23 mainly due to increase of tax rate
- Leverage (NFD/EBITDA) at 1.54x vs 2.1x in September 2023
- In 9m-24 net cash generation from operations equal to € 51.6 M (11.8 % of sales) vs € 43.7 M (9.4% of sales) in 9m-23 (+18.1%)

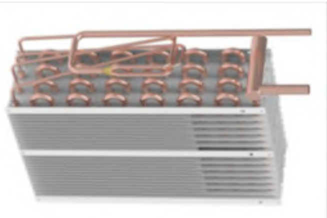
9m-24 – Revenues Breakdown
Amid volatile markets, benefits from diversification

Products € 000	9m 2023	%	9m 2024	%	Δ %
Heat Exchangers	241,3	52,0%	203,9	46,5%	-15,5%
Air Cooled Equipment	206,1	44,4%	217,1	49,5%	5,3%
Glass Doors	12,5	2,7%	11,8	2,7%	-6,0%
Total sales of products	**460,0**	**99,0%**	**432,8**	**98,7%**	**-5,9%**
Other revenues	4,5	1,0%	5,6	1,3%	25,3%
Total sales	**464,4**	**100,0%**	**438,4**	**100,0%**	**-5,6%**

Applications € 000	9m 2023	%	9m 2024	%	Δ %
Refrigeration	217,1	46,7%	222,7	50,8%	2,6%
Air Conditioning	136,3	29,4%	99,9	22,8%	-26,7%
Special Applications	59,1	12,7%	66,2	15,1%	12,1%
Industrial cooling	47,5	10,2%	43,9	10,0%	-7,6%
Total sales of products	**460,0**	**99,0%**	**432,8**	**98,7%**	**-5,9%**
Other revenues	4,5	1,0%	5,6	1,3%	25,3%
Total sales	**464,4**	**100,0%**	**438,4**	**100,0%**	**-5,6%**

Sales by application and market
Benefit of Diversification of Applications

Sales analysis is heavily influenced by the drop of HP and the by tough comparison - with 9m-23 which includes Q2-23, the best quarter ever in terms of sales

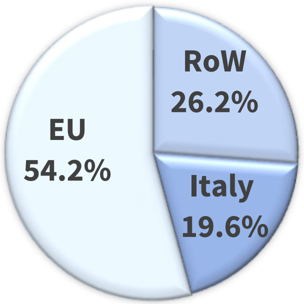


SBU components: -15.0% in 9m-24 (-5.7% in Q3)

- *Excluding HP sales are flat in 9m-24, and increased by + 6.4% in Q3-24*
- *Demand recovery for mobile applications, dryers and commercial refrigeration (refrigeration + 10.9% in Q3-24)*
- *Expected drop of sales in HP due to lack of clear direction in incentives schemes in EU countries , despite the "REPowerEU" plan*

SBU cooling systems +5.3% in 9m-24 (+6.2% in Q3)

- *Demand led by products with low environmental impact and high energy efficiency*
- *Strong demand for data centers*



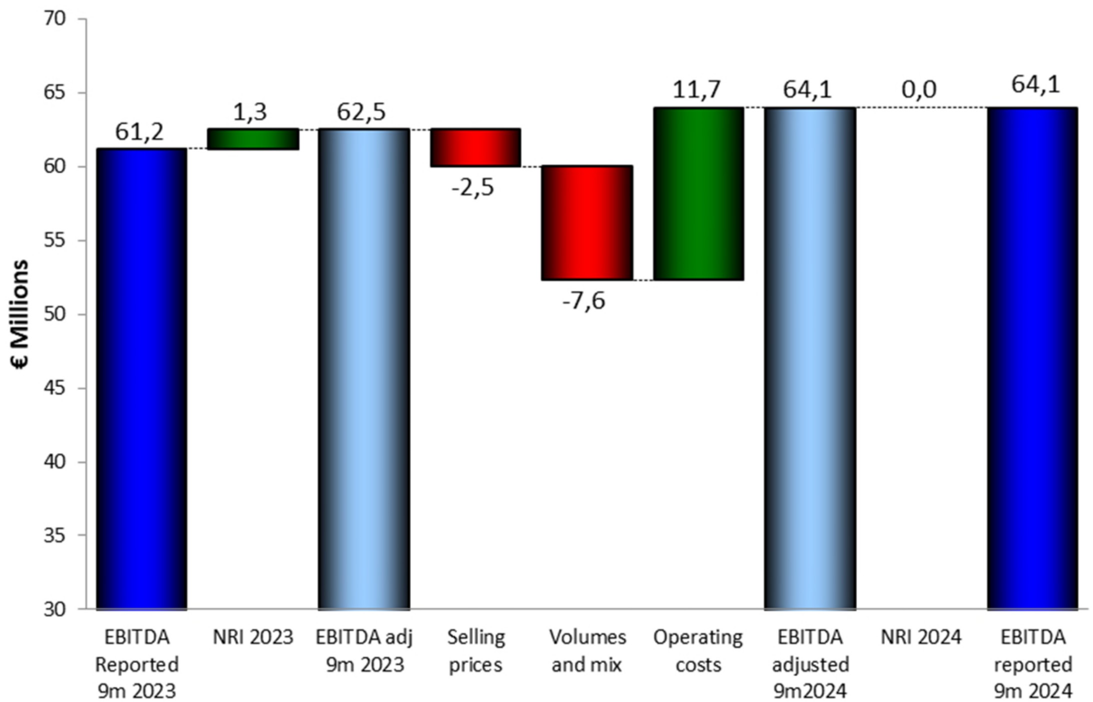
By geography:

- *73.8% of sales in Europe.*
- *USA and China represents 4.6% and 1.9% of products sales respectively*

High customer diversification:

- *Largest customer : 4.9% of total sales*
- *Largest 10 customers: 30.5% of total sales*

EBITDA Bridge Analysis 9m-24 vs 9m-23



- Record EBITDA in 9m-24, despite strong growth of EBITDA in the last 3 years (+ 76%) and volatile markets
- Steady growth of EBITDA margin YoY quarter by quarter since H2 -23
- No NRI in 9m-24. In 9m-23 NRI due to start-up costs of the former ACC plant and contribution to Emilia Romagna flooded population

(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 30/9/2024

9m-24 From EBITDA to Group Net Income
EBIT adjusted – Net Income Adjusted

€ millions	2022	2023	9m 23	9m 24
EBITDA reported	75.1	78.8	61.2	64.1
NRI	3.7	1.3	1.3	0.0
EBITDA adjusted	**78.8**	**80.1**	**62.5**	**64.1**
D&A	*32.7*	*32.4*	*24.3*	*23.4*
Gain (loss) of non current assets	*(0.3)*	*0.0*	*(0.1)*	*(0.1)*
EBIT reported	42.1	46.4	36.8	40.5
Capital gain	*9.5*		*0.0*	*0.0*
Net financial income (loss)	*7.5*	*(10.1)*	*(5.1)*	*(5.1)*
EBT	59.0	36.4	31.8	35.4
Income taxes	*(10.0)*	*(5.0)*	*(4.5)*	*(8.6)*
Minorities	*(1.4)*	*(1.6)*	*(1.3)*	*(1.0)*
Group net profit	**47.7**	**29.7**	**25.9**	**25.8**

EBIT reported	42.1	46.4	36.8	40.5
Depreciation on PPA	4.3	4.7	3.6	3.1
NRI	3.7	1.3	1.3	0.0
EBIT adjusted	**50.1**	**52.4**	**41.7**	**43.6**
% of sales	*8.1%*	*8.5%*	*9.0%*	*9.9%*

Net income reported	49.1	31.4	27.2	26.8
Depreciation on PPA net of tax	3.4	3.7	2.8	2.3
NRI net of tax	3.0	0.9	0.9	0.0
Gain on shareholding net of tax	(9.3)	0.0	0.0	0.9
Fair value of derivatives net of amort cost	(7.5)	4.7	1.1	0.5
Net income adjusted	**38.6**	**40.7**	**32.1**	**30.5**
% of sales	*6.2%*	*6.6%*	*6.9%*	*7.0%*

In Q1-22 capital gain on Tecnair divestiture

Net income 9m-24: impacted by increase of actual tax rate

D&A decreased due to delayed capex

In 9m-24 increase in net cash costs compensated by reduction of amortized cost due to interest rate derivatives (*market value of IRS to cover the interest rate risk*)

EBIT adjusted increase by 90 bps

Net income adjusted 9m-24: impacted by increase of actual tax rate

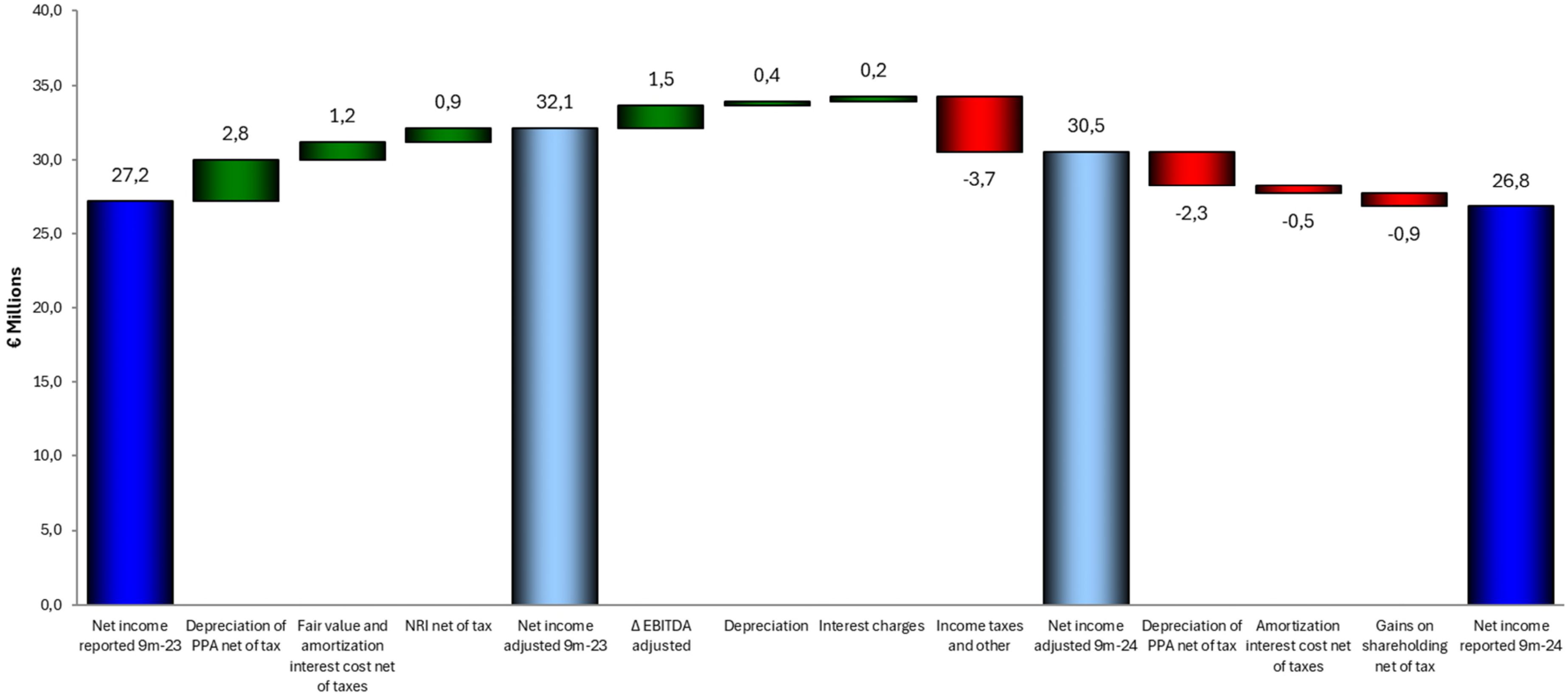
- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/9/2024
- Adjusted net income and adjusted EBIT consider the depreciation of "purchase price allocation" resulting from M&A transactions concluded in past years.

Impact of IFRS on Interest Costs

€ millions		2022	2023	9m-23	9m-24
Cash interest cost		*(4.9)*	*(11.8)*	*(8.9)*	*(10.8)*
Cash interest income		*2.0*	*5.5*	*3.5*	*6.9*
Net realized FX gain (cost)		*(1.2)*	*2.0*	*1.2*	*0.4*
Net cash financial costs	(A)	**(4.1)**	**(4.3)**	**(4.2)**	**(3.6)**
Derivatives fair value		*14.4*	*(7.7)*	*(2.0)*	*(4.0)*
Amortized costs		*(4.9)*	*1.5*	*0.2*	*3.3*
Unrealized FX gain (loss)		*2.0*	*0.4*	*1.0*	*(0.0)*
IFRS related financial charges	(B)	**11.6**	**(5.8)**	**(0.8)**	**(0.7)**
Put&Call Refrion				0.0	(0.9)
Reported net financial charges (cost)	(A+B+C)	7.5	(10.1)	(5.1)	(5.1)

- Net cash interest cost decreased by € 0.6 M thanks to interest income increase.
- Excluding FX, net interest decreased by € 1.5 M
- All financial debt are at medium term. Average duration 3.31 years
- All loans amortizing, no bullet
- 91.1% of loans covered by interest rate swaps

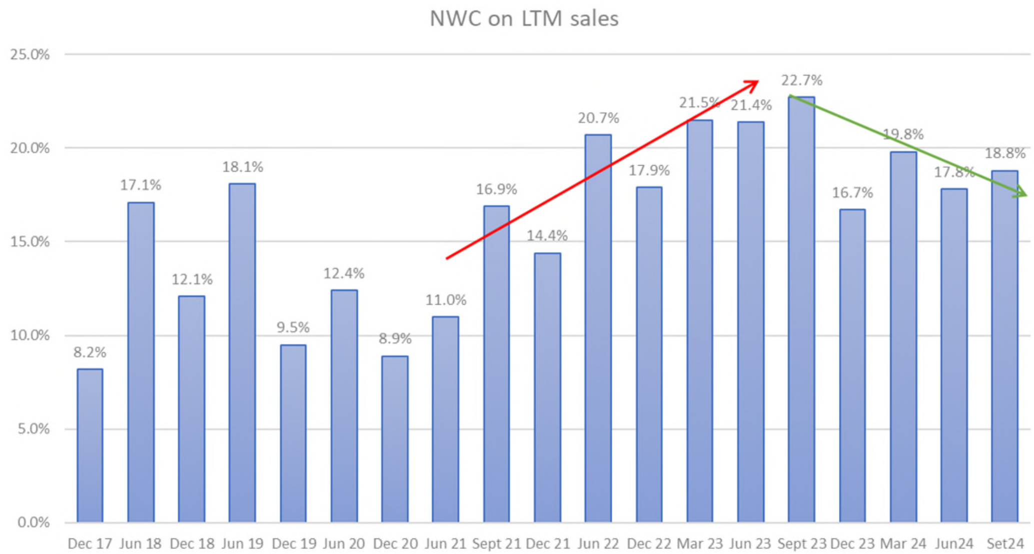
Adjusted net income Bridge Analysis 9m-24 vs 9m-23



(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 30/9/2024

TNWC back toward M/LT Guidance

€ Millions	30/09/2023	Days	31/12/23	Days	30/09/2024	Days
Stock	131.9	77	110.8	65	113.7	69
A/receivable	98.7	58	87.8	51	105.3	64
Working capital	230.6		198.6		218.9	
A/payable	90.9	85	95.7	90	107.6	109
Net working capital	139.7	82	103.0	60	111.3	68
% on net sales LTM	**22.7%**		**16.7%**		**18.8%**	

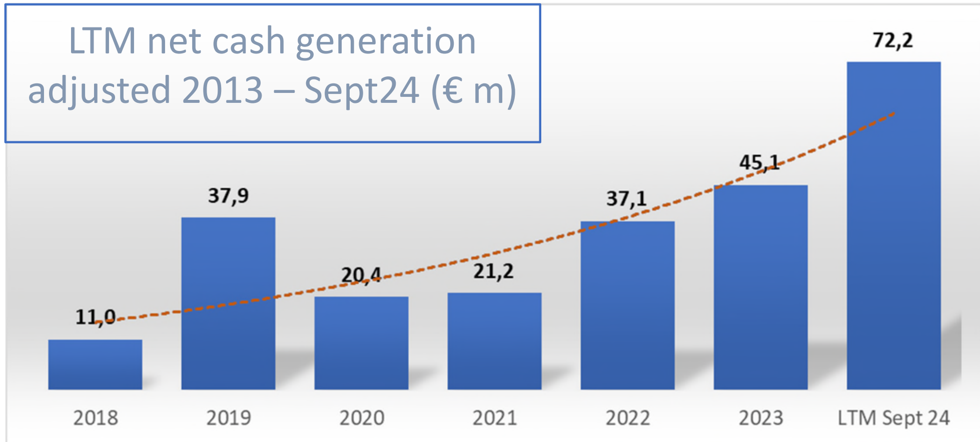


- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/9/2024.

Net cash generation adjusted
LTM September 24: € 72.2 M

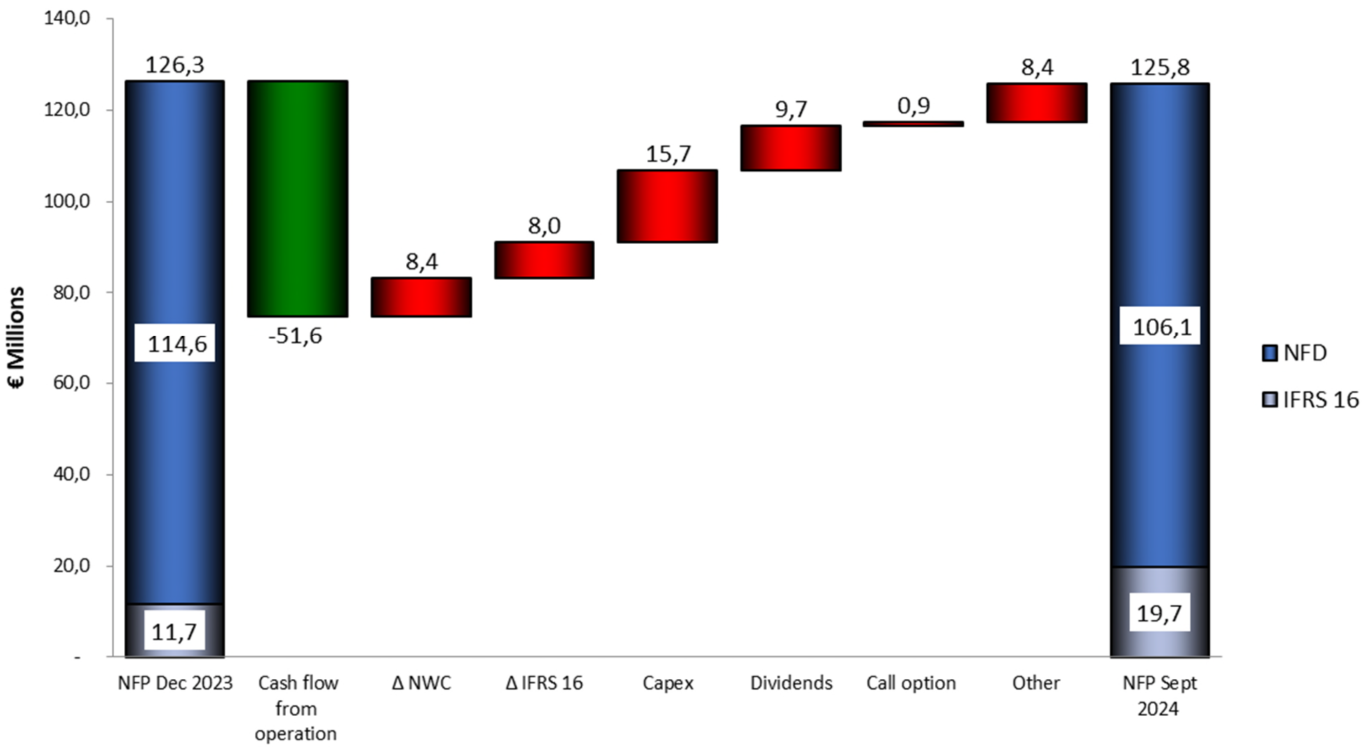
Net cash / (net debt)	€ m	
Net financial position as of September 2023	(167.6)	
Net financial position as of September2024	(125.8)	
Delta in net financial position	41.8	41.8
+ Dividends paid in 2024		9.6
+ Accelerated capex program		13.0
+ Change of IFRS 16 impact		7.8
Non recurring items		0
= Total normalized net cash flow		**72.2**

- Accelerated capex program above maintenance level
- In 2022 and 2023 temporary working capital increase due to higher safety stock of raw materials
- Normalization of TNWC already started in 2023
- Extraordinary level in LTM up to December 2019 due to working capital reduction



- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/9/2024

Balance Sheet and Capital Allocation



- In 9m-24 cash flow from operations at 11.8% of sales (9.4% in 9m 23, +18.1%)
- LTM net cash generation adjusted equal to €72.2 M

- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/6/2024

Future Developments and Closing Remarks

Strategy	• Focus on Datacenter and Industrial Projects • Focus on automation, process optimization and cost reduction • Focus on supply chain optimization • Further product range rationalization • Second stage of plant expansion in China completed, US in progress • New capex review according to markets developments
Markets	• M/L Term growth sustained by secular trends • Since Q3 23 soft markets in heat pumps (potential recovery from H2-2025) • Nuclear applications in progress: sales impact will start in H2-2025.
M&A	• Business integration of Refrion completed • Continuous search of M&A opportunities with strong strategic rationale
Financials	• Focus on costs efficiency and margin expansion • Focus on deleverage and further increase of debt average duration • Focus on net cash generation

Annexes

Income Statement as of 30/9/2024

Consolidated Profit & Loss Reclassified *(000 Euro)*	9m-23	%	9m-24	%	Δ &
Sales and operating income	**464,449**	*100.0%*	**438,381**	*100.0%*	**-5.6%**
Purchases of materials	(241,488)	*-52.0%*	(220,155)	*-50.2%*	
Inventory increase (decrease)	(46)	*0.0%*	3,818	*0.9%*	
Services	(61,354)	*-13.2%*	(55,528)	*-12.7%*	
Labour cost	(97,958)	*-21.1%*	(99,781)	*-22.8%*	
Other operating costs	(2,369)	*-0.5%*	(2,676)	*-0.6%*	
Total operating costs	**(403,215)**	*-86.8%*	**(374,322)**	*-85.4%*	**-7.2%**
EBITDA	**61,234**	***13.2%***	**64,059**	***14.6%***	**4.6%**
Depreciation	(24,300)	*-5.2%*	(23,423)	*-5.3%*	
Gain (loss) of non current assets	(138)	*0.0%*	(94)	*0.0%*	
EBIT	**36,796**	***7.9%***	**40,542**	***9.2%***	**10.2%**
Net financial charges	(5,050)	*-1.1%*	(5,132)	*-1.2%*	
Capital gain on shareholding	0	*0.0%*	0	*0.0%*	
EBT	**31,746**	***6.8%***	**35,410**	***8.1%***	**11.5%**
Income taxes	(4,540)	*-1.0%*	(8,604)	*-2.0%*	
Net income	**27,206**	***5.9%***	**26,806**	***6.1%***	**-1.5%**
Minority interest	1,299		1,033		
Group net income	**25,907**	***5.6%***	**25,773**	***5.9%***	**-0.5%**

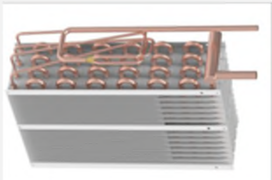
Balance Sheet as of 30/9/2024

Consolidated Balance Sheet Reclassified *(000 Euro)*	30/09/2023	% net invested capital	31/12/2023	% net invested capital	30/09/2024	% net invested capital
Net intangible assets	94,017		92,863		89,673	
Net tangible assets	198,799		205,412		207,756	
Pre-paid taxes	9,463		11,039		12,260	
Financial assets	1,416		969		761	
Non current assets (A)	**303,695**	**78.0%**	**310,283**	**87.3%**	**310,450**	**83.8%**
Inventory	131,853		110,831		113,660	
A/receivable	98,741		87,790		105,284	
Other receivables and current assets	13,948		14,116		13,720	
Current assets (B)	**244,542**		**212,737**		**232,664**	
A/payable	90,854		95,659		107,607	
Other payable and current liabilities	42,733		46,577		39,970	
Current liabilities (C)	**133,587**		**142,236**		**147,577**	
Working capital (D=B-C)	**110,955**	**28.5%**	**70,501**	**19.8%**	**85,087**	**23.0%**
Personnel provisions	5,445		5,363		5,347	
Deferred taxes	14,481		14,109		13,814	
Risk provisions	5,590		5,735		5,702	
Long term liabilities (E)	**25,516**	**6.6%**	**25,207**	**7.1%**	**24,863**	**6.7%**
Net invested capital (A+D-E)	**389,134**	**100.0%**	**355,577**	**100.0%**	**370,674**	**100.0%**
Group net worth	216,598		223,677		239,076	
Minority interest	4,946		5,554		5,753	
Total group net worth	**221,544**	**56.9%**	**229,231**	**64.5%**	**244,829**	**66.0%**
M/L term net financial position	268,988		264,632		235,445	
Short term net financial position	(101,398)		(138,286)		(109,600)	
Net financial position	**167,590**	**43.1%**	**126,346**	**35.5%**	**125,845**	**34.0%**
Net worth and net financial position	**389,134**	**100.0%**	**355,577**	**100.0%**	**370,674**	**100.0%**

LU-VE GROUP
leadership with passion

Short company profile

Business Highlights

Business Unit	Products	% of Sales (1)	Applications	Type of Customer
Business Unit Components	Heat exchangers 	50%	• Refrigeration (food cold chain) • Commercial air conditioning and ventilation • Special applications (*whitegoods, "mobile applications"* etc.)	OEM
	Glass doors for refrigerated display cabinets	3%	Refrigeration (food cold chain)	OEM
Business Unit Cooling Systems	Air-cooled equipment / Radiators 	47%	• Refrigeration (food cold chain) • Commercial air conditioning and ventilation • Industrial process cooling • Power Generation • Data centers	Distributors / Installers / OEM / EPC / End users Contractors / End users

(1) FY 2023 data on total sales of product

Diversification to Avoid Cyclicality

- ➢ Diversified applications, segments and markets with **uncorrelated business cycles**
- ➢ Focus on markets with expected **high potential growth**
- ➢ Business growth **sustained by megatrends**

Seculars Trends Increase the Addressable Market

Cold chain and refrigeration

Electrification (heat pumps / district heating)

Digitalization (data centers, IOT)

Food safety

Decarbonization

Industrial Cooling and Processes

Urbanization & consumer habits

Global warming

Regulations (F-gas etc.)

Safety in supply chains

Air treatment & ventilation

Secular Trends Increase total Addressable Market

Drivers and trends	What LUVE does
Acceleration of the transition to "**green capex**" by major customers to: • Adopt refrigerants with low GWP • Reduce energy consumption and noise level • Comply with EU regulations and with similar regulations introduced in the USA, China, and other countries	• LUVE was a **first mover in green technologies** applied to heat exchangers • Currently, ≈ 53.5% of sales are already based on refrigerants with low GWP to stem climate change • New **Eurovent** certification for CO^2 • ESG rating
• Electrification • Decarbonization	• Heat exchangers for **heat-pump** applications • Special application for **district heating**
Acceleration of digitalization	• Focus on data center market • Application of IoT to all range of products
The increasing value of food security, pharma storage and e-commerce	Focus on mobile applications and logistic centers
Major attention to comfort and indoor air quality in public and private buildings	Special solutions for indoor air quality optimization
Reassess international supply chains	LUVE production footprint provides clients with resilient supply without sacrificing competitiveness

Track Record of Profitable Organic Growth and Acquisitions

* LU-VE fondata nell'ottobre del 1985
Metalluve assorbita da LU-VE nel 2016
LU-VE Changshu sostituita da LU-VE Tianmen nel 2018
Tecnair ceduta nel 2022

Strategy

Create sustainable competitive advantage through:

- Product focus and innovation
- Technology enhancements
- Production plants efficiency and flexibility
- First mover in "green tech"

Reduce risk profile through:

- Widening product applications in uncorrelated sectors
- Increasing internationalization

Geographical focus

- USA
- Asia
- Developing countries

Disciplined M&A activity (industrial focus and valuation)

LU-VE's Medium Term Value Creation Framework

- High Single Digit growth in sales volume (organic)
- EBITDA margin toward 14/15% thanks to scale and efficiency capex
- NWC on sales: Mid Double Digit (net of extraordinary fluctuation)
- Growth capex: € 20/30 m p.a.
- Tax rate: 20-21%
- ESG targets in progress

- Capital allocation
  - NFD/EBITDA <2
  - Growth capex
  - Steady / smooth dividend policy
  - M&A: up to 3x leverage if required by strategic M&A (dry powder: € 70/80 m + target debt capacity)

Pillars of a Sustainable Competitive Advantage

Sources	LU-VE business model
Technological Advantage	• Patent and tech innovation • Leadership in R&D: laboratories / CFD / nanotechnologies / IOT
Cost advantage	• Market leadership: ca. 50% (1) of sales are in market segments where Lu-Ve is market leader • Production plants in LCC: Poland, India, China, Russia and Czech Republic • The highest level of capex in the sector to increase productivity, automation, product quality
Switching costs	• Co-design with clients • Long term customer cooperation: customers with more than 5 years of business relationship represent 65/70% of total sales • Lu-Ve supplies performance critical components, but with limited cost incidence vs customers machineries/installations total costs
Efficient scale	• One of the 3 largest worldwide producers of air heat exchangers • Leader in Europe in heat exchanger
Network effect	• Lu-Ve customers benefit from Lu-Ve experience in thousand of applications fields of air heat exchangers, helping them to identify specific solutions for their refrigeration/cooling problems

(1) Company's estimates

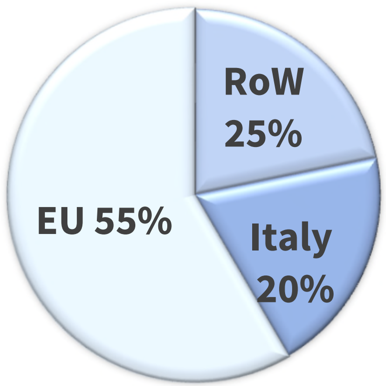

LU-VE
GROUP
leadership with passion
OVER 600 YEARS OF EXPERIENCE
IN HEAT EXCHANGER TECHNOLOGY
1924
Helpman
1928
CONTARDO
1950
Fincoil
1974
SEST
2008
Zyklus
Heat Transfer, Inc.
1999
HTS
HEAT TRANSFER SYSTEMS
1994
SPIROTECH
1986
LU-VE
EXCHANGERS
1960
AIA
LU-VE
1977
ALFA
LU-VE

Organization: 20 Production Units

PRODUCTION UNITS

LU-VE COILS	LU-VE EXCHANGERS	ALFA LU-VE	AIA LU-VE	REFRION	TGD
Czech Republic Italy India Poland Russia USA	Italy Poland Russia China	**Italy** **Finland** **Poland** **India**	Sweden	Italy	Italy

- Over **1.080.000** sqm. total surface area (300,000 sqm. covered)
- Over **3,605** sqm. of R&D Laboratories, and a large climatic chamber
- About 4000 employees
- LU-VE sells its products in more than 100 countries
- Diversified blue-chip customers



Breakdown of sales by geographical area (2023)

34 SALES COMPANIES

- AUSTRIA – VIENNA
- BENELUX – BREDA-UCCLE
- CHINA – TIANMEN-CHANGZHOU
- CZECH REPUBLIC - NOVOSEDLY
- DENMARK - AARHUS
- FINLAND - VANTAA
- FRANCE - LYON
- GERMANY – STUTTGART
- INDIA – NEW DELHI\PUNE
- ITALIA
- NORWAY - OSLO
- POLAND – WARSAW/GLIWICE
- RUSSIA – MOSCOW / LIPETSK
- SOUTH KOREA -SEUL
- SPAIN – MADRID
- SWEDEN - ASARUM
- UK/EIRE – LONDON/FAREHAM HANTS
- THAILAND – BANGKOK
- VIETNAM – HCM CITY
- UAE – DUBAI
- USA – JACKSONVILLE

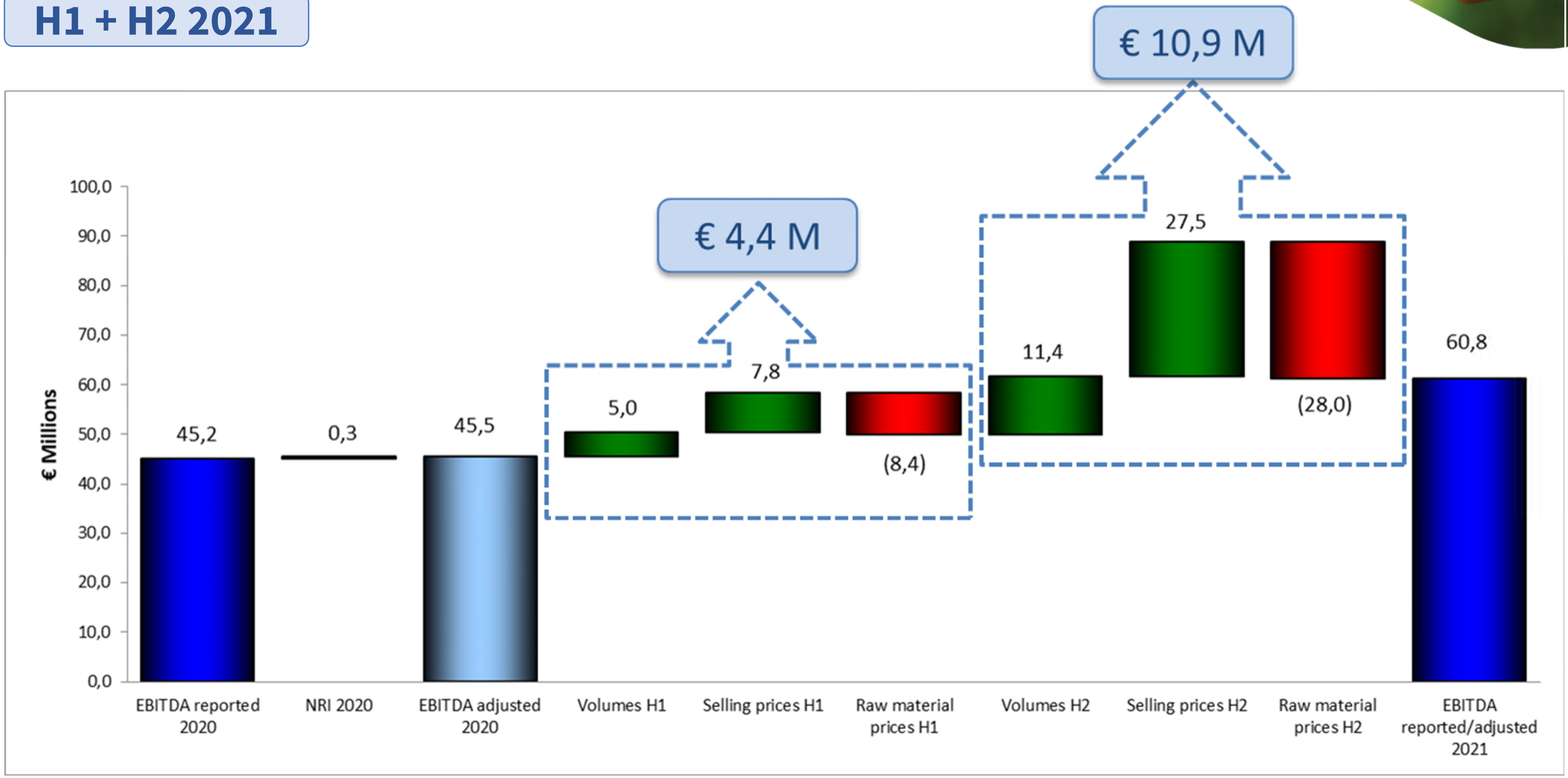
Metal Price Impact on Profitability

Sale contract	Main application	Metal influence on product price	Metal fluctuation management
Frame contracts	Mainly in the Components SBU	Mechanical price adjustment through formulas linked to the metal publicly available quotation Impact ○	• Price adjusted through formulas linked to metal publicly available quotation (average last quarter / half a year) • Profitability protection through systematic physical hedging (short order-to-delivery cycle) Impact ◔
Predetermined delivery date	Project driven orders *(mainly cooling system SBU: industrial application, power gen etc.)*	Technology and design are the main elements of the solution offered Lower impact by metal price Impact ◔	• Pricing locked-in at order intake • Profitability protection through systematic physical hedging (long order- to-delivery cycle) Impact ◔
Standard products	Products sold by catalogs with zero or limited customization	Higher impact of metal prices Impact ◑	• Pricing managed through price lists, thus leading to some delay • Competitive pressure may impact on the delay of price adjustment • Hedging based on forecasted volumes rather than orders Impact ◑

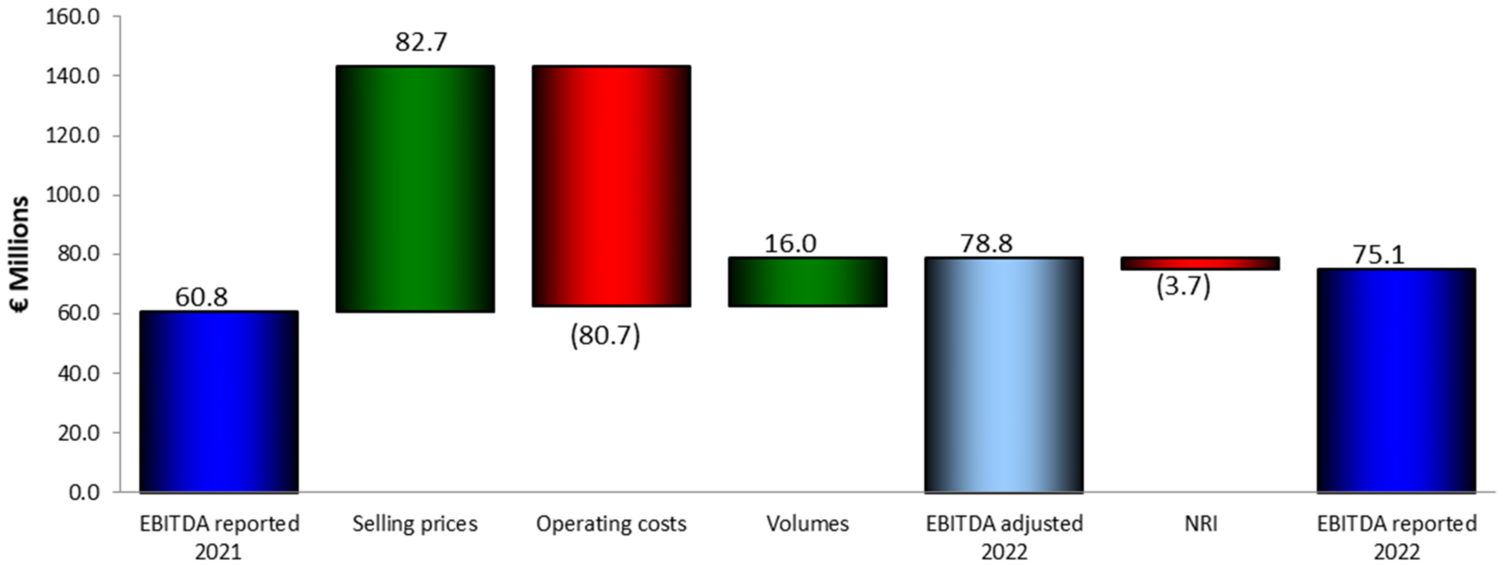
(1) Impact: hig ● *Lov* ○

The Pricing Power in 2021

H1 + H2 2021



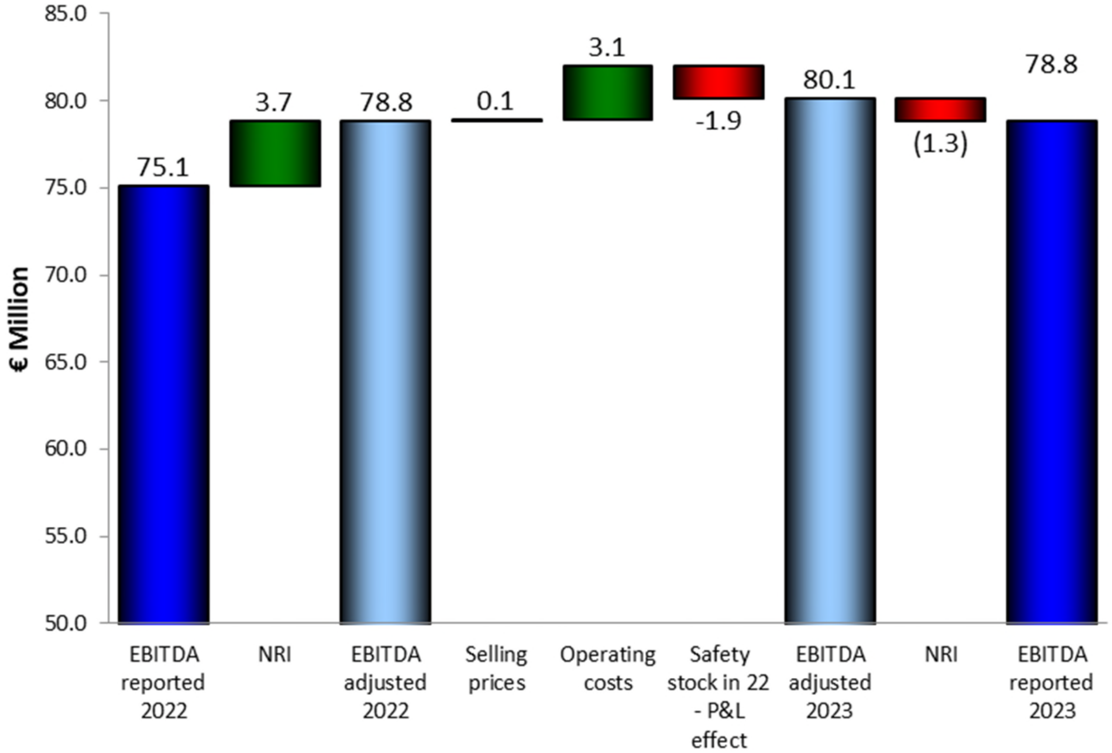
The Pricing Power in 2022
EBITDA FY 2022 vs 2021 + 29.6%



- EBITDA adjusted grew by 29.6% thanks to volumes increase and pricing power
- In 2022, non-recurring items are M&A transaction costs and extraordinary bonuses to employees (no adjustments in 2021)

(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 31/12/2022

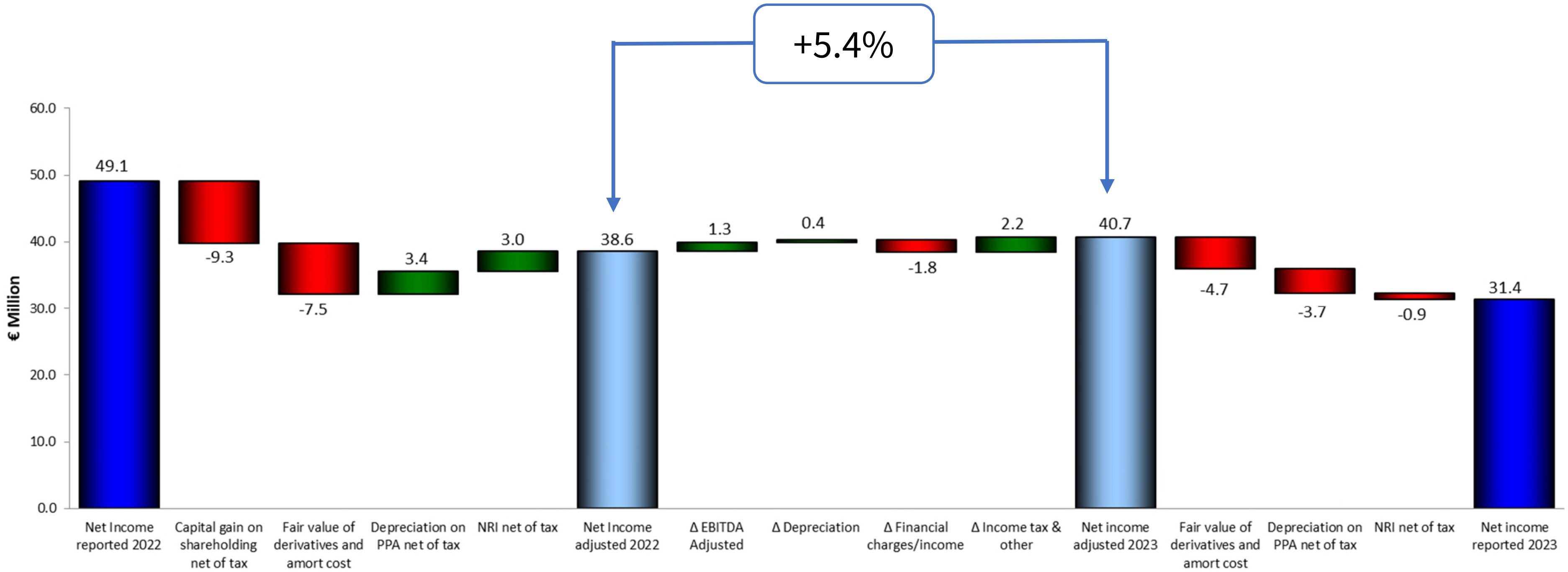
EBITDA 2023 Bridge Analysis
FY 2023 vs 2022 = + 1.7%
FY 2023 vs 2018 = + 108.6%



- EBITDA adjusted grew by 1.7% thanks to cost savings
- In 2023, non-recurring items are new plant in Belluno start-up costs and extraordinary contribution to flooded populations of Emilia Romagna

(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 31/12/2023

2023 Net Income – Net income Adjusted Bridge Analysis



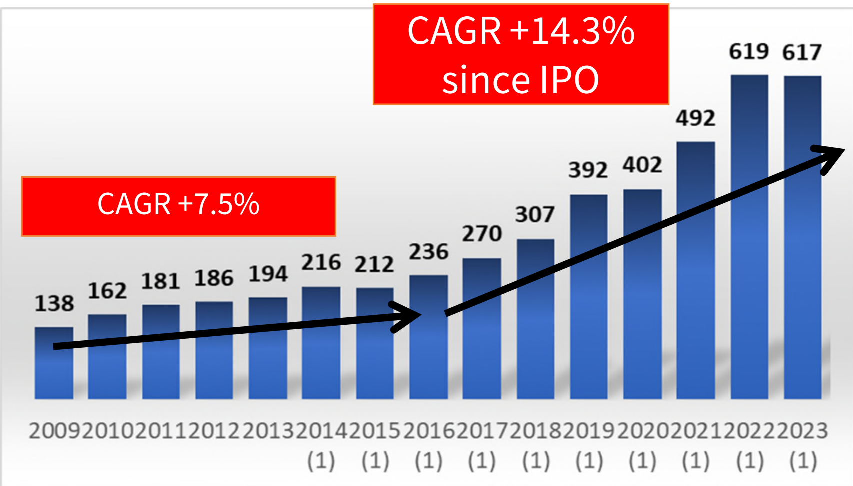
(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 31/12/2023
(3) Net income adjusted considers the depreciation of "purchase price allocation" resulting from M&A transactions concluded in past years

Performance since IPO (2015)

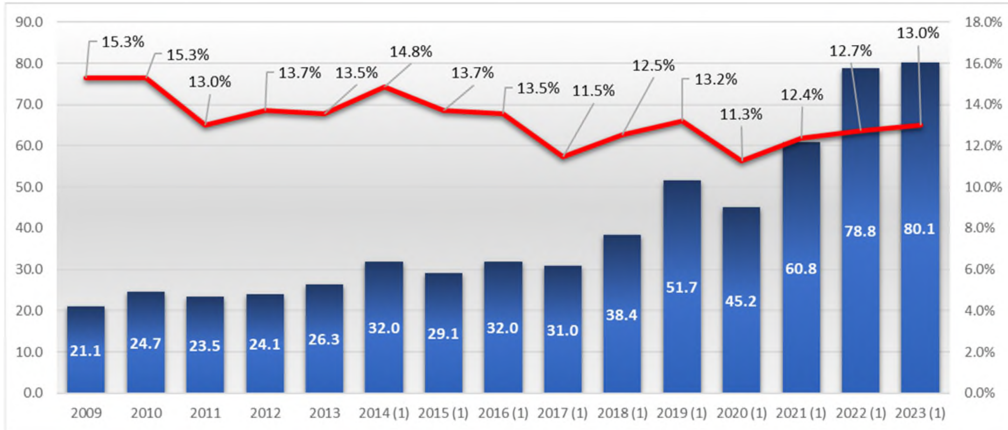
<table>
<tr><th colspan="2">Strategic targets identified since 2015</th><th>Actual results: 2015 – 2023</th></tr>
<tr><td>Organic growth (CAGR)</td><td>5/6% p.a.</td><td>
<table>
<tr><th>CAGR</th><th>Organic</th><th>Total</th></tr>
<tr><td>Sales</td><td>10.5%</td><td>14.3%</td></tr>
<tr><td>EBITDA</td><td>11.2%</td><td>15.0%</td></tr>
</table>
</td></tr>
<tr><td>NWC</td><td>Strict control</td><td>10-15% on sales
In 22/23 temporary increase of safety stock due to uncertain supply chain</td></tr>
<tr><td>Growth Capex</td><td></td><td>€ 113 M</td></tr>
<tr><td>Geographic expansion</td><td>Asia - USA</td><td>5 new plants in Poland, China and USA
Doubled plant in India</td></tr>
<tr><td>Acquisitions</td><td></td><td>4 strategic acquisitions
€ 122 m invested</td></tr>
</table>

Financial Highlights

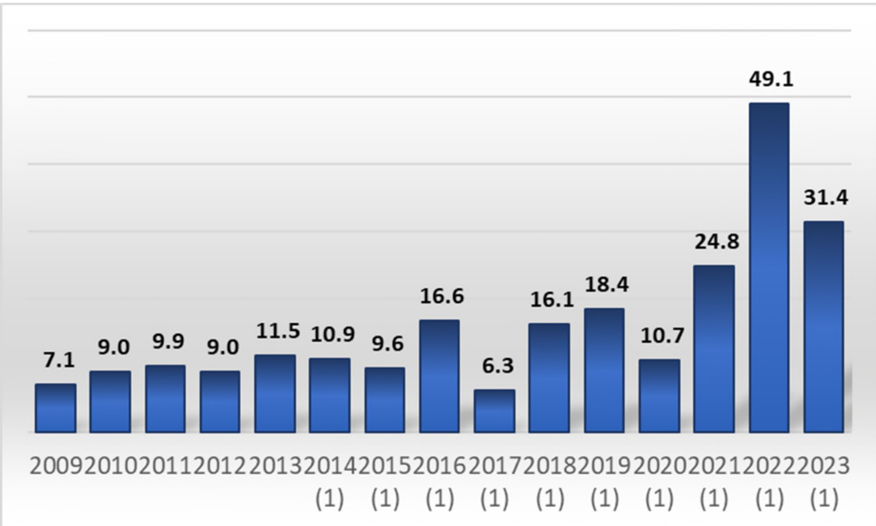
Turnover 2009-2023



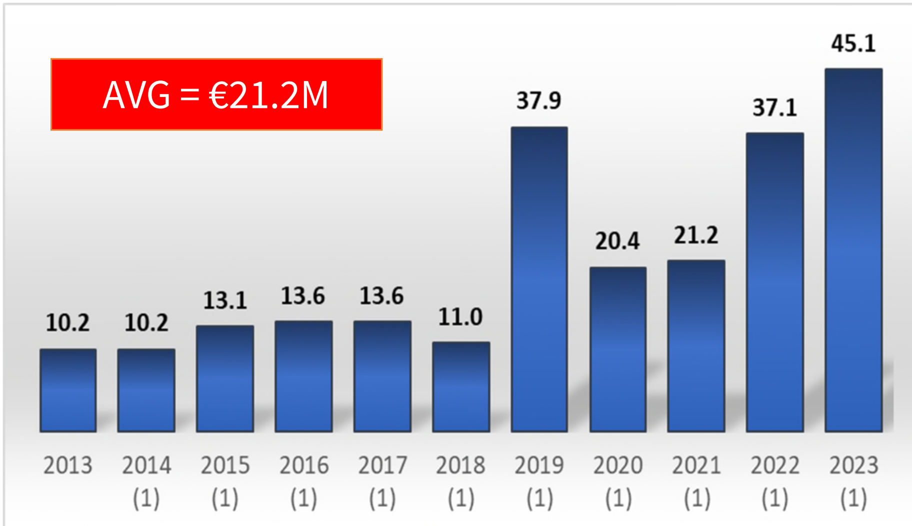
EBITDA ADJ (2) 2009-2023



Net Income reported 2009-2023

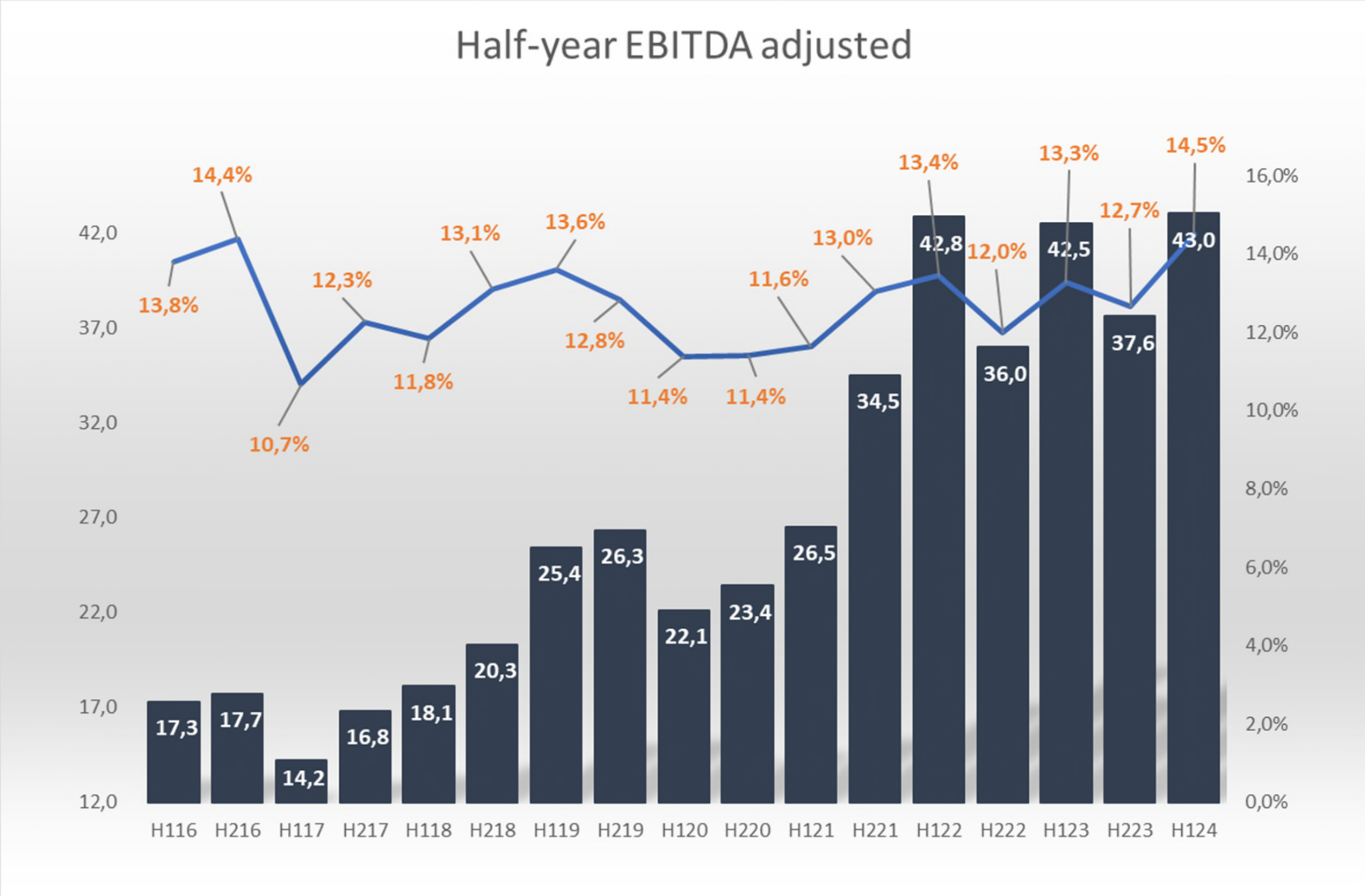


Net Cash Generation ADJ (2) 2013-2023



- All data in € millions
- (1) 2014-2023 based on IFRS – 2009-2013 based on ITA GAAP
- (2) Adjustments to exclude non-recurring items

Resilient business model and improving profitability



- Since H2 2019, dilutive effect on margin percentage due to lower profitability of AL AIR (≈ 125bps)
- In 2020 impact of Covid and lockdown
- In H1-20, volumes decreased by 10.4% LFL due to lockdown
- In 2021, volumes increased by 14.7%
- In 2022, volumes increased by 8.9%
- In H2-22 impact on profitability due to safety stock
- Effect on metal inflation margin 90 bps in 2021 and 160 bps in 2022
- On 2023 cost saving program started in H2 with first results already achieved

1) All data in € million
2) H1 2016 proforma to include Spirotech which has been acquired in October 2016
3) ZHT is consolidated since H2 2018
4) AL Air is consolidated since 1st of May 2019
5) Refrion consolidated since 1st of April 2022 – Tecnair deconsolidated since 1St of April 2022

Shareholders Structure (1)

LIBERALI Family

FINAMI

45,82% (3)(4)

FAGGIOLI Family

G4

16,00% (3) (4)

LU-VE

38,18% (3)

(1) Fully diluted – post warrant conversion at end of May 2017
(2) Updated as of as of April 5th, 2024
(3) Based on number of shares
(4) Thanks to the Loyalty Share Program (2 years ownership) as of April 5th, 2024, Finami owns 50,9% of voting rights and G4 owns 14,3% of voting rights
(5) Treasury shares as of as of December 31st, 2023, 0,13% of share capital

LU-VE presence on the Italian Stock Exchange

AIM

9th July

2015

MTA

21st June

2017

MID Cap index

19th September 2022

STAR segment

21st September 2022

ESG

LU-VE Group Approach to ESG Topics

Global Scenario

2015 — **Paris Agreement**

2019 — **Green Deal – Horizon, Kigali Amendment**

IPPC, Sixth Assessment Report

28th United Nations climate change conference (COP28)

1985 — LU-VE IS ESTABLISHED

"LU-VE is the embodiment of the principle that **companies are women, men and ideas.** Grey matter for a greener world has been our commitment right from the beginning. **We have been the first in the sector to use "green" technology/solutions**, LCC/LCA Life Cycle Costing/ Assessment, to maximize energy saving, minimize refrigerant charge, reduce noise level reduce footprint and weight."

Iginio Liberali, Founder of LU-VE Group

2017 — SUSTAINABILITY REPORTING

- The European Directive 2014/95/UE requires to produce a **Consolidated Non-financial Statement.**
- The Consolidated Non-financial Statement **reports** the commitments and the results achieved by the Group in the **ESG** field, responding to the expectations of **stakeholders**, who are involved in a systematic process of listening and dialogue.

2020 — SUSTAINABILITY STRATEGY

- Integration of **sustainability** into the company **strategy.**
- **Top management ESG awareness project** is aimed at involving all the key players in defining and developing the Group **sustainability strategy.**

2021 — EU TAXONOMY REGULATION

- European Commission introduced the Regulation 2020/852 - EU Taxonomy Regulation, a unified **classification** for **economic activities** considered **environmentally sustainable.**
- LU-VE Group, according to EU Taxonomy, identifies ***eligible* activities** with respect to the "Climate Change Mitigation" objective.

2022 — SUSTAINABILITY GOVERNANCE & SUSTAINABILITY PLAN

- LU-VE Group set up a corporate **Sustainability Steering Committee**, responsible to share the progress of the Group's sustainability performance and to discuss strategic lines of action.
- The Sustainability Steering Committee defined the **new LU-VE Group Sustainability Plan.**

2023 — Sustainability target

- LU-VE Group implemented for the first year the actions defined in the LU-VE Group Sustainability Plan, **achieving all the targets defined for 2023** and updated its targets until 2026.

Social Impact of LU-VE Group solutions

LU-VE group commitment

FOOD SAFETY

50%

Today, some three billion people lack safe and healthy food. The development of sustainable and technologically advanced cold chains is essential for the processing, storage, preservation, distribution and, ultimately, the increased availability of safe food for ever larger segments of the population.

A proper cold chain ensures safe and properly stored food and reduces food waste.

CLIMATE WELL-BEING

25%

The demand for air conditioning is growing internationally due to population growth, urbanisation rates and the demand for a better quality of life, especially in the warmer areas of the world.

Indoor climate comfort in buildings is an important element of people's health and well-being and quality of life

LU-VE group commitment

ENERGY EFFICIENCY

18%

On average, air conditioning and cooling accounts for around 15% of electricity demand globally, with peaks of up to 50%. Mitigating the resulting environmental impacts involves improving energy efficiency standards by 50% by 2030.

Maximising the energy efficiency of factories, buildings and systems is crucial for protecting the planet, reducing environmental impact and improving businesses' competitiveness.

DIGITAL TRANSFORMATION

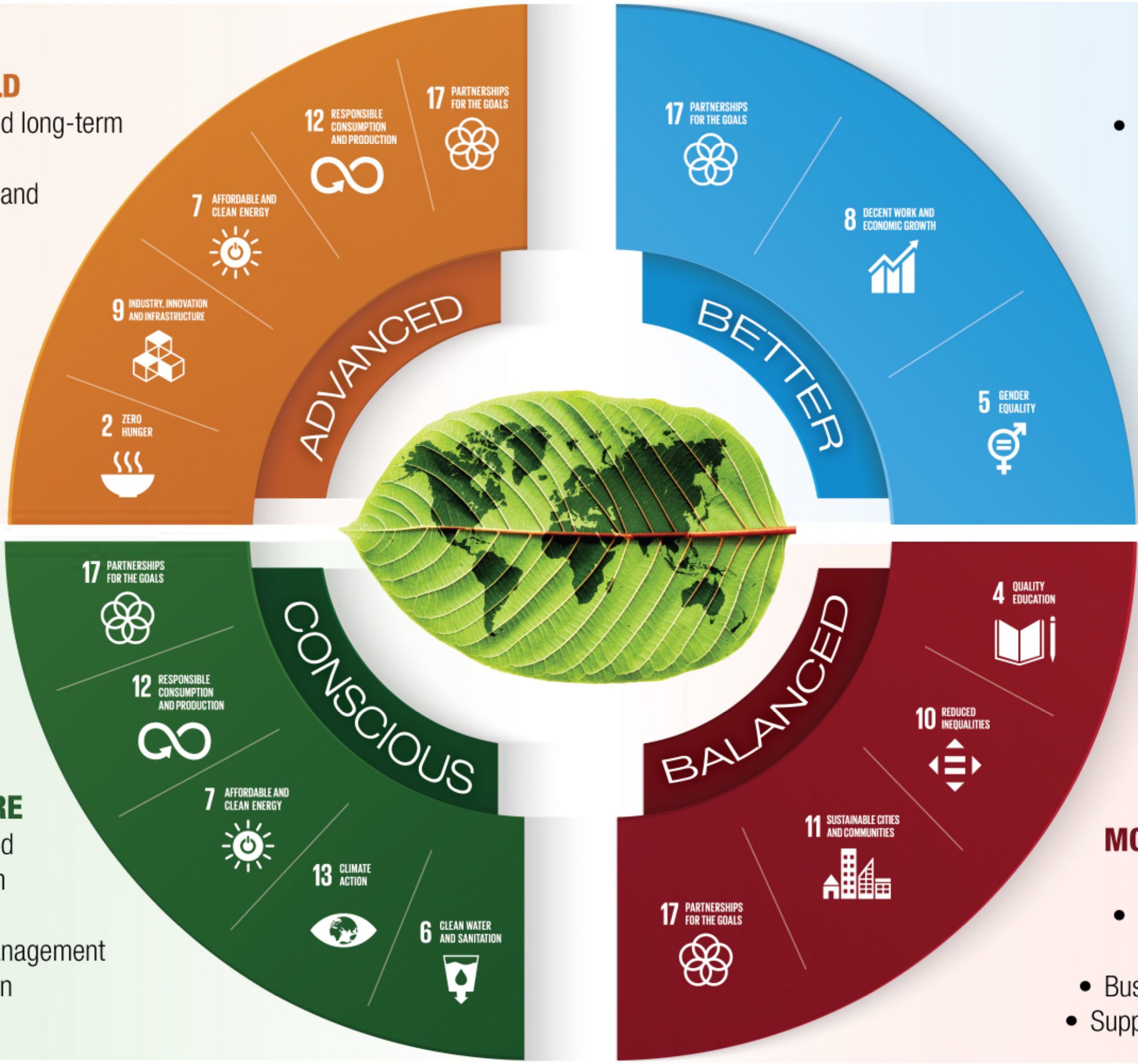
7%

The international digitalisation process also touches on cloud computing. This strong impetus implies an increasing focus on the energy consumption of data centres, which currently account for 1% of the world total in terms of environmental sustainability.

Operational and efficient data centres are a prerequisite for a country's digital transformation

**respect Group's total turnover in 2023*

Our Vision in 4 pillars is aligned to the SDGs



IDEAS AND PASSION FOR A COOLER WORLD

- Strategies for growth and long-term value creation
- Research, development and innovation
- Products with reduced environmental impact
- Customer orientation

Innovative products

LIVE AND WORK IN BETTER PLACES

- Strategies for growth and long-term value creation
- Workers' well-being and safety
- Talent attraction and development

Better places

Sustainable development

STEWARDSHIP FOR A BETTER FUTURE

- Strategies for growth and long-term value creation
- Climate change
- Resource and waste management
- Responsible supply chain
- Food safety and waste

Inequalities reduced

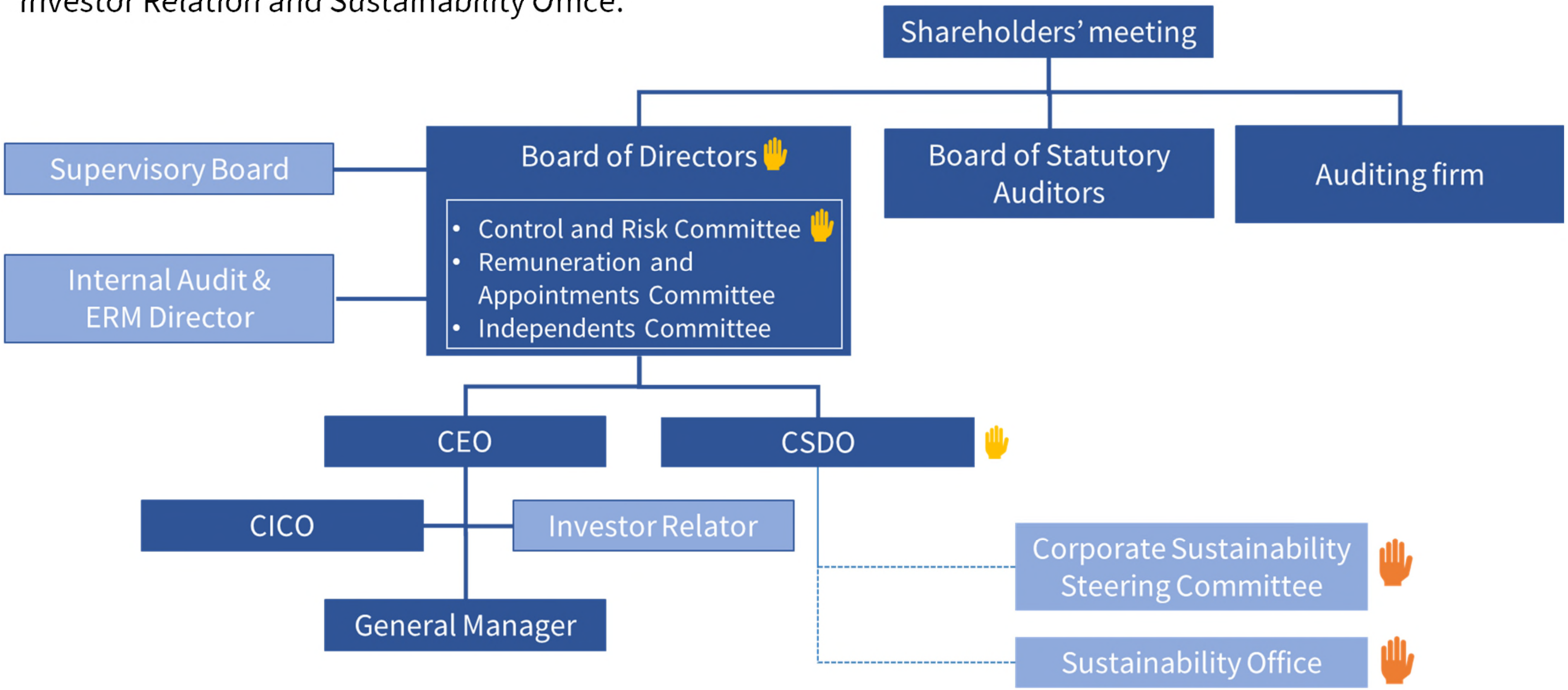
MORE OPPORTUNITIES FOR ALL

- Strategies for growth and long-term value creation
- Business ethics and integrity
- Support for local communities

***Our vision** is linked to the **material topics** that we pursue so that this vision can take shape in the real world. The **Sustainable Development Goals (SDGs)** have been defined at global level by **the United Nations** to identify global priorities for development by the end of 2030.*

The Sustainability Governance

In 2022 LU-VE Group set up a corporate Sustainability Steering Committee: this is where the strategic lines will be plotted and the progress of our performance will be evaluated.
The new figure of Group General Manager (GM), introduced in 2023, has been also involved in the Corporate Sustainability Steering Committee which is regularly attended by CEO, CSDO, DG, CFLO, Investor Relation and Sustainability Office.



LEGENDA *Specific sustainability responsibilities* *Dedicated to sustainability*

The Sustainability Plan

The 2023 was the first year of implementation of **LU-VE Group's 2023-2025 Sustainability Plan**. It was prepared by the Corporate Sustainability Steering Committee, reviewed by the Control and Risk Committee, and approved by the Board of Directors in February 2023.
All the targets set for 2023 have been met. Some targets for 2024 and 2025 have been changed from the original plan in accordance with the results already achieved in 2023.

GOALS	POSITIONING AND SUSTAINABILITY PLAN	KEY INDICATORS	2021	2022	2023	TARGET 2023	TARGET 2024	TARGET 2025	REFERENCE CHAPTERS
Integrated sustainability of the business plan	LU-VE Group has integrated sustainability levers and objectives into its business plan Strategies for growth and long-term value creation Corporate ethics and integrity Support for local communities Responsible supply chain	Turnover from sustainable products or businesses (% of total turnover)	47.3%	50.7%	**53.6%**	>52%	>54%	>56%	The European Taxonomy for environmentally sustainable activities
		Relevant suppliers who completed the Supplier Form (% of total relevant suppliers)	64%	57%	**67%**	>60%	>69% ~~>64%~~	>71% ~~>67%~~	Supplier Form - Social & Environmental assessment
Products with a positive impact	LU-VE Group develops sustainable solutions and promotes the positive impact of its products in the four business impact areas: food safety, climate well-being, energy efficiency and digital transformation Research, development and innovation Customer orientation Food safety and waste	Supplier audits (no.)	7	4	**10**	5	11 ~~10~~	15	Supplier monitoring and audits
Climate neutrality	LU-VE Group has identified actions and objectives to reduce environmental impacts along the entire value chain, from procurement to use of the product capable of increasing business competitiveness Climate change Resource and waste management Products with reduced environmental impact	Scope 1 and Scope 2 greenhouse gas emissions reduction (% of baseline 2022)	-	-	**-6.39%**	-6%	-10%	-19%	Looking at our environmental impacts
High engagement	LU-VE Group adopts forceful policies that promote the well-being of workers and the enhancement of diversity with the final goal of ensuring the worker engagement and increased productivity Workers' well-being and safety Attraction and development of talent	Employees assessed in the Skills Assessment process (% of total eligible employees)	60%	-	**74%**	>70%	>75% ~~>73%~~	>80%	Training and development
		Accident frequency index	5.59	5.21	**3.08**	<5.21	<4.14 ~~previous year (*)~~	(**)	Focus on occupational health and safety
		Accident gravity index	0.20	0.20	**0.09**	<0.20	<0.15 ~~previous year (*)~~	(**)	

Advanced world · Better world · Balanced world · Conscious world · Trasversal

EU Taxonomy and the <u>eligible</u> activities of the LU-VE Group

LU-VE Group's activities eligible to the EU Taxonomy, because of its <u>contribution to the objectives: «Climate Change Mitigation» (CCM) -</u> Delegated Regulation (EU) 2023/2485 and **<u>«Transition to a circular economy» (CE) -</u>** Delegated Regulation (EU) 2023/2486:

- Heat exchangers with high energy efficiency - CCM 3.5
- Products using CO2 as a refrigerant fluid - CCM 3.6
- Products using other natural refrigerant fluids (hydrocarbons, ammonia, glycol water) - CCM 3.6
- Transport by motorbikes, cars and light commercial vehicles - CCM 6.5
- Constructions of new buildings – *new activity* - CCM 7.1 + CE 3.1
- Renovation and efficiency of buildings –*new activity* - CCM 7.2, 7.3, 7.6 + CE 3.2
- R&D team and laboratory - CCM 9.1
- Consulting activities – *new activity* - CCM 9.3

LU-VE Group – Eligibility data	KPI	2023 *with new interpretation criteria*	2023 *in line with 2022 criteria*	2022
	Turnover	34.7%	53.6%	50.7%
	CAPEX	29.3%	46.2%	37.3%
	OPEX	36.4%	54.7%	52.1%

Considering new regulatory interpretations, LU-VE Group assessed to reduce its percentage share of eligible economic activity with respect to the criteria of the Taxonomy, <u>excluding the share of production and sale of heat exchangers of the Components Business Unit (which designs and develops components and not finished products)</u>.
Even though LU-VE Group's components contribute significantly to the high energy performance of the finished products, **<u>it was prudently considered to exclude these components, pending any updates to the regulations.</u>**

Climate Risks analysis for the Business Plan 2023-2026

PHYSICAL CLIMATE RISKS ANALYSIS

- LU-VE Group already required a risk assessment for its production facilities in 2022. This analysis is considered up-to-date and also applicable for the financial year 2023 as it is based on **IPCC (Intergovernmental Panel on Climate Change)** scenarios, categories of physical climate risks, calculation methodologies and time horizons still in line with the state of the art and the context in which the Group operates.

- The different future scenarios were based on internationally recognised climate models based on greenhouse gas concentration pathways (Representative Concentration Pathways - RPC) developed by the **IPCC** with particular reference to the **RCP 2.6 and RCP 4.5 scenarios**. Considering the time frame, the simulations were performed with a **horizon up to 2035.**

- The analysis showed that the risks that will have the greatest influence on the Group are **temperature variability**, **intense precipitation and precipitation variability**. Vice versa, the exposure to certain other risks, e.g. drought and fire risk, are not expected to be material to the Group's operating assets.

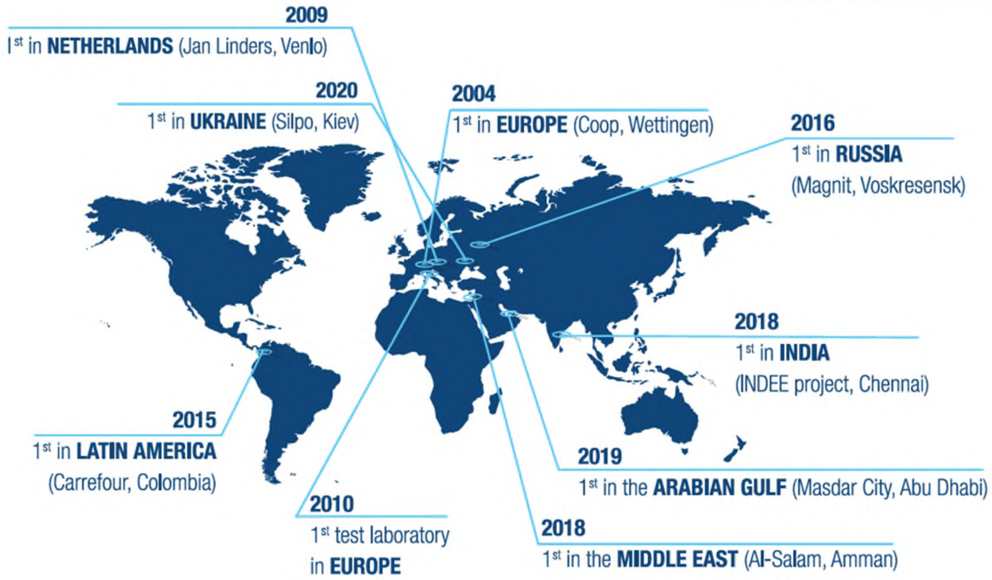
TRANSITION CLIMATE RISKS - Analysis update

- The various types of risk - market, technological, legal/policy and reputation - have been evaluated according to their potential impact on the business and the Group's ability to cope with them over time. As an example, market risks related to **increases in production and transport costs**, due to specific market conditions and the introduction of new regulations (such as Carbon Border Adjustment Mechanism at European level) have been assessed, as well as the **demand for products with less emission impact** also due to the tightening of regulations and directives aligned to climate policies, such as the F-Gas Regulation (the new revision of which was published in February 2024).

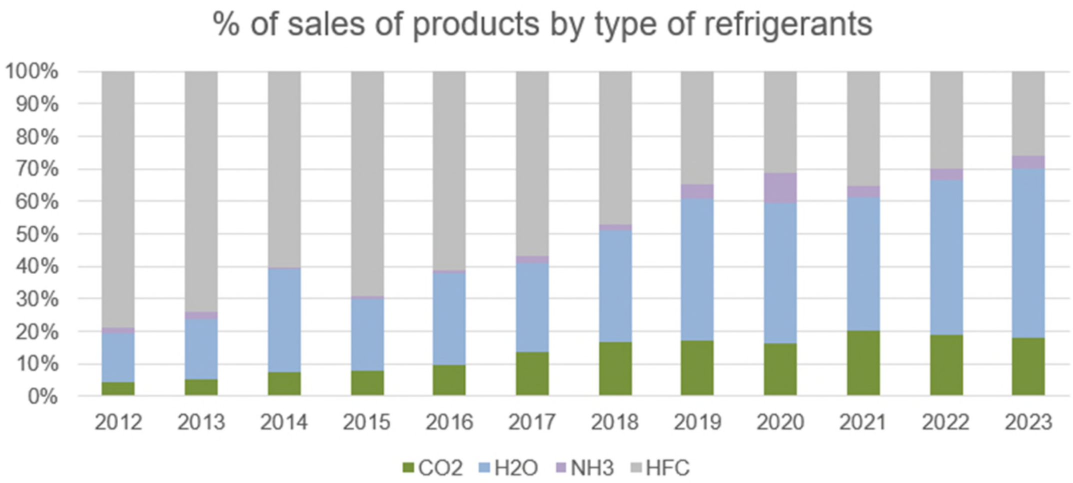
Helping Customers Reach their Sustainability goals

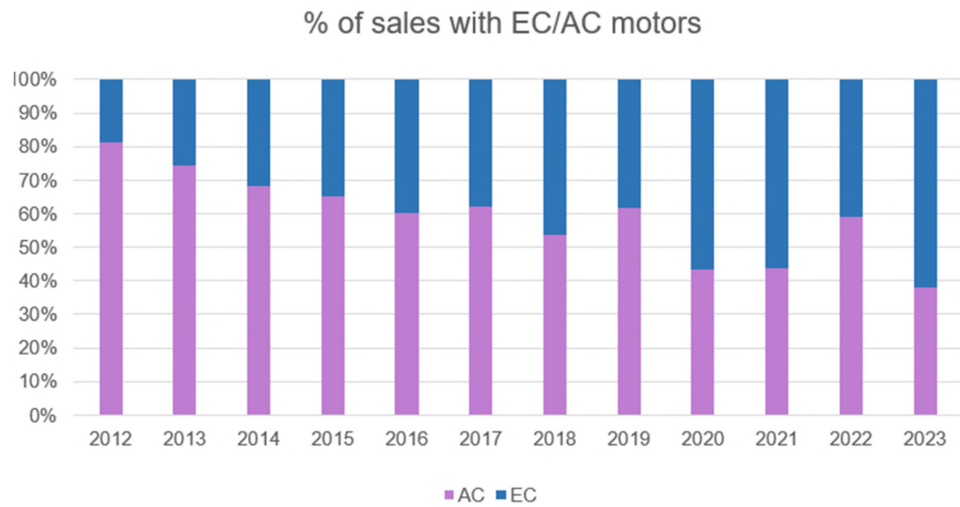
FIRST MOVER IN GREEN TECH

Over the last 10 years, LU-VE Group's technological leadership has been strengthened thanks to the development fluids and energy-efficient motors.



LU-VE GROUP FOR CO_2





The graph "% of sales with EC/AC motors" shows for 2022 a trend reversal due to the contingent lack of electronic components found in EC motors that has forced the market to opt for AC motors (that do not contain these components).

Decarbonisation and heat pumps

- Heat pumps are a decisive element for achieving the goal of **zero "net carbon emissions"**
- LU-VE Group has designed special products to make the **best use** of heat sources for heat pumps: thus supporting this market which in 2022 recorded a **strong growth**

HEAT PUMPS FOR DISTRICT HEATING

- LU-VE Group conducted an experimental campaign in 2022 on a variety of aeraulic layouts of a plant in Denmark and contributed to the development of a new configuration of coolers capable of **reducing the energy consumption of the heat exchanger by up to 21%.**
- The full results were presented during the "**Gustav Lorenzen**" international conference, the most important on natural refrigerant fluids.

HEAT PUMPS FOR RESIDENTIAL USE

- **LU-VE Group made R&D activities on seeking solutions capable of reducing the load of specific refrigerant fluids for the use of R290 when presenting the 4mm diameter tube at Chillventa 2022.**
- This innovation endows LU-VE Group products with the highest performance in terms of both yield and sustainability.

*Heat pumps allow heat to be extracted from a **natural source** (air, water or ground) and make it available at the desired temperature. They also allow recovery of the residual heat, which can then be used for heating to increase the **system's efficiency***

Sustainability Ambassadors' Journey

The "**Sustainability Ambassadors' Journey**" is a global internal training programme launched in 2023 to increase the sustainability culture at LU-VE Group and accelerate sustainable change in the company.

From the various applications received, a total of 80 employees were selected from the various Group companies and from different functions and company departments. The programme thus also served as a platform for multidisciplinary exchange and dialogue on sustainability knowledge and practices between the various Group companies.

During 2023 and 2024, the Sustainability Ambassadors explored five key sustainability topics in depth, with contributions from international guest speakers:

- **Climate crisis**: the scientific basis of the climate crisis, policies, and technological solutions for decarbonisation were presented.
- **Energy market and energy transition**: current and future energy generation scenarios were explored, with particular reference to the role of renewable energies. Business impacts were assessed, with particular reference to the heat pump market, which also plays a key role in decarbonisation in the HVAC (Heating, Ventilation and Air Conditioning) sector.
- **Protection of human rights**: the origin of human rights protection, the role of institutions, as well as corporate policies and practices to protect the welfare of people and their rights along the entire value chain were presented.
- **Circular economy:** resource optmisation by reusing, recycling, and designing sustainable products.
- **Sustainable communication:** promotion of a transparent communication and avoidance of greenwashing.

The programme will continue with two new initiatives : a "Sustainability Lab" to propose and implement new projects in the field of sustainability, and a "Train the Trainer" program to accelerate internal training on climate change and its resulting environmental and social impacts.

M&A

M&A activity (2015- 2022)

Four acquisitions completed

- **Sales acquired: € 145 m** [(1)]
- **Amount invested: € 122 m** [(1)]
- **Average EBITDA multiple paid = 7.0x** [(1)]

ACC Wanbao asset deal

SPIROTECH HEAT EXCHANGERS PVT. LTD.

Zyklus Heat Transfer, inc.

Fincoil

ALFA

HELPMAN since 1924

REFRION COOL GENERATION

[(1)] *Including Refrion acquired on 30 March 2022*

Refrion (Italy) (2022)

Main financial terms

- Acquisition completed on 30th of March 2022
- Acquisition of 75%, plus put&call on the remaining 25% within 5 years
- Cash out at closing equal to € 8.1 M
- EBITDA multiple = **7,35x** average 2020/2021 adjusted EBITDA
- **Financial highlights 2021:**
  - Sales = € 26 M
  - EBITDA = € 2.7 M

Strategic rationale

- Refrion specializes in the production and marketing of air heat exchangers with **adiabatic technology,** which enables reductions to be made in energy consumption, water consumption, and noise emissions
- Technology of heat exchangers with **oval tubes**
- Limited customer **overlapping**
- Heat exchangers for **nuclear plants**
- One of the largest **climatic test chambers** in Europe

ACC (Italy) (2022)

Main financial terms

- Transaction completed on 29th of July 2022
- Contracting of selected assets and employees of former ACC under receivership (based on Belluno – Italy)
- Total capex on the site up to € 9 M in 3 years
- Hiring a certain number of former blue collars of ACC, benefitting from subsidies from the Italian government

Strategic rationale

- Access to **modern industrial plant** at cheap conditions (40.000 mq)
- **Hiring skilled people** at reduced costs
- Opportunity of rationalization of **logistic activities** of the nearby plant of LU-VE

Tecnair LV (Italy) (2022) - Divestiture

Main financial terms

- Transaction completed on 21st of March 2022
- Sale to Systemair of the entire participation (80%) in Tecnair LV
- **Transfer of all the employees**
- Cash-in at closing € 12,9 M
- EBITDA multiple = 12,5x 2021 adjusted EBITDA

- **Financial highlights 2021:**
  - Sales = € 12,0 M
  - EBITDA = € 1,2 M

Strategic rationale

- **Limited integration** with the LUVE Group
- Product range in **competition** with large customers of LUVE
- Technological developments toward **outdoor machines** for data centers
- Limited growth in the last years
- Strategic **long term supply** agreement of components with Systemair

Acquisition of Alfa Laval Air Heat Exchanger Business: Overview (2019)

- On December 12th, 2018, Lu-Ve signed a binding contract to acquire 100% of Alfa Laval Air Heat Exchanger division ("AL Air") of Alfa Laval Group. The acquisition was completed on April 30th, 2019 [1]

- Purchase price paid at closing amounted to €43.6m. An additional payment of €7.5m was made on April 30th, 2020.
  - 6.5x Adj. EBITDA multiple over the period 2018-2019
  - Final price agreed on February 4th, 2020

- AL Air manufactures air-cooled products for industrial process cooling, refrigeration and HVAC applications

- In the two-year period 2018-19, AL Air reported ca. €100m sales and an EBITDA margin of 8.0% with a Sales CAGR of 8.9% over the last 3-year period

- AL Air brings to Lu-Ve Group:
  - World class customers in Europe, US and India
  - 3 state-of-the-art manufacturing plants in Italy, Finland and India with ≈400 people
  - An ideal base to expand (i) market presence in the industrial cooling and refrigeration segment in Europe and (ii) production in India

1) Subject to 2018 EBITDA review and post closing adjustments

Acquisition of Alfa Laval Air Heat Exchanger Business: Rationale (2019)

- Becoming the third largest player in the world in the air-cooled products
- Strengthening market position in Europe in industrial cooling business unit, achieving a leading position
- Enlargement of product applications (engine cooling, power converter and process cooling)
- Limited customers overlapping
- Strong management team with international experience
- Expansion in the Indian market related to the cold chain infrastructure
- Opportunities of synergies as result of plant specialization, marketing efforts and costs rationalization

ZHT (USA) (2018)

- On June 26, 2018, LUVE completed the acquisition of Zyklus Heat Transfer Inc (ZHT), based in Jacksonville (Texas)
- Luve acquired 100%
- ZHT is specialized on heat exchanger for the US market
- Mr. Zachary Riddleseperger – founder and 100% owner – remains as VP Operation
- Three years earn-out scheme based on EBITDA
- 2017 turnover: USD 10.3 M
- Average growth rate previous two years: 12%
- 2017 adjusted EBITDA: USD 1.7 M (16.5%)
- At December 2017 adjusted net financial debt was USD 3,4 M
- Price paid for 100%: USD 10 M
- 2017 EBITDA multiple paid: 7,9x

Il Sole 24 ORE

Sbarca negli Usa e acquista
la texana Zyklus Heat Transfer

Spirotech (India) (2016)

- Binding contract to acquire 95% of Spirotech signed on 18/9/2016
- Spirotech is a leading and fast-growing Indian producer of heat exchanger for HVAC industry, home appliances and transportation:
  - turnover of € 21 millions with an average EBITDA margin > 20%
  - doubled the turnover during the last 5 years
  - world class customers in Europe, US and India
  - strong management team with international experience
  - state of the art manufacturing plant with expansion opportunities
- Ideal base to expand production in India, to benefit from long term trend in creation and expansion of cold chain in India and Asia
- **Total consideration** :
  - 7,3x FY16 EBITDA
- **Strategic rationale of the acquisition**:
  - Expansion of Spirotech customer basis thanks to LUVE sales network
  - Expansion in the Indian market with LUVE products related to the cold chain infrastructure
  - Transfer of customers/products from other Group European plants based on logistic and technological evaluation
  - Expansion in Middle East due do the logistic advantage

Disclaimer

- This presentation has been prepared by LU-VE S.p.A. for information purposes only and for use in presentations of the Group's results and strategies.
- For further details on the LU-VE Group, reference should be made to publicly available information.
- Statements contained in this presentation, particularly the ones regarding any LU-VE Group possible or assumed future performance, are or may be forward looking statements and in this respect, they involve some risks and uncertainties: actual results may differ materially from such statements, as they relate to future events and circumstances, many of which are outside the control of the LU-VE Group.
- Any reference to past performance of the LU-VE Group shall not be taken as an indication of future performance.
- This document does not constitute an offer or invitation to purchase or subscribe for any shares and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever.
- By attending and/or reading this presentation you agree to be bound by the foregoing terms.
- The information contained and the opinions expressed in this document have not been independently verified.
- The information set out in this document are provided as of the date indicated herein and LU-VE Group assumes no obligation to update such information.
- The Manager in charge of the Company's financial reports, Eligio Macchi, declares, pursuant to paragraph 2 of Article 154-bis of Italy's Consolidated Law on Finance, that the accounting information contained in this document corresponds to the documented results, books and accounting records.


OUR BEST DAYS HAVE YET TO BE LIVED
Nazim Hikmet
LU-VE
GROUP
leadership with passion