LU-VE GROUP

leadership with passion

H1 2025 results

9th September 2025

Executive Summary – H1-2025

Back to Growth in Q2 – Record Order Backlog + 31.7% YoY

Record EBITDA margin in Q2-25 Supported by Volumes

Economics

- In Q2-25, sales of products increased by 3.7%
- In H1-25 total sales decreased by 0.6% at FX constant -1% (mainly due to volumes in Q1)
- Order book at € 225 M +31.7% vs H1-24
- In Q2-25 record EBITDA adjusted at 15.6% vs 15.1% in Q2-24

Financials

- Leverage at 1.17x EBITDA adj LTM (1.48x in H1-24)
- Cash flow from operation € 30.3 M
- LTM net cash generation adjusted equal to € 53.4M (vs € 72.2M in H1-24)

Strategy

- Focus on order intake to return to growth in the year
- Consolidation of operational improvements to enhance profitability
- Growth Capex in USA for datacenter and industrial cooling

H1-25 Financial Highlights
In Q2-25 All-Time Record EBITDA and Margin

€ millions	H1 2024	H1 2025	Q2 2024	Q2 2025	2024 FY	LTM
Sales	**296,4**	**294,7**	**154,5**	**159,4**	**589,1**	**587,4**
Growth %	*-7,5%*	*-0,6%*	*-8,5%*	*3,2%*	*-4,6%*	*-1,0%*
EBITDA adjusted	**43,0**	**43,1**	**23,3**	**24,8**	**82,5**	**82,7**
EBITDA %	*14,5%*	*14,6%*	*15,1%*	*15,6%*	*14,0%*	*14,1%*
Net income adjusted	20,6	22,6	10,5	12,9	40,3	42,2
% of sales	*7,0%*	*7,7%*	*6,8%*	*8,1%*	*6,8%*	*7,2%*
Net financial debt	118,9	96,4	118,9	96,4	97,5	96,4
NFD / EBITDA LTM	*1,48*	*1,17*			*1,18*	*1,17*

- The increase in volume during Q2-25 nearly offset the decline experienced in Q1-25
- In Q2-25, total sales increased by 3.2% (+3.7% sales of products)
- Consolidation of operational improvements to further enhance profitability
- Leverage (NFD/EBITDA) at 1.17x vs 1.48x in H1-24
- In H1-25 net cash generation from operations equal to € 30.3M (10.3 % of sales) vs € 38.2 M (12.9% of sales) in H1-24.

(1) Net income adjusted considers NRI and the depreciation of "purchase price allocation" resulting from M&A transactions concluded in past years

H1-25 – Revenues Breakdown
Amid volatile markets, benefits from diversification

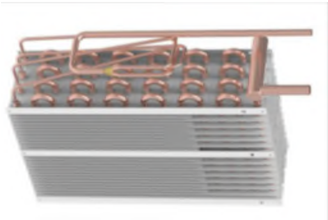
Products € 000	H1 24	%	H1 25	%	Δ %
Heat Exchangers	135.7	45.8%	144.6	49.1%	6.6%
Air Cooled Equipment	148.8	50.2%	139.7	47.4%	-6.1%
Glass Doors	8.3	2.8%	6.3	2.1%	-23.3%
Total sales of products	**292.8**	**98.8%**	**290.6**	**98.6%**	**-0.7%**
Other revenues	3.6	1.2%	4.1	1.4%	13.0%
Total sales	**296.4**	**100.0%**	**294.7**	**100.0%**	**-0.6%**

Applications € 000	H1 24	%	H1 25	%	Δ %
Refrigeration	142.8	48.2%	144.0	48.9%	0.8%
Air Conditioning	72.3	24.4%	65.4	22.2%	-9.5%
Special Applications	43.3	14.6%	47.6	16.1%	9.7%
Industrial cooling	34.3	11.6%	33.7	11.4%	-1.9%
Total sales of products	**292.8**	**98.8%**	**290.6**	**98.6%**	**-0.7%**
Other revenues	3.6	1.2%	4.1	1.4%	13.0%
Total sales	**296.4**	**100.0%**	**294.7**	**100.0%**	**-0.6%**

(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 30/06/25

Sales by application and market
Benefit of Diversification of Applications
Back to Growth in Q2-25

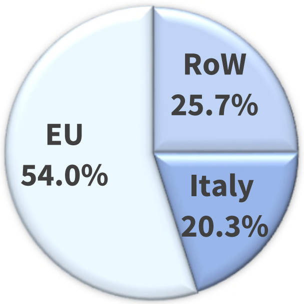


SBU components: +10.2% in Q2-25 vs -0.2% in Q1-25

- *Good growth in refrigeration and tumble dryers*
- *Good signs of recovery in heat pump heat exchangers*
- *Negative trend in air conditioning and mobile applications*

SBU cooling systems: -1.8% in Q2-25 vs -11.5% in Q1-25

- *Delays in some projects, particularly in the air conditioning and industrial cooling segments*
- *Q2-25 closed with the highest order book value in the history of the Business Unit*
- *Together with the numerous projects currently under negotiation, this suggests that the year-end sales targets are still achievable.*



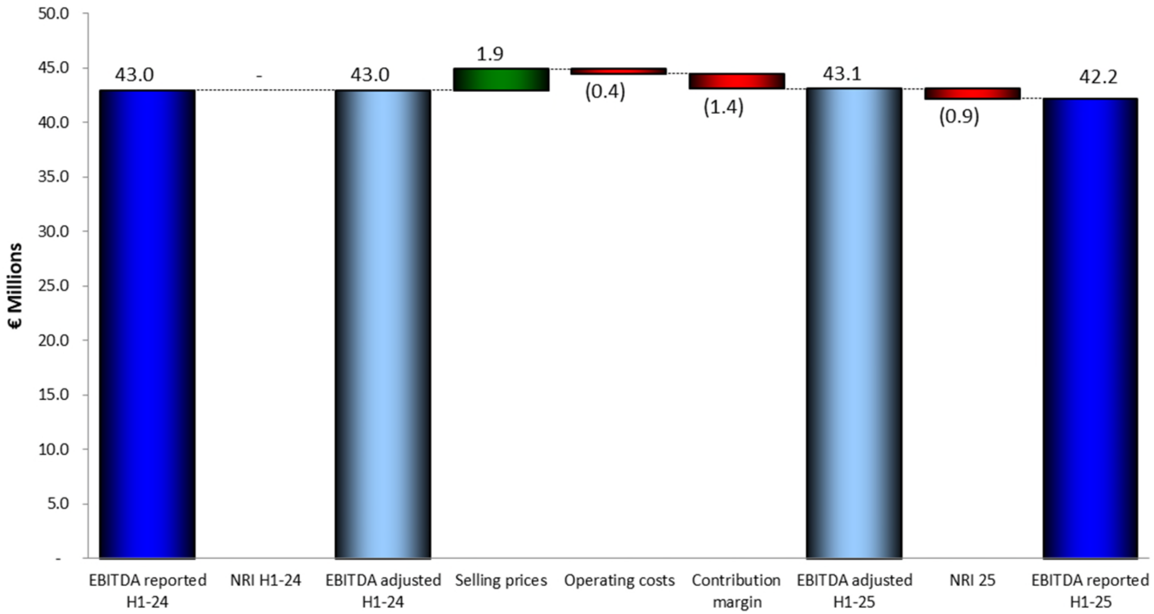
By geography:

- *74.3% of sales in EU.*
- *USA and China represents 3.3% and 1.6% of products sales respectively*

High customer diversification:

- *Largest customer : 3.9% of total sales*
- *Largest 10 customers: 28.7%% of total sales*

EBITDA Bridge Analysis H1-25 vs H1-24



- In Q2-25 EBITDA adj margin at 15.6% (vs 15.1% in Q2-24)
- In Q2 the increase of selling prices more than offset the increase of operating cost
- In Q2-25 positive impact of increased volume
- No NRI in H1-24. In H1-25 NRI due to start-up costs of the air-cooled business in USA

(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 30/06/2025

H1-25: From EBITDA to Group Net Income
EBIT adjusted – Net Income Adjusted

€ millions	H1-24	H1-25	2024
EBITDA reported	43,0	42,2	82,5
NRI		0,9	0,0
EBITDA adjusted	**43,0**	**43,1**	**82,5**
D&A	*15,6*	*15,3*	*31,8*
Gain (loss) of non current assets	*0,0*	*0,1*	*(0,2)*
EBIT reported	27,4	26,9	50,6
Net financial income (loss)	*(1,1)*	*(4,3)*	*(3,5)*
EBT	26,3	22,7	47,1
Income taxes	*(6,2)*	*(5,6)*	*(11,2)*
Minorities	*(0,7)*	*(0,7)*	*(1,3)*
Group net profit	**19,4**	**16,3**	**34,5**

€ millions	H1-24	H1-25	2024
EBIT reported	27,4	26,9	50,6
Depreciation on PPA	2,0	2,0	4,1
NRI	0,0	0,9	
EBIT adjusted	**29,4**	**29,8**	**54,6**
% of sales	*9,9%*	*10,1%*	*9,3%*

€ millions	H1-24	H1-25	2024
Net income reported	20,1	17,0	35,8
Depreciation on PPA net of tax	1,6	1,5	3,1
NRI net of tax	0,9	0,9	1,6
Unrealized intercompany FX (gain)/ losses	(0,5)	2,0	(1,0)
Fair value of derivatives net of amort cost	(1,4)	1,1	0,7
Net income adjusted	**20,6**	**22,6**	**40,3**
% of sales	*7,0%*	*7,7%*	*6,8%*

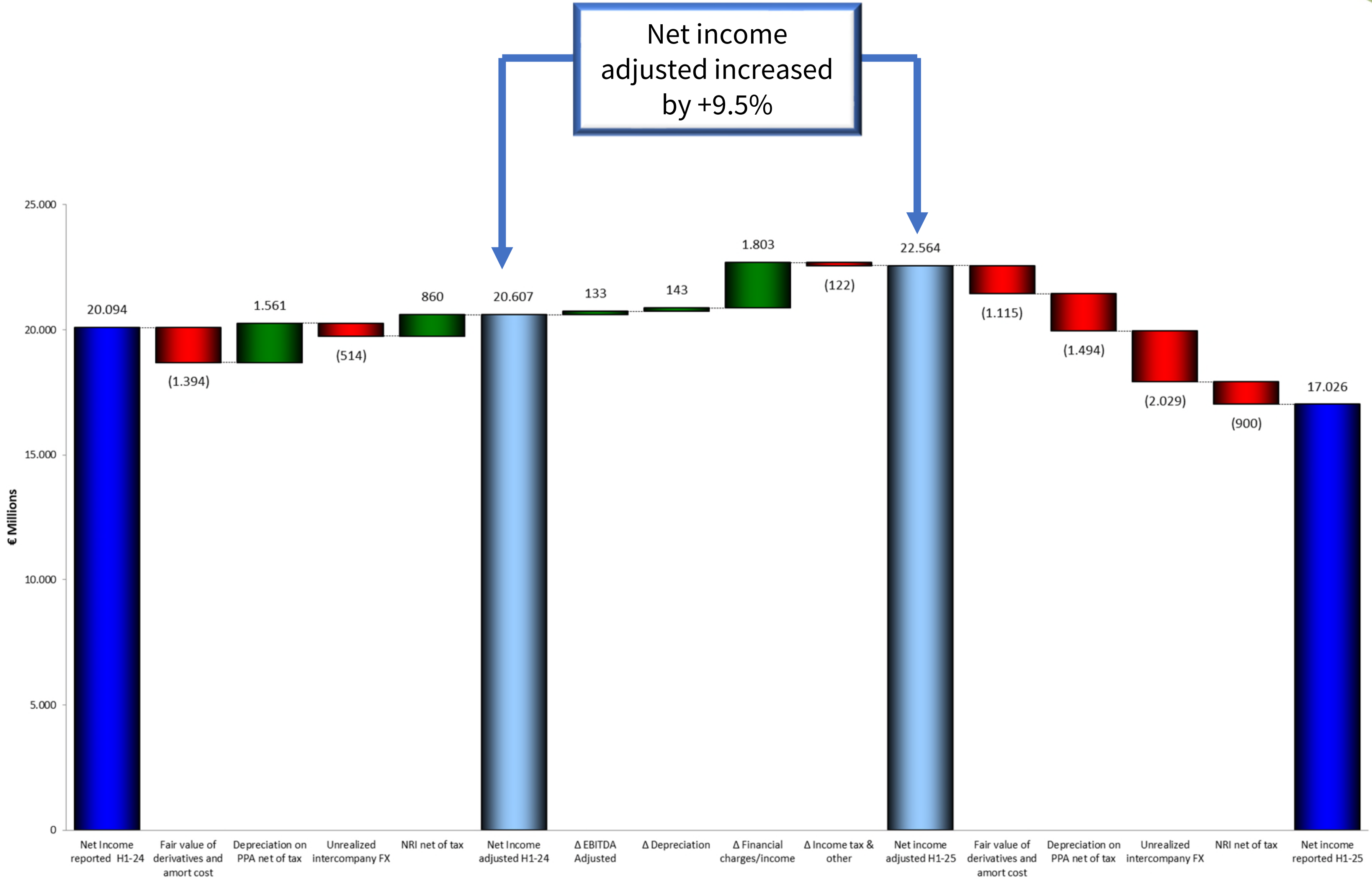
- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/06/2025
- Adjusted net income and adjusted EBIT consider the depreciation of "purchase price allocation" resulting from M&A transactions concluded in past years.
- Adjusted net income consider the intercompany unrealized FX gain and loss

Impact of IFRS on Interest Costs

€ millions		H1-24	H1 -25	2024
Cash interest cost		*(7,6)*	*(6,8)*	*(13,8)*
Cash interest income		*4,7*	*6,4*	*9,5*
Net realized FX gain (cost)		*(0,1)*	*2,0*	*(0,2)*
Net cash financial costs	(A)	**(2,9)**	**1,6**	**(4,5)**
Derivatives fair value		*(0,4)*	*(1,6)*	*(5,1)*
Amortization costs		*2,2*	*0,2*	*4,1*
Unrealized FX gain (loss)		*0,9*	*(4,4)*	*2,9*
IFRS related financial charges	(B)	**2,7**	**(5,9)**	**1,9**
NRI: call option Refrion	(C)	(0,9)		(0,9)
Reported net financial charges (cost)	(A+B+C)	(1,1)	(4,3)	(3,5)

- Strong improvement of net cash interest expense thank to a sharp increase in interest income and decrease interest costs
- All financial debt are at medium term. Average duration 3.86 years (3.53 in 2024)
- All loans amortizing, no bullet
- 84.8% of loans covered by interest rate swaps (91.0% in 2024)

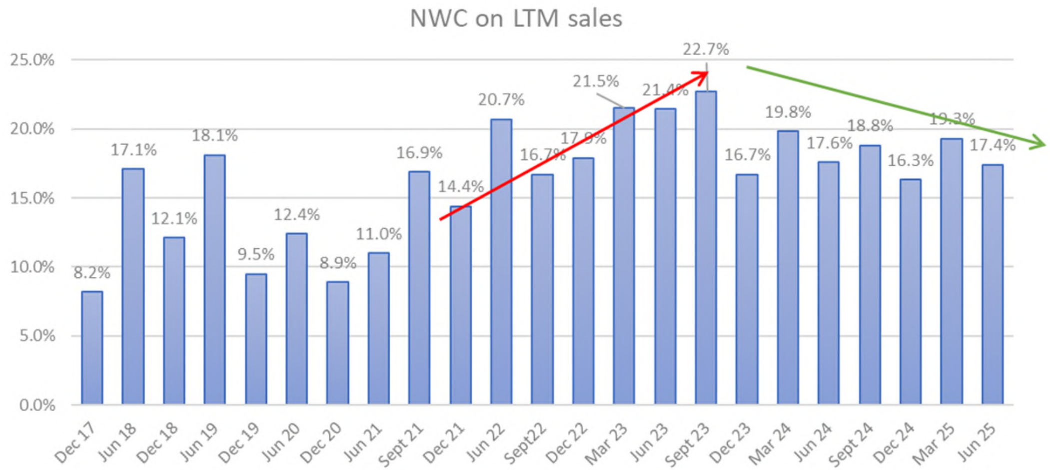
Net Income Adjusted Bridge Analysis H1-25 vs H1-24: +9.5%



(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 30/06/2025

TNWC back toward M/LT Guidance

€ Millions	30/06/2024	Days	31/12/2024	Days	30/06/2025	Days
Stock	117.1	71	101.1	62	112.6	69
A/receivable	115.0	70	103.0	63	121.6	75
Working capital	232.1		204.0		234.3	
A/payable	126.2	125	108.3	108	131.8	131
Net working capital	105.8	64	95.7	59	102.5	63
% on net sales LTM	**17.8%**		**16.3%**		**17.4%**	

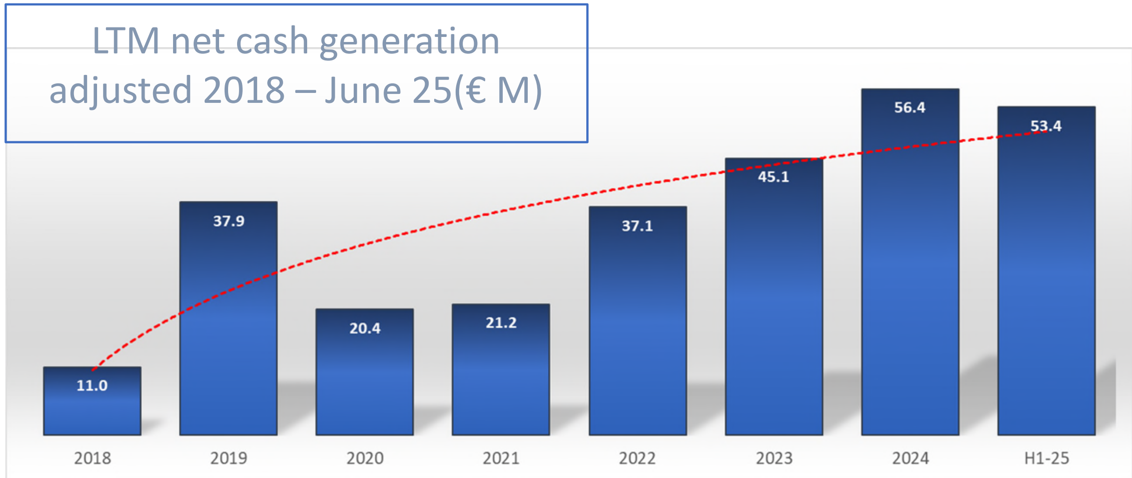


- Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
- Source: management analysis of consolidated results as of 30/06/2025

Net cash generation adjusted
H1-25 LTM : € 53.4 M

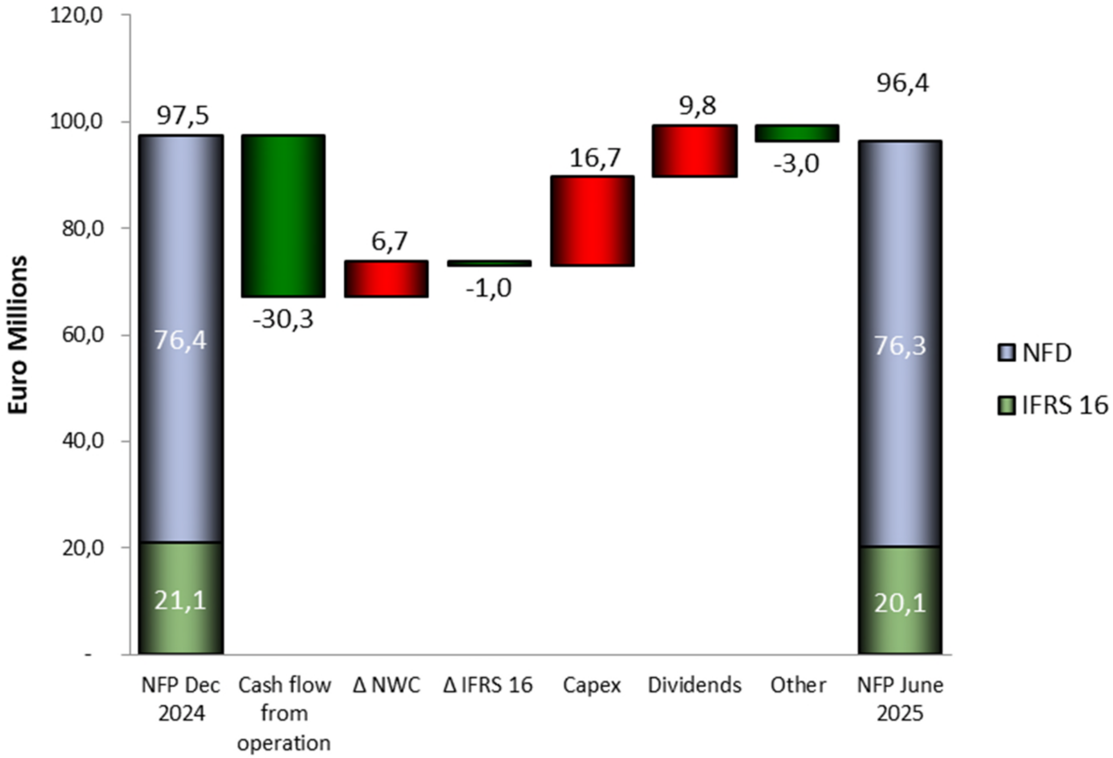
Net cash / (net debt)	€ m	
Net financial position as of June 2024	(118.9)	
Net financial position as of June 2025	(96.4)	
Delta in net financial position	22.5	22.5
+ Dividends paid in 2025		9.8
+ Accelerated capex program		15.8
+ Change of IFRS 16 impact		4.4
+ Non recurring items		0.9
= Total normalized net cash flow		**53.4**

- 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 30/06/2025

Balance Sheet and Capital Allocation



- In H1-25 cash flow from operation equal to € 30.3M (10.3 % of sales) vs € 38.2 M (12.9% of sales) in H1-24
- LTM net cash generation adjusted equal to € 53.4 M
- The net financial position as of June 2025 decreased by €22.5 million compared to June 2024 (€118.9 million)

- 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 30/06/2025

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 US in progress • New capex review according to markets developments
Markets	• M/L Term growth sustained by secular trends • Sustained growth in commercial refrigeration • Heat pumps recovery better than expected • Nuclear applications in progress: sales impact will start in H2-2025.
M&A	• 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 30/06/2025

Consolidated Profit & Loss Reclassified *(000 Euro)*	H1-24	%	H1-25	%	Delta %
Sales and operating income	**296.382**	*100,0%*	**294.708**	*100,0%*	**-0,6%**
Purchases of materials	(150.086)	*-50,6%*	(153.623)	*-52,1%*	
Inventory increase (decrease)	5.019	*1,7%*	12.450	*4,2%*	
Services	(38.148)	*-12,9%*	(37.828)	*-12,8%*	
Labour cost	(68.430)	*-23,1%*	(71.666)	*-24,3%*	
Other operating costs	(1.781)	*-0,6%*	(1.852)	*-0,6%*	
Total operating costs	**(253.426)**	*-85,5%*	**(252.519)**	*-85,7%*	**-0,4%**
EBITDA	**42.956**	***14,5%***	**42.189**	***14,3%***	**-1,8%**
Depreciation	(15.567)	*-5,3%*	(15.342)	*-5,2%*	
Gain (loss) of non current assets	(20)	*0,0%*	72	*0,0%*	
EBIT	**27.369**	***9,2%***	**26.919**	***9,1%***	**-1,6%**
Net financial charges	(1.085)	*-0,4%*	(4.266)	*-1,4%*	
EBT	**26.284**	***8,9%***	**22.653**	***7,7%***	**-13,8%**
Income taxes	(6.190)	*-2,1%*	(5.627)	*-1,9%*	
Net income	**20.094**	***6,8%***	**17.026**	***5,8%***	**-15,3%**
Minority interest	658		748		
Group net income	**19.436**	***6,6%***	**16.278**	***5,5%***	**-16,2%**

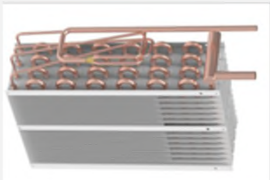
Balance Sheet as of 30/6/2025

Consolidated Balance Sheet Reclassified *(000 Euro)*	30/06/2024	% net invested capital	31/12/2024	% net invested capital	30/06/2025	% net invested capital
Net intangible assets	91.251		88.080		84.455	
Net tangible assets	207.561		213.621		215.139	
Pre-paid taxes	11.347		11.227		13.566	
Financial assets	914		424		626	
Non current assets (A)	**311.073**	**85,7%**	**313.352**	**88,8%**	**313.786**	**87,4%**
Inventory	117.072		101.061		112.648	
A/receivable	114.966		102.961		121.631	
Other receivables and current assets	14.734		13.631		14.254	
Current assets (B)	**246.772**		**217.653**		**248.533**	
A/payable	126.208		108.291		131.807	
Other payable and current liabilities	43.118		44.641		46.074	
Current liabilities (C)	**169.326**		**152.932**		**177.881**	
Working capital (D=B-C)	**77.446**	**21,3%**	**64.721**	**18,3%**	**70.652**	**19,7%**
Personnel provisions	5.398		5.390		5.361	
Deferred taxes	14.196		13.698		13.279	
Risk provisions	5.810		6.012		6.580	
Long term liabilities (E)	**25.404**	**7,0%**	**25.100**	**7,1%**	**25.220**	**7,0%**
Net invested capital (A+D-E)	**363.115**	**100,0%**	**352.973**	**100,0%**	**359.218**	**100,0%**
Group net worth	238.684		249.434		256.195	
Minority interest	5.563		6.003		6.618	
Total group net worth	**244.247**	**67,3%**	**255.437**	**72,4%**	**262.813**	**73,2%**
M/L term net financial position	258.050		279.756		304.926	
Short term net financial position	(139.182)		(182.220)		(208.521)	
Net financial position	**118.868**	**32,7%**	**97.536**	**27,6%**	**96.405**	**26,8%**
Net worth and net financial position	**363.115**	**100,0%**	**352.973**	**100,0%**	**359.218**	**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 	46%	• 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 	51%	• 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 2024 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**

REFRIGERATION AND CONSERVATION OF FRESH AND PACKAGED FOOD AND FLOWERS

AIR CONDITIONING, HEAT PUMPS AND HOUSEHOLD APPLIANCES

TRANSPORTATION, TRAIN AND MOBILE AIR CONDITIONING AND REFRIGERATION

AIR CONDITIONING FOR DATA CENTERS

POWER GENERATION, OIL & GAS, STEEL-MAKING AND MINING

FRESH FOOD CONSERVATION AND PERISHABLE FOOD BLAST FREEZING

REFRIGERATION FOR COUNTERS AND DISPLAY CABINETS AND AIR CONDITIONING

GLASS DOORS, CLOSING SYSTEMS AND DIGITAL SIGNAGE SOLUTIONS

Seculars Trends Increase the Addressable Market

- Cold chain and refrigeration
- Urbanization & consumer habits
- Electrification (heat pumps / district heating)
- Global warming
- Digitalization (data centers, IOT)
- Regulations (F-gas etc.)
- Food safety
- Safety in supply chains
- Decarbonization
- Air treatment & ventilation
- Industrial Cooling and Processes

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

22

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

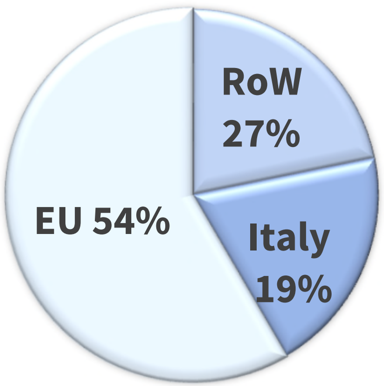

LU-VE
GROUP
leadership with passion
OVER 600 YEARS OF EXPERIENCE
IN HEAT EXCHANGER TECHNOLOGY
1924
Helpman
1928
CONTARDO®
1950
Fincoil
1974
SEST
2008
Zyklus
Heat Transfer, inc.
1999
HTS
HEAT TRANSFER SYSTEMS
1994
SPIROTECH
1986
LU-VE
EXCHANGERS
1960
AIA
LU-VE
1977
ALFA
LU-VE

Organization: 20 Production Units

PRODUCTION UNITS

LU-VE COILS	LU-VE EXCHANGERS	ALFA LU-VE	AIA LU-VE	REFRION COOL GENERATION	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 (2024)

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

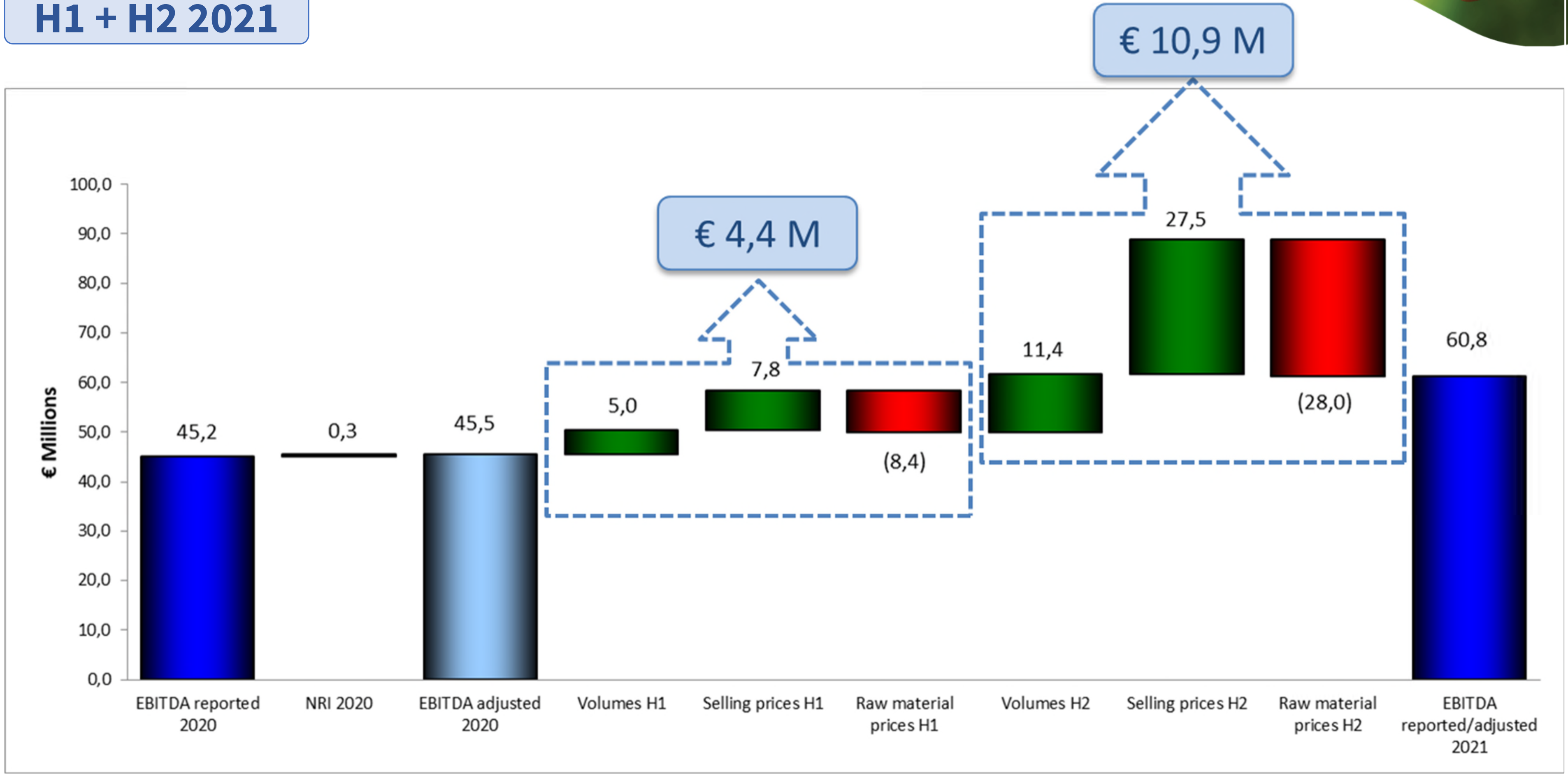
Metal Price Impact on Profitability

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* ○

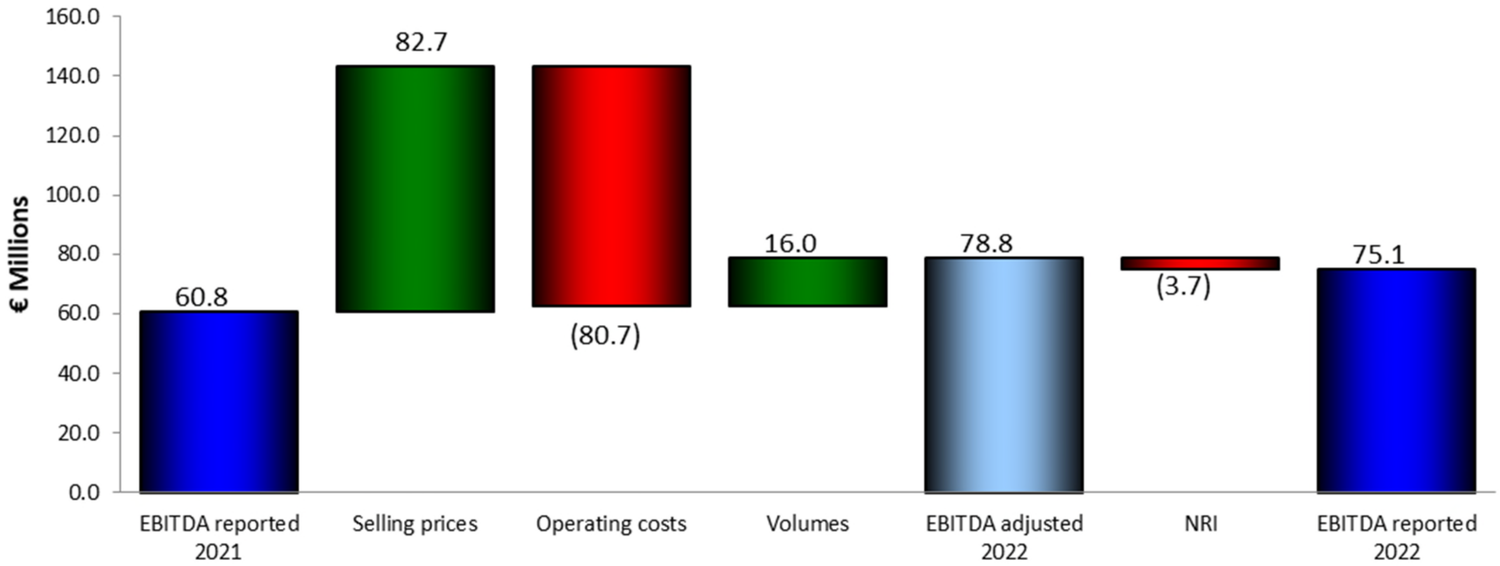
The Pricing Power in 2021

H1 + H2 2021



The Pricing Power in 2022

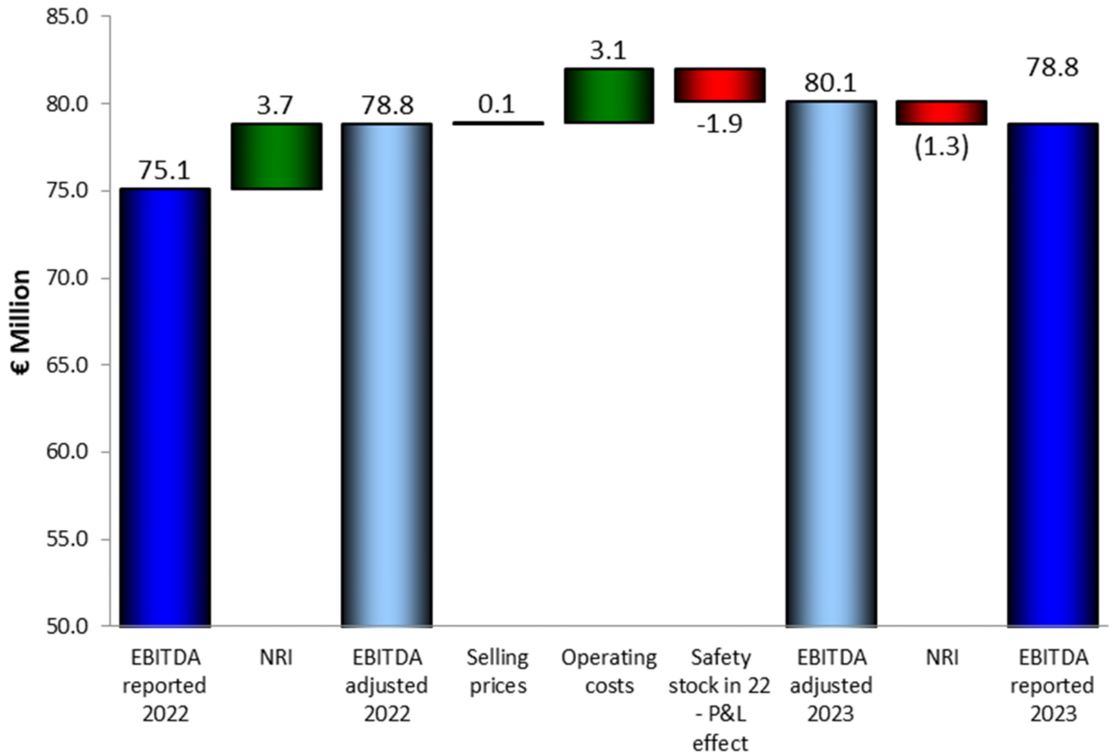
EBITDA FY 2022 vs 2021 + 29.6%



- 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

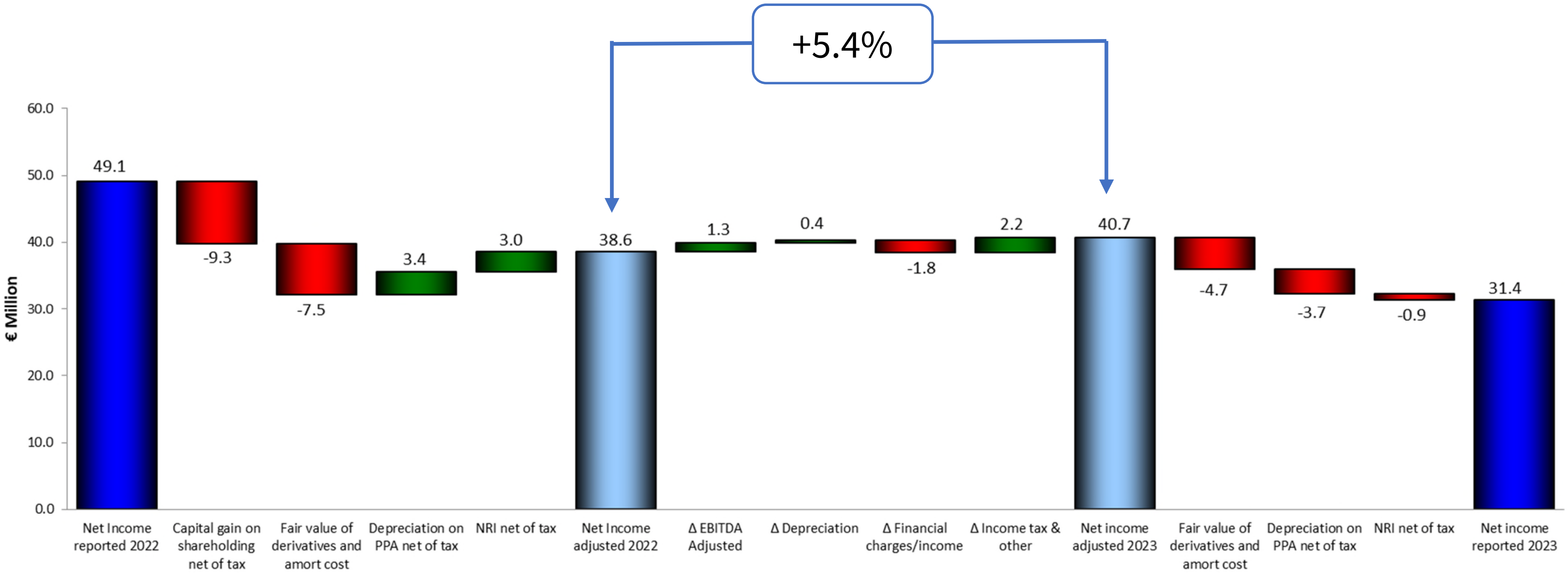
EBITDA 2023 Bridge Analysis
FY 2023 vs 2022 = + 1.7%
FY 2023 vs 2018 = + 108.6%



- 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



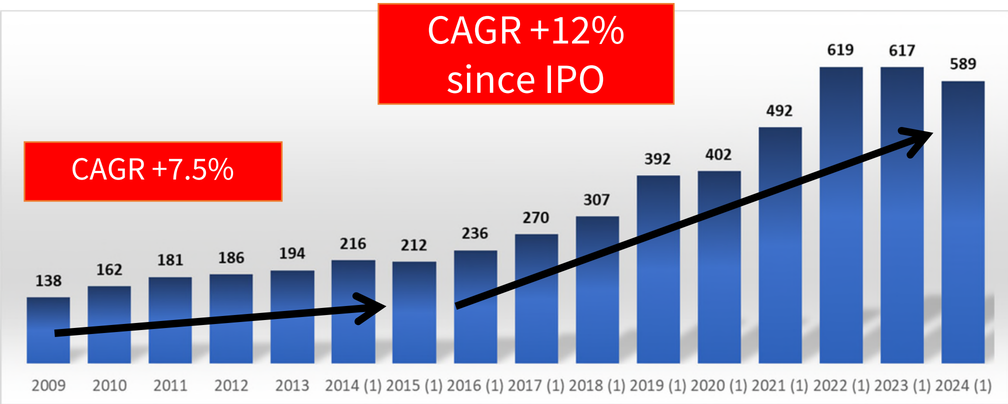
(1) Due to rounding, numbers presented throughout this chart may not add up precisely to the totals provided
(2) Source: management analysis of consolidated results as of 31/12/2023
(3) Net income adjusted considers the depreciation of "purchase price allocation" resulting from M&A transactions concluded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

Performance since IPO (2015)

<table>
<tr><th colspan="2">Strategic targets identified since 2015</th><th>Actual results: 2015 – 2024</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>8.6%</td><td>12.0%</td></tr><tr><td>EBITDA</td><td>10.4%</td><td>13.6%</td></tr></table></td></tr>
<tr><td>NWC</td><td>Strict control</td><td>10-17% 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>€ 121 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
€ 129 m invested</td></tr>
</table>

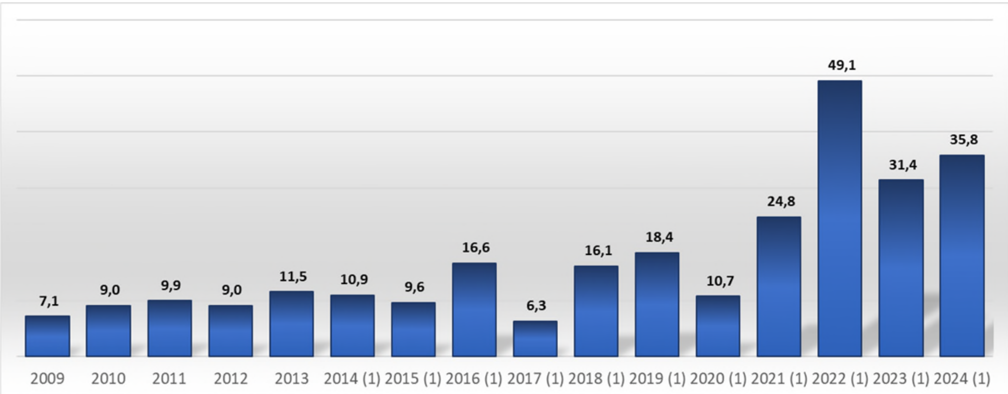
Financial Highlights

Turnover 2009-2024

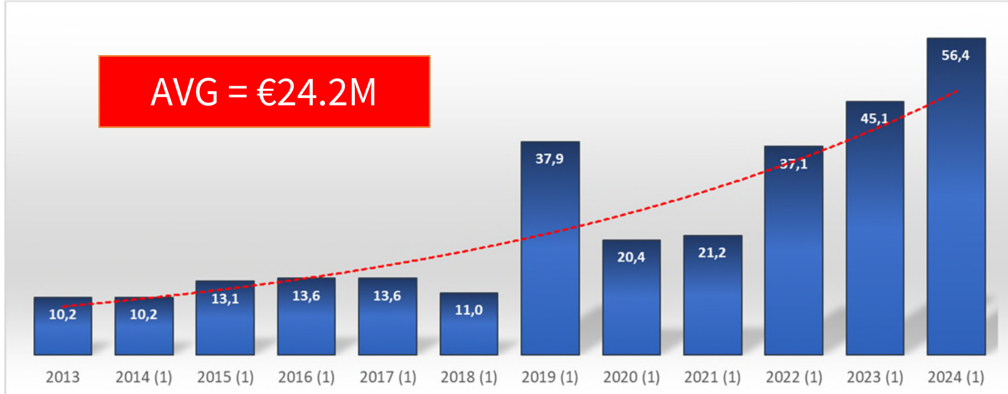


EBITDA ADJ (2) 2009-2024

Net Income reported 2009-2024

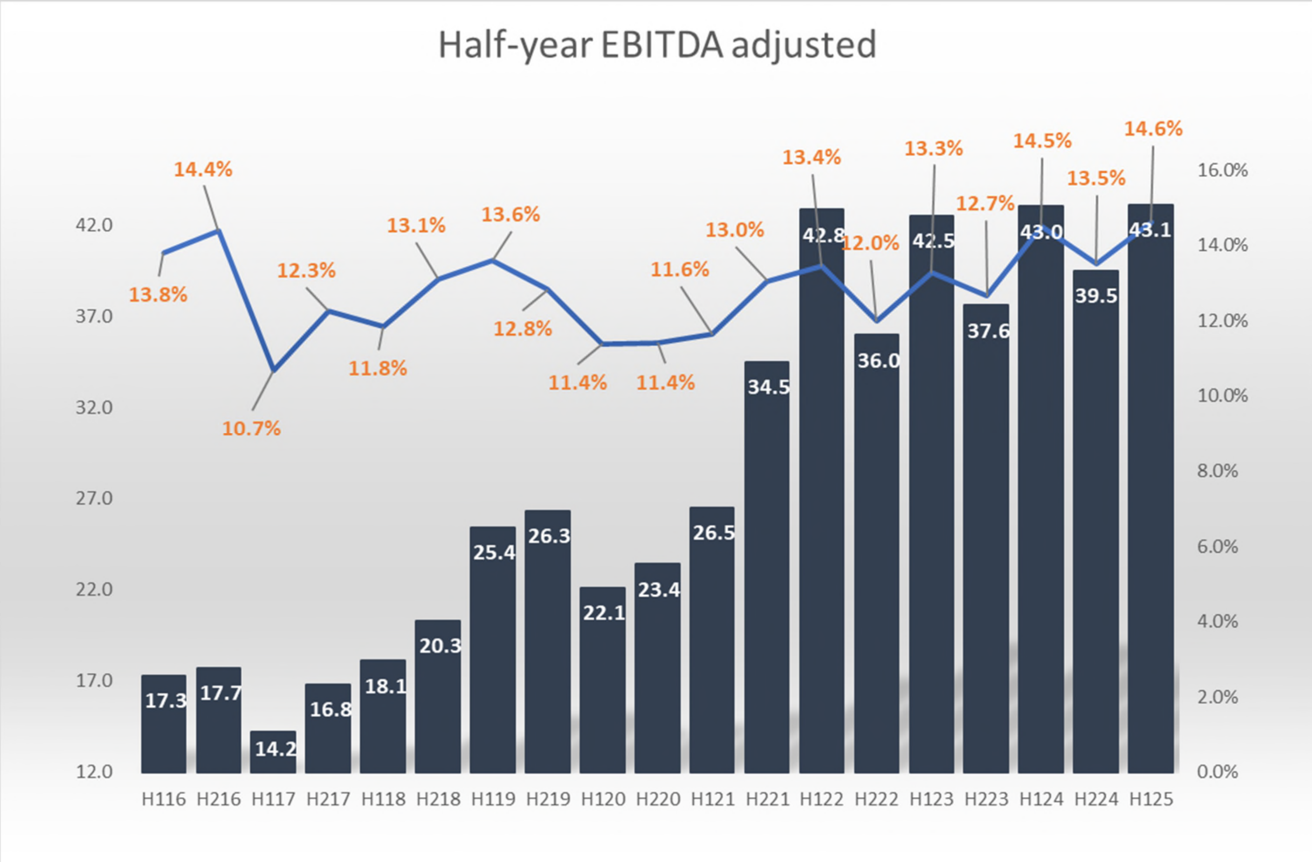


Net Cash Generation ADJ (2) 2013-2024



- *All data in € millions*
- *(1) 2014-2024 based on IFRS – 2009-2013 based on ITA GAAP*
- *(2) Adjustments to exclude non-recurring items*

Resilient business model and improving profitability



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

- 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
- Strong trend of profitability improvement in H2

Shareholders Structure (1)

LIBERALI Family

FINAMI

45,82% (3)(4)

FAGGIOLI Family

G4

16,00% (3) (4)

LU-VE

38,18% (3)

On May 29, 2025, the Board of Directors approved a proposal to strengthen increased voting rights, and on July 1, 2025, the Shareholders' Meeting approved the corresponding resolution.
No shareholder exercised the right of withdrawal.

(1) Fully diluted – post warrant conversion at end of May 2017
(2) Updated as of as of May 29, 2025
(3) Based on number of shares
(4) Thanks to the Loyalty Share Program (2 years ownership) as of May 29, 2025, Finami owns 56,0% of voting rights and G4 owns 19,6% of voting rights
(5) Treasury shares as of as of December 31st, 2024, 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

29th United Nations climate change conference (COP29)

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 TARGETS

- 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.

2024 SUSTAINABILITY STATEMENT

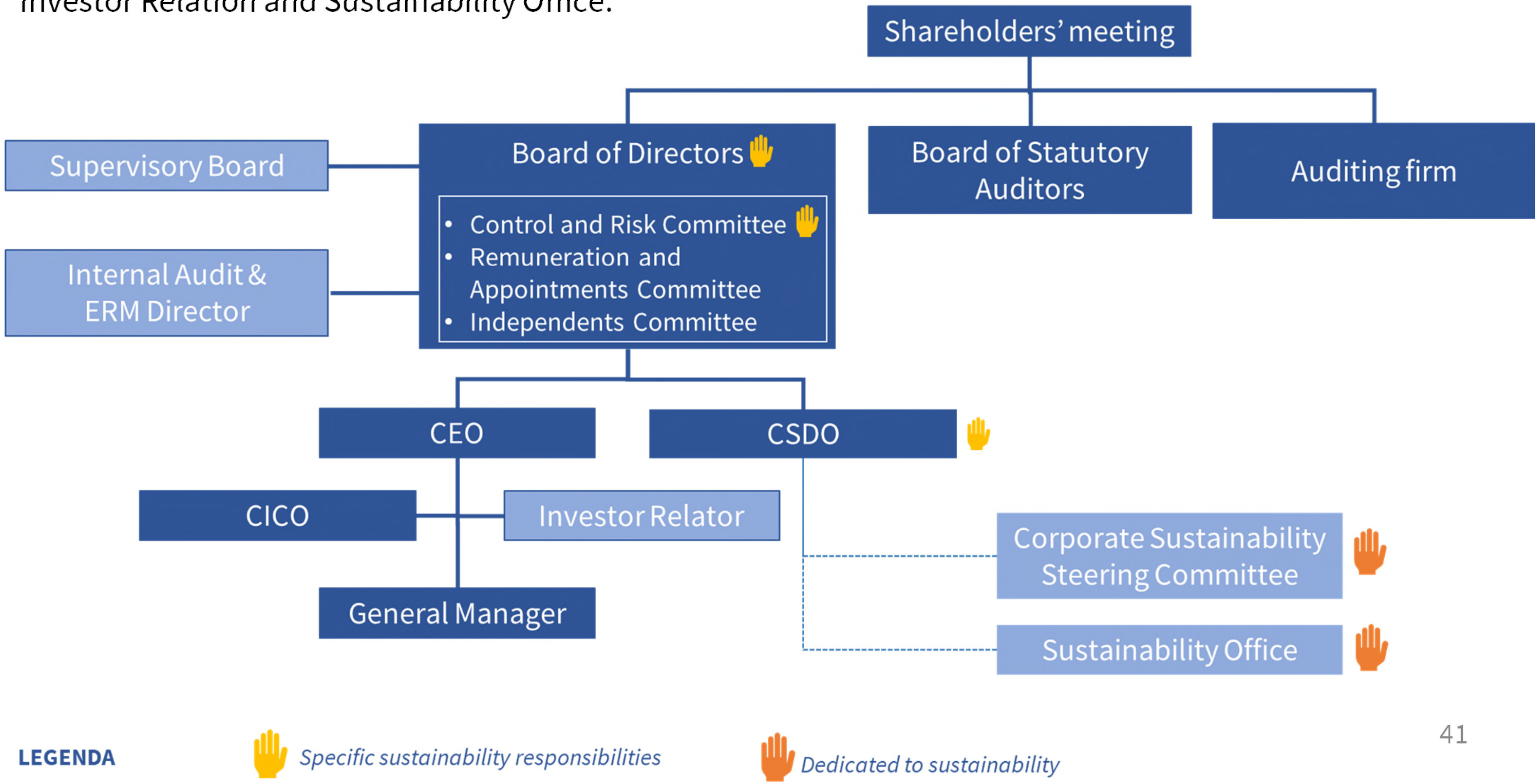
- LU-VE Group adopts the new European Sustainability Reporting Standard, as defined by CSRD – Corporate Sustainability Reporting Directive. LU-VE Group integrates sustainability disclosure within the Integrated Annual Report, enhancing and strengthening the transparency and quality of information.

Our Sustainability Vision in 4 pillars

***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, GM, CFLO, Investor Relation and Sustainability Office.



The Sustainability Plan

The 2024 was the second 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 2024 have been met.

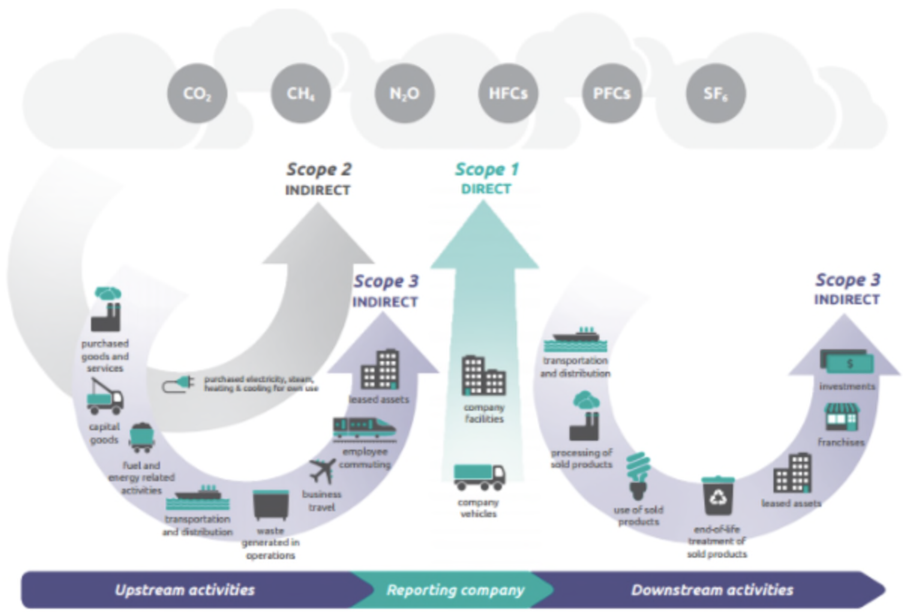
POSITIONING AND KEY INDICATORS	2022	2023	2024	TARGET 2024
A. Integrated sustainability of the business plan				
B. Innovative products				
Turnover from products designed with high efficiency motor and/or natural refrigerant fluids (% of total turnover)	50.7%	53.6%	**56%**	>54%
Relevant suppliers who completed the Supplier Form (% of total relevant suppliers)	57%	67%	**70%**	>69%
Supplier audits (no.)	4	10	**11**	11
C. Climate neutrality				
Scope 1 and Scope 2 greenhouse gas emissions reduction (% of baseline 2022)	-	-6.39%	**-15%**	-10%
D. High engagement				
Employees assessed in the Performance Management process (% of total eligible employees)	-	74%	**87%**	>75%
Accident frequency index	5.21	3.08	**3.65**	< 4.14
Accident gravity index	0.20	0.09	**0.12**	< 0.15

Climate change mitigation targets

Considering climate targets, LU-VE Group:

A. Reduced its greenhouse gas emissions (Scope 1 and Scope 2 according to the Market-based methodology) by 15%, considering the 2022 baseline.
Achievement of the target - defined through science-based methodology - was possible mainly through the use of electric energy from renewable sources certified through Guarantees of Origin or produced through on-site photovoltaic plants, as well as through energy efficiency initiatives.

B. Pledged to establish a plan to reduce Scope 3 greenhouse gas emissions over the next two years.
In addition, for the first time, in the FY2024 Consolidated Sustainability Statement (Integrated Annual Report), the Group is reporting data on its Scope 3 emissions. The Scope 3 emissions categories most relevant for LU-VE Group are related to clients' use of products (cat. 11 of GHG Protocol) and materials purchased (cat. 1 of GHG Protocol).



GHG Inventory Diagram. Source: Greenhouse Gas Protocol

Resources for climate change mitigation and adaptation

As part of the **2026-2028 Business Plan**, LU-VE Group has planned investments (CAPEX) with the aim of mitigating impacts from climate change mitigation and adaptation with a total value of €8.5 million, of which

A. **Climate change mitigation: €7 million** for Scope 1 and Scope 2 emission reduction actions through investments in advanced technologies for climate-friendly production processes

B. **Climate change adaptations: €1.5 million** for adaptation of plants to the effects of climate change, with special reference to adaptation works to mitigate flooding risks and increase site protection during heavy precipitation and to site cooling to mitigate the negative effects of heat waves.

EU Taxonomy and the eligible activities of the LU-VE Group

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

- Equipment for the production of hydrogen - CCM 3.2 - ***new activity***
- Heat exchangers with high energy efficiency - CCM 3.5
- Products using CO_2 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 – CCM/CE 7.1
- Renovation and efficiency of buildings – CCM/CE 7.2
- Installation, maintenance and repair of ventilation systems - CCM 7.3,
- Installation, maintenance and repair of Building Management Systems (BMS) – CCM 7.5 – ***new activity***
- Installation, maintenance and repair of photovoltaic systems – CCM 7.6

LU-VE Group – Eligibility data	KPI	2024	2023
	Turnover	36.4%	34.7%
	CAPEX	40.9%	29.3%
	OPEX	36.4%	36.4%

Climate Risks analysis for the Industrial Plan 2025-2028

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 2024 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 recognized 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.

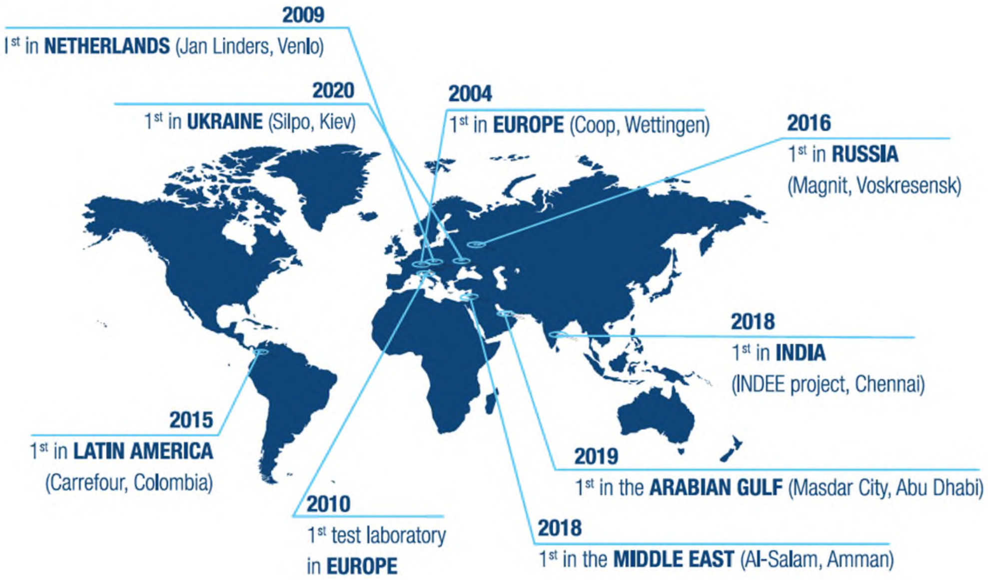
TRANSITION CLIMATE RISKS - Analysis update

- 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.

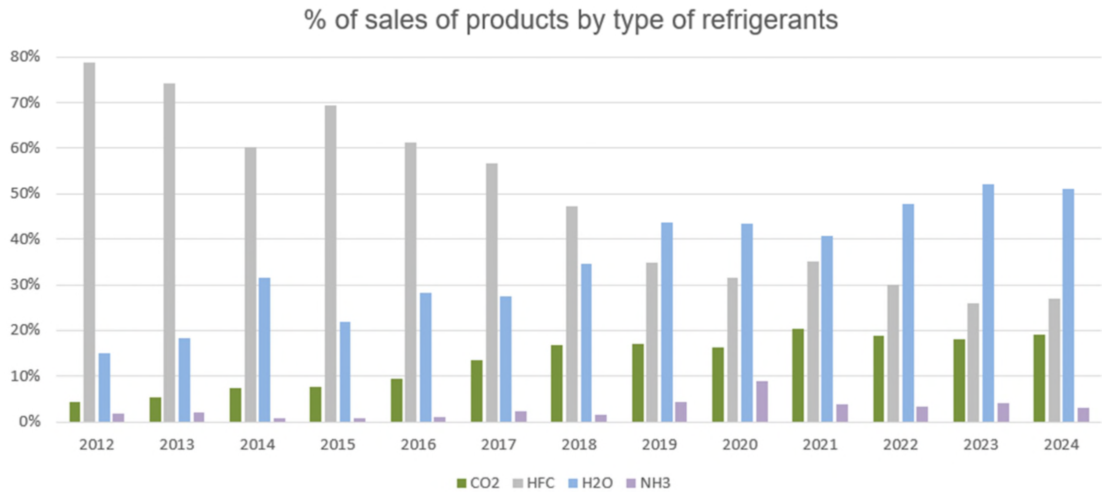
Helping Customers Reach their Sustainability goals

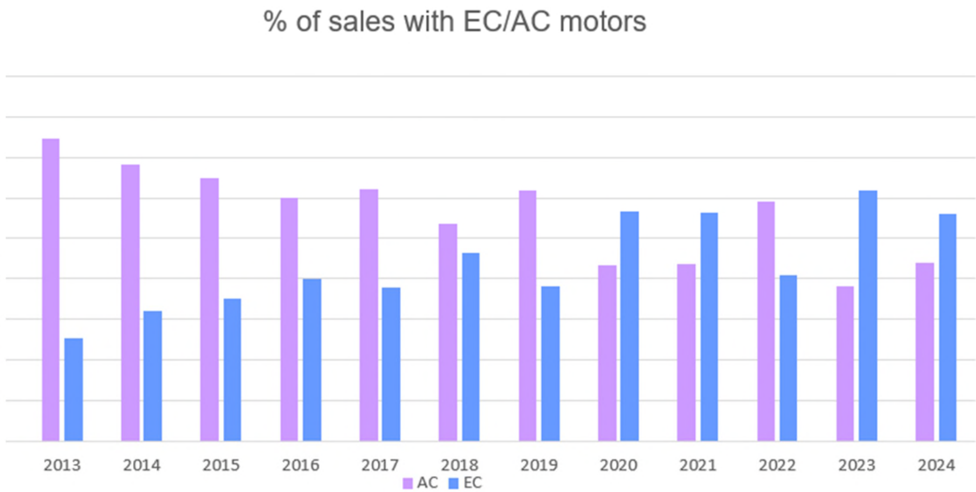
FIRST MOVER IN GREEN TECH

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).

Sustainability Ambassadors’ Journey: leverage our sustainability culture

The “**Sustainability Ambassadors’ Journey**“, our initiative launched globally in 2023 to increase sustainability awareness within the LU-VE Group and accelerate sustainable change within the company, continued in 2024.

Among the various spontaneous applications received, a total of 80 employees were selected from different companies within the Group and from various departments and functions. The training, discussion, and dialogue activities covered five main areas: **climate crisis, energy market, human rights, circular economy, and sustainability communication.**

At the end of the first phase, the "Sustainability Ambassadors’ Journey" continued with two main modules:

i) through the **Climate Fresk Path**, employees can participate in an intensive training to become certified Climate Fresk facilitators, with the aim of guiding their colleagues in workshops on climate change and its social impacts;

ii) by participating in the **Sustainability Lab**, employees joined workgroups to generate ideas and proposals for sustainability projects to be developed within the company.

The activities are ongoing.

Decarbonization 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	HEAT PUMPS FOR RESIDENTIAL USE

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***

LU-VE GROUP
leadership with passion

M&A

M&A activity (2015- 2022)

Four acquisitions completed

- **Sales acquired: € 145 m**
- **Amount invested: € 129 m**
- **Average EBITDA multiple paid = 7.0x**

ACC Wanbao asset deal

SPIROTECH HEAT EXCHANGERS PVT. LTD.

Zyklus Heat Transfer, inc.

Fincoil

ALFA

HELPMAN since 1924

REFRION COOL GENERATION

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
- Remaining 25% acquired in 2024 for a value of € 7.4 M
- **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 sqm)
- **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