



2025 Company Report



2025 Company Report

Find out more at www.aristongroup.com



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Milestones on our Path to Long-Term Growth

Dear Stakeholders,

In recent years, the thermal comfort industry has undergone a profound transformation, propelled by multiple drivers. At varying stages of maturity across regions and countries, the energy transition is accelerating the adoption of renewable and highly efficient technologies. Digitalization and AI are reshaping operations and redefining customer needs and behaviors. Additionally, a historically fragmented sector is experiencing significant consolidation. In this environment, global presence and scale enhance resilience, ensuring access to the resources necessary to convert ongoing industry shifts into long-term value creation.

2025 marked Ariston Group's return to a growth trajectory, after navigating the unprecedented market weakness of 2024. We generated € 2,707 million in revenue, rising 3% organically on a like-for-like basis, with margin expansion and positive cash generation. We benefitted from our broad portfolio of technologies and our distinctive, well-balanced exposure to climate and water comfort. We are particularly satisfied with our performance in key markets such as Germany, where we further strengthened the penetration of our renewable technologies, outperforming market trends. We also achieved good results in several of our water heating markets.

Beyond delivering solid financial performance, in 2025 we accelerated investments for the long-term demonstrating strong commitment to the future through a series of strategic initiatives.

We focused on industrial innovation and technological leadership, reinforcing R&D and manufacturing capabilities. In Italy, we announced a €500 million multi-year plan (2022-2028), including the opening of our first electronics factory in Arcevia and the construction of an AI-enabled water heating plant in Albacina. In Germany, our first market, we prepared to inaugurate the WOLF CAMPUS, dedicated to training and R&D – a project following the establishment of a new high-end heat pump production line in Mainburg and a state-of-the-art logistics center in Siegenburg.

Our global presence evolved, as we enhanced production of strategic product categories in Europe and invested in high potential international markets. In Niš, Serbia, we officially opened a new cylinder site. In parallel, we ramped up our plant in Cairo, Egypt, serving Africa and the Middle East and acquired a water heating manufacturing site in Hyderabad, India, one of the fastest-growing markets. We continued as well to reinforce our operations in Saltillo, Mexico, supporting our North American region.

We paired footprint reinforcement with targeted partnerships and acquisitions – a lever that has significantly contributed to Ariston Group's development. The joint venture with Lennox that we entered in May will lead to the launch of a competitive portfolio of Lennox branded residential water heaters in the United States and Canada. We also completed bolt-on acquisitions in our Specialty Divisions and, at the end of the year, announced the agreement to

Paolo Merloni
Ariston Group
Executive Chairman



acquire Riello Group from Carrier International. Riello is an iconic company with a century-long heritage built around trusted brands, engineering excellence and solid customer relationships. As we await the completion of the customary closing conditions, we are confident this transaction will be instrumental in further consolidating our role in Italy's climate comfort sector and our position as a global expert in combustion technologies.

Finally, 2025 provided a meaningful opportunity to honor our living heritage. On 17 September, when my father Francesco Merloni would have celebrated his 100th birthday, Ariston Group and the Aristide Merloni Foundation hosted a major event at our historic site in Albacina to reflect on his life and the impact he left behind. In the presence of the President of the Italian Republic and the Italian Prime Minister, with more than 2,500 guests in attendance, we renewed his forward-looking legacy announcing initiatives inspired by his example.

Building on this strong identity and guided by our vision of Sustainable Comfort for Everyone, we are leading the transformation of the thermal comfort industry while advancing Ariston Group's sustainability for the decades to come. In this regard, I want to extend my heartfelt thanks to our almost 11,000 people worldwide, whose dedication delivered this year's outstanding achievements. People are the ultimate foundation of success: empowered by our new Leadership Model and driven by our strategic roadmap, Destination 2030, we will continue working together to shape Ariston Group's future with confidence, as we approach the 100th anniversary.

Sincerely,

OUR VISION

Sustainable comfort for everyone

Our purpose is to provide everyone, in every corner of the world, with renewable and highly efficient solutions for climate and water comfort.

OUR MISSION

To be the preferred partner for **innovative energy efficient solutions** in **climate and water comfort**

To be able to understand the consumers' needs and to satisfy them worldwide, with leading brands and an extensive offer of products and services in the thermal comfort, combustion technologies and components sectors.

Our group at a glance

Marking a significant year, in 2025 we launched a plan of strategic initiatives to support long-term, sustainable growth – strengthening our global footprint, driving technological innovation, enhancing customer proximity, celebrating our living heritage, and empowering our people.



2,707

Million euro in
Net Revenue



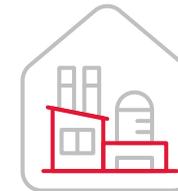
193

Million euro in
Adjusted EBIT



125

Million euro
in Free Cash Flow



32

Production
sites



31

R&D centers



10,830

People



41

Countries
of direct
presence



>170

Markets of
distribution

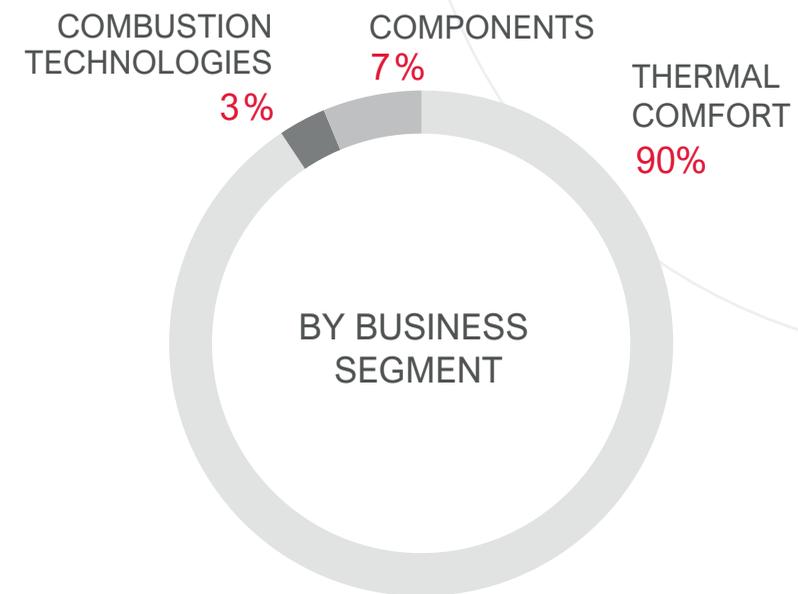
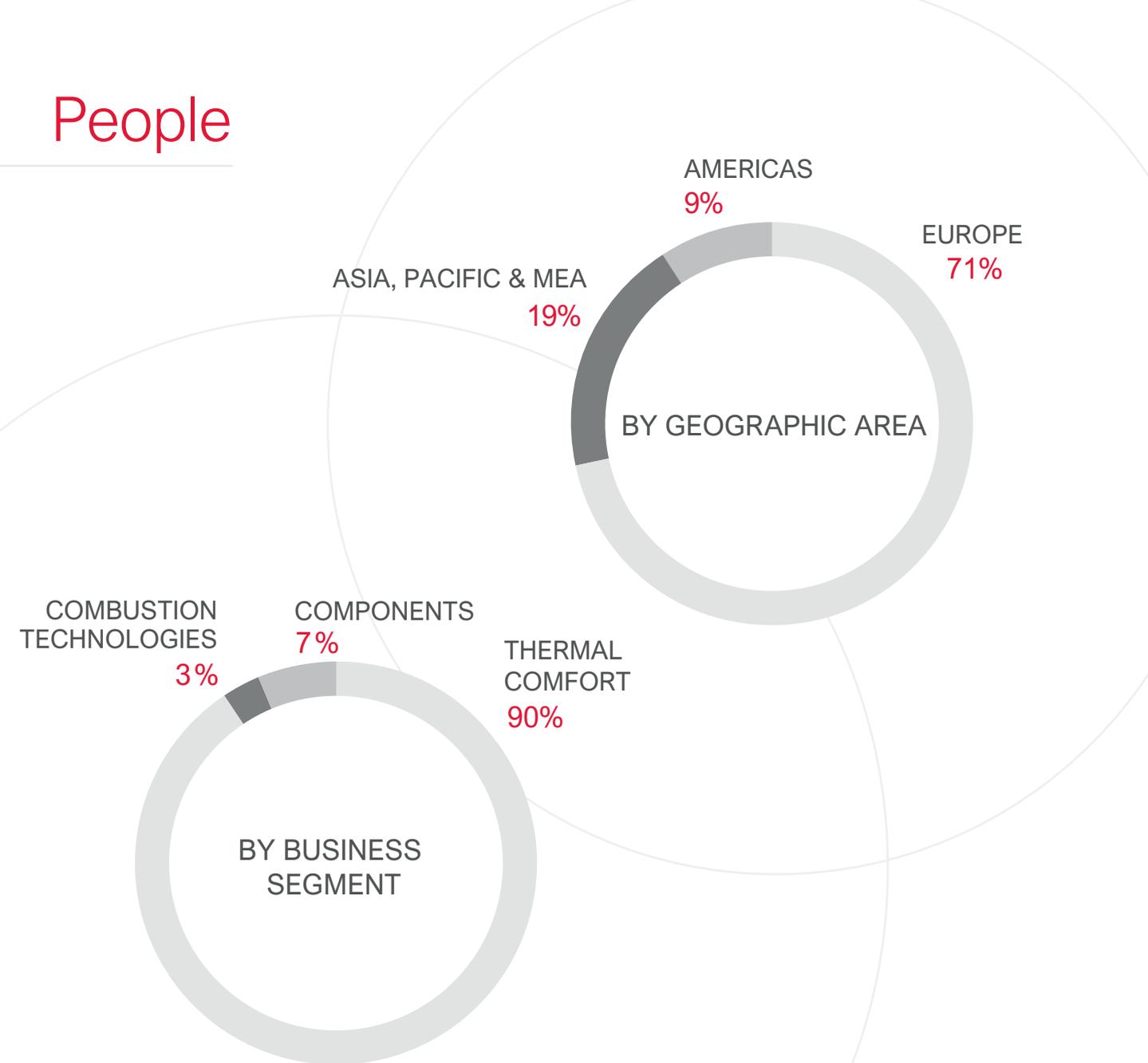
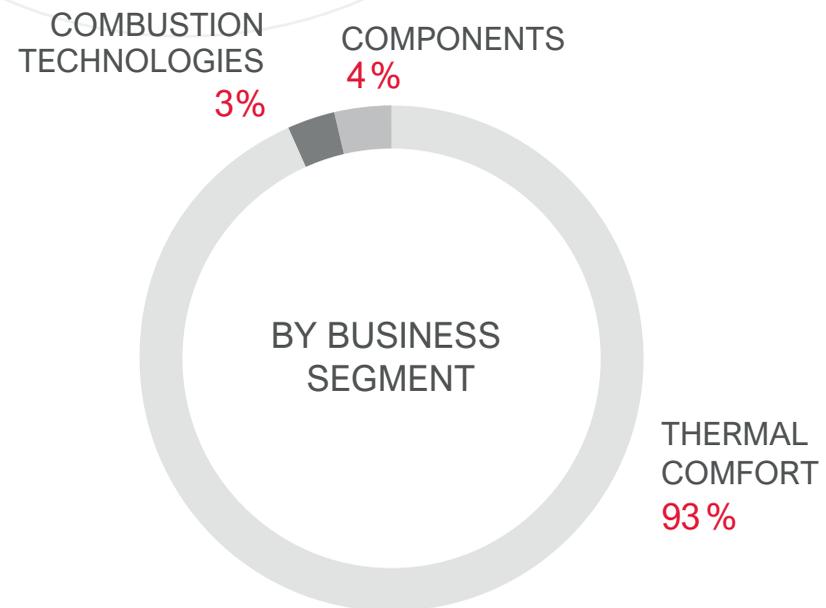
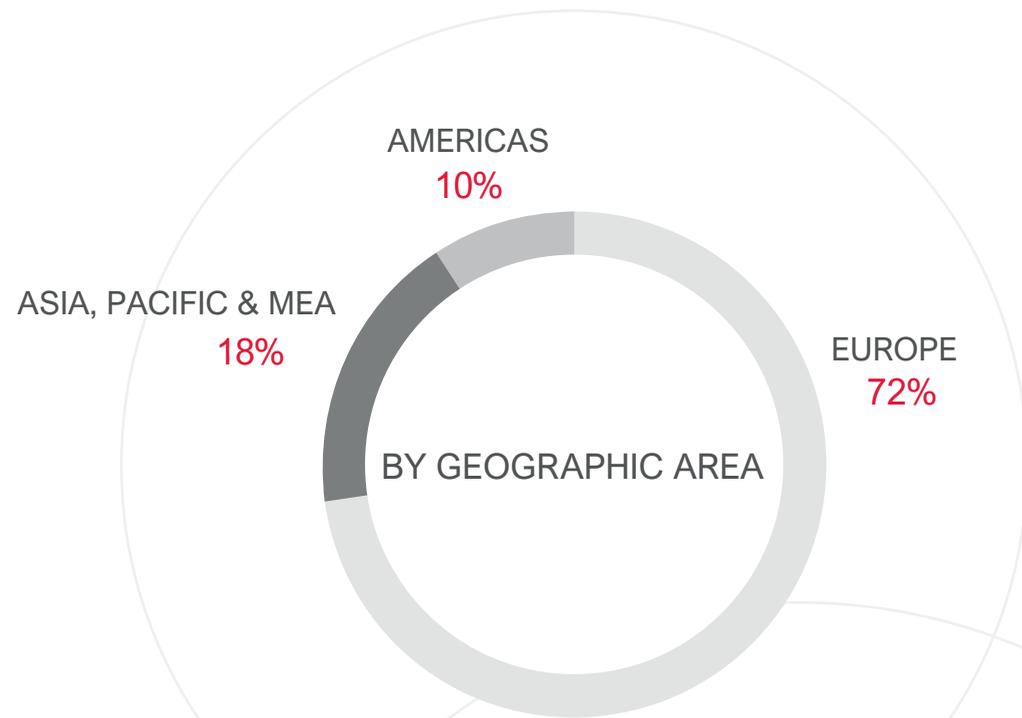


8

Million products
per year

Revenue

People



2025 highlights

January

Ariston Group officially unveiled its new **Leadership Model**, defined by five core behaviors – Shape our Future, Deliver with Excellence, Think as our Customers, Act as one Team, Unlock the Best in Everyone.

March

...participated in **ISH 2025**, in Frankfurt, Germany, with its strategic global brand Wolf, and in **ISH China & CIHE** in Beijing, China; announced the acquisition of **DDR Heating**, a manufacturer specializing in tubular electric heaters.

May

...announced a **joint venture with Lennox**, to bring a competitive product portfolio of Lennox branded residential water heaters to homeowners in the United States and Canada.



July

...inaugurated its first **electronics factory in Arcevia**, Italy; renovated its **offices in Hanoi**, Vietnam.



October

...announced the acquisition of a new **water heater factory in Hyderabad**, India, to support growth in one of the world's fastest-growing markets.



December

...inaugurated its new **cylander factory in Niš**, Serbia; signed an agreement with subsidiaries of Carrier Global Corporation to acquire 100% of the shares and voting rights of **Riello Group SpA and Riello America LLC**.

February

...participated in **AHR Expo 2025** in Orlando, Florida, showcasing the latest innovations from its global and regional brands.

April

...participated in the first edition of the **Heat Pump Technologies** international fair in Milan, Italy, with its strategic global brand Ariston.

June

...finalized the acquisition of an 80% majority stake in **Z.R.E.**, a manufacturer of electric heating solutions; its **plant in Bắc Ninh**, Vietnam, was awarded the World Class Manufacturing bronze medal; its strategic global brand Elco launched the **AEROTOP® SPK** air-to-water heat pump.



September

...hosted the event **Nel segno di Francesco Merloni** in Albacina, Italy, attended by the President of the Italian Republic and the Italian Prime Minister, to celebrate Francesco Merloni's legacy and launch initiatives inspired by his example; on the occasion, announced a **€500 million multi-year investment plan in Italy (2022-2028)**, including the construction of an **AI-enabled water heater factory in Albacina**.



November

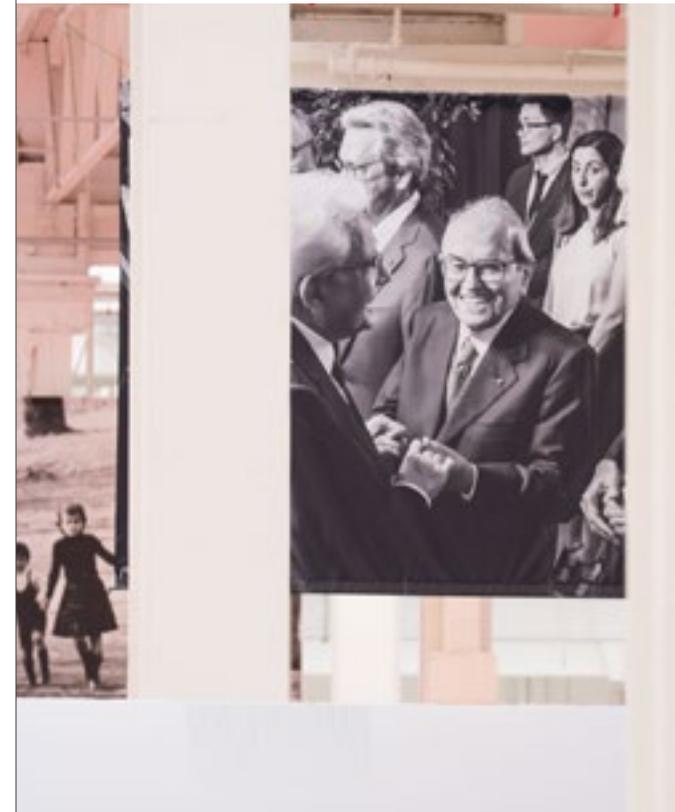
...announced the release of the documentary **Tenacity and Gentleness: The Vision of Francesco Merloni**, a production by the Aristide Merloni Foundation in collaboration with Sky Italia; was recognized among the **Best Places to Work in Vietnam** for the third consecutive year; participated in **Big 5 Global** in Dubai, UAE; its strategic global brand Elco received the **German Design Award 2026** for its AEROTOP® SPK16/20 heat pump.

Francesco Merloni's Centenary

On the occasion of Francesco Merloni's Centenary, we organized the event *In the name of Francesco Merloni*, celebrating his life through projects that carry forward his legacy.

The event took place at our historic site in Albacina, Italy, in the presence of the President of the Italian Republic and the Italian Prime Minister, and hosted over 2,500 guests.

It was an opportunity to present the new initiatives that, following Francesco Merloni's example, look towards the future – the construction of a AI-enabled water heater factory, as part of a 500 million euros multi-year investment plan in Italy; the launch of the documentary *Tenacity and Gentleness: The Vision of Francesco Merloni*, a production by the Aristide Merloni Foundation with Sky Italia; the establishment of the *Francesco Merloni Chair on Entrepreneurship*, in collaboration with Bocconi University; the start of the historical archive.



The vision of Francesco Merloni, who transformed the Ariston Group into a multinational company [...] with well-known brands worldwide and factories in numerous countries, is exemplary of a modern business model far from protectionist and monopolistic approaches [...].

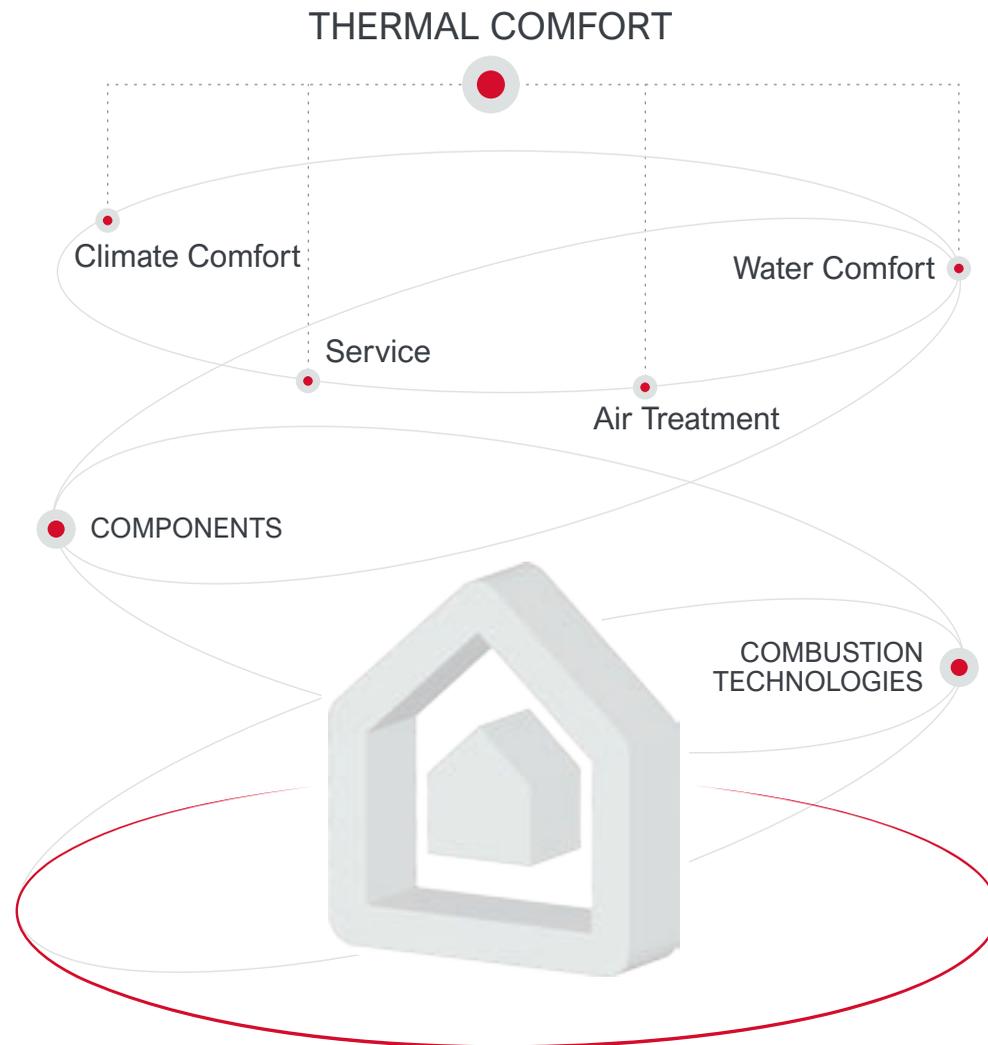
Francesco Merloni's Ariston Group is proof that competitiveness is not synonymous with industrial desertification and does not require offshoring. On the contrary, the local dimension, with its knowledge and the people who embody it [...] is one of the components of success.



President of the Italian Republic,
Sergio Mattarella

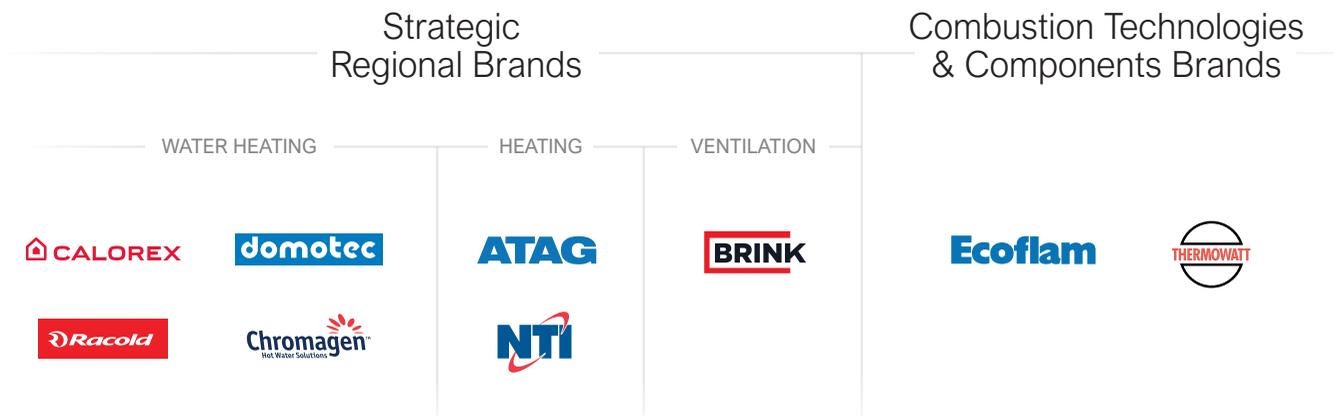
WHAT WE DO

Ariston Group



A global leader in **climate** and **water comfort**, with a growing presence in **combustion technologies** and **components**.

STRATEGIC GLOBAL BRANDS



All over the world, Ariston Group is synonymous with superior comfort and energy efficiency.

We provide our customers with a unique and extensive portfolio of renewable and highly efficient solutions for thermal comfort, delivered through our strategic global brands Ariston, Wolf, and Elco, as well as renowned regional and local brands. Components and combustion technologies complete the offering.

We operate on a global scale, leveraging production facilities that adhere to the most advanced standards and are supported by centers of excellence for R&D and solid supply chain and logistics.

Our first-class pre- and after-sales services, along with our talented team of people, drive our ability to deliver on our vision.

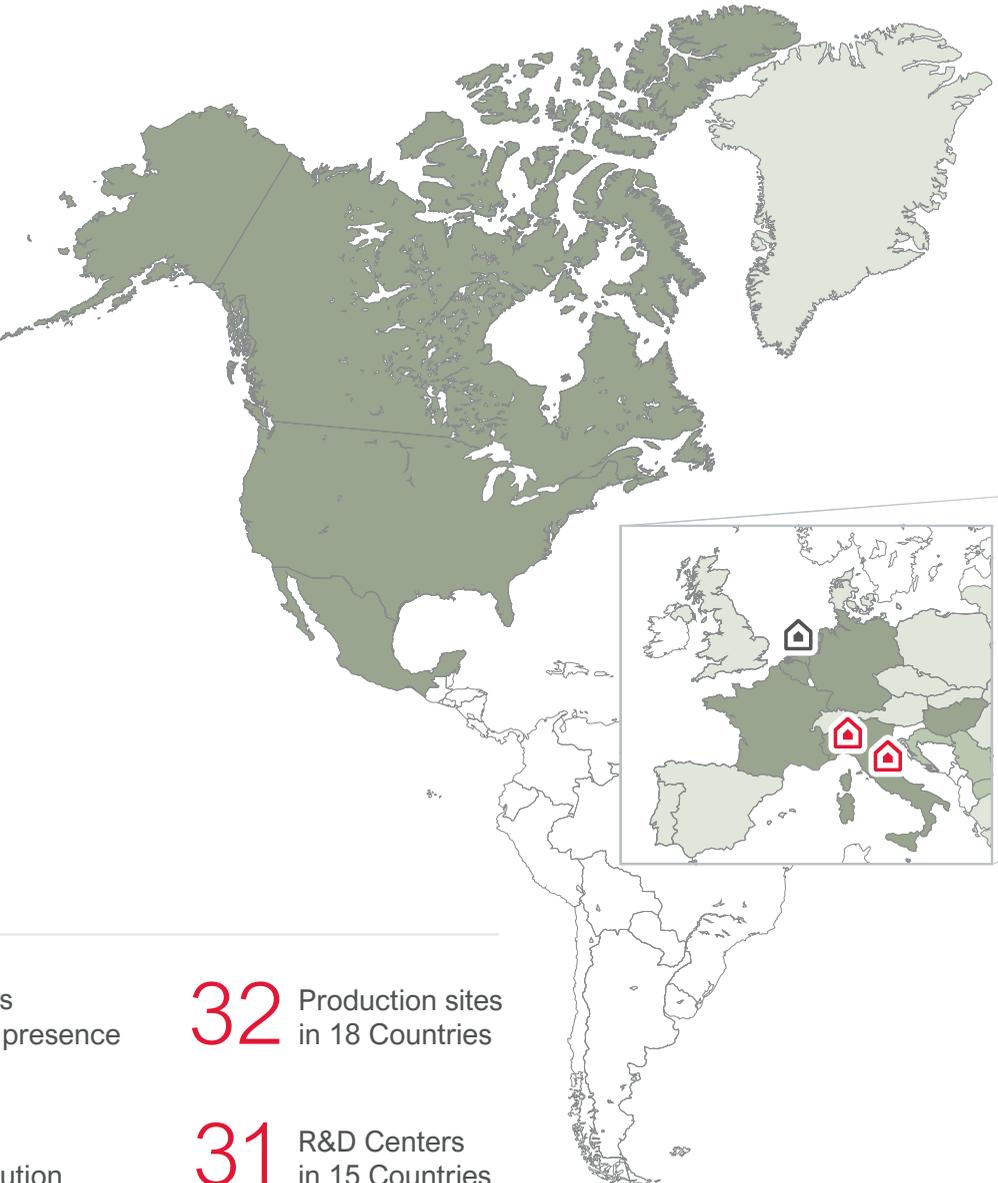
WHERE WE ARE

Global vision, local action

We are a global group with strong local roots. Acting as the world's partner in renewable and highly efficient solutions for climate and water comfort, we enjoy a strong presence in Europe and benefit from a growing exposure in North America, Middle East, Africa, Asia, and Australia.

Production sites

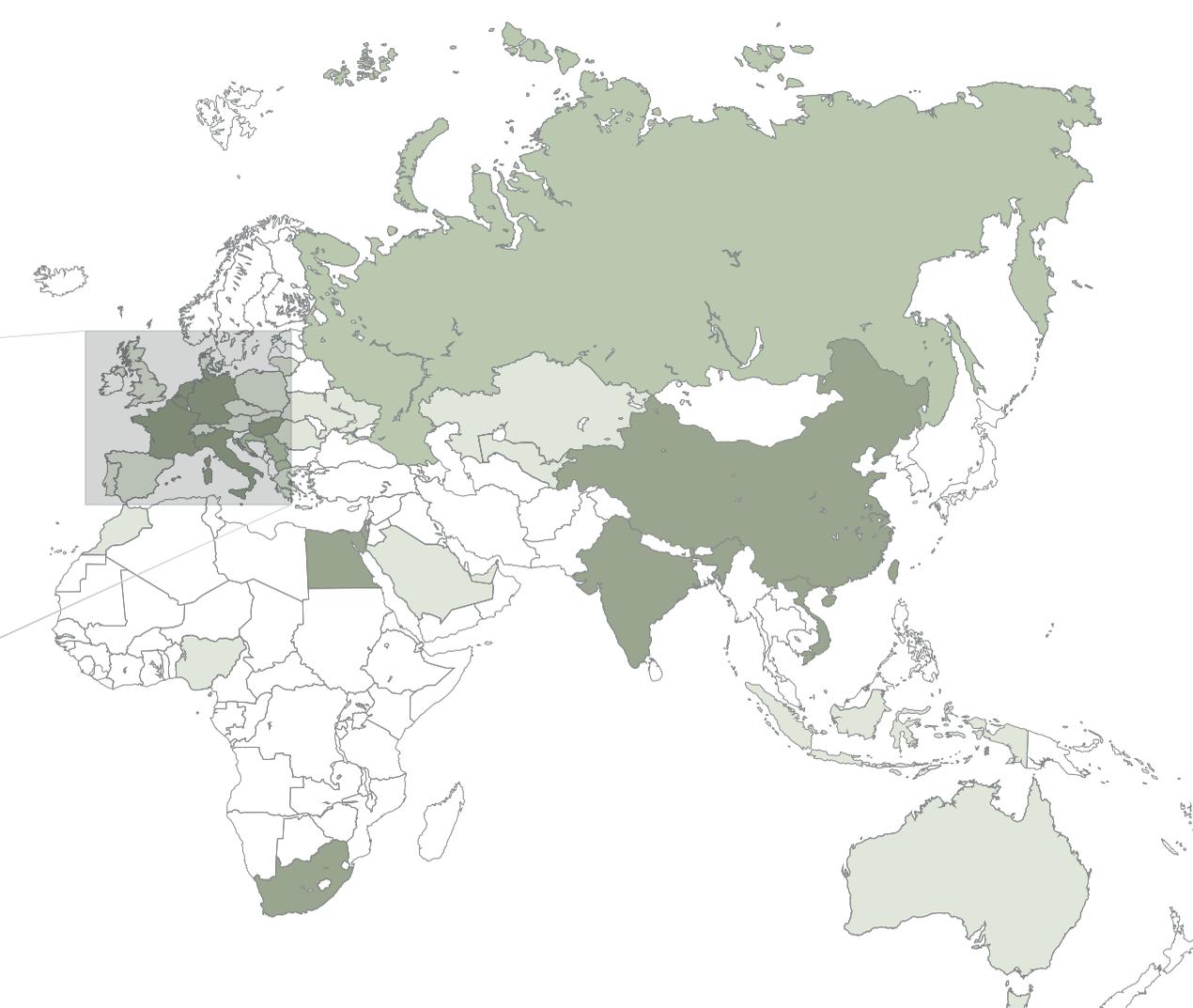
- Belgium** Namur
- Canada** Saint John
- China** Wuxi
- Croatia** Samobor
- Egypt** Cairo
- France** Chartres
- Germany** Mainburg
Pirna
Wolfhagen
- India** Hyderabad
- Israel** Nof HaGalil
Shaar-Haamakim
- Italy** Albacina
Arcevia
Cerreto
Follina
Genga
Osimo
Parma
Resana
San Gillio
- Macedonia** Bitola
- Mexico** Saltillo
- Netherlands** Lichtenvoorde
Staphorst
- Russia** Vsevolozhsk
- Serbia** Svilajnac
Niš
- South Africa** Centurion
- U.S.A.** Allegan
- Vietnam** Bac Ninh



Countries we are operating in

- Australia
- Indonesia
- Saudi Arabia
- Austria
- Israel
- Serbia
- Belgium
- Italy
- Singapore
- Canada
- Kazakhstan
- Slovakia
- China
- Lithuania
- South Africa
- Croatia
- Macedonia
- Spain
- Czech Republic
- Mexico
- Switzerland
- Denmark
- Morocco
- Ukraine
- Egypt
- Netherlands
- UAE
- France
- Nigeria
- United Kingdom
- Germany
- Poland
- U.S.A.
- Greece
- Portugal
- Uzbekistan
- Hungary
- Romania
- Vietnam
- India
- Russia

- Commercial presence
- Production site
- Production + R&D site
- 🏠 Legal seat
- 🏠 Headquarters



41 Countries of direct presence

32 Production sites in 18 Countries

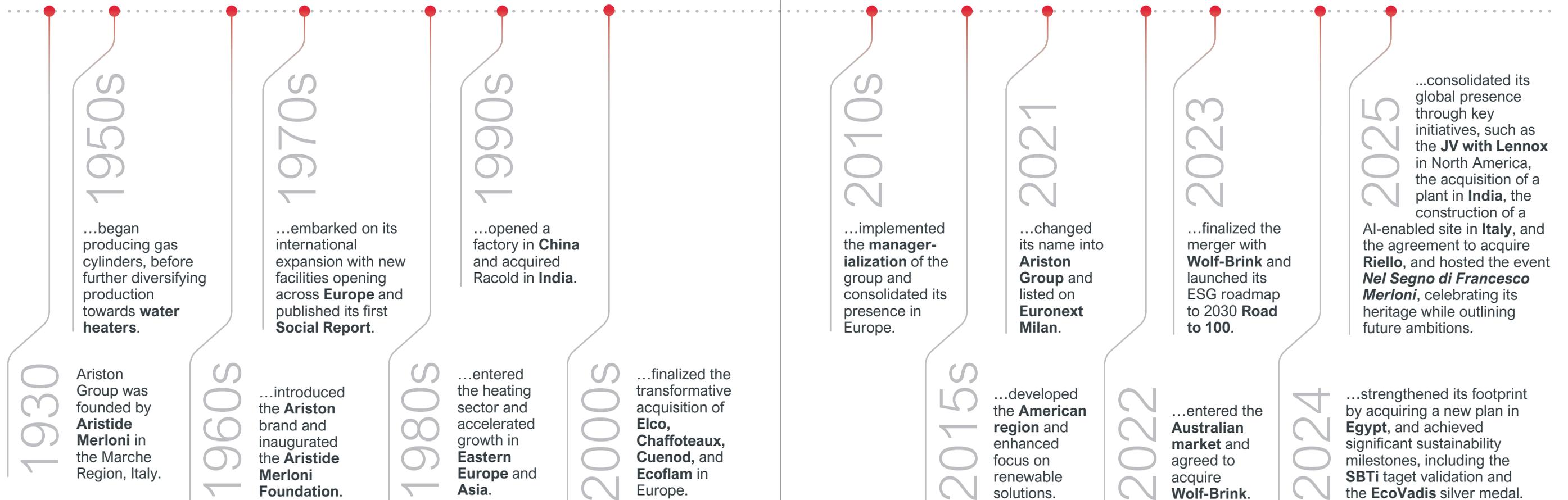
>170 Markets of distribution

31 R&D Centers in 15 Countries

WHERE WE COME FROM

Our milestones

As we approach our 100th anniversary in 2030, our history reflects remarkable achievements in international expansion, technological innovation, operational excellence, customer proximity, and the celebration of our people.

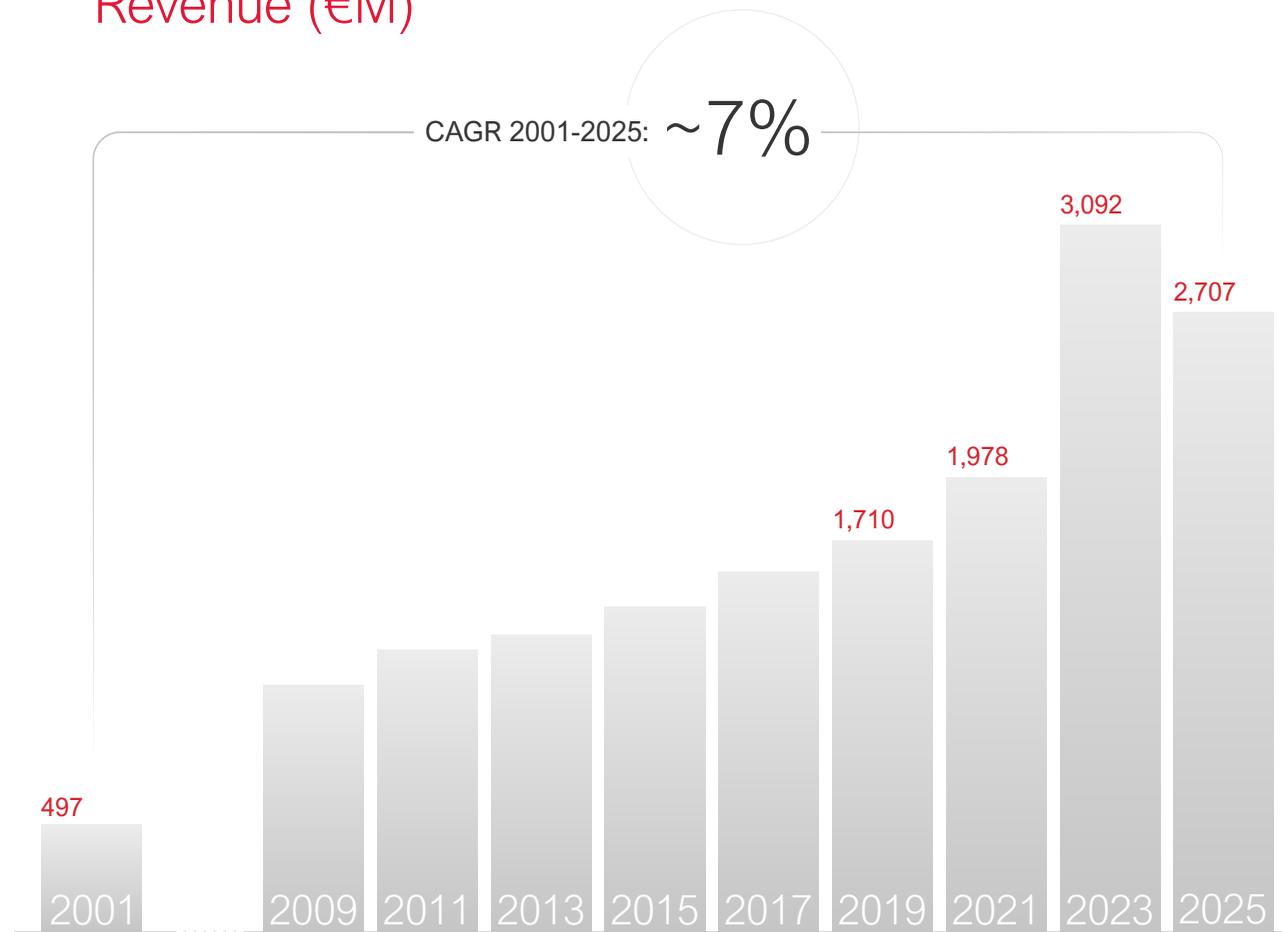


HOW WE EVOLVED

Our sustainable development

We are a global leader in the climate and water comfort industry, with a growing presence in combustion technologies and components. We combine organic growth with a strong track record of acquisitions to drive our international expansion.

Revenue (€M)



2025

Ariston Group... worked on a series of M&As to strengthen its Specialty Divisions and announced an agreement to acquire **Riello**.



2022

...acquired **Chromagen**, a leading player in the supply of renewable water heating solutions with a solid footprint in Australia.

2015

...entered the Danish market acquiring **Gas-Tech Energy** and purchased **SPM**, a French manufacturer of burners and components.

2013

...finalized the acquisition of **DhE**, now Thermowatt Professional, an Italian player in the sector of heating components.



2001

...pursued a remarkable growth by acquiring **Elco, Chaffoteaux, Cuenod, Ecoflam** and **Rendemax**.

M&A Timeline

2023

...joined forces with **Wolf-Brink** in the largest merger in its history, reinforcing its positioning in Europe.



2016
2019

...expanded with **NTI** and **HPT** in Canada and the USA, as well as with **Calorex** in Mexico, consolidating its presence in the Americas.

2014

...acquired **Atag**, a premium Dutch heating brand, and **Heat Tech Geysers**, a leading water heating company in South Africa.

2011

...bolstered its leadership in the Swiss market by acquiring **Cipag** and **Domotec**.



1990s

...acquired **Racold**, the largest water heating company in India.

HOW WE OPERATE

Our global footprint

We are a global manufacturer with a solid network of production and logistics sites distributed across different geographies. Our industrial footprint is supported by centers of excellence for research and development and integrated with both global and local supply chains, to serve markets effectively, efficiently, and with maximum resilience.

Adhering to the highest operational standards, we leverage state-of-the-art production technologies and have launched an ambitious digitalization program for the supply chain.

Americas

Europe

Asia, Pacific & MEA



World Class, with People at the center

Since 2011, we have adopted the World Class Manufacturing methodology, extended to finished goods warehouses in 2017 (World Class Logistics), to R&D in 2018 (World Class Engineering), and to procurement in 2021 (World Class Excellence).

Our approach places people at the center, fostering continuous improvement to achieve the highest standards of safety, quality, service, and productivity.



WCM AWARDS

- 2016 – Arcevia bronze medal
- 2017 – Osimo bronze medal
- 2019 – Cerreto bronze medal
- 2024 – Osimo silver medal
- 2025 – Bắc Ninh bronze medal



HOW WE INNOVATE

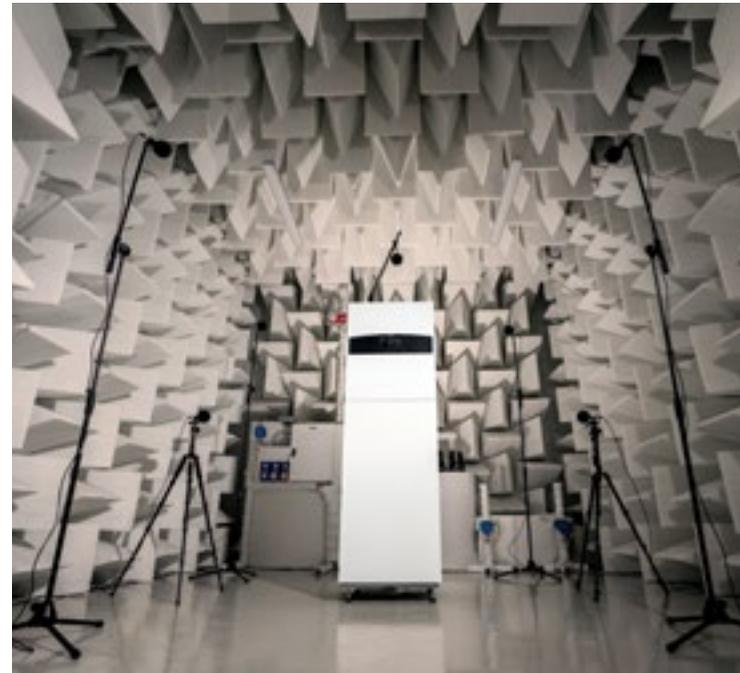
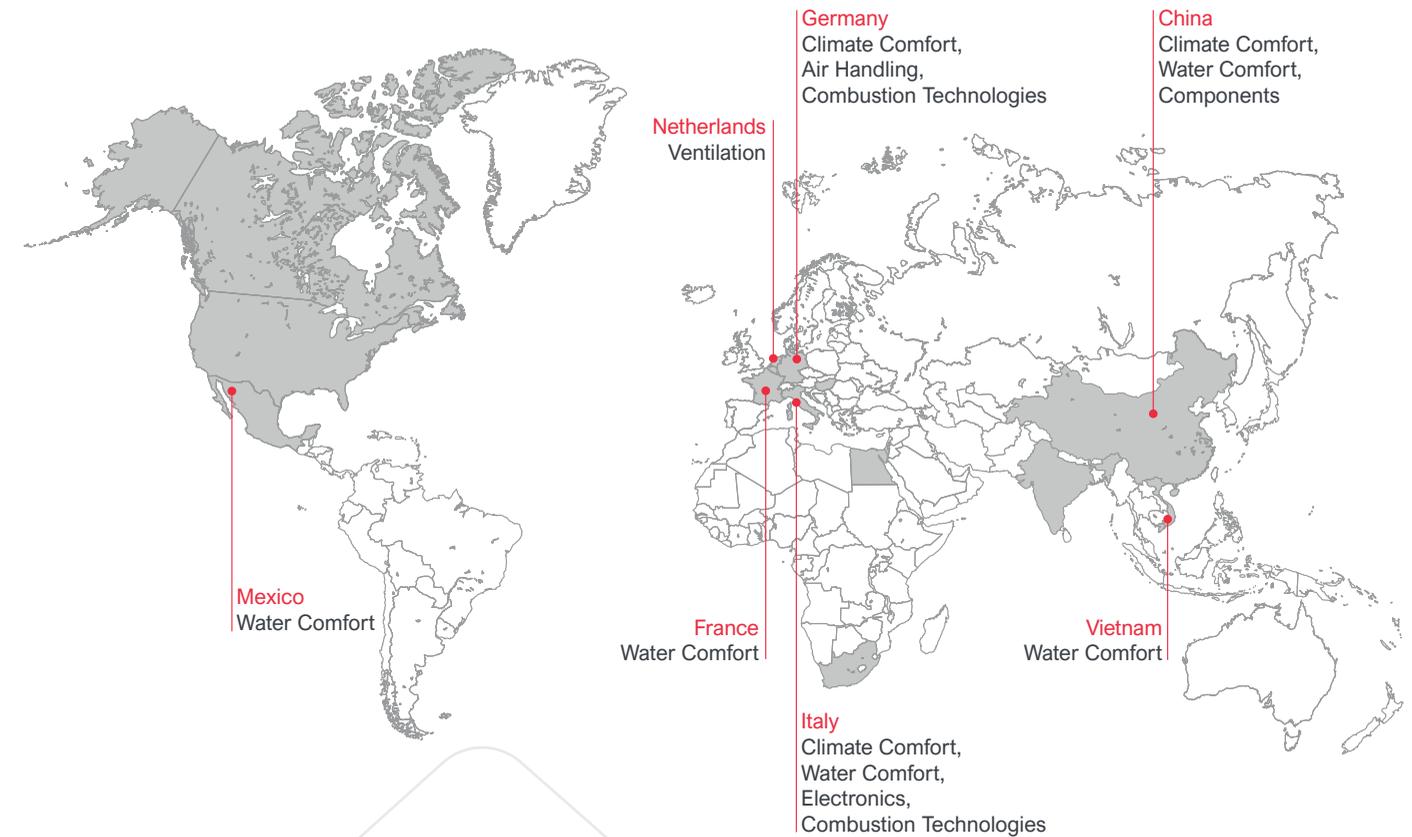
Our commitment to innovation

A robust network of centers of excellence for research and development supports our manufacturing footprint, fueling technological innovation to meet the future needs of our customers while contributing to industry development.

In our laboratories, we rely on advanced technical equipment and outstanding human resources, also benefiting from partnerships with prestigious educational institutions. Research focuses include, among others, sustainable and energy-efficient solutions, comfort performance, and electronics and controls.

31

R&D centers
in 15 Countries



Strengthening our patent strategy, focusing on:

- High performance solutions
- Energy efficiency and sustainability
- Smart and connected systems and user experience
- Thermal energy storage and hybrid and integrated systems

Leveraging prestigious partnerships:

- Politecnico di Milano
- Università Politecnica delle Marche
- Deggendorf Institute of Technology

WHO WE ARE

We are our people

As a global employer, we believe our people are the driving force behind every accomplishment. Fostering a dynamic, fair and diverse working environment, we focus on competencies and nurture talent to grow alongside our employees.

Proceed from integrity



Inspire through excellence



Believe in sustainability



People come first

Start from customers

One
Team

10,830

People

41

Countries of
direct presence

>70

Nationalities

Inspired by our core values, which define our ethical standards as a shared legacy that drives effective action, we are embracing our new leadership model.

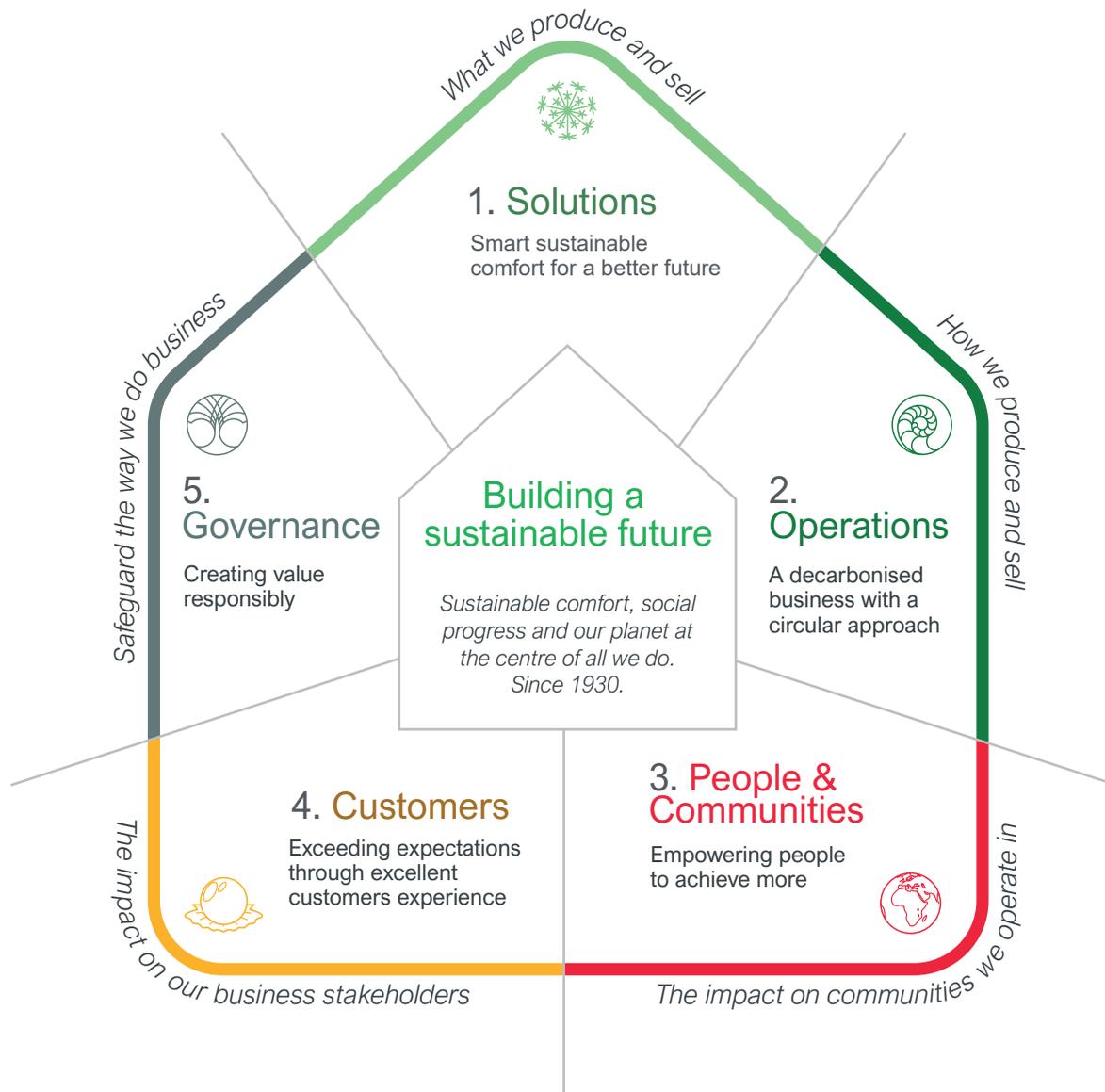


Our behaviors nourish our corporate culture and shape our daily work experience, enabling to succeed in the ongoing evolution.

OUR COMMITMENT

Road to 100

With corporate social responsibility at the heart of our industrial culture since our foundation, we approach our 100th anniversary with a strong commitment to sustainability. Road to 100 is our ESG plan through 2030, setting clear-cut objectives and a series of supporting initiatives across five areas of engagement.



1967

“There is no value in the economic success of any industrial initiative, unless it is accompanied by a commitment to **social progress**”, Aristide Merloni

1979

Our first Social Report published by Battelle Centre de Recherche de Geneve.

2018

A structured approach to sustainability, with objectives monitored on an annual basis and a dedicated governance framework.

2024/2025

Our Sustainability Statement, in compliance with European Sustainability Reporting Standard; ESG ratings released by the most prestigious international agencies and the achievement of the Ecovadis Silver medal.



KEY DECARBONISATION TARGETS TO 2030

42% SCIENCE BASED TARGETS

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

Scope 1 and scope 2, GHG protocol

>50% SCIENCE BASED TARGETS

Reduction by 2030 in GHG emissions from sold products per €mln value added vs. 2021.

Scope 3, GHG protocol

Ultimate objective of **100 million tons**

of CO₂ emissions avoided by 2030 thanks to the renewable and high efficiency products we sell in the regions we operate in.

Scope 4

Our brands and solutions



Brands of excellence,
superior performance
and high-efficiency solutions

ARISTON

Global expert in water heating, heating and cooling offering a wide range of renewable and high-efficiency solutions to provide comfort to every home.

As a key brand in **thermal comfort and water heating with over 60 years of history, Ariston — the Home of Sustainable Comfort** — combines long-standing expertise with a strong commitment to advancing comfort worldwide.

Trusted by millions of families and industry professionals, Ariston delivers practical, high-performance solutions that ensure comfort, ease of use, simple maintenance and high energy efficiency.

Ariston combines a strong heritage with a commitment to improving home comfort.



The combination of a worldwide reach with an in-depth knowledge of each local market



As a global leader in water heating across more than 40 countries and in heating solutions in over 10, Ariston offers a wide range of products and solutions to meet all needs, from consumers to professionals, all while maintaining the distinctive design for which it is renowned. As a pioneer in the water heating segment, **Ariston has strongly evolved its range by introducing innovative energy management technologies**, such as Energy Flexibility (Demand Response) and Home+ Energy Management.

At the same time, the **portfolio has been expanded** with the launch of new generation R290 floor-standing heat pump water heaters: NUOS FIT S2, a compact range for ambient air installation and NUOS PLUS S2, a high-performance solution for external air.

In the area of heating, Ariston offers a portfolio of solutions based on **renewable and high-efficiency technologies**, such as the ONE+ range, the last generation of condensing boilers certified for mixtures of up to 20% hydrogen, and the NIMBUS range, the heating heat pumps with features specifically designed to simplify professionals' work that offer a solution for every need.

Reliable and easy to use solutions to improve the home comfort



At Ariston, over the years, we have confirmed and strengthened our commitment to design and produce **renewable and high-efficiency products** equipped with advanced features aimed at simplifying and improving everyday life. Through products embedded with easy to activate advanced functionalities such as the **Boost, and Eco Evo functions**, we provide to customers a **superior in-home comfort experience**.

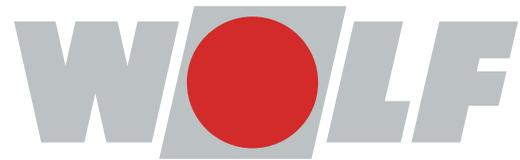
Our products are simply smarter: they can be controlled remotely using the **Ariston NET app**, offering maximum comfort.

An outstanding combination of online-offline services and supporting tools to empower our partners



* Available in selected Countries.

At Ariston, we work to be a **reliable partner for our professionals**. From training options to bespoke solutions designed to help them grow their businesses, we streamline their work and ultimately enhance their sense of belonging to a community they can trust. Our offering for Service Centers includes **EXPERT***, the exclusive platform designed to streamline after-sales activities, **Ariston NET PRO**, the remote assistance platform designed to monitor the installed product and resolve technical issues remotely, whenever possible. In 2025 we roll-out the **TUTORING service***, a proactive remote technical support, and the **VIDEO CALL*** for water heater installation validation and immediate support. Together, these services form a comprehensive ecosystem designed to enhance call center efficiency and deliver meaningful, effective support to them.



The German indoor climate expert who offers innovative solutions designed to meet the diverse needs of our customers, creating healthier and more comfortable living and working environments.

Our focus is on enhancing well-being, comfort, safety, hygiene, and energy efficiency through intelligent solutions.

Since 1963, WOLF has been developing **efficient, durable and user-friendly products**. As a German indoor climate expert, we stand for quality, reliability and long-term partnerships with our professionals.

Our portfolio includes highly efficient heat pumps, gas and oil boilers, hybrid solutions, cylinders, solar thermal systems, residential ventilation, air handling solutions and system solutions for industrial applications. WOLF products create healthy indoor climates in homes, offices, schools, hospitals and industrial facilities worldwide.



As WOLF, we offer innovative solutions in close partnership with our professionals.

Heating and residential ventilation technology for an ideal indoor climate



An **optimally designed system of heating and residential ventilation technology** is the key to a perfect indoor climate. WOLF offers sustainable heat pumps, hybrid solutions and highly efficient ventilation systems.

With its successful CHA Monoblock product, WOLF has been focusing on the development of heat pumps using the **natural refrigerant R290 for many years**. By using a modern ventilation system, residents benefit from clean air in the long term without losing energy through open windows. In addition, the components of the WOLF UniAir distribution system meet particularly high hygiene requirements and have been certified by TÜV SÜD.

Air handling products for every segment



Our strong position in the field of air handling technology was further underlined by winning the **German Design Award for our ISH 2025 Air Handling stand concept**, which was recognized for its outstanding architecture and visitor-oriented system presentation.

WOLF impresses with a variety of high-quality solutions and system solutions for industrial applications. We have created a flexible and comprehensive all-round service, ideal for estate investors, planners and plant engineers: **from standard compact units and modular systems to customized individual solutions with an air flow rate of up to 350,000 m³/h**, regardless of the use case and structural conditions. WOLF is a strong partner in many different segments and offers not only prefabricated units optimized for standard systems, but also modular and individual solutions for complex challenges.

Service and digital tools perfectly in tune with our customers



An important milestone was the completion of the **new WOLF Campus** in 2025, which was officially inaugurated in 2026 and **strengthens excellence in training and service**. The state-of-the-art facility further improves our ability to provide efficient, on-site support to partners and customers.

WOLF impresses not only with its first-class and innovative product range, but also with its **award-winning service and practical digital solutions**. Many tools are designed in close partnership with our professionals, tailored precisely to their individual needs, e.g. the heat pump planner.



The high-end heating solutions provider that covers the most advanced consumer needs and offers first class service throughout the entire products and systems lifecycle.

Proudly standing as a **European expert in heating technology**, ELCO embodies the values of quality, precision and service deriving from its Swiss heritage. ELCO offers a wide range of excellent, tailored and optimized heating solutions.

Since 1928, ELCO has been providing unrivalled services in refurbishment, modernization and new

building projects for both residential and commercial applications.

In the DACH* region, its First-Class Service team offers technical support 24 hours a day, 7 days a week, 365 days a year to ensure that customers' heating systems operate reliably and efficiently throughout their entire life cycle.

At ELCO we stand behind our solutions with passion.

Product excellence: strength, durability and heavy emphasis on environmental and health-related issues.



Our AEROTOP® SPK16/20 heat pump has been honoured with the prestigious **German Design Award 2026** in the category Excellent Product Design – Energy.

Designing **silent products** has consistently been a priority for ELCO, particularly regarding our air-to-water heat pumps, which move large amounts of air while extracting heat from the environment even at temperatures as low as -20°C.

All ELCO premium condensing boilers utilize the **proprietary HEX3 stainless heat exchangers**, which offers exceptional resistance to the corrosive environment. Featuring a multi-pipe construction, the heat exchanger returns the highest level of efficiency and significantly lower Nox emissions, with ELCO's products performing **60% below the EU NOx limit** on average.

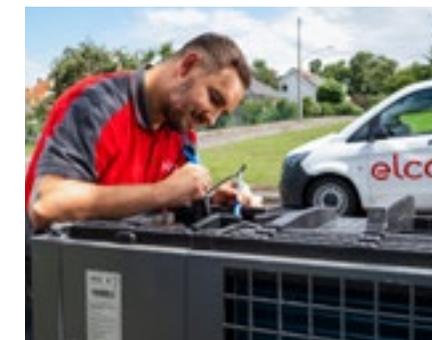
Systems knowledge and dedication thanks to our experienced people



For the last 15 years, our dedicated System Lab and Application Engineering teams have **used state-of-the-art tools** to help customers benefit from the **highest quality standards and best practices**. Experienced engineers comprehensively assess a project's requirements to formulate a dedicated technical specification.

ELCO provides all kind of solutions for residential, commercial and industrial applications, for new projects or renovation, mono-energy or multiple energy sources, simple or complex.

First class and high-quality service



Service is a distinctive and differentiating element for ELCO.

We pride ourselves on prioritizing customer service, efficiency and reliability in order to ensure a continued relationship with our customers for the **entire life of the products**.

With a team of **over 800 service technicians** in the DACH* region, ELCO provides **24/7 on-site servicing, 365 days a year**. Our aim is to **respond to service calls within 4 hours**. This team is fully trained in the latest technologies and always up-to-date.

* DACH region: Germany, Austria and Switzerland

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