



innventure

Innventure[®] Presentation

March 19, 2026

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Disclaimer (cont.)

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Disclaimer (cont.)

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Innventure[®] – A Technology Commercialization Company

Innventure finds, funds, operates, and scales companies in strategic collaboration with multinational corporations (“MNCs”). We source technology solutions from R&D teams, channel partners, and innovation networks seeking value from their innovations and who believe Innventure's model presents a promising alternative for achieving the full commercial potential of the technology.


A

Who We Are

A company that collaborates with MNCs and seeks to create businesses that we believe have the potential to achieve target enterprise values of \$1B+

B

What We Offer

Valued collaborator to MNCs that commercializes technologies with anticipated market needs, offering strategic benefit to the MNCs upon adoption of the technologies

C

How We Identify Opportunities

Proprietary DownSelect™ analysis has the potential to reduce failure rate and enhance economic return profile

D

MNC Technology Solution Relationships

Extensive pipeline of technologies from relationships with MNCs that have a combined enterprise value of nearly \$127.5 billion⁽¹⁾ across numerous industries





E

Focus on Growth




History of value creation across various validated high demand technology solutions⁽²⁾

A Innventure® at a Glance

Innventure finds, funds, and operates companies around transformative, sustainable technology solutions in collaboration with multinational corporations (MNCs), channel partners, or innovation networks.

-  Leveraging market data from MNCs, Innventure identifies technology solutions that present opportunities to launch businesses that we believe have the potential to achieve enterprise values of \$1B+
-  Innventure acquires or licenses technology solutions, funds the commercialization, and launches and scales new "Innventure Companies"
-  Innventure has an established network of MNCs interested in collaborating with Innventure to monetize new technology solutions
-  Innventure maintains control as part of a "Disruptive Conglomerate Model"

Four companies launched since Innventure's inception: PureCycle Technologies (Nasdaq: PCT), AeroFlexx, Accelsius, and Refinity

	2015	2018	2022	2024	2026+
Innventure Company	 PURECYCLE ⁽¹⁾ <small>NASDAQ: PCT</small>	AEROFLEXX	 ACCÆLSIUS	 refinity	New Company #5, #6, ...
Technology	Polypropylene Recycling	Liquids Packaging	Thermal Management	Waste-to-Value Recycling	Technology #5, #6, ...
MNC Collaborator	Procter & Gamble	Procter & Gamble	Nokia	Dow	Numerous MNC Collaborators

(1) PureCycle Technologies became public in 2021 (Nasdaq "PCT"); Innventure no longer has an economic interest in PCT.

A Why Innventure[®] is at an Inflection Point⁽¹⁾



- **\$50M+ in Q1 2026 bookings** from operating companies, signaling commercial inflection point
- **Accelsius projected to be cash flow positive by YE 2026**; Innventure targeting consolidated cash flow positivity in 2028
- **AeroFlexx and Refinity launching direct capital raises** as they reach commercial and technical inflection points
- **Corporate capital requirements are materially reduced** through direct capital formation and declining general and administrative expenses
- **Board increasing number and percentage of independent directors**

A Why Innventure[®] is at an Inflection Point

Following Innventure's deSPAC, Accelsius became the natural centerpiece of the investor narrative. Its momentum was clear, and its market timing was undeniable.



Accelsius: Cash Flow Positive Expected by Year-End 2026⁽¹⁾

Accelsius continues to scale rapidly, supported by a sales pipeline exceeding \$1 billion, planned deployments with global data center operators, and the commercial availability of the NeuCool[®] MR250 system — including an agreement with DarkNX to deploy NeuCool[®] across a new 300MW AI data center campus in Ontario, Canada, expected to be the largest two-phase, direct-to-chip deployment to date. Accelsius is projected to be cash flow positive by year end 2026.

A Why Innventure[®] is at an Inflection Point

But Innventure was never a single-asset story. AeroFlexx and Refinity have each reached their own commercial and technical inflection points – and both are now raising capital independently.

AEROFLEXX

refinity

AeroFlexx⁽¹⁾

Secured a global commercial partnership with Aveda — the first prestige beauty brand to adopt its refill packaging technology. Building on this validation and growing category demand, AeroFlexx plans to raise capital directly, including from strategic investors who can serve as commercial partners as it scales globally.

Refinity⁽¹⁾

Has validated its proprietary waste conversion technology at pilot scale and is raising capital to fund commercial demonstration and initial plant construction. CEO Bill Grieco noted the technology is "unlocking a new pathway for high value chemical intermediates from waste streams."

A What Differentiates Innventure's Model

	Venture Capital	Traditional Private Equity	MNCs	innventure
Liquidity for Investors	X	X	✓	✓
Investor/LP Time Constraint	Significant	Significant	Limited	None
Ability to Redeploy Cash Flow	X	X	✓	✓
Launched Companies' Expected Success Rate	Low	Medium	Low	High
Operational Expertise	Limited	Limited	Mature products and technology	Early and growth stage, disruptive products and technology
Cost Basis	Low	High / Leveraged	High	Near-Zero

Innventure creates companies that are designed to reduce risk: (i) they serve an expected market need informed by proprietary MNC data, (ii) they own or license developed technology with significant time and capital previously invested by the technology source, and (iii) they have an expected built-in customer channel (via the MNC)

A What Makes Innventure[®] Unique

Innventure finds, funds, and operates companies around transformative, sustainable technology solutions in collaboration with multinational corporations (MNCs), channel partners, or innovation networks.

Acquire or license a proven technology⁽¹⁾ that addresses an expected unmet need

Significant monetary and time investment by technology source in each technology

Built-in channel to market through MNC accelerates adoption of technology

PCT⁽²⁾ has long-term supply agreements with P&G and other global partners

Founder stage owner-operators can potentially create substantial financial leverage

22.1x
Return on PCT⁽²⁾ ⁽³⁾

A Companies Created by Innventure®



The first scalable polypropylene recycling process in the market



Ironton Production Plant

AEROFLEX

The all-in-one revolution in responsible plastic packaging



Westchester Facility Filling Machines



Pioneering two-phase, direct-to-chip liquid cooling technology



Cooling System Demonstration



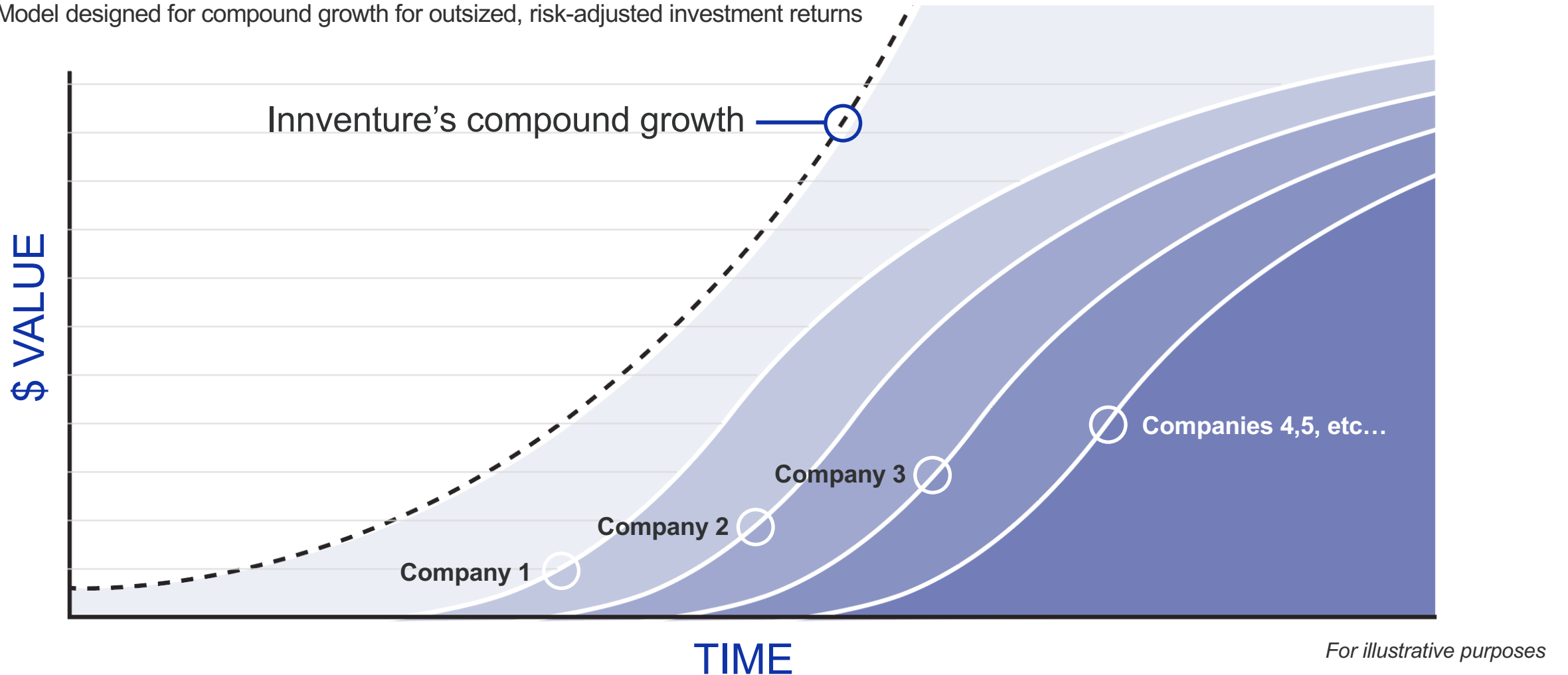
Today only 9% of plastic is recycled – Refinity targets the other 91%



Pilot Testing in Progress w/VTT Tech Research Center

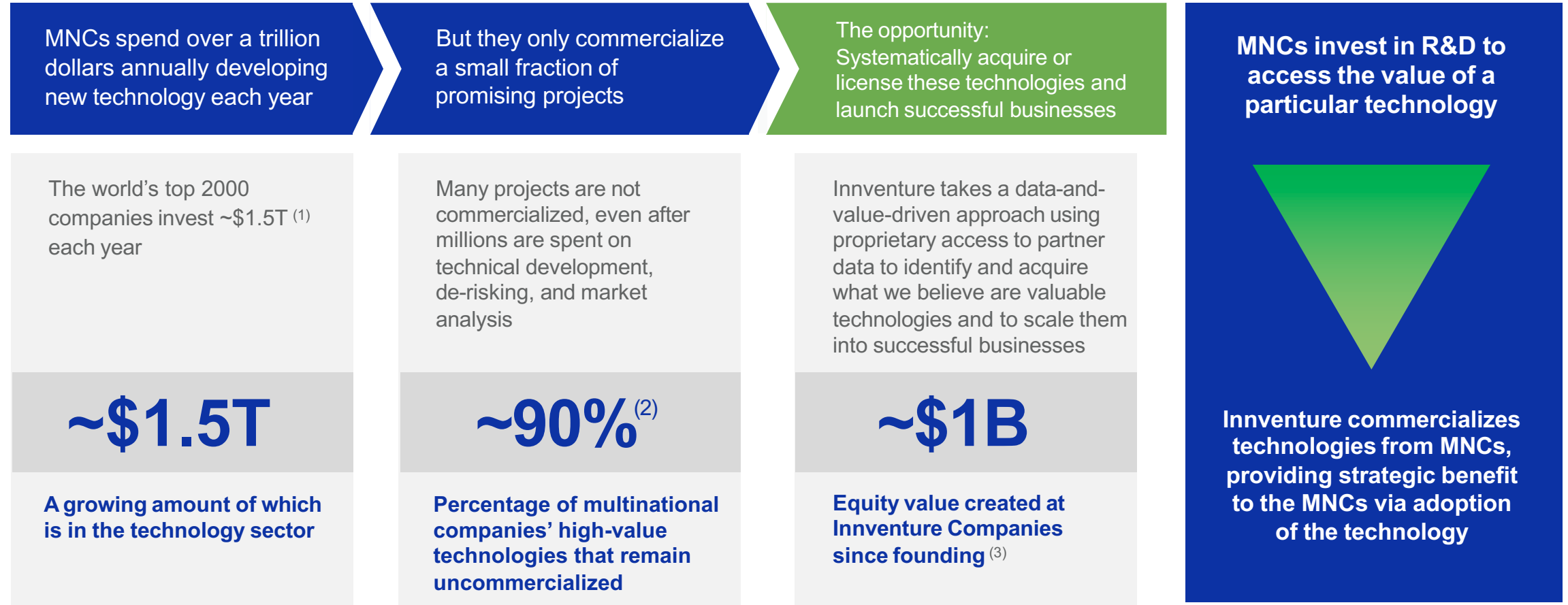
A Innventure's Disruptive Conglomerate Model

Model designed for compound growth for outsized, risk-adjusted investment returns



B Market Opportunity

MNCs invest over a trillion dollars annually in Research & Development – much of that is not commercialized

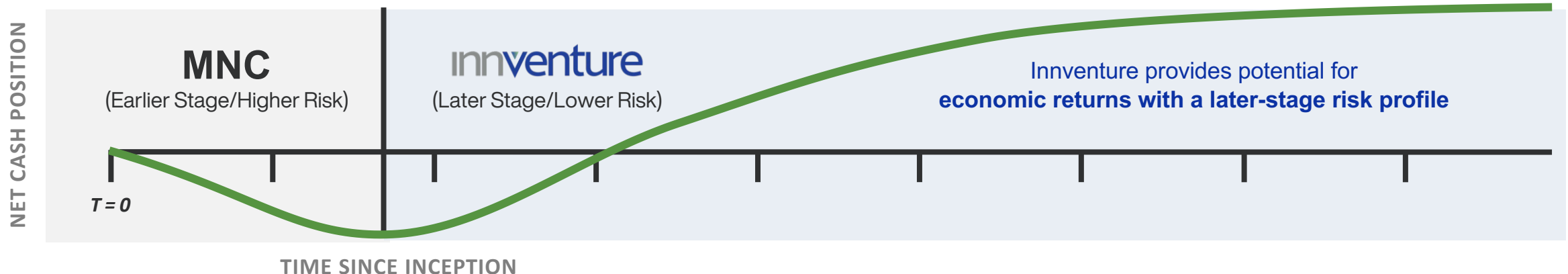


B Innventure's Disruptive Conglomerate Model vs. Venture Investing

A venture investor is generally investing in startup companies based upon their bias towards the technology, the sector, or the team. Innventure seeks to mediate those risks via a systematic process designed to increase the likelihood of success focused around the relationship with the MNC.

	Typical Startup Company	innventure
Technology	Creates a new technology and takes all risk that it will ultimately work	Innventure starts with a validated technology ⁽¹⁾ developed by an MNC, channel partner, or innovation network
Funding Profile	Funds riskiest portion of R&D spend, which is the development and validation of the technology	Benefits from the capital and time the technology source has already invested into tech development and validation
Customer Base & Commercialization	Organically builds a customer base from scratch	Expected built-in customer base in a MNC (as well as its peers)

Company Lifecycle (Technology Development Through Commercialization)



B The Closed Loop Model

Systematic efforts to mitigate risks inherent in creating and growing high growth, disruptive companies



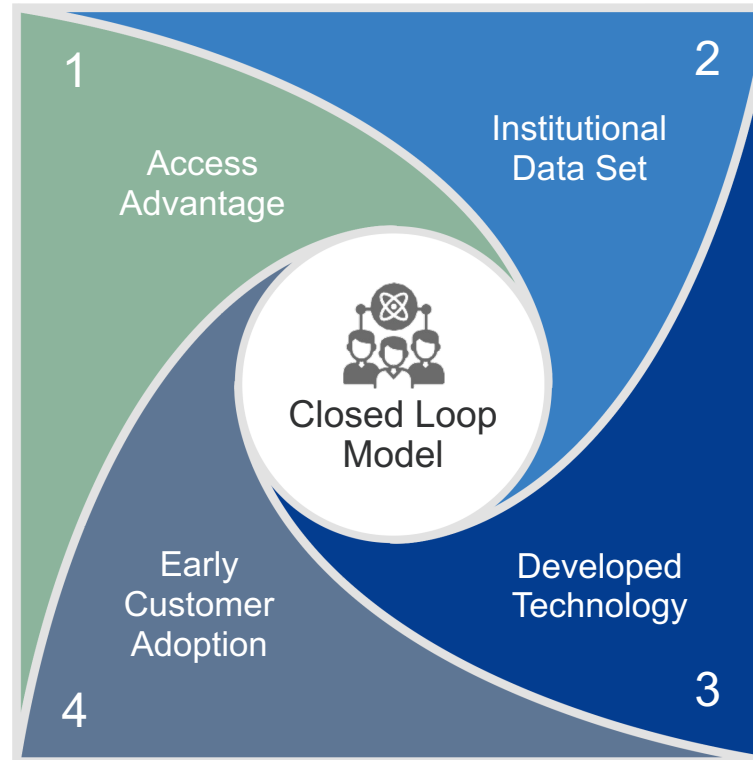
Access Advantage

Access to technology solution that is available through MNC, channel partner, or innovation network



Early Customer Adoption

The MNC is motivated to catalyze early adoption by becoming an early customer and/or facilitate the initial customer base to drive financial and strategic value



Institutional Data Set

Deep MNC market knowledge related to the unmet market need, technology solution, industry value creation, market size, and channels of distribution



Developed Technology Solutions

Funded beyond proof of concept, strong intellectual property strategy and early tailored technical support

Innventure's Closed Loop Model is designed to mitigate risk and serve as a value creation flywheel

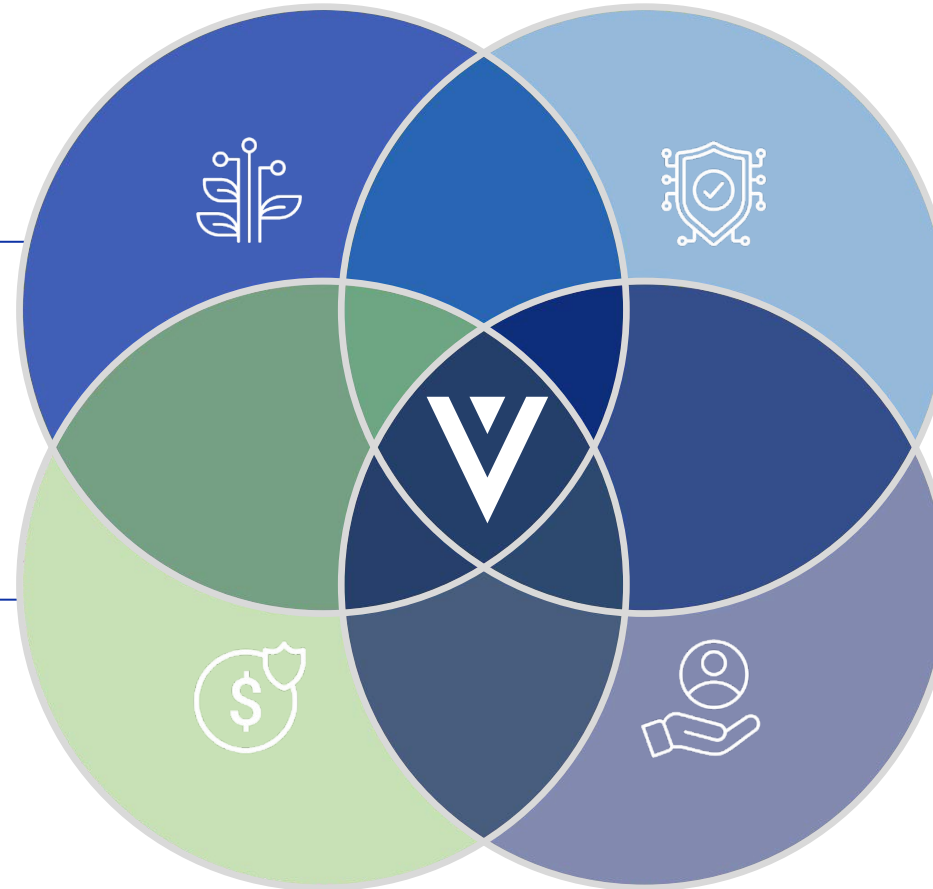
B The Innventure[®] Strike Zone

Proven Industrial Technology⁽¹⁾

Commercial-grade technology solutions with the potential to enable significant, additional quantifiable value opportunities

Path to Economic Return

Targeting opportunities that we believe have the potential for billion+ dollar outcomes



Risk-Mitigated Business

Seeking proven technologies⁽¹⁾ that have risks that have been significantly mitigated by MNC partners with benefit of market data

Unmet Customer Need

Leverage MNC data and built-in adoption to confirm market demand and identify early customers, reducing risk for the go-to-market pathway

Innventure's data-centric approach is designed to reduce principal risk to scaling and execution

C Innventure's DownSelect[®] Analysis

Seeks to identify a significant unmet market need with a transformative technology solution that generates meaningful economic value (for both NewCo and MNC) and has a derived, strategic path to market adoption through the MNC – completing the Closed Loop Model

Innventure Value Creation



PHASE 1 *Opportunity Screen*

Screen For Opportunity Ingredients: MNC collaborator, significant market need, breakthrough technology solution, and strategic business model

PHASE 2 *Critical Factor Assessment*

Identify, Assess, and Prioritize an Opportunity's Critical Success and Risk Factors and develop a plan for in-depth systematic evaluation and development to quantify value, address critical factors for success of a prospective new business, and mitigate risks

PHASE 3 *Comprehensive Quantification*

Comprehensive Review Across All DownSelect[®] Quality Characteristics, with a core focus on quantitative analysis and strategy of the immediate new value created for customers, which leads to the business model and initial strategy

PHASE 4 *Strategy & Formation*

Recommendation Made to Innventure Board of Directors on Innventure Company Formation

Newco is positioned for potential value creation

Set the initial strategy, including go-to-market and initial business plan, for the Innventure Company, secure control of the technology via licensing or ownership, and **create the new company**

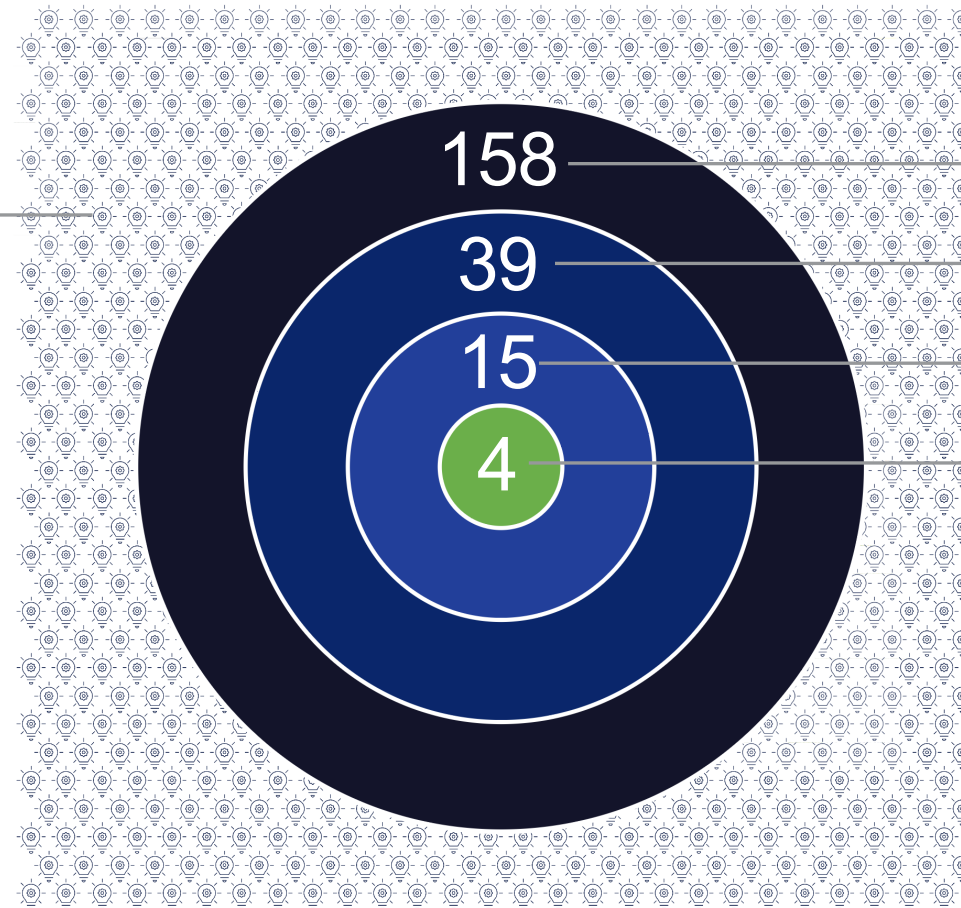
D Technology Pipeline by Phase Since Inception⁽¹⁾

Innventure Value Creation



368

Cumulative number of technologies reviewed based on relationships with MNCs and/or their channel partners since inception



- PHASE 1**
Opportunity Screen
- PHASE 2**
Critical Factor Assessment
- PHASE 3**
Comprehensive Quantification
- PHASE 4**
Strategy & Formation

- PureCycle
- AeroFlexx
- Accelsius
- Refinity

Pipeline narrowed through DownSelect[®] Quality Scoring*

D Drivers of the Innventure® Opportunity

Technology constantly changes business across a diverse set of use-cases. Innventure has extensive experience screening technologies for commercialization to meet expected unmet market needs. Key market drivers and markets in need of a technology solution are what feed the initial stage of DownSelect®

Innventure Value Creation



Markets in Need of Technology Solutions



Economic Value to Customers Drive Business & Profit Goals

Top Line Growth

- Revenue capture in new categories and price points
- Meet current & evolving customer needs

Operating Margin

- Optimization of input, labor, energy, and distribution costs
- Improved scale and throughput

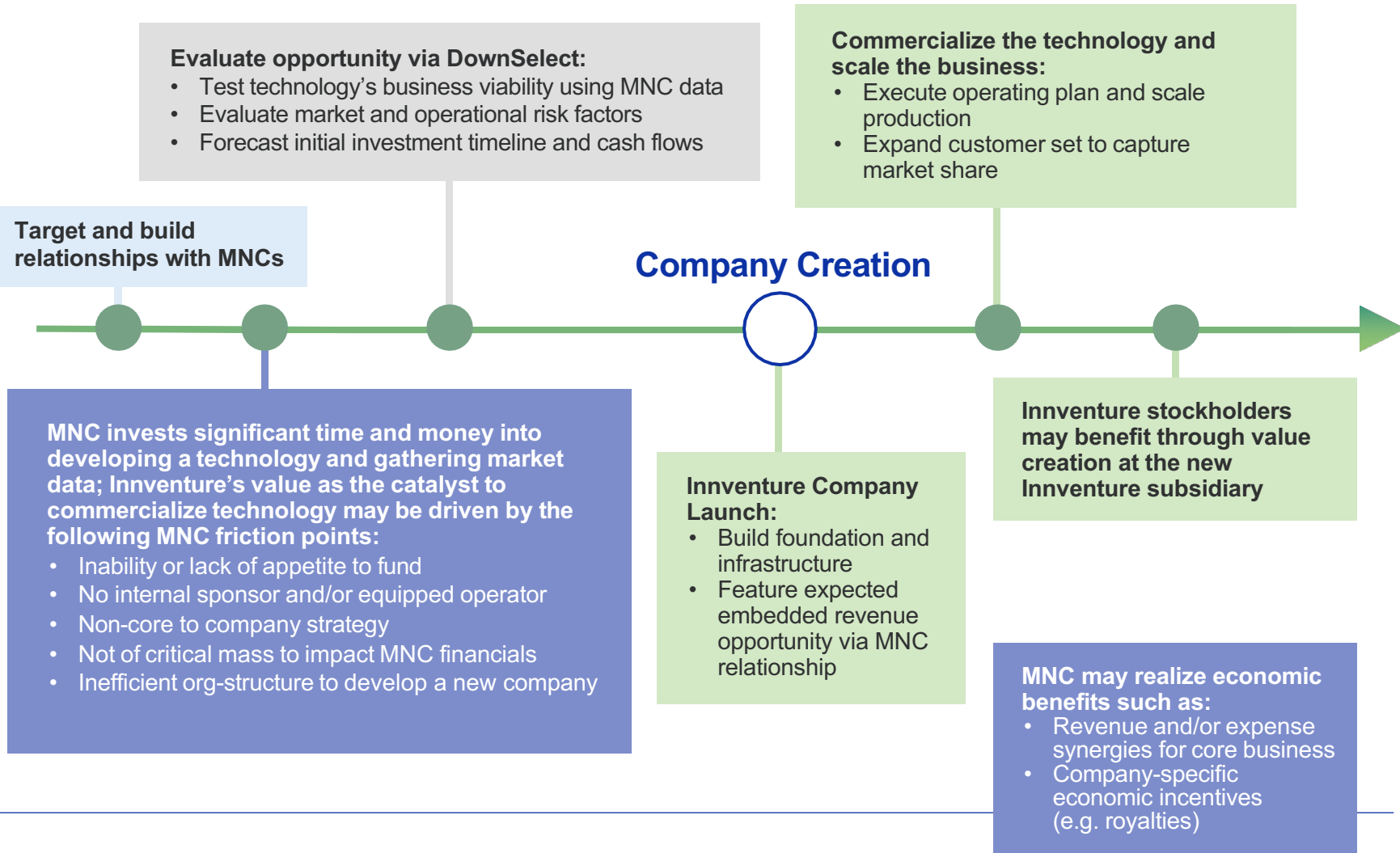
Risk Management

- Market competition
- Supply chain insulation
- Sustainability & regulatory compliance

D Illustrative Innventure[®] Company Creation Timeline

Symbiotic relationship with MNCs creates potential value for both parties

Innventure Value Creation



D Risk Considerations and Mitigation

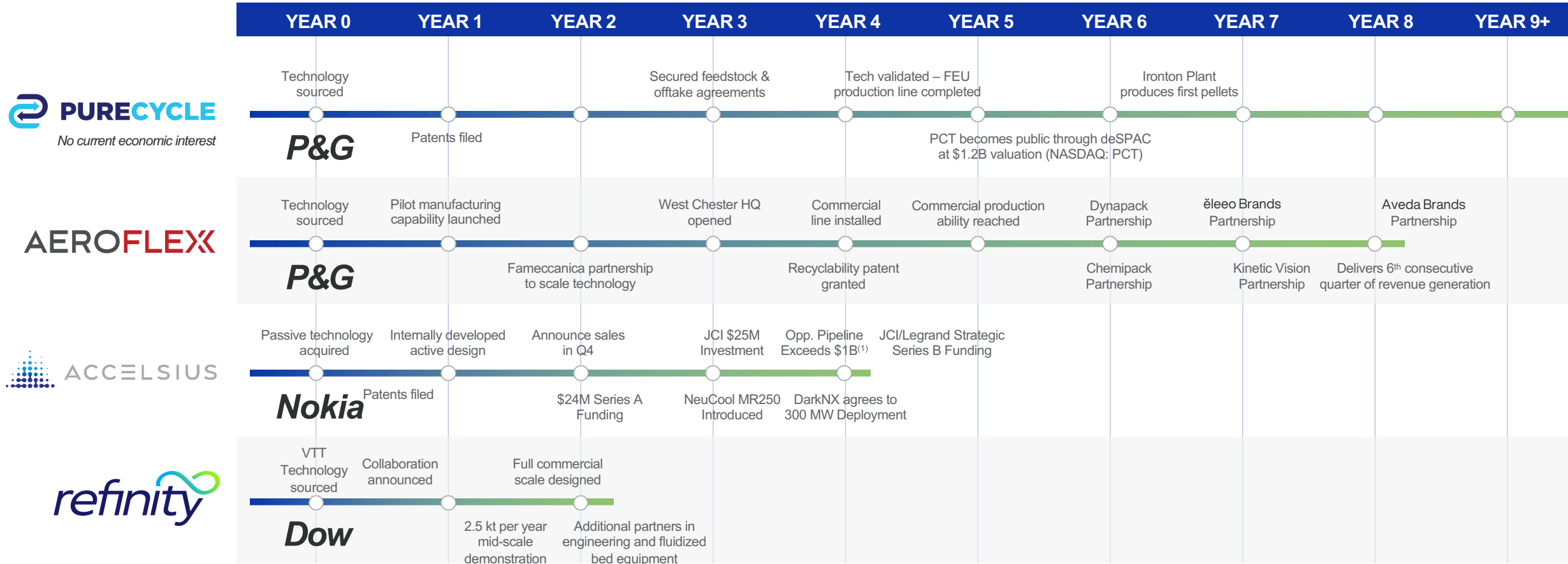
Risk Considerations	Mitigation Strategies
Execution	Seasoned leadership team with entrepreneurial, operational, and capital markets expertise in early-stage companies from inception through commercialization
Adoption	MNCs catalyze early market adoption by becoming initial customer and/or providing channel access
Macro/Market Level	DownSelect assessment conducts deep diligence on the technology solution and the market factors that could lead to its success and early adoption by MNCs
Technology	Access to advanced technology solution with robust patent protection
Origination	Leverage MNC proprietary market knowledge of unmet need

INNVENTURE COMPANIES



E Timeline for Innventure[®] Companies

Repeatable methodology to build valuable companies within several years of launch





E PureCycle⁽¹⁾ Overview



Company Description



Patented recycling process removes color, odor and other contaminants from plastic waste feedstock to transform it into Ultra-Pure Recycled Polypropylene (“UPRP”) resin with virgin-like properties



PureCycle (“PCT”) plants have long-term supply agreements with P&G and other global partners



PCT expects its recycled polypropylene to consistently achieve a price premium over virgin polypropylene

PureCycle, the first Inventure Company, validates the Inventure business model and provides tangible proof point of Inventure’s \$1B+⁽²⁾ value creation strategy.

Multinational Corporation & Valuation

P&G

PCT was the first company launched by Inventure that achieved a \$1B+ enterprise value

~\$1.6 Billion
Current Enterprise Value⁽²⁾

Relevant History



Inventure Monetization

Inventure created value by developing holdings that were monetized in connection with a deSPAC transaction that resulted in PCT being a public company with an estimated post-transaction value of approximately \$1.2B. Inventure distributed PCT shares to its investors. Inventure no longer has an economic interest in PCT.

22.1x
Return on
PureCycle⁽³⁾

AEROFLEX

E AeroFlexx Overview

AEROFLEXX

Company Description



Innovative Liquid Package

Revolutionary liquids packaging solution that combines the benefits of both rigid and flexible packaging into a single offering



Sustainable Solution

Sustainability benefits that are expected to eliminate 50-70% of plastic used in an equivalent rigid package, potentially up to 85% less virgin plastic than with recycled content and can be curbside recyclable⁽¹⁾



Built for E-Commerce Supply Chains

Allows seamless adoption into E-commerce channel for liquid products and addresses a significant supply chain challenge



Fills Market Need

Solves a clear market need for customers and brands while enhancing the overall consumer experience

Multinational Corporation

P&G AeroFlexx has exclusive rights to commercialize the technology globally.

Relevant History



Proprietary Integrated Valve

Eliminates the need for discrete closures, removes the need for pumps, and enhances the consumer use experience

Proprietary Air Frame

Provides structural rigidity throughout entire package lifecycle, including end of life collection and sortation



E AeroFlexx Executive Leadership

AEROFLEXX



Andrew Meyer
Chief Executive Officer

Andrew is the CEO of AeroFlexx and Serial CEO for Innventure. He brings with him extensive experience in entrepreneurial environments having spent the last 15 years within 4 different venture-backed technology start-ups that included value-add exits such as an IPO and a trade sale to a strategic partner.



Jim Traut
VP, Finance and Accounting

Jim brings with him extensive experience within finance and enterprise risk management environments. Before AeroFlexx, he co-founded and served as CEO of a cloud-based motion graphics video production start-up. Jim also worked for the H. J. Heinz Company for 24 years in various global strategy, accounting, risk, control, audit, due diligence, and ethics leadership roles.



Cedric D'Souza
Chief Technology Officer

Cedric is the CTO of AeroFlexx and an entrepreneurial leader with an insatiable passion for leveraging technology to transform global supply chains. Cedric has over 28 years of experience, leading culturally diverse organizations and project teams in Asia, Europe, Latin America, and North America. Over his career he has lived in 4 different countries.



Boris Gavric
Chief Operating Officer

Boris Gavric is the Chief Operating Officer of AeroFlexx, bringing over 25 years of experience in engineering, operations, and executive leadership across global manufacturing sectors. At AeroFlexx, Boris leads the company's operational strategy, driving scale-up efforts and building the infrastructure to support rapid growth in sustainable liquid packaging.



Veronica Sebald
VP, Quality Control

Veronica brings over 18 years in Quality and Manufacturing. Veronica's focus is establishing AeroFlexx's Quality Systems, Control, and Assurance Plans. She is responsible for the Food Safety System development, implementation and compliance to regulatory requirements.

E AeroFlexx Leadership

AEROFLEXX



Kristen Lewis
VP, Marketing

Kristen Lewis is the Vice President of Marketing for AeroFlexx and brings more than 15 years of professional business experience to her role. In her position with AeroFlexx, she promotes company-wide success through the innovative strategies she has developed throughout her career. Kristen holds a bachelor's in finance from Valparaiso University and an MBA from Loyola University Chicago.



Peter Messacar
VP, Commercial and
Business Development

Peter Messacar is the VP of Commercial and Business Development at AeroFlexx. He brings over 20 years of experience in the packaging industry and a proven track record in bridging innovation with market demand. Peter's primary focus is driving market adoption of AeroFlexx's innovative packaging technology and filling machines across several market categories, including personal care, household products, food, pet care, and industrial.



ACCELSIUS

E Accelsius Overview



Description



Groundbreaking Two-Phased Liquid Cooling Technology For Data Centers

Accelsius groundbreaking NeuCool Platform employs a two-phase, direct-to-chip liquid cooling method, **with 49% expected reduction in energy usage** ⁽¹⁾ vs electricity used for legacy air cooling systems and opportunity to increase the number of servers in racks



Multinational Corporation

Nokia

In collaboration with Nokia, the potential for explosive growth in the datacenter cooling market was identified well ahead of broader industry recognition.

Relevant History



Transformative Technology

Direct-to-Chip

Cooling is in direct contact with heat source, compatible with existing and new installations

Two-Phase

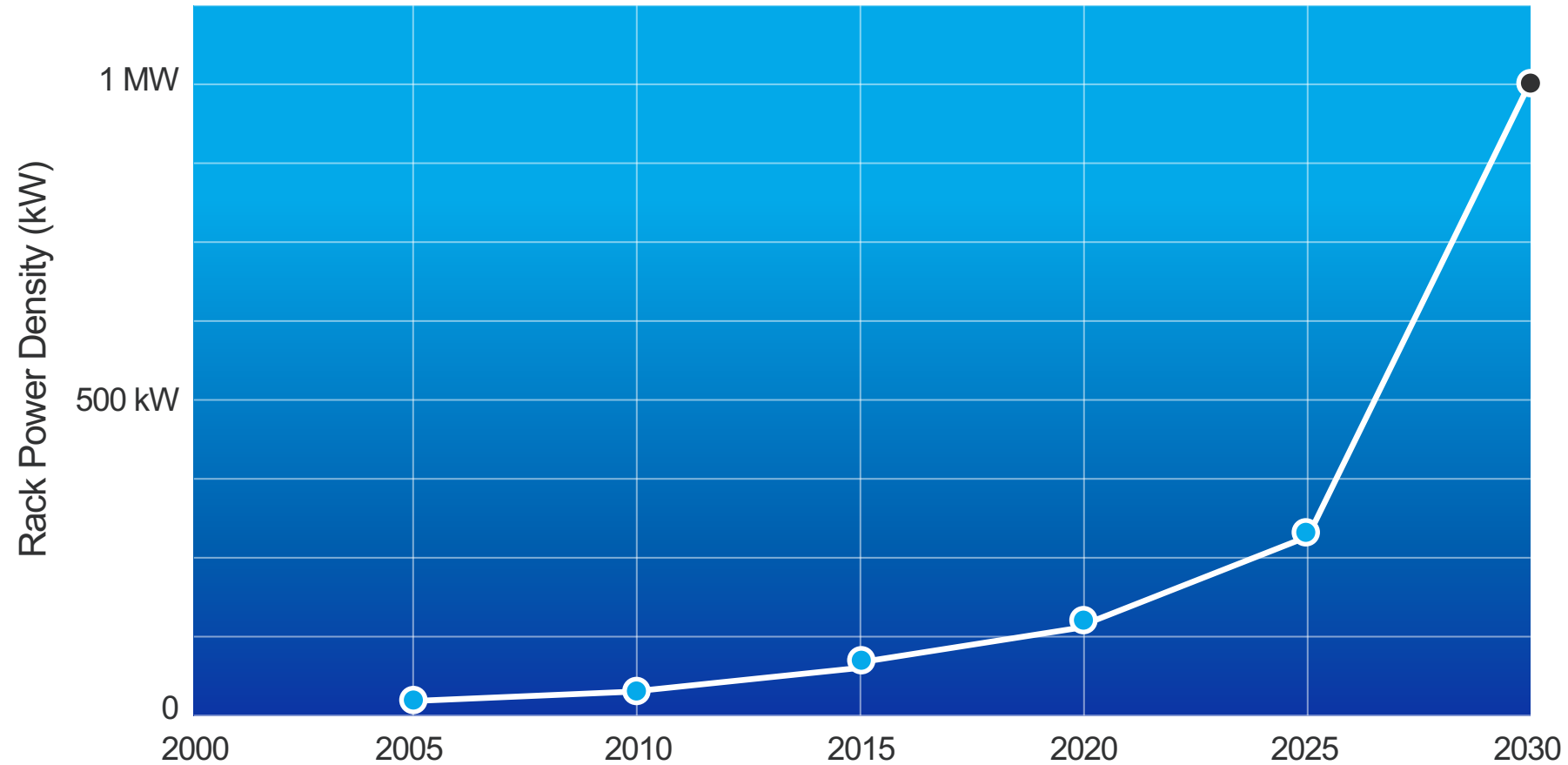
Transition from liquid to vapor ensures larger heat dissipation



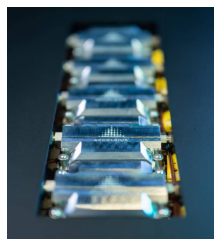
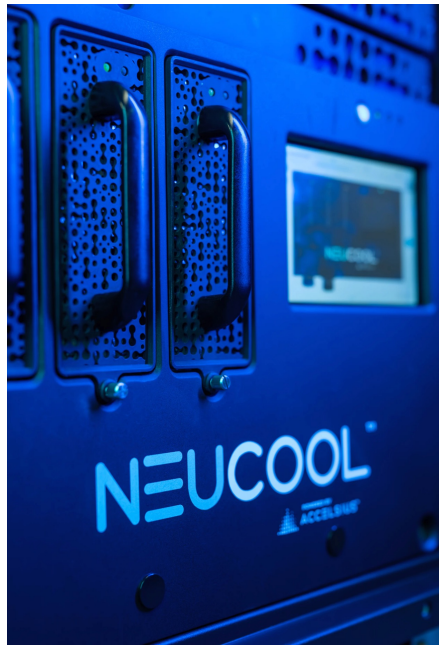
E The Market Need



Evolution of Rack Power Densities and Cooling Regimes (2000-2030)



E The Solution: Accelsius



Best in Class Liquid Cooling Technology

Accelsius' groundbreaking NeuCool Platform employs a two-phase, direct-to-chip liquid cooling method, **with 49% expected reduction in energy usage** ⁽¹⁾ vs electricity used for legacy air-cooling systems and opportunity to increase the number of servers in racks.

Technical Benefits

- Two-phase, direct-to-chip platform enables cooling of 4500W+ per socket
- NeuCool has an industry-leading 0.020°C/W thermal resistance at a 700W+ TDP (H100 GPU)
- Uses a waterless, low-pressure, dielectric refrigerant with zero Ozone Depletion Potential (ODP)

Economic Benefits

- Expected 59% 10-year TCO Savings Compared to Air Cooling ⁽²⁾
- Accelsius' NeuCool solution expected to deliver 5-year TCO savings of up to 17% compared to single phase direct-to-chip ⁽³⁾
- Two-phase cooling expected to translate to more than 35% OpEx savings at the system level compared to single phase direct-to-chip ⁽⁴⁾

Global data center cooling market projected to reach \$56.15B by 2030 ⁽⁵⁾

Liquid cooling market projected to reach \$17.77B by 2030 ⁽⁶⁾

⁽¹⁾ & ⁽²⁾ Source: The Green Grid's TCO v3 Calculator ⁽³⁾ Source: <https://accelsius.com/wp-content/uploads/Top-Takeaways-from-OCP-Global-Summit-2025.pdf>

⁽⁴⁾ Source: <https://www.businesswire.com/news/home/20250925255544/en/Accelsius-Unveils-Two-Phase-Cooling-Reference-Design-Demonstrating-Billions-in-Potential-Energy-Savings>

⁽⁵⁾ Source: <https://www.grandviewresearch.com/industry-analysis/data-center-cooling-market#:~:text=The%20global%20data%20center%20cooling,the%20data%20center%20cooling%20industry.>

⁽⁶⁾ Source: <https://www.grandviewresearch.com/industry-analysis/data-center-liquid-cooling-market-report#:~:text=The%20global%20data%20center%20liquid,demand%20for%20energy%20efficient%20solutions.>

E The Tipping Point: *The When is Now*



Sep 25, 2025 – Accelsius Unveils Two-Phase Cooling Reference Design

Industry-accessible two-phase cooling reference design, developed in collaboration with Jacobs Engineering.

Oct 6, 2025 – Johnson Controls Investment in Accelsius Announced

Johnson Controls, the leader in smart, healthy and sustainable buildings, closes an initial strategic investment in Accelsius of \$25M.

Oct 13, 2025 – Accelsius Introduces NeuCool MR250, Unlocking At-Scale Two-Phase Direct-to-Chip Cooling for AI and HPC

“The MR250 signals a new chapter for liquid cooling,” said Josh Claman, Accelsius’ CEO. “Two-phase, direct-to-chip solutions are no longer just proofs of concept. They are ready for the scale and reliability that modern data centers demand. With MR250, operators can deploy with confidence, knowing they’re reducing risk, maintenance and cost across the entire facility.”

Nov 13, 2025 – Accelsius Grew Opportunity Pipeline +79% Quarter-Over-Quarter; Now Exceeds \$1 Billion⁽¹⁾

This opportunity is a testament to Accelsius’ cutting-edge technology and market-leading position within 2-phase, direct-to-chip, liquid cooling. This rapid growth is not just in volume—over 75% of the pipeline now represents production opportunities for 2026, marking a clear shift from proof-of-concept to large-scale deployments.

Nov 17, 2025 – DarkNX Enters Agreement with Accelsius to Deploy 300MW NeuCool®-Enabled AI Data Center Campus

DarkNX, a global digital infrastructure company, has entered into an agreement to deploy Accelsius’ NeuCool® technology across a new 300MW AI data center campus in Ontario, Canada. The project is expected to be the largest two-phase, direct-to-chip deployment to date, signaling a major shift toward large-scale industry adoption of next-generation cooling.

Jan 12, 2026 – Accelsius Closes on Additional Strategic Series B Funding

\$30m strategic investment by Legrand and additional \$10m investment by Johnson Controls announced. Johnson Controls has deep expertise in thermal management and has pioneered several innovations for data centers. Legrand provides a vast portfolio of data center infrastructure solutions, including power distribution, rack infrastructure and connectivity.

Mar 4, 2026 – Accelsius Projected Cash Flow Positive by YE 2026⁽²⁾

E Accelsius Executive Leadership



Josh Claman
Chief Executive Officer

Josh has over 30 years of leadership experience driving growth in Fortune 100 companies such as Dell and NCR and as a CEO in startups with successful exits. He is passionate about businesses that make a positive impact to our world.



Richard Bonner, Ph.D.
Chief Technology Officer

Dr. Bonner has over 18 years of industrial experience as a heat transfer researcher and advanced thermal product developer. He is a recognized expert in two-phase cooling and thermal issues as they relate to the energy-water nexus.



Jeff Taus
VP of Engineering

Jeff brings extensive server systems engineering expertise from Dell. He has over 25 years of leadership experience delivering products in enterprise computing and in the appliance and automotive industries, telco-focused edge servers, and in hyper-scale server deployments.



Robert Wehmeyer
Chief Financial Officer

Robert has over 25 years of financial leadership experience with companies such as Dell and National Instruments. Prior to Dell, Robert worked at Westinghouse Motor Company, Presidio Enterprises, and Arthur Andersen.



Matt Cruce
Chief Supply Chain Officer

Matt brings expertise in managing complex global supply chains with experience in Dell's server division where he successfully minimized lead times and ensured parts availability. Prior to Dell, Matt worked at Lockheed Martin.

refinity

E Refinity Overview



Description

Today, only 9% (or 240M tons/year) of produced plastic is recycled, with most ending up in landfills or as litter.⁽¹⁾

Refinity is focused on the other 91%.

Refinity is licensing patented Fluidized Bed Process Technology licensed from VTT Technical Research Institute of Finland. This technology is expected to convert a wide range of abundant, low-cost mixed plastic waste that would otherwise be landfilled or incinerated to desired drop-in chemical products – at a significantly higher yield. We believe that Refinity's plastic recycling technology will enable true global circularity.

Multinational Corporation

Dow Dow is providing technical resources to support the engineering development and deployment of new waste-to-value processes and working with Refinity to identify preferred sites for future commercial plant operations.

Relevant History



Expected Differentiation from Incumbent Tech



Focus on using low-cost, abundant plastic waste that is currently landfilled or incinerated, with minimal sorting



Proprietary application of fluidized bed technology to convert plastic waste to drop-in chemicals at high yield



Process tuning should allow flexible operation to produce sustainable liquids or gases that replace current fossil feedstocks and feed petrochemical operations

E Refinity Executive Leadership



Chief Executive Officer – Bill Grieco

Grieco previously served as Innventure's Chief Technology Officer and is an entrepreneur, innovator, and business leader who has spent the last 25 years leading R&D and commercialization organizations in the chemical, pharmaceutical, clean tech, and specialty materials industries. He holds a Ph.D. and Master's degree from M.I.T., and a Bachelor's degree from Georgia Tech, all in chemical engineering.



Chief Operating Officer – Adam Javan

Javan has been a Serial CXO for Innventure and is a seasoned executive with over 25 years of running businesses at blue chip companies as well as startups. Prior to Innventure, Javan served as Chief Strategy Officer of a biotech startup company, leading to a successful public offering in 2021. Javan has an MBA from the University of Michigan's Ross School of Business and a Master's degree in chemical engineering from the Royal Institute of Technology, Stockholm, Sweden.



Chief Technology Officer – Ignasi Palou-Rivera

Ignasi is a leader in technology development and commercialization with over 25 years' experience in process development and scale-up, and techno-economic and sustainability assessment of new technologies in the chemicals and fuels industries. Prior to joining Refinity, Ignasi was the Executive Director and CTO of the RAPID Manufacturing Institute®, where he led the institute's successful funding renewal with a new focus on process technologies for sustainability and circularity in the process industries. Ignasi also teaches at the Illinois Institute of Technology in Chicago as an Adjunct Professor. He has a PhD in Chemical Engineering from the University of Wisconsin-Madison and an Engineer's degree from the Universitat Politècnica de Catalunya (Barcelona Tech).

SUSTAINABILITY



E Sustainability as a Value Driver

Helping MNC partners unlock economic value while achieving sustainability targets



Economic Value Driver

Material sustainability issues create new markets and are primary drivers of revenue, cost, and risk that impact value creation for long-term business performance



Agnostic Advantage

Evaluating MNC technologies for their potential to address unmet need, rather than starting with a particular lens on which issues to solve, allows for broader value creation potential



Core Model Strength

We believe continuous sustainability assessment, management, adherence and improvement processes strengthen Inventure's core model to systematically build transformative businesses



Responsibility

Inventure helps MNC partners meet their sustainability goals by building companies around technology solutions

Economic viability is a key component of sustainability



Evidence of Value

PureCycle⁽¹⁾ – Purifies and recycles post-industrial and post-consumer polypropylene waste back to a like virgin grade polymer, usable across a broad range of applications and markets

AeroFlexx – May use up to 85% less virgin plastic compared to standard rigid bottles to create a liquid packaging solution that is curbside recyclable⁽²⁾ where all plastic bottles are accepted

Accelsius – Mission critical data center cooling solution designed to maximize capacity, reduce operating costs, and increase energy efficiency for server, switching, and edge environments

Refinity – Mission to scale and commercialize technologies aimed at converting mixed waste, including hard-to-recycle plastic waste, to petrochemical feedstocks. Sustainable chemicals produced by Refinity will serve as direct replacements for existing fossil fuel-based feedstocks.

E Innventure's Economic Sustainability Playbook

Process for systematically scaling our businesses



Identify Technology Solutions

MNC has invested millions of dollars over several years to develop technology solutions and understands unmet strategic market need



Deploy World-Class Team

Innventure team led by executives with a track record of scaling technology businesses



Commercialize

MNC becomes early adopter of technology solution and/or provides endorsement to channel partners



Evergreen

Consolidated model is expected to allow cash flows from operations to fund Innventure going forward

INNVENTURE LEADERSHIP



E Innventure Leadership – Executive Committee



Bill Haskell
Chief Executive Officer

Bill serves as Chief Executive Officer for Innventure. Previously, he was a co-founder and President of XL TechGroup that created the foundational business building methodology upon which Innventure is based. Bill has worked with the key principals of Innventure for over 20 years. He has also served as a public company CEO and has been a director of over a dozen private and public companies. Prior to joining Innventure in 2021, Bill was a partner at a boutique investment bank focused on converting private companies into employee-owned enterprises. He has over 30 years of experience in company creation and development. In addition to being a Director of Innventure, Bill serves as Chairman of Acelsius and is a Director of AeroFlexx – two partnership companies created by Innventure. Bill holds a B.S. degree in engineering and conducted post graduate work in applied mathematics at Iowa State University.



David Yablunsky
Chief Financial Officer and
Chief Accounting Officer

David's finance career spans over 30+ years with large public and private multinational corporations. Prior to Innventure, David was Chief Financial Officer of Embraer Aircraft Holding, Inc., the U.S. subsidiary of the Brazilian aerospace and defense conglomerate Embraer, SA. He was also CFO and Board Member of Embraer Executive Aircraft, Inc., and Board Member of Embraer Defense and Security, Inc. Over his career David has worked for large MNCs such as Ford Motor Company, Ford Credit, Office Depot, Oxbow Carbon LLC, and Embraer. Before his career in finance, David served nine years in the U.S. Navy and worked in the Pentagon on General Colin Powell's staff. David holds a B.S. in Mathematics from the U.S. Naval Academy and an MBA in Finance from the University of Maryland. He also holds a graduate-level certificate in Accounting from the Harvard University Extension School and has completed the Advanced Management Program at the Harvard Business School.



Mike Otworth
Co-founder, Executive
Chairman

Mike is an Innventure Co-founder and currently serves as Executive Chairman of the Board and in an international role at Innventure. Mike was the Founding CEO and Chairman of the Board of PureCycle (PCT), an Innventure Company, from 2015-2022. Mike and team took PCT from early-stage concept to operational pilot, fully funded first commercial plant, followed by a successful public offering in March of 2021. Prior to Innventure, Mike served as President and Founding Partner of Green Ocean Innovation for six years a company that provided technology sourcing, innovation strategy, and development services to Lilly/Elanco Animal Health. Mike also served as Vice-President and Founding CEO of multiple start-ups at XL TechGroup. Mike began his career on Capitol Hill working as a legislative aide and committee staff member in the U.S. House of Representatives.



Dr. John Scott
Co-founder, Chief
Strategy Officer

John is an Innventure Co-founder, member of the Investment Committee, and serves in a strategy role at Innventure. Prior to co-founding Innventure, John served as Founder and CEO of XL TechGroup where he developed the DownSelect Method that Innventure uses today to vet disruptive technologies from top Multinational Corporations (MNCs) and their associated business opportunities. John also served as an academic scientist at numerous universities and government labs including the Universities of Maryland, North Carolina and Arizona, as well as the NASA Goddard Space Flight Center. He earned his Ph.D. in Physics and Astrophysics from the University of Arizona and has published over 60 academic papers.



Roland Austrup
Chief Growth Officer

In addition to his Innventure role, Roland serves as Chairman of WaveFront Global Asset Management Corp., a Toronto-based global hedge fund company he co-founded in 2003. Roland is also a founding Director of Invest Corp., a downstream energy company, and an Advisory Board member of both the Master of Quantitative Finance program at the University of Waterloo and First Tracks Capital, a Canadian private equity firm. Roland was an Investment Advisor with BMO Nesbitt Burns Inc. and began his career as a Commodities Broker with ScotiaMcLeod Inc., hedging commodity price risk for corporate clients. Roland holds a B.A. with Honors from the University of Western Ontario.

E Leadership



Suzanne Niemeyer
General Counsel

Suzanne serves as General Counsel at Innventure. She has over 25 years of experience providing legal counsel to public and private companies. She has experience advising private equity firms and technology companies with respect to the evaluation, structure and negotiation of complex investment and commercial transactions, as well as regulatory and corporate matters. Most recently, she was the General Counsel and Corporate Secretary for Magis Capital Partners, an operational venture capital company with a focus on fintech solutions. Previously, she served as a Managing Director, General Counsel and Corporate Secretary of Actua Corporation, a publicly traded company that acquired and operated a portfolio of software-as-a-service businesses. Suzanne began her career at Dechert LLP, a global law firm. She holds a B.A., cum laude, from Duke University and a J.D., cum laude, from Georgetown University Law Center.



Lucas Harper, CAIA
Chief Investment Officer,
Investment Committee

Lucas is a member of the Investment Committee and serves as Chief Investment Officer of Innventure and brings over 20 years of experience in managing investment teams, building companies / business units and the seeding and buildout of multiple investment platforms and investment products for both large institutional investment and start-up organizations. Prior to joining Innventure, Lucas held a Principal role at Santa Monica Capital Group as well as serving as President & CEO of Ocean Avenue Investment Partners. He earned his B.A. in Economics from the University of California at Santa Barbara, is a Chartered Alternative Investment Analyst (CAIA) and currently holds a Series 7 and Series 63 license.



Colin Scott
Senior Vice President,
DownSelect®

Colin leads Innventure's DownSelect process – our proprietary, systematic methodology to evaluate opportunities to commercialize transformative, but proven, technology solutions that meet significant market needs; select the most viable opportunities; and use the analysis to construct a roadmap to launch and develop Innventure Platform Companies that execute those plans with a high probability of success. Previously, he held executive positions in private equity growth and startup ventures. Colin spent the first 10 years of his career with XL TechGroup (XLTG), where he managed the DownSelect process before becoming a member of serial management teams for various XLTG NewCos in renewable fuels and medical diagnostics. Colin earned an MBA in Strategy and Entrepreneurship from UNC Kenan-Flagler Business School, and he graduated with a major in Electrical Engineering and minor in Physics from Duke University.



Bruce Brown
Lead Independent
Director

Mr. Brown retired from Procter & Gamble (P&G) in 2014 after 34 years of service, including six years with the company as Chief Technology Officer (CTO), where he was responsible for the company's R&D Organization, and Innovation & Technology Programs. Before his tenure as CTO, he worked with P&G in Europe & Asia driving international business expansions. Mr. Brown currently serves on the board of Glatfelter Corporation (NYSE: GLT), and has previously served on the board of Nokia Corporation (NYSE: NOK), where, after 11 years and upon reaching the tenure limit, he concluded his term in 2023. Mr. Brown has a B.S. in Chemical Engineering from the Polytechnic Institute of New York University, and an MBA in Marketing and Finance from Xavier University.

innventure

Creating Companies to Transform Tomorrow

APPENDIX



DownSelect™ Quality Scoring

Helps prioritize evaluation and development of opportunities by integrating information in an iterative loop across five key interconnected factors

Capital

Rigorous financial analysis that determines key milestones and capital requirements that we believe are necessary to execute and create significant value

Timeline

Timeline to market and scale that meets return goals and has development plan in place

Market

Comprehensive assessment of market size, competitive dynamics and overall attractiveness

Value

Quantification of the expected immediate, new economic value created for potential customers, especially strategic value for MNC partner, which is critical and can predict early adoption

Advantage

Look for a breakthrough solution with competitive advantages that we expect can be maintained over the long term to position the company for higher probability for success

