



**WELCOME TO OUR WORLD**

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# THE GLOBAL PARTNER IN EFFICIENCY COMFORT

Over 85 years of experience in providing innovative thermic comfort solutions and services.



## Ariston Thermo's goals and strategy:

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Increase investment in innovation and efficiency.

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Widen the offer of products and quality of services.

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Increasingly satisfy local demand.

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Grasp business opportunities in new markets.

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Invest in people.

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“As usual, the future is rich in challenges that we must, and can, turn into just as many opportunities“.

Paolo Merloni, Executive Chairman

## INNOVATION AND PEOPLE, TO GROW FURTHER

2016 was a complex year, with significant, global economic, political and social changes. Ariston Thermo faced them confirming its positive results in terms of turnover and profitability and laying solid bases for new growth.

In a highly competitive international scenario, we consolidated our leadership position gaining further market shares in key European and Asian countries. We entered new emerging markets and strengthened our global presence by acquiring NTI, thanks to which we are now on the North American market. During the year, the Group grew considerably in quality, efficiency and productivity. For example, the Arcevia and Osimo plants achieved the coveted World Class Manufacturing bronze medal,

an important acknowledgement proving the ongoing commitment to improve our processes and competences.

Moreover, we have increased our commitment to Research & Development and launched innovative, connected, increasingly efficient new products which have led us to boost the level of our offer. We continued investing in our brands, which are an important pillar of our development. Ariston Thermo is now an international group operating in a rapidly changing sector, where technology counts and makes the difference. That is why we have decided to invest even more in Research & Development in 2017, intending to offer a wider range of products and services, to satisfy the continually evolving needs of our clients. Not only product

innovation, but also quality, efficiency and improved processes are just as fundamental to continue along our growth path in the coming years.

In 2017, we want to make a greater impact on our markets - to satisfy more and more local demand - and continue exploring new markets representing important future growth opportunities for us. As usual, the future is rich in challenges that we must, and can, turn into just as many opportunities. In this rapidly changing period, where know-how and competence are key elements for success, our people, their quality and energy are fundamental for enabling Ariston Thermo to grow even further and to be an increasingly acknowledged, appreciated group, making you proud to be part of it.

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with strong local roots

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## **A GLOBAL COMPANY WITH STRONG LOCAL ROOTS**

250 million people in the world  
use and appreciate our products every day.



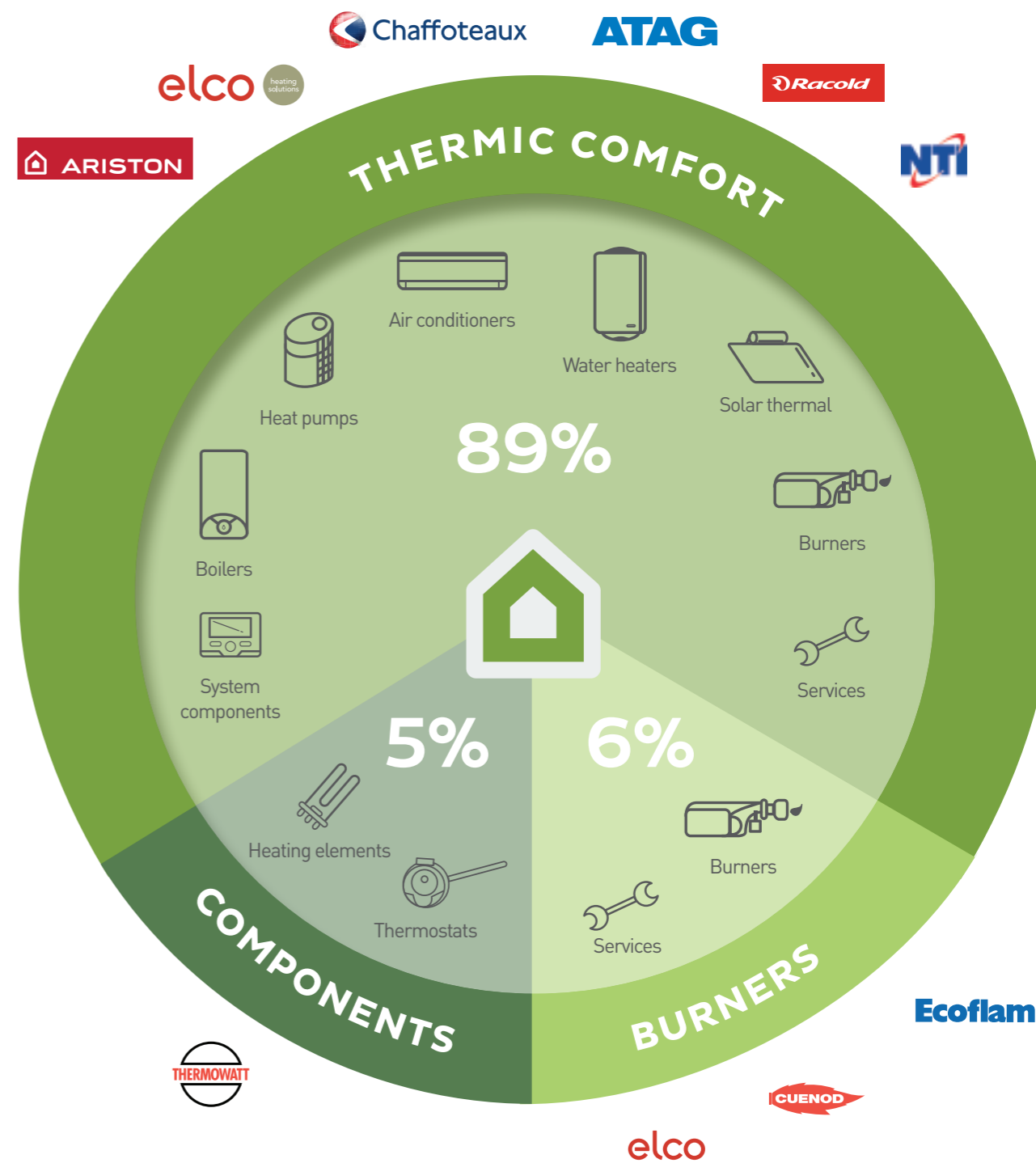
Who we are and what we do

# ARISTON THERMO

A global leader in thermic comfort and energy efficiency.

All over the world, Ariston Thermo is synonymous with **comfort, energy efficiency and respect for the environment**, thanks to its high efficiency products, its plants in compliance with the most advanced production standards and excellent pre- and after-sales customer support services. The Group has now a **leadership position in the global thermic comfort market** for domestic, commercial and industrial spaces.

Ariston Thermo operates in three different sectors with leading brands and an extensive range of products and services.



2016 highlights

# THE GROUP BY NUMBERS

Global presence and local resources: our numbers describe a solid and growing Group rooted in its values and the local territory.



## 1.43

**BILLION EURO  
IN SALES**

89% of sales is generated outside Italy.



## 7

**MILLION PRODUCTS  
PER YEAR**

(and 35 million components)  
sold in over 150 countries in the world.



## 6,900

**EMPLOYEES**

Local resources hold 89%  
of managerial positions.

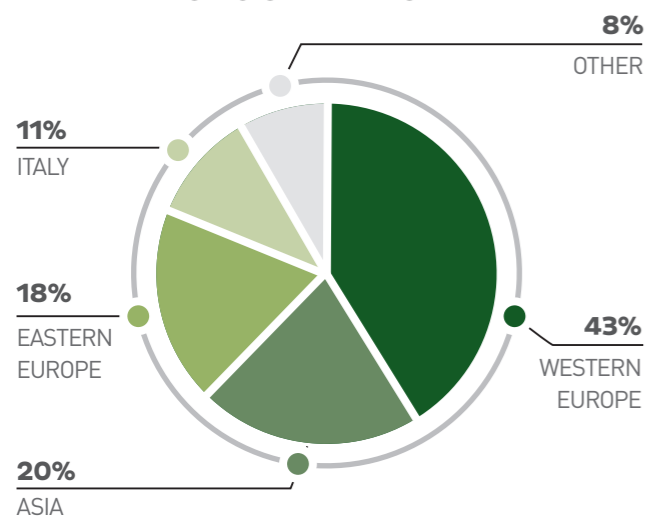


## 69

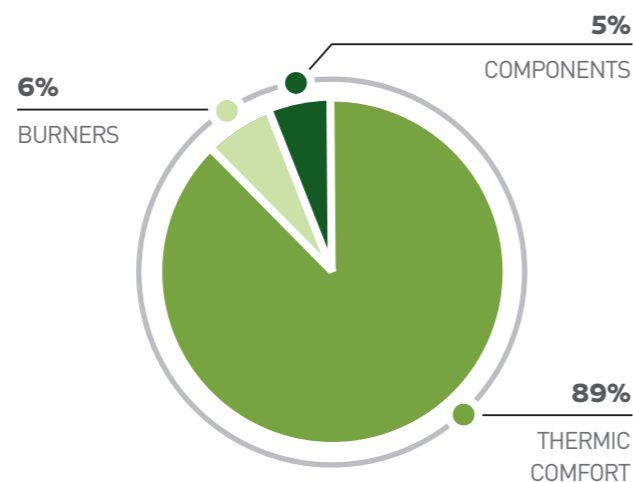
**MILLION EURO  
IN INVESTMENTS AND R&D**

The Group features 19 centres of competence for product research and development in 12 countries.

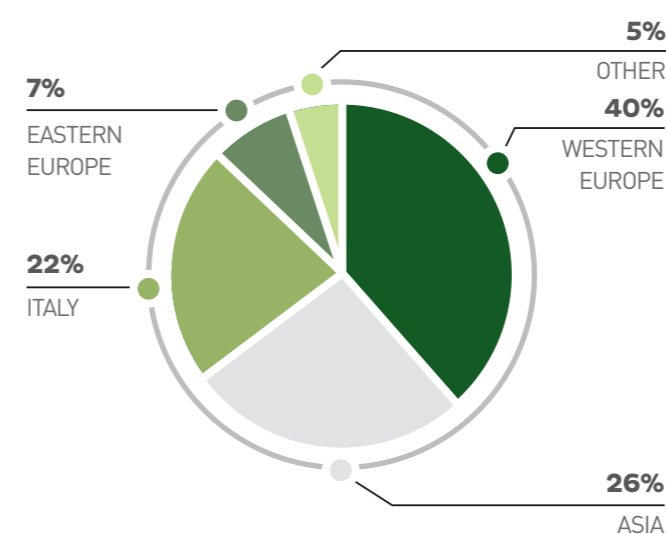
**SALES  
BY GEOGRAPHIC AREA**



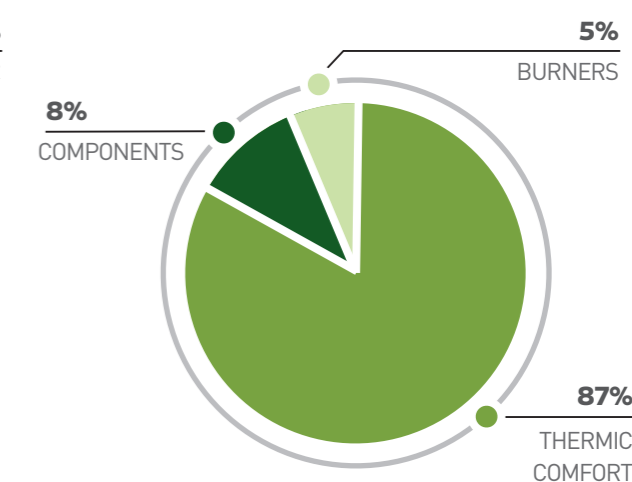
**SALES  
BY BUSINESS SEGMENT**



**EMPLOYEES  
BY GEOGRAPHIC AREA**

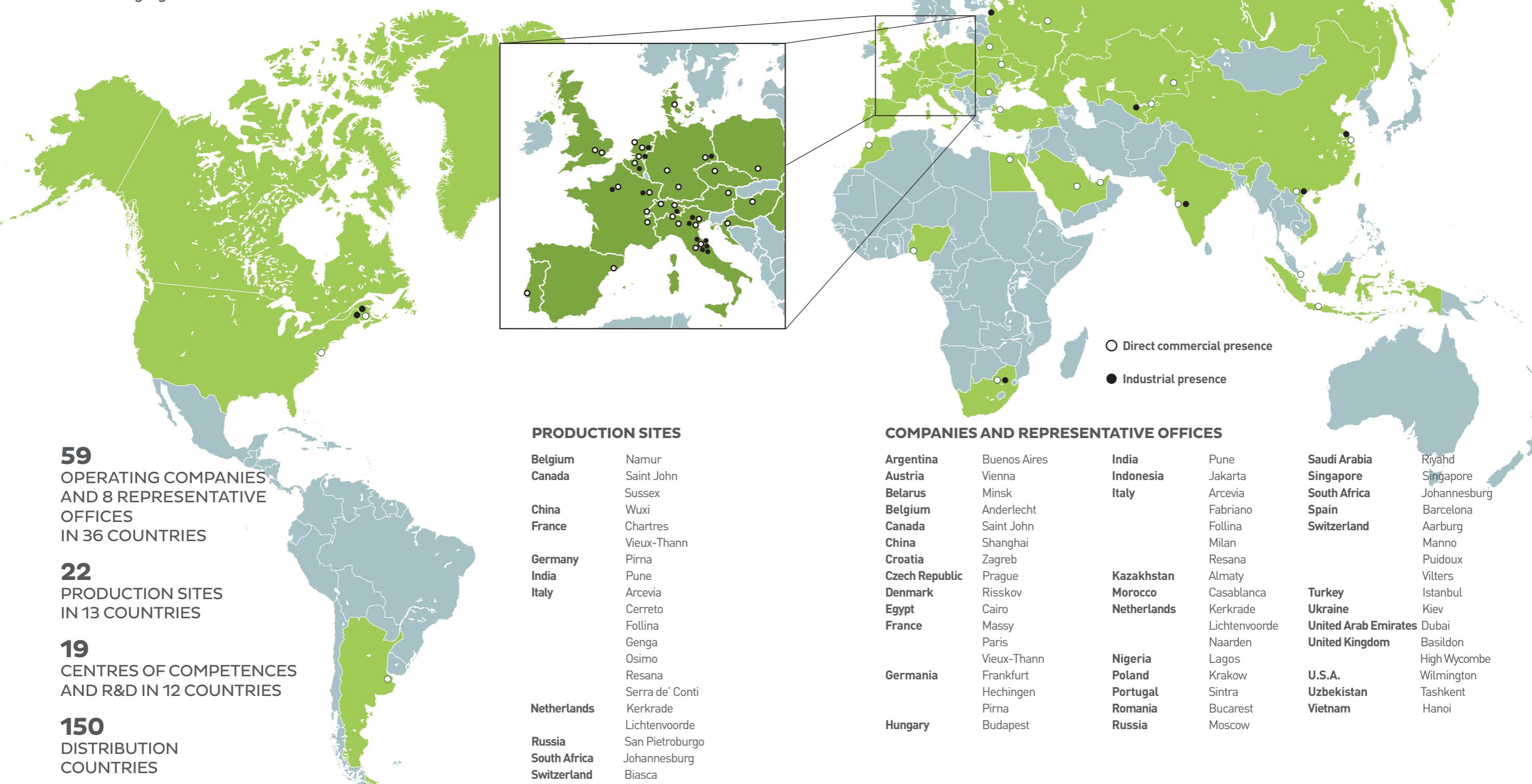


**EMPLOYEES  
BY BUSINESS SEGMENT**



# GLOBAL VISION, LOCAL ACTION

Ariston Thermo is the world's partner in energy efficient thermic comfort, with a strong and long established presence in Europe and emerging countries over time.



**59**  
OPERATING COMPANIES  
AND 8 REPRESENTATIVE  
OFFICES  
IN 36 COUNTRIES

**22**  
PRODUCTION SITES  
IN 13 COUNTRIES

**19**  
CENTRES OF COMPETENCES  
AND R&D IN 12 COUNTRIES

**150**  
DISTRIBUTION  
COUNTRIES

### PRODUCTION SITES

<b>Belgium</b>	Namur
<b>Canada</b>	Saint John Sussex
<b>China</b>	Wuxi
<b>France</b>	Chartres Vieux-Thann
<b>Germany</b>	Pirna
<b>India</b>	Pune
<b>Italy</b>	Arcevia Cerreto Follina Genga Osimo Resana Serra de' Conti
<b>Netherlands</b>	Kerkrade Lichtenvoorde
<b>Russia</b>	San Pietroburgo
<b>South Africa</b>	Johannesburg
<b>Switzerland</b>	Biasca
<b>Uzbekistan</b>	Navoi
<b>Vietnam</b>	Hanoi

### COMPANIES AND REPRESENTATIVE OFFICES

<b>Argentina</b>	Buenos Aires	<b>India</b>	Pune	<b>Saudi Arabia</b>	Riyadh
<b>Austria</b>	Vienna	<b>Indonesia</b>	Jakarta	<b>Singapore</b>	Singapore
<b>Belarus</b>	Minsk	<b>Italy</b>	Arcevia Fabriano Follina Milan Resana	<b>South Africa</b>	Johannesburg
<b>Belgium</b>	Anderlecht			<b>Spain</b>	Barcelona
<b>Canada</b>	Saint John			<b>Switzerland</b>	Aarburg Manno Puidoux Vilters
<b>China</b>	Shanghai				
<b>Croatia</b>	Zagreb	<b>Kazakhstan</b>	Almaty	<b>Turkey</b>	Istanbul
<b>Czech Republic</b>	Prague	<b>Morocco</b>	Casablanca	<b>Ukraine</b>	Kiev
<b>Denmark</b>	Risskov	<b>Netherlands</b>	Kerkrade Lichtenvoorde Naarden	<b>United Arab Emirates</b>	Dubai
<b>Egypt</b>	Cairo			<b>United Kingdom</b>	Basildon High Wycombe Wilmington
<b>France</b>	Massy Paris Vieux-Thann	<b>Nigeria</b>	Lagos	<b>U.S.A.</b>	
		<b>Poland</b>	Krakow	<b>Uzbekistan</b>	Tashkent
<b>Germania</b>	Frankfurt Hechingen Pirna	<b>Portugal</b>	Sintra	<b>Vietnam</b>	Hanoi
<b>Hungary</b>	Budapest	<b>Romania</b>	Bucarest		
		<b>Russia</b>	Moscow		



From 1930 to today

# OUR HISTORY

Over 85 years of growth driven by passion and competence.

**1930**

Aristide Merloni founds the **Industrie Merloni** in the Marche Region of Italy, starting the production of weighing scales.

**1970s**

The Company becomes a leader in the Italian water heater segment and expands into Western Europe's main markets.

**1990s**

By setting up subsidiaries in Eastern Europe and Asia, the Company consolidates its global leadership in heating and water heating: in these years, it acquires **Racold**, the largest water heating company in India, and opens its first wholly owned factory in China.

**2011**

By acquiring **Cipag SA** and **Domotec AG**, Ariston Thermo confirms its leadership in Switzerland in the production, distribution and maintenance of water heating systems.

**2014**

Ariston Thermo acquires **ATAG Heating**, a Dutch highend brand in the heating industry. In the same year, two important transactions are conducted to expand production in the markets enjoying greatest growth: the acquisition of **Heat Tech Geysers**, the second player in the South African market for water heaters, and the inauguration of a new factory in Vietnam, at the forefront in the production of electric water heaters.

**2016**

Ariston Thermo continues growing, through both acquisitions and the achievement of important goals in historical sites: **NTI** – the brand leader in Canada and one of the leaders in the USA in the condensing boiler segment – joins the Group with products and services famous for their quality and reliability, while in Italy the **Arcevia and Osimo plants** win the coveted **World Class Manufacturing** bronze medal.

**1960s**

With nearly 600 employees and 5 plants, the Company starts the production of gas cylinders and electric water heaters. It is during this period of intense growth that the **Ariston brand** is created.

**1980s**

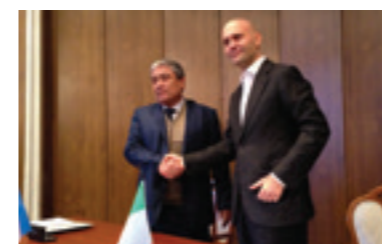
Already a market leader in water heating, the Company enters the heating sector and starts producing boilers.

**2000s**

The Group acquires a number of historical companies and brands in the heating and burner industry, like **Chaffoteaux**, **Elco**, **Cuenod**, **Ecoflam** and **Termogamma SA**, and opens a new factory in Saint Petersburg, Russia. Following this growth, the Group changes its name to **Ariston Thermo** and becomes one of the global leaders in the water and space heating industry, with a full range of products, systems and services.

**2013**

Ariston Thermo finalises the acquisition of **DhE**, an Italian leader in the sector of heating elements for commercial and industrial applications, and enters into a joint venture for manufacturing and selling high-efficiency home heating systems in **Uzbekistan**.

**2015**

The Group opens a new branch, **Ariston Thermo Indonesia**, and debuts on the Danish market with the acquisition of **Gastech-Energi A/S**. The Group also acquires **SPM**, French manufacturer of burners and components. On Ariston Thermo's 20th anniversary in Russia, a new logistics hub is opened in Saint Petersburg.

**today**

**Ariston Thermo is still growing in both emerging and mature markets**, not just by distributing its products, but also with production plants meeting the Group's Quality standards.

A path of continuous growth

# 2016 HIGHLIGHTS

An outstanding year, full of events and awards that strengthen the Group's presence on the most important markets.

## January



Ariston Thermo signs a sponsorship agreement with Galatasaray, Turkey's most famous football team.

## April



Ariston Thermo celebrates the 50th anniversary of the Genga plant, a real showpiece for the Group, at the forefront in the production of water heaters: the site employs 250 people in an area measuring 40,000 m<sup>2</sup> and can produce up to 1,600,000 water heaters per year.

Ariston Thermo, one of the first European countries to enter China, celebrates the 30th anniversary of its presence in the country.

## June



Ariston decides to sensitise its social community to environmental protection and adheres to the UN campaign for World Environment Day 2016, dedicated this year to the battle against the illegal trade in wildlife under the hashtag #WildForLife.

## August



Ariston Vietnam launches the new Aures instant water heater range, characterized by a compact design and excellent performance in terms of energy efficiency, safety and ease of use. The Aures range strengthens Ariston's presence as the leading brand in thermic comfort in Vietnam.

## October



Ariston Thermo reaches and exceeds 1,000,000 fans on its Facebook pages, a record figure making it the group with the largest fanbase in the thermic comfort industry. The social network is playing an increasingly central role in Ariston Thermo's digital strategy: in the last three years, the Group has created several pages to acquire and engage with the consumers of the main markets in which it is present.

## December



The new Ariston international communication campaign is on air on the main media, focussing on innovative, connected products and remote management, solutions that offers to users new standards of comfort and energy saving.

After Arcevia, the Osimo plant too is awarded the WCM bronze medal, an acknowledgement that, outside the automotive industry, few companies in the world can boast.

## March

"Consume less, enjoy more" is the project seeing Ariston and WWF working together in China to promote a sustainable lifestyle and environmental protection. Ariston is the first brand in the thermic comfort industry to cooperate with WWF on the Earth Hour project.

Ariston Thermo is a key exhibitor at the 40th edition of the Mostra Convegno Expocomfort in Milan, with its high-efficiency, renewable energy solutions.



## May

Ariston officially launches the new electric water heaters Ariston Velis Evo and Velis Evo Plus in Paris during an exclusive open day: thanks to the work of the Italian designer Umberto Palermo, the water heater becomes a style element integrating harmoniously with interiors.



## July

The Ariston Thermo Arcevia factory wins the World Class Manufacturing bronze medal, an important recognition for implementing the homonymous methodology that enables the elimination of waste, and improves quality, safety, environmental protection, and the involvement of people.



## September

Ariston Thermo enters the North American market with the brand NTI thanks to its acquisition of NY Thermal, the leader in Canada and one of the leaders in the USA in the market of hydronic condensing boilers for residential and commercial use. With its over 40 year history, NTI is well known on the market and has an excellent reputation for its product and service quality and reliability. The company has its headquarters in New Brunswick, Canada, where it employs around 120 people and has two production plants.



## November

Ariston Thermo Vietnam launches an in-house fund-raising and material assistance campaign to support people suffering from two devastating floods in some central regions of the country. The funding of this initiative, called "Helping Hands", has been directly given to suffered victims by Ariston Thermo Vietnam volunteers.



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## **OUR COMMITMENT TO ENERGY EFFICIENCY**

Sustainable products and solutions to reduce consumption and protect the environment.



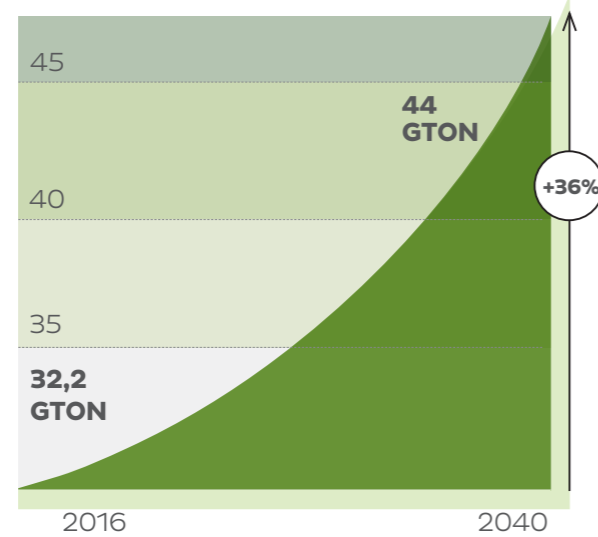
The global scenario

# THE ENERGY CHALLENGE IN THE SECTOR OF THERMIC COMFORT

The world's energy consumption is increasing, and with it CO<sub>2</sub> emissions: the planet's environmental sustainability is at risk.

Every year, both domestic and commercial global consumption of primary energy increases proportionally to the social, economic and industrial development of emerging countries, and adds to the already significant consumption of Western countries.

## GLOBAL CO<sub>2</sub> EMISSIONS

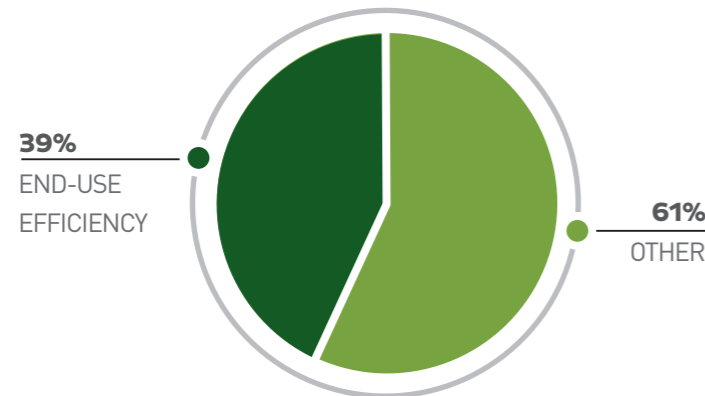


Source: World Energy Outlook, IEA 2016

### • Rising consumption causes higher CO<sub>2</sub> emissions.

The most recent estimates on the amount of global CO<sub>2</sub> emitted into the atmosphere, as a direct consequence of energy consumption, show an increase from 32.2 Gton/year in 2016 to about 44 Gton/year in 2040, absent regulatory interventions. Such an increase would seriously put environmental sustainability at risk.

## AREAS OF INTERVENTION TO CURB CO<sub>2</sub>



Source: World Energy Outlook, IEA 2016

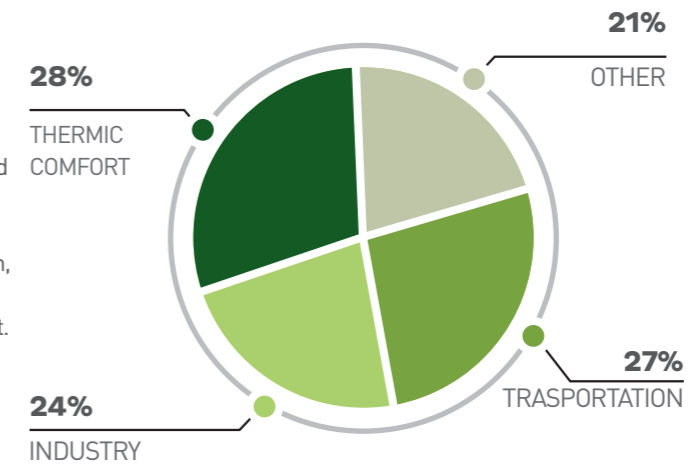
### • Energy efficiency represents the main intervention to curb CO<sub>2</sub>.

According to the 2016 report of the International Energy Agency, if we consider the total number of possible areas of intervention for curbing CO<sub>2</sub> emissions by 2040, 39% derives from the energy efficiency of products used by end users. More efficient products can contribute to substantially reducing the forecast increase in annual emissions.

### • In Europe, thermic comfort accounts for 28% of total energy consumption.

Analysing Europe alone, energy consumption and the related emissions are caused by three main areas: 24% is attributable to the industrial sector, 27% to transportation, and 28% to domestic and commercial thermic comfort.

## ENERGY CONSUMPTION IN EUROPE BY SECTOR

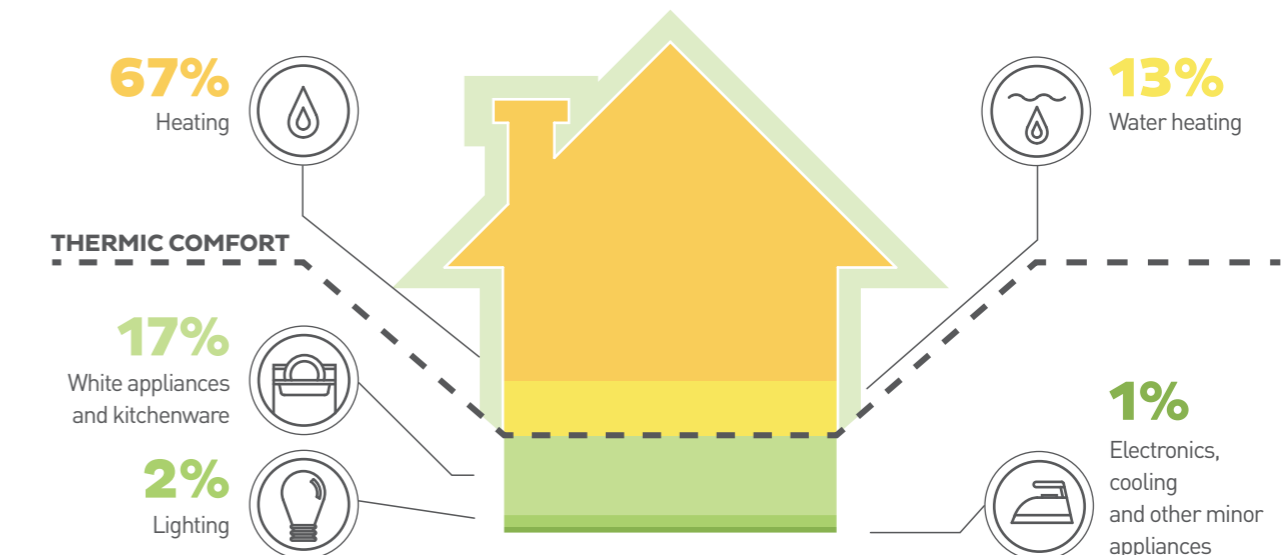


Source: IEA 2016 and in-house estimates

### • 80% of residential energy consumption is for thermic comfort.

Thermic comfort is particularly important in residential energy consumption. On average, final energy consumption for domestic heating represents approximately 67% of total consumption, and increases up to 80% if energy consumption for water heating is considered.

## AVERAGE RESIDENTIAL ENERGY CONSUMPTION: Western Europe



Source: Enerdata 2016 and in-house estimates

A significant contribution

# OBJECTIVE: SUSTAINABLE EFFICIENCY

Efficient products and processes can make a decisive contribution to reducing energy consumption and environmental impact without sacrificing comfort. Ariston Thermo intends to play a lead role in this scenario.

Being aware of the impact that its industry produces in terms of energy consumption and atmospheric emissions, Ariston Thermo has placed energy efficiency at the heart of its sustainable growth strategy.



## THE GROUP'S PRIORITIES

### PRODUCTS

Ariston Thermo offers a wide range of highly energy efficient products which reduce consumption compared to traditional systems and guarantee top level performance for maximum comfort.

The Group develops and produces solutions which harness renewable energy sources: solar thermal systems and heat pumps derive clean energy from the sun and air to heat spaces and produce hot water.

### PROCESSES AND PEOPLE

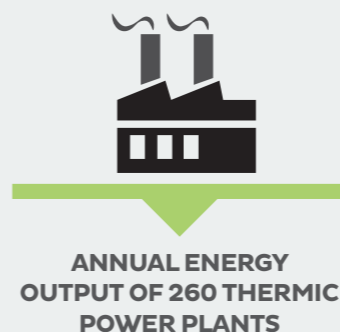
Ariston Thermo invests in the efficient and responsible management of its production processes, improving environmental performance by scrupulously controlling the impact of activities and services. The Group is continuously optimising energy consumption and the reuse of processing waste.

Personnel's training and maximum attention to safety are the Group's priorities in all its activities.

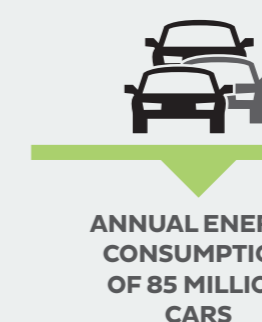
THE HYPOTHETICAL REPLACEMENT OF THE PRODUCTS INSTALLED IN EUROPE WITH NEW ARISTON THERMO HIGH-EFFICIENCY, RENEWABLE ENERGY TECHNOLOGIES WOULD ENABLE AVERAGE CONSUMPTION SAVINGS OF 35%<sup>(1)</sup>, PROVIDING THE SAME COMFORT, WITH A POTENTIAL IMPACT OF:



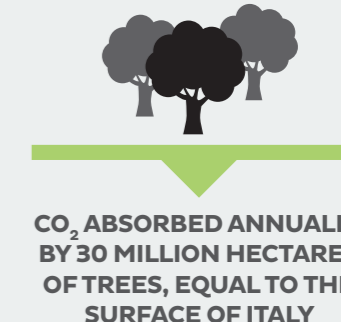
For a total exceeding  
**1.000 TWh**  
equal to



(800 MWp power plant, operating 5,000 hours per year)



(B-segment car travelling 15,000 km per year)



(1 ha = 500 trees, 1 tree absorbs 12 kg of CO<sub>2</sub> per year)

<sup>1)</sup> Based on the primary energy consumption data, considering the average installed base in the EU, mainly consisting in electric and gas-fired products.

By 2020, the Group aims to carry out 80% of its business with high-efficiency or renewable energy solutions. Ariston Thermo's ability to combine energy efficiency, innovation and design, is contributing to shape the future of thermic comfort.

**80%**  
HIGH EFFICIENCY  
RENEWABLES  
BY 2020

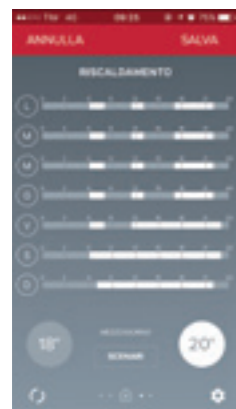
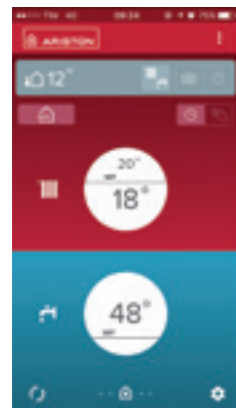
**IN 2016 WE REACHED 54%.**

The future of thermic comfort

# CONNECTIVITY: COMFORT AND SAVINGS

Ariston Thermo believes in innovation at the service of domestic technology and commits to developing increasingly more advanced and user-friendly connectivity solutions, in order to offer its customers maximum comfort at all times, savings right at hand, and the assurance of an effective support service, even remotely.

Ariston Thermo offers a wide range of connected products, systems and services to manage heating, cooling and the production of hot water. Smart thermostats and products with integrated Wi-Fi technology for thermic comfort. Always.



Ariston Thermo believes in **connectivity as a tool for a true domestic ecosystem**, a single environment where objects communicate with each other, with customers and with the support service to offer an exceptional user experience,

guaranteeing maximum safety and energy efficiency. The future is the networked management of an ecosystem through connectivity solutions with **a single, simple, intuitive interface**, enabling not only the control of single components,

but also the integrated monitoring of the entire system to maximise efficiency, and reduce consumption and environmental impact. **For Ariston Thermo, the great energy savings challenge is an opportunity for growth and innovation.**

## Connectivity described by our customers



### “HOT WATER READY AT ALL TIMES” Lien W. - China - Velis Evo Plus water heater

“With a simple App I can manage my water heater functions intuitively, from my smartphone and computer, wherever I am. I can switch it on or off, set the number of showers required, or even just keep the situation under control. No more inconveniences: with just a few gestures I **have hot water guaranteed for the whole family at all times**”.



### “A SAVINGS INSTRUMENT” PAOLA C. - Italy - Ariston Genus Premium Net boiler

“The application enables me to **avoid waste**, managing my system from remote based on my times; and it also gives me a detailed analysis of my energy consumption, something the bill does not do. That was the surprise: it taught me to pay attention to my boiler management habits and to adopt “healthier” behaviours – both for my wallet and the environment”.



### “THE BENEFITS OF A REMOTE TECHNICIAN” JAVIER A. - Spain - Clas Premium Net boiler

“I am often away on business, and the App enables me to keep an eye on the house even if I’m far away. I am relaxed, as I know I’m not the only one monitoring my system from remote: **my technician is constantly informed of how it is working** and, in case of need, he can connect to my system through a web portal in order to check it and, if needed, to take action from remote, without having to arrange an appointment with me”.

## A PEEK AT THE FUTURE

Ariston Thermo Innovative Technologies is now with us; this **research, development and innovation pole** has an ambitious objective: **to look at the future of thermic comfort with increasingly more sustainable and cutting-edge solutions available to all consumers.** Ariston Thermo experts, external



engineers, young talents and universities work together to create innovation, from the futuristic idea to the mass product which becomes

part of our daily lives. The objective of Ariston Thermo Innovative Technologies is to identify and select technologies that in a three-five year period can become accessible to a vast public at sustainable costs, with a focus on reducing energy consumption and increasing the use of connectivity systems.

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## **EXCELLENT PERFORMANCE ACROSS ALL OPERATIONS**

We are continuously working to improve the quality of products and services for our customers.



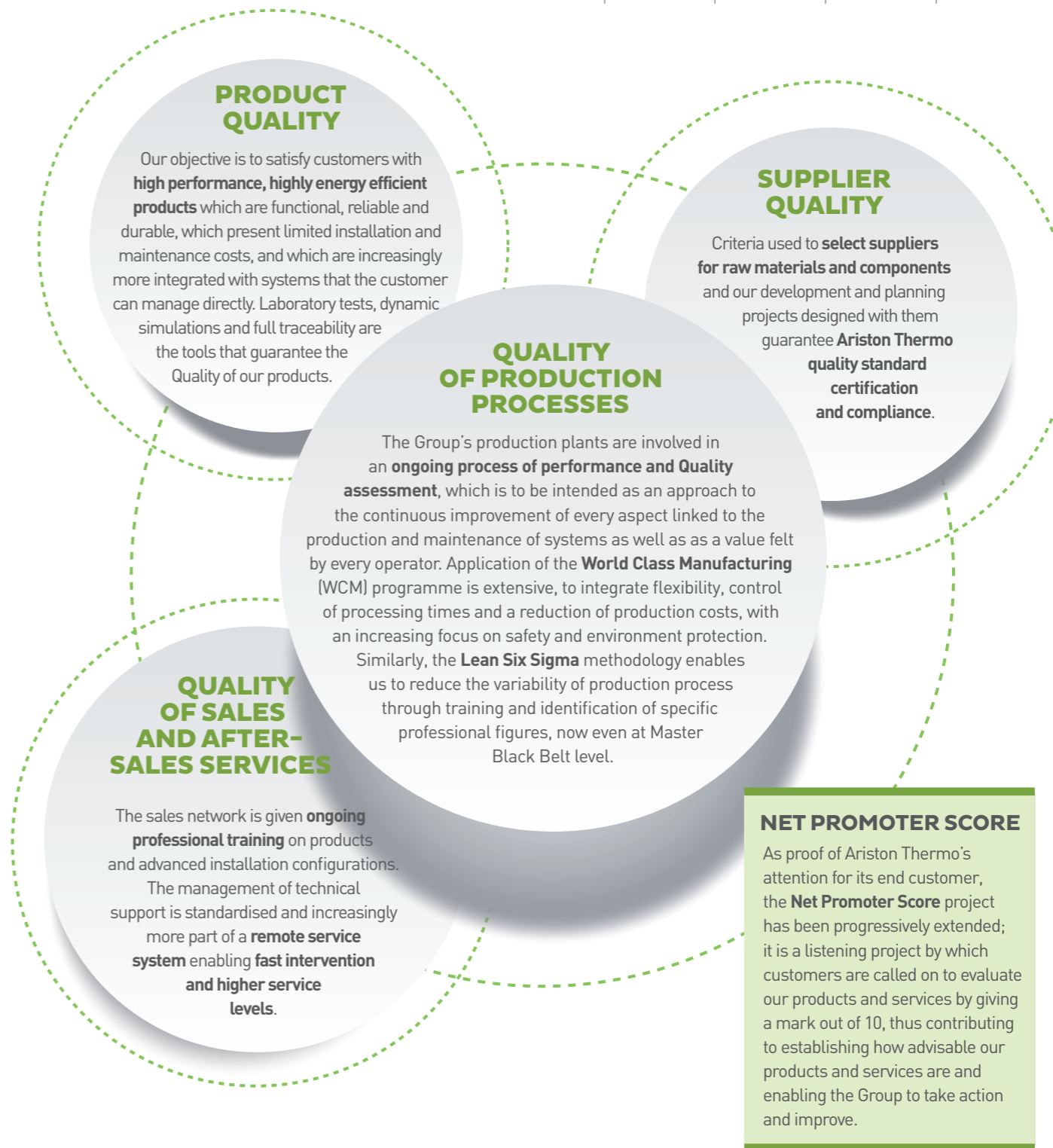
Passion for excellence

# BEYOND CUSTOMERS' EXPECTATIONS

The Quality culture is not limited to designing and manufacturing products. It involves all business processes, from supplier management to support services, in order to continuously improve our customers' experience.



We listened to over **50,000** consumers in the last four years to improve our products and services. Our long-running habit of listening to our customers through market research and focus groups is an integral part to our pursuit of excellence: they give witness to the high **Quality of our brands and products** and thanks to them Ariston Thermo is able to continuously improve.



## STRATEGIES OF EXCELLENCE

Application of strategies like *Early Feedback*, an **alert system active for all production process stages**, as well as intensive **training** have enabled a considerable reduction in technical support.

## A UNIFIED SUPPORT SYSTEM

In the last year, the Group has adopted a unified support service management system which, through an App, allows it to **identify product anomalies, decide the type of action to be taken, and order spare parts.**

## CONTROL OF INSTALLATIONS

The **census of installations** allows for quantitative and qualitative evaluation of the support service and enables the company to **offer customers targeted maintenance services, guarantee extension and system replacements.**

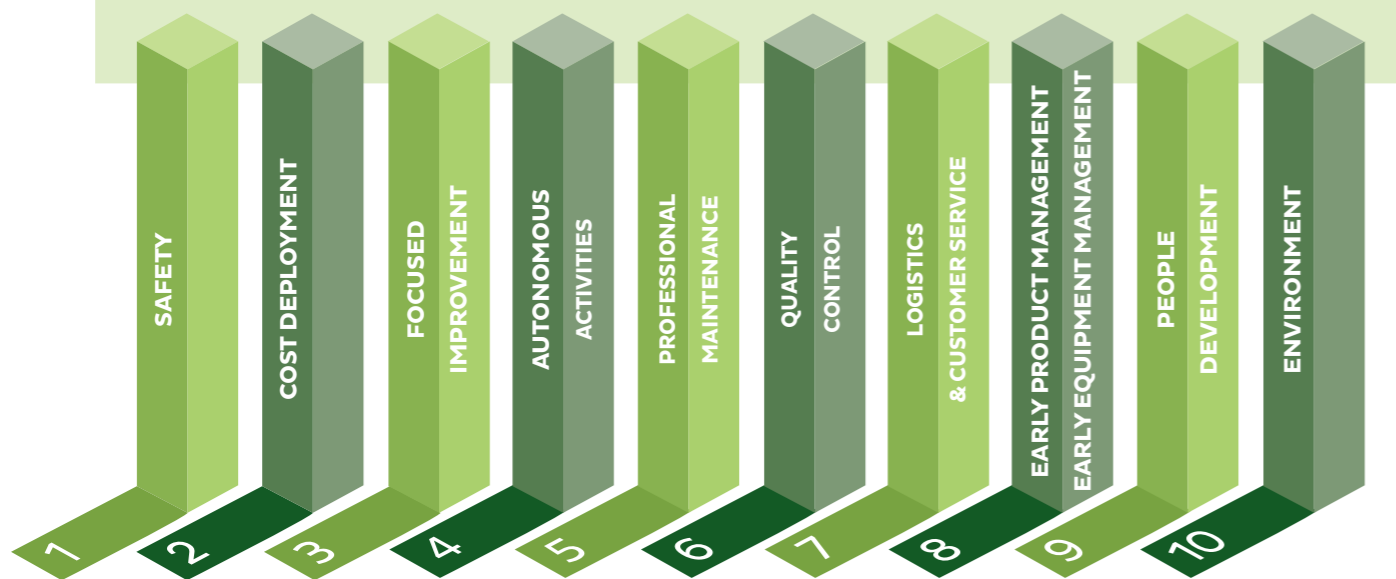


Industrial excellence

# WORLD CLASS MANUFACTURING

In its factories, Ariston Thermo applies the WCM methodology to continuously improve productivity and the Quality of products and services, guaranteeing safety and environmental protection.

## WORLD CLASS MANUFACTURING



## THE MAIN ADVANTAGES OF WCM IN ARISTON THERMO

- Customers receive a **high-Quality product and service** ensuring immediate feedback
  - Operators receive better **training** and work in a **more comfortable and safer environment**
- Significant reduction of the **environmental impact** of the plants
  - **Energy efficiency** is systematically monitored
- Optimised procurement of raw materials, **rotation of inventories** and work shifts
  - **More effective internal handling** of raw materials and **more efficient external transportation**



### BEST PRACTICE

Applying World Class Manufacturing implies effective use of automation and ongoing improvement of all processes, based on quality, environment and safety.

## WCM IN GROUP'S FACTORIES

The World Class Manufacturing methodology, implemented in 2010, is now operational in 13 plants; it provides an integrated system of standardised tools, designed

to **standardise processes, eliminating waste and improving quality, safety, environmental protection and people involvement.** World Class is a **constantly evolving**

**programme** that not only is improving the current service level, but also provides medium/long term perspectives, consistent with future industrial challenges.

## EXAMPLES OF EXCELLENCE

### ARCEVIA AND OSIMO: WCM BRONZE MEDALS



The Ariston Thermo factories of Arcevia and Osimo have won the bronze medal, corresponding to 50 points on the World Class Manufacturing scale: an important acknowledgement, considering that, outside the automotive industries, few factories worldwide have achieved this result.

### GENGA CELEBRATES ITS 50TH ANNIVERSARY



The historical Genga plant celebrates its 50th anniversary. Fully active since 1966, the site is at the forefront of sustainable production processes and currently employs 250 people in an area of about 40,000 m<sup>2</sup>, with a production capacity of 1.6 million water heaters per year.

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## PEOPLE AND PLACES AT THE CENTRE OF OUR BUSINESS

The leadership of Ariston Thermo is based on the work of motivated, qualified people who are well aware of the social responsibility of their actions.



Scouting talent, developing careers

# THE VALUE OF PEOPLE

Determination, spirit of initiative and openness to different cultures are the characteristics that Ariston Thermo seeks when selecting new talents and that enhances in its own human resources, so that each can trace out their own most appropriate path towards growth. Investing in the growth of our people means investing in the development of our business.

The Ariston Thermo universe turns on **solid and enduring values**.

Values that **the entire Group acknowledges**.



Integrity, People, Excellence, Customers and Sustainability are the cornerstones of **Ariston Thermo's universe** - the principles we believe in, and draw on, every day in our pursuit of excellence.

## OUR PEOPLE HAVE SOMETHING MORE. DO YOU?

**Internationalism, entrepreneurial spirit, determination and ongoing improvement identify our Group.** Ariston Thermo valorises and promotes proactivity, individual initiative, and interaction between different cultures, in order to offer young talents and the best professionals on the market great growth opportunities.

### LEAD BUSINESS

Ability to guide the company with foresight and spirit of initiative, always centred on customers

### LEAD CHANGE

Ability to guide the company towards change and innovation, responsibly

### LEAD PEOPLE

Ability to involve people in a collaborative, sharing environment

## THE PILLARS OF HUMAN RESOURCES



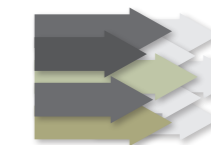
### COLLABORATION WITH UNIVERSITIES

Ariston Thermo takes part in **orientation and selection initiatives in the best Italian and international universities**, so that innovation and technical skills emerge straight away.



### SELECTION OF TALENTS

Ariston Thermo is always searching for talents: the selection and appraisal processes are consistent with the company's leadership model and aim at identifying fundamental skills to excel on the market.



### TRAINING AND DEVELOPMENT

Both the young talents and the best professionals operating in the company follow **training and growth paths, also through international projects**.



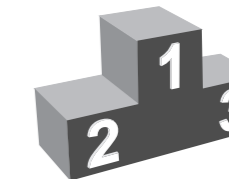
### INTERNATIONALISM

The Group's international dimension enables precious **sharing of know-how, knowledge and values, for in-depth understanding of evolving markets and cultures**.



### PERFORMANCE APPRAISAL

**Results achieved and organisational conduct** implemented - like priority definition, problem solving, and team management skills - enable appraisal of people's performance.



### MERITOCRACY

Ariston Thermo works to outline the best growth path for each person, correlated to competencies and results achieved. **Recognising merit is a Group priority**.

Aristide Merloni Foundation

# TOGETHER TO PROMOTE BUSINESS AND CULTURE

Economics and culture are the two pillars of the Aristide Merloni Foundation, serving its local area for over 50 years.

## IN SUPPORT OF ENTREPRENEURSHIP

The Aristide Merloni Foundation has always been committed to support and develop the organisational-entrepreneurial factor as the true driver of growth, whether for existing businesses or start-ups.

### TRAINING INITIATIVES

35 entrepreneurs, professionals and start-uppers were dedicated the second edition of "Missione impresa", the laboratory promoting entrepreneurship organised by the Foundation together with Confindustria Ancona, aimed at making enterprises aware of the **strategic importance of social media marketing through the correct use of digital tools**. During the year, the Foundation also organised a Master's to acquire competencies in **Europlanning**, in order to accompany firms towards accessing direct and indirect management 2014-2020 European funds.

### COMPANY OBSERVATORY

The Marche company ranking system is now 30 years old; this anniversary was the chance to announce **the publication in digital format of all rankings and free access to the Company Observatory database**, as a tool for researchers, analysts and entrepreneurs. On that occasion, Ariston Thermo Group was acknowledged as the "most global" Group of the Marche, strongly internationalised and competitive while being firmly rooted in the territory.

### THE SCIENTIFIC COMMITTEE

The Scientific Committee was set up in 2016; it reflects **the international opening to innovation and growth** dear to the Foundation and its members include: **Enrico Letta** as president, Joaquín Almunia, European commissioner for competition from 2010 to 2014,



**Maria Chiara Carrozza**, university professor of industrial bioengineering, **Ferruccio de Bortoli**, president of the publishing house Longanesi, **Andrea Gavosto** of the Giovanni Agnelli Foundation, **Luigi Gubitosi**, Operating Partner of Advent International fund, **Daniel Gros** of the Centre for European Policy Studies (CEPS), **Chen Zhimin** of the Fudan University of Shanghai, **Sultan Al Mansoori**, Minister of Economy of the UAE, and **Giovanni Gorno Tempini**, president of the Fiera Milano Foundation. The Committee identified three guidelines for the next three-year period: growth and innovation in the energy sector and Fabriano Creative City UNESCO.

## PROJECTS FOR CULTURE

In October 2016, Fabriano hosted "Luogo Comune" (Common Place), three days of **events and reflections on the town, to re-think the space of our collective identity** through meetings, poetry, concerts and exhibitions, and to **promote the meeting of managerial and digital talents** with Hackreativity, a non-stop digital marathon.



**THE HISTORICAL ARCHIVE.** Memory is a collective, priceless heritage: the historical archive of Ariston Thermo – born from the collaboration between the company and the Foundation – is born to narrate a family and a company that have written an important chapter in Italian industrial history.

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

*Aristide Merloni*

Support for local communities

# SOCIAL RESPONSIBILITY

Attention to the needs of local communities, in all of the countries where the Group operates, is a necessary requisite for our doing business. Here are some examples of initiatives we took in 2016.

## ITALY

### Bilingual education centre for children from 3 to 6

Born from an idea of Francesco Merloni and supported by Ariston Thermo, "Iris Garden", an avant-garde Italian-English nursery school equipped with considerable digital tools, has been set up in Fabriano, Marche, to build up children's language skills and as a structure for sports and art, music, science and technology laboratories. The school, operational up to 11 hours a day to support working parents, aims to prepare the new generations for a borderless future, rich in incentives.



At a first stage, the nursery school teachers of 4 regions received free training with European level teaching in order to be able to teach children to acquire awareness of energy efficiency; the children were then involved in a drawing competition on the subject, and the best drawings received toys as prizes. For this programme, Ariston Thermo collaborated with the association Energiaklub, the country's most famous NGO.

devastating floods that hit the area between the end of October and the beginning of November. Help collected through this initiative, called "Helping Hands", was then delivered to local populations directly by a team of Ariston Thermo volunteers. Despite the difficult road conditions, volunteers were able to reach the two districts of Huong Khe (Ha Tinh) and Le Thuy (Quang Binh) and deliver 400 parcels containing food and other relief goods.

## HUNGARY

### Energy efficiency at school

In Hungary, Ariston Thermo has launched a new national programme to promote energy efficiency awareness in younger generations.



## VIETNAM

### "Helping hands"

Ariston Thermo Vietnam has launched an intense internal collection campaign for funds and relief goods to support the populations of some of the country's central regions, affected by two



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## BRANDS AND PRODUCTS

Brands of excellence and high-performance and low-consumption products.





# ARISTON

## COMFORT ALWAYS ON

Ariston is the trusted brand designed to let people enjoy every precious moment they spend at home with their family. Day after day.



Thanks to its global expertise and deep understanding of consumers' needs, it has been consistently greeted with trust by millions of families around the world, for over 50 years, selling products in more than 150 countries.

### EVERLASTING QUALITY

100% quality and safety checked and tested, made to last for longer

### ADVANCED PERFORMANCE

The ultimate technologies and smart connectivity for thermic home comfort and energy efficiency

### ITALIAN STYLE

Products developed with Italian designers, with attention to details and aesthetics

### Global expertise, worldwide leadership

The global specialist in thermic comfort with a unique expertise and cutting edge innovations in heating and water heating products



### CONNECTIVITY

Ariston products are just smarter. Heating, water heating and conditioning systems can be controlled through Apps and smartphones. Connectivity is an advanced way to have domestic comfort under control, to optimize energy consumption and to rely on prompt support.



### HOT WATER

Ariston is a leader in water heating, with a complete range of high efficiency electric and gas-fired water heaters. Fast water heating capacity and total safety for products that are constantly more smart, capable of learning users' habits and optimising consumption.



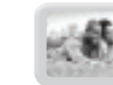
### HEATING

Ariston is an international leader in heating with a range of condensing boilers that represent the industry's top technological evolution. The integration of advanced temperature control and remote control systems enables the operation of these systems to be optimised with great simplicity, creating comfort and energy savings.



### RENEWABLES

Ariston heat pumps are reaching new efficiency standards by using the heat of the air as a renewable source to obtain maximum thermic comfort and reduce energy consumption. Ariston solar collectors and thermic systems are complete and renewable solutions, which capture energy from the sun to ensure true well-being: quality of life in harmony with the environment.



The premium heating solution provider which covers, by first class service, the needs of the consumers during the entire life cycle of systems and products.

### AEROTOP® S

Die Stille genießen - mit der leisesten Luft-Wasser-Wärmepumpe für die Innenaufstellung



Leise, leiser, AEROTOP® S: Dank dem ELCO Noise Reduction System der innen aufgestellten Luft-Wasser-Wärmepumpe sind Ihnen Momente der absoluten Ruhe garantiert. Sie ist sogar so leise wie ein Kühlschrank und eröffnet dadurch ganz neue Möglichkeiten bei der Platzierung im Gebäude. Zudem gilt die einzigartige Luft-Wasser-Wärmepumpe bereits heute als neue Referenz für höchste Effizienz und Ressourcenschonung. [www.aerotop-s.com](http://www.aerotop-s.com)



## POWERED BY SOLUTIONS!

Since 1928 Elco is a European leading brand that proposes smart solutions and technologies designed to meet the needs of any domestic and commercial project, ensuring maximum energy saving.

### High-quality consulting, products, systems and services

For decades Elco has been at the forefront of burner, condensing boiler and solar technology, installing over 1.7 million heating systems throughout Europe.



### CONNECTIVITY

Homes are becoming smarter, so Elco products and systems are cleverly developed to allow our customers control their heating and hot water at the click of a button. An easy to use mobile App allows customers to have full control over their heating system, including increasing or decreasing the room temperature, plus setting the holiday function.



### DOMESTIC HEATING SOLUTIONS

Elco condensing gas boilers are characterised by best-in-class efficiency (A, A+) and emission performances and can be integrated with renewable sources. Our heat pump range is one of the quietest in the market with excellent efficiency performances (A++, A+++).



### COMMERCIAL HEATING SOLUTIONS

Elco provides one of the best range of condensing gas, cogeneration and oil boilers in the market, up to 2 MW of power with a single unit and with cascade possibilities. It is characterised by best-in-class efficiency, emission performances and compact dimensions that make them the ideal solutions for renovation.



### SERVICES

A full range of applications and customised solutions for both commercial and domestic installations. A first class service team provides 365 days a year, 24 hours a day, 7 days a week technical support to ensure that our customers' heating systems work reliably and efficiently for their entire life.



# Chaffoteaux

Chaffoteaux has always been and will continue to be engaged in simplifying the professional operators' work by developing an evolutionary offer integrating all sources of energy. This offer guarantees accessible and eco-performing heating and hot water solutions.



## MASTER THE BEST OF EVERY ENERGY

For more than a century, Chaffoteaux has been making the difference by giving access to thermic comfort to millions of people every day. Precursor in the development of multi-energy solutions, Chaffoteaux is proud to share with its customers more than 100 years of proximity to markets and of innovations for tomorrow.

Chaffoteaux offers a complete range of heating and hot water multi-energy solutions, using the latest technological innovations in energy performance, resource management and energy savings.



### CONNECTIVITY

Together with internal R&D teams, we work to anticipate future needs by providing high-performance connected solutions. ChaffoLink is a technological revolution that allows the end user to remote control its heating system and adapt energy consumption to his needs. For professional installers and maintenance companies, it offers 24/7 access to the equipment, enabling telediagnostic and predictiveness.



### RENEWABLE ENERGY SOLUTIONS

Outside air is the main energy source for two ranges of products, Arianext and Arianext S heating heat pumps and Aquanext heat pump water heaters: top energy performance, excellent noise comfort and significant energy savings. Solar panels and solar tanks use renewable energy to ensure up to 70% annual energy savings in domestic hot water production.



### WALL HUNG AND FLOOR-STANDING BOILERS

Chaffoteaux offers a complete range of wall hung or floor-standing boilers, to cover all needs in individual and collective housing. Allowing up to 30% energy savings, high efficiency boilers offer optimal heating and domestic hot water comfort in a compact size equipment.



### ELECTRIC WATER HEATERS

Chaffoteaux is dedicated to providing accessible, low maintenance and efficient solutions. Since its beginnings, the brand has continuously brought innovation to its range of products and offers today, thanks to a rigorous control and the quality of the components, the best technology for a new generation of water heaters.



# ATAG

ATAG keeps innovating in durable energy technologies, working from its core competence: high efficiency boilers. Its growth is based on a strong focus on customers.



## DOMESTIC BOILERS

Combination boilers from 20 to 51 kW based on high efficiency and low energy costs. They are equipped with an exclusive ATAG innovation, the Economizer, based on re-using the heat of the flue gasses, which allows the highest efficiency and lowest energy-consumption.

## COMMERCIAL BOILERS

The commercial boiler range varies from 65 kW to 960 kW output. Independent modules - installed in-line, back-to-back, wall-mounted or freestanding - or as a cascade arrangement. Maximum output with the minimum emission, minimum footprint and lowest lifetime costs.

## CONTROLS

A range of controls is available from single domestic use to multiple boiler installations with zone controls. ATAG One is the latest innovation and it controls the room temperature via remote control with a tablet, desktop or smartphone.

## SOLAR SYSTEMS

ATAG solar systems convert light into heat via the thermal solar technology. In this way, solar energy is transferred into water heating. ATAG supply a range of solar boilers, cylinders and flat plate solar panels.

# Racold

## Reborn Everyday With Hot Water

India's largest water heating solutions provider. Achieving customer delight by providing water heating solutions with a customer centric approach.



## ELECTRIC WATER HEATERS

Racold's electric water heaters are energy efficient, innovative and best in class for storage and instant water heating solutions. Our products have intelligence to understand you and helps you to #SmartSmart your mornings.

## GAS WATER HEATERS

Racold's gas water heaters are "hot on technology". They offer double safety, child lock, 85% heating efficiency, digital display, auto protection, season selection and above all 2 years of warranty.

## SOLAR WATER HEATERS

Racold offers end-to-end solar water heating solutions to suit various requirements in different markets. We provide customized solutions for industrial, residential, health care, educational and special applications.

## HEAT PUMP WATER HEATERS

Heat pumps allow to save up to 70% of the electricity bills. They have an intelligent controller, a high efficiency compressor, a titanium tank and quick heating technology.



Our commitment is to make our customers as successful as possible and provide them the ultimate in quality products and outstanding customer support. Success is an enjoyable journey, not a destination.



### GAS BOILERS

High efficiency gas boilers integrating innovative heat exchange technologies with superior controls to maximize comfort and savings. Domestic - 57 to 200 MBH (17-59 kW). Commercial - 250 to 800 MBH (73-234 kW).

### WHOLE HOME SYSTEMS

NTI whole home systems combine multiple elements of a home heating system into a single appliance, reducing installation costs, footprint and environmental impact.

### LEGACY BOILERS

NTI's line of oil and wood boilers have stood the test of time and provide years of worry-free comfort. Efficient, compact and easily serviceable, they provide a range of trusted solutions.

### WATER HEATERS

NTI provides a complete range of water heating systems from instantaneous to storage to solar. Rapid heatings ensures prompt hot water delivery without compromising safety.

## COMPONENTS



The heart of electric appliances

are brands of Thermowatt Group

For more than 50 years Thermowatt delivers high quality and innovative components for the electric appliances industry helping its customers building unique and effective product portfolios.



### HEATING ELEMENTS AND THERMOSTATS FOR

#### ELECTRIC WATER HEATING

- Storage Water Heaters
- Instantaneous Water Heaters
- Commercial Water Heaters
- Solar Water Heaters

#### HOUSEHOLD APPLIANCES

- Washing Machines
- Ovens
- Dishwashers
- Dryers

#### PROFESSIONAL APPLIANCES

- Catering Equipment
- Professional Laundry
- Coffee Machines
- Refrigeration

#### INDUSTRIAL APPLICATIONS

- Plastic Moulding
- Industrial Processes
- Oil & Gas
- Chemical and Pharmaceuticals

## BURNERS

elco

CUENOD

Ecoflam

Innovation and reliability, energy and care for the environment.  
The best technologies for a range of burners going from 11 kW to 80 MW.



### ELCO

Continuously searching for new technological solutions, Elco makes top performance burners for heating and industry, offering a vast range of services that can establish a lasting relationship with customers. Range up to 80 MW.

### CUENOD

With more than a century's experience in designing and manufacturing burners, Cuenod is still evolving its technologies to offer comfort, safety and reliability, whilst guaranteeing environmental protection.

### ECOFLAM

Personalised solutions for any type of application. The flexibility of Ecoflam solutions has enabled the creation of a range of highly customisable products: from 12kW to 34 MW.

### INTERNATIONAL PRESENCE

Present in over 100 countries, we develop cutting-edge combustion technologies, satisfying the strictest local regulations; that is the case, for example, of the Ultra Low NOx products, developed in response to specific market requirements.



## CENTRAL OFFICES

### Ariston Thermo

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## THERMIC COMFORT DIVISION

### Ariston brand

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### Elco brand

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T. +49 7471 187-0  
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### Chaffoteaux brand

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info@atagverwarming.com  
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marketing@racold.com  
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### NTI brand

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T. + 1-800-688-2575  
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## COMPONENTS DIVISION

### Thermowatt brand

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## BURNERS DIVISION

### Elco, Cuenod, Ecoflam brands

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contact@elco-burners.com  
elco-burners.com  
post@cuenod.com  
cuenod.com  
export@ecoflam-burners.com  
ecoflam-burners.com