

# **INTERPUMP GROUP**

## 1H2022 FINANCIAL RESULTS 2 August 2022



• KEY HIGHLIGHTS

• 1H2022 FINANCIAL RESULTS

GROUP SUSTAINABILITY PATH





# **1H2022** KEY HIGHLIGHTS



### **1H2022** ENHANCED BASE FOR 2022 COMMITMENTS

- 1H2022 Results on the trajectory to Group commitments despite unexpected worsened external conditions
  - Implementing the medium-long term growth path
  - Consolidating and protecting profitability
- Consistent growth on profitability excellence
  - Sales: significantly above € 1bn threshold, with a 12.6% organic growth <sup>(1)</sup>
  - EBITDA margin: equal to 24.7%<sup>(2)</sup>, with increasing protection coming from implemented countermeasures
- Fully commitment to both shareholders and development activities with € 200m dedicated
  - Net buy-back and dividends: around € 117m
  - Acquisitions and CAPEX: close to € 84m
- Execution of external growth strategy
  - White Drive delivering expectations
  - Add-on enhancement in the power transmission business and put-call options exercise
- 2022 Group commitment enhanced
  - € 2 bn of turnover
  - profitability excellence

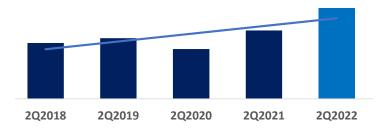
<sup>(1)</sup> Variation at constant perimeter (see please slide 8) - <sup>(2)</sup> Excluding acquisitions and € 1.6m of 2Q2022 one-off costs (see please slides 13-14)

### **1H2022** CONSISTENT GROWTH COMBINED WITH PROFITABILITY EXCELLENCE

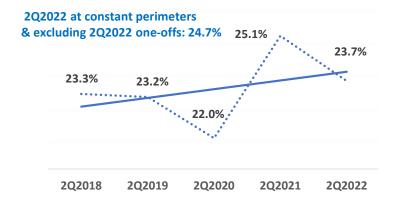
#### **2QUARTER 2018-2022 SALES EVOLUTION**

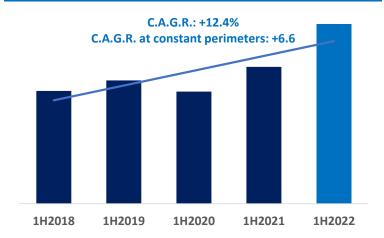
#### **1HALF 2018-2022 SALES EVOLUTION**



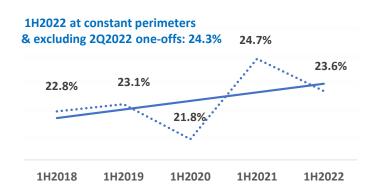


#### 2QUARTER 2018-2022 EBITDA MARGIN EVOLUTION (1)





#### 1HALF 2018-2022 EBITDA MARGIN EVOLUTION (4)



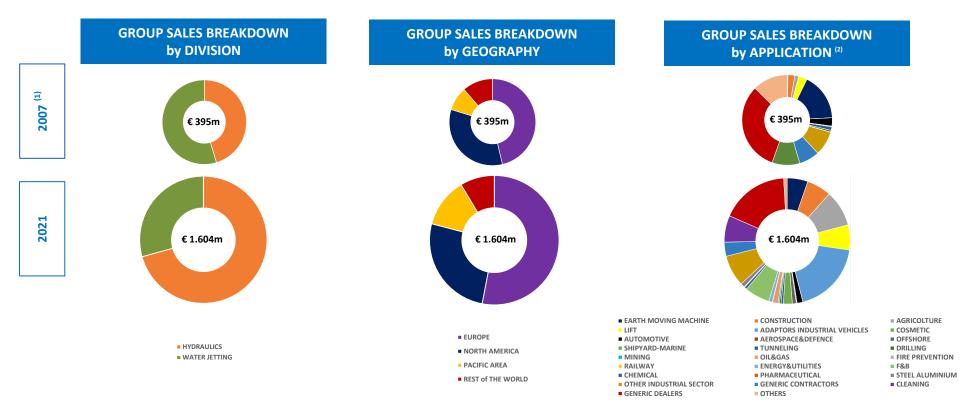
### **1H2022** CONSISTENT GROWTH COMBINED WITH PROFITABILITY EXCELLENCE

- Growth consistency and profitability excellence are based on the long term Interpump strategy to improve performances and to reduce risks through both better diversification and higher flexibility
- This never ending process allowed Group to successfully face external shocks
  - 2008-10 financial crisis and 2020-21 pandemic crisis are recalled as most difficult periods in Group recent history and in both cases an impressive reaction capability was demonstrated
    - 2008 vs. 2009: EBITDA margin from 20.5% to 13.7%
    - 2019 vs. 2020: EBITDA margin from 23.2% to 22.7%
- 2021-21 better reaction is driven by different dimension and better diversification and flexibility



### **1H2022** DIFFERENT DIMENSION, HIGHER DIVERSIFICATION AND FLEXIBILITY

- Interpump in 2021 compared to Interpump in 2007
- Breakdown by division: better fit to the different economic cycles
- Breakdown by geography: better mix in Europe, with "Europe-excluding-Italy" from 29% to 36% on total
- Breakdown by application: expansion in new final market application e.g. food&beverage having decreased correlation to each one



<sup>(1)</sup> 2007 excluding "Electric Motor" division subsequently disposed – <sup>(2)</sup>"Breakdown by application" based on oldest available data (2013) consistent with 2021 breakdown Intercompany sales excluded

# **1H2022** FINANCIAL RESULTS



### **1H2022** GROUP – ON THE VERGE OF 2021 EXCELLENCE

- 2Q2022: close to 2021 excellence despite unforeseeable environment and "Group specific" adverse event
  - Double digit organic growth confirmed, +12.5%<sup>(1)</sup>
  - On-going deployment of adopted countermeasures made EBITDA margin equal to 24.7%<sup>(2)</sup>
- 1H2022: € 1bn threshold exceed
  - Net Profit: + 35.6% compared to 1H2021  $^{\scriptscriptstyle (3)}$
  - NFP: resources dedicated to shareholders and development activities were main drivers

Million €	2QUARTER		1HALF	
	2021	2022	2021	2022
Group Sales Growth, of which • Organic <sup>(1)</sup> • Perimeter change <sup>(1)</sup> • FX impact	405.5	537.6 +32.6% +12.5% +15.3% +4.8%	781,0	1,026.3 + <b>31.4%</b> +12.6% +14.9% +3.9%
EBITDA <sup>(2)</sup> Growth % on net sales	101.8 <b>25.1%</b>	127.5 +25.2% <b>23.7%</b>	193.3 <b>24.7%</b>	241.7 +25.0% <b>23.6%</b>
Net Income <sup>(3)</sup>	74.5	73.4	128.3	139.5
<b>NFP</b> <sup>(4)</sup>			206.7	628.8

<sup>(1)</sup> Variation at constant perimeter and FX - "Perimeter change" related to White Drive (since October 2021) and Draintech (since June 2022) due to the merger between Berma (since November 2021) and Reggiana Riduttori in 28.02.2022 - <sup>(2)</sup>  $\in$  Excluding acquisitions and  $\notin$  1.6m of Quarter one-off costs (see please slides 13-14 for details) <sup>(3)</sup> Excluding 20.1m of fiscal benefit in 1H2021 and  $\notin$  6.3 of 2Q2021 one-off costs - <sup>(4)</sup> Excluding  $\notin$  53.2m of subsidiaries purchase commitments

### **1H2022** DIVISIONS – ON THE VERGE OF 2021 EXCELLENCE

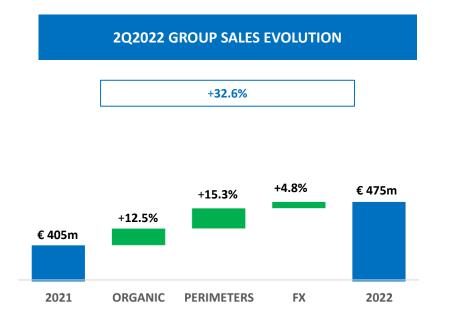
- 2Q2022: strong results for both divisions, with performance consistent with different business features
  - Hydraulics: remarkable results especially in EBITDA term, with only 0.20bp diluition to 23.0%<sup>(1)</sup>
  - Water-Jetting: consistency with the anti-cyclical nature of the business

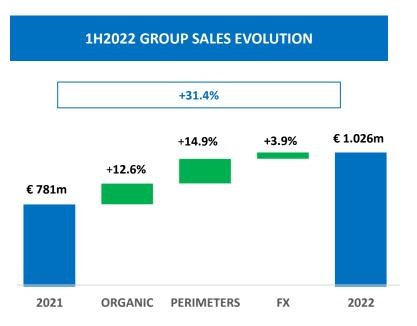
		2QUARTER		1H/	ALF
	Million €	2021	2022	2021	2022
JLICS	SALES Growth	283.1	401.3 + <b>41.7%</b>	550.0	776.1 <b>+39.3%</b>
HYDRAULICS	EBITDA Growth % on net sales	65.9 <b>23.2%</b>	88.1 +33.7% <b>21.9%</b>	126.4 <b>23.0%</b>	167.3 +32.4% <b>21.8%</b>
WATER- JETTING	SALES Growth	122.4	136.4 + <b>11.4%</b>	231.0	260.2 + <b>12.6%</b>
	EBITDA Growth % on net sales	35.9 <b>29.0%</b>	39.4 +9.5% <b>28.7%</b>	66.9 <b>28.6%</b>	74.4 +11.2% <b>28.4%</b>

<sup>(1)</sup> At constant perimeters and excluding € 1.6m on-off costs - See please slides 13-14 for additional details

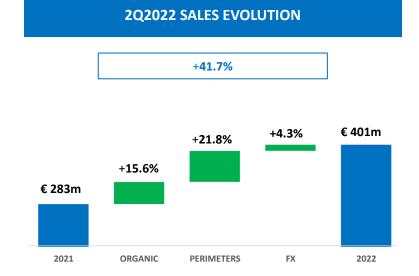
### **1H2022** SALES – ABOVE € 1BN THRESHOLD

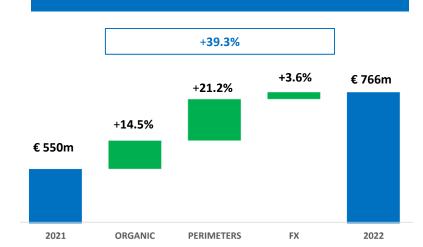
- 2Q2022: Group sales up by 32.6% to € 476m
  - Almost equal contribution among organic growth and acquisitions effect
- 1H2022: with a 31.4% increase, significantly above € 1bn threshold
  - Mirroring Interpump medium long term growth strategy



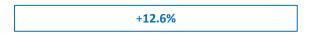


### **1H2022** SALES – CONSISTENT INDUSTRIAL EVOLUTION IN BOTH DIVISIONS





+11.4% € 122m +5.5% 0% +5.9% € 136m 2021 ORGANIC PERIMETERS FX 2022



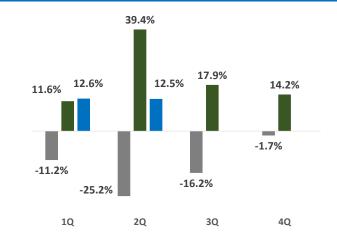


#### **1H2022 SALES EVOLUTION**

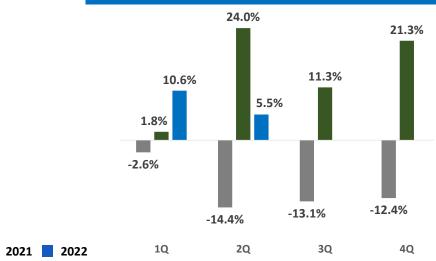
### **1H2022** SALES – MIRRORING BUSINESS FEATURES AND COVID VOLATILITY

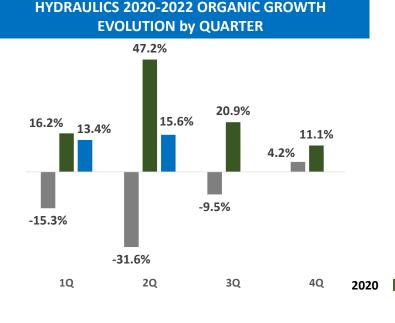
- 2Q2022: different division evolution consistent with different business features
  - in 2Q2022 Water Jetting division more influenced by raw material and components shortage
- 1H2022Group double digit organic growth rate confirmed
  - Group operational strength and high customer service level against 2021 COVID rebound

#### GROUP 2020-2022 ORGANIC GROWTH EVOLUTION by QUARTER



#### WATER-JETTING 2020-2022 ORGANIC GROWTH EVOLUTION by QUARTER





12

### **1H2022** EBITDA – PROTECTION ACTIONS EFFECTIVENESS

- 2Q2022: effective EBITDA protection allowed to keep up with 2021 Group profitability record, notwithstanding
  - a completely different and worse environment
  - impacts of "Group specific" adverse event
    - o a fire in a Romanian factory of the Hydraulics division originated € 1.6m of inventory write-off
- 1H2022: roll-out of EBITDA protection actions
  - Purchase and selling price policy: inventories as protection to raw material scarcity and price peak and broad and tailored selling price approach
  - Constant focus on Operations to effectively manage labour cost

	2QU	2QUARTER		1HALF	
Million €	2021	2022		2021	2022
SALES Growth	405.4	537.6 <b>+32.6%</b>		781.0	1.026.3 <b>+31.4%</b>
EBITDA	101.8	127.5		193.3	241.7
Growth % on net sales	25.1%	+25.2% <b>23.7%</b>		24.7%	+25.0% <b>23.6%</b>
At constant perimeters % on net sales	25.1%	24.4%		24.7%	24.1%
At constant perimeters &					
excluding Romania one-off costs % on net sales	25.1%	24.7%		24.7%	24.3%

### **1H2022** EBITDA – PROTECTION ACTIONS EFFECTIVENESS

• Divisional EBITDA:

HYDRAULICS

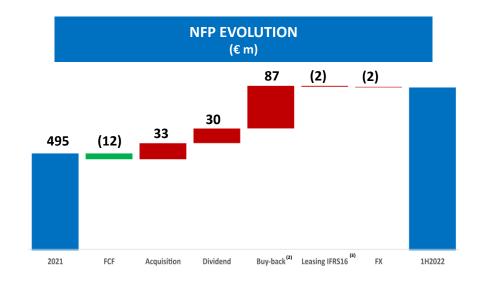
- Hydraulics: keeping up and integrating White Drive too
  - I.M.M. Romania represented a bit more than 1% of 2021 divisional sales, production gap closed by other European factories and all damages covered by insurance contracts <sup>(1)</sup>

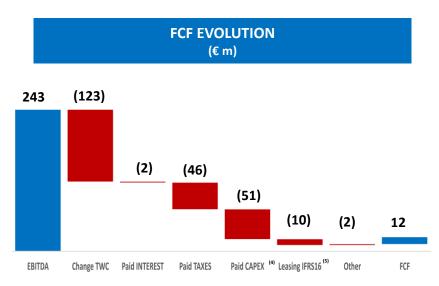
	2QU	ARTER	1H.	ALF
Million €	2021	2022	2021	2022
SALES	283.1	401.3	550.0	776.1
Growth		+41.7%		+39.3%
EBITDA	65.9	88.1	126.4	167.3
Growth		+33.7%		+32.4%
% on net sales	23.2%	21.9%	23.0%	21.8%
At constant perimeters				
% on net sales	23.2%	22.5%	23.0%	22.3%
At constant perimeters &				
excluding Romania one-off costs % on net sales	23.2%	23.0%	23.0%	22.5%

<sup>(1)</sup> Total one off costs of € 6.3m: inventory and fixed assets write down for € 1.6m and € 4.7m respectively

### 1112022 NFP – REFLECTING INDUSTRIAL MEDIUM LONG TERM APPROACH

- NFP was € 629m<sup>(1)</sup> compared to € 495m of December 2021
  - Resources dedicated to shareholders and development activities were main drivers
- FCF was € 12m versus € 97m of 1H2021, reflecting industrial long term approach to TWC and CAPEX
  - strong sales growth and inventories "protection mechanism" resulted in TWC absorption
  - 2021 production capacity expansion projects drove to € 48.3m CAPEX <sup>(3)</sup>, 4.7% on net sales and consistently, most resources were dedicated to:
    - Hydraulics division
    - "Plant&Machinery&Equipment" to fit out new factories





(1) Excluding € 53.2m commitment for subsidiary purchase - (2) € 49.3m of treasury share purchase less € 8.0m of proceeds from treasury sales to stock option plans beneficiaries
 (3) Principal portion of finance lease installments +/- new leasing contracts arranged +/- remeasurement and early close-out of leasing contracts (IFRS 16)
 (3) Accounted CAPEX (Increases of fixed assets used in the production process) - (4) Paid CAPEX (Investment in property, plant & equipment – Proceeds from the sales of property, plant & equipment + Investment in other intangible assets) - (5) Principal portion of finance lease installments (IFRS 16)

### **1H2022** CAPEX – BUILDING GROUP FUTURE

- Factory expansion in Algeriz, Portugal
- Construction of additional 4.420sqm, vast majority dedicated to production
- Capacity up to 80 workers
- Ready next September



- Factory expansion in Cavriago, Italy
- Construction of additional 12.000sqm,
   3.000sqm for the new R&D centre
- Capacity up to 250 workers
- Ready for summer 2023





### **ACQUISITIONS – BUILDING GROUP FUTURE**

Draintech

2022

- Group enhanced its power transmission business segment, taking a step forward in a 3-year journey which made the Group become the 2<sup>nd</sup> player in the Italian market
  - 2019: Reggiana Riduttori and Transtecno
  - o 2020: DZ Transmission
  - o 2021: Berma
  - o April 2022: Draintech
- A consistent evolution notwithstanding pandemic outbreak  $^{\scriptscriptstyle (1-2)}$ 
  - Sales: from around € 130m to around € 200m
  - EBITDA margin: from less than 20% to close to 24%
- Put-call options exercise
  - Consistently with its "soft" integration strategy approach, call-put options related to previous acquisitions were exercised, e.g.
    - 20% of Transtecno to 80% of the total equity
    - Mega Pacific residual stake

2021PF

2019-21 ENTRANCE IN POWER TRANSMISSION (1-2)

(€ m - % on net sales)

Sales — EBITDA margin

2018PF

#### WHITE DRIVE INTEGRATION PLAN

2021 STEPS	2022 STEPS					
Carve out finalisation	Four ex-Eaton production lines to be transferred and start of production capacity increase	Two motors production lines transferred in 1Q2022 CAPEX: more than € 11m since October 2021 with focus on U.S.A.				
IT-system separation	Best practices sharing (e.g. planning and sales&customer experience)	European factories: double digit growth weekly output compared to October 2021				
Organisation consolidation and finetuning	Exploiting of cross selling opportunities to achieve commercial synergies	Teams working together under Walvoil umbrella Organisational reinforcing to better focus Operation				

- Delivering expectations
  - Sales: above 115m in 1H2022, with more than € 60m of sales in 2Q
    - Results driven first of all by Operations improvement, only in 2Q2022 pricing policies adjustment
  - EBITDA: Europe above expectations, U.S. lagging behind for disruption related to line transfer and integration costs
  - Cultural approach: Europe fully embraced Group entrepreneurial vision



### SUSTAINABILITY PATH



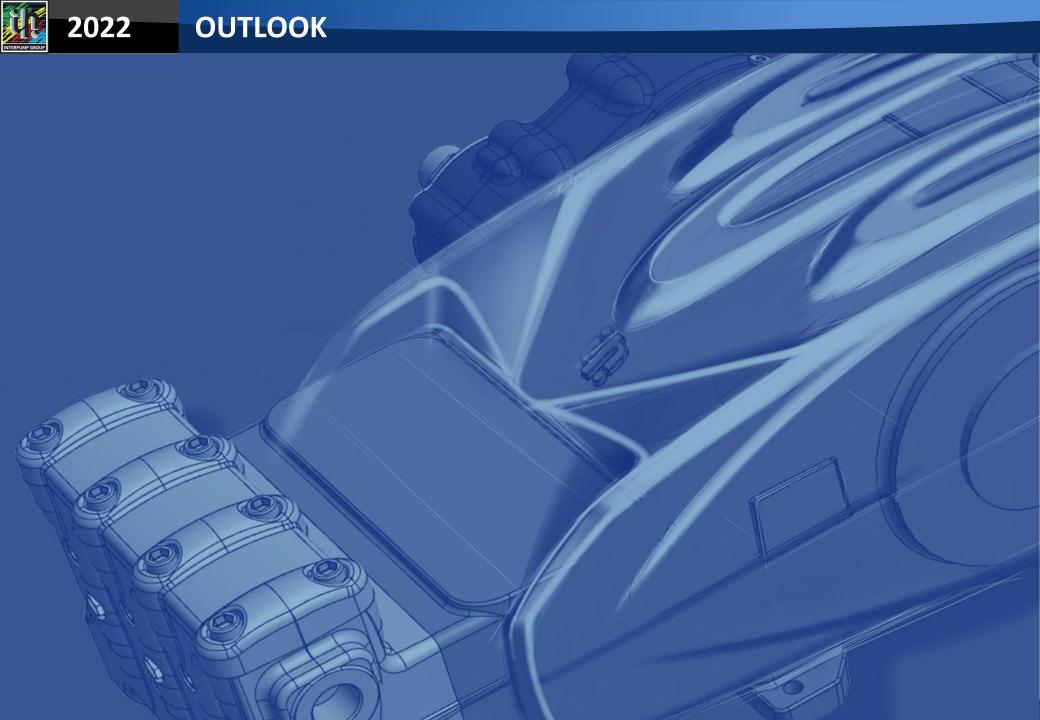
- Group Annual Shareholding meeting approved 2022-24 Incentive Plan
- Previous steps
  - 2019: approval of "2019-2022 Stock Option Plan"
  - 2020: approval of First Section of Group Remuneration Policy
- 2022 steps
  - Approval of "2022-2024 Stock Option Plan"
- 2023 steps
  - Finetuning of the I Section of Group Remuneration Policy pursuant to Corporate Governance Code and possible future regulatory evolutions

- Main objectives pursued by the new Incentive Plan
  - Confirmed of the already present "involvement and retention management" approach
  - Introduction of an ESG involvement target
- "Minimum holding" period

2022

- Confirmation of the "3 years period" by the exercise date  $^{\scriptscriptstyle (1)}$ 
  - 6 years from Stock Option approval date <sup>(2)</sup>
- For the Directors with particular powers e.g. dott. F. Montipò, pro tempore Group Chairman and CEO the minimum holding last until they maintain the role
- Introduction of ESG targets and better definition of performance targets to be achieved for the vesting and consequent exercisability of the Options
  - Specific "Environmental", "Social" and "Governance" targets
  - Definition of precise financial parameters, i.e. sales and EBITDA
- Introduction of a "claw back" clause
- Foresight of a clause which will allow the Board to align the new Stock Option Plan to I Section Group Remuneration Policy evolution

<sup>(1)</sup> In line with the actual I Section of Group "Remuneration Policy and previous "Codice di Autodisciplina - For at least 20% of the Shares purchased further to the exercise of the Options - <sup>(2)</sup> 3 years of vesting period and 3 years by exercise date





#### **€ 2 BILLION OF SALES**

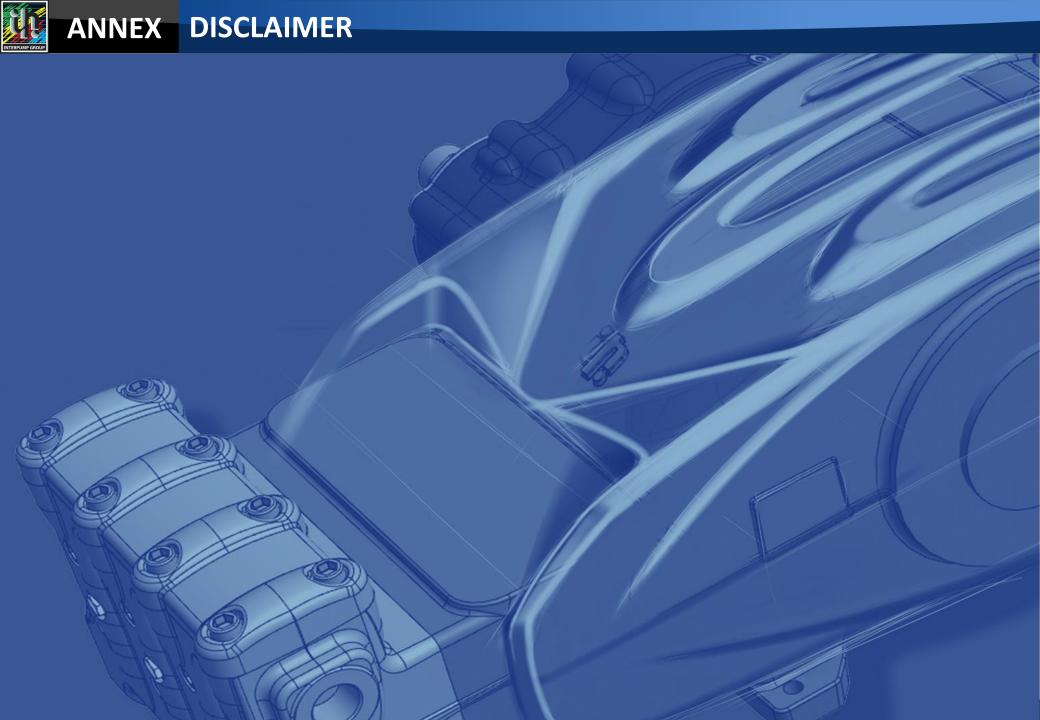
- 1H2022 Results are on the trajectory to Group commitments and moreover are a confirmation of better visibility einvisaged last May
- Backlog soundness confirmed, with a June end YTD increase close to 25%  $^{\scriptscriptstyle (1)}$ 
  - Annual turnover coverage reached almost 80%, with different visibility among the two divisions
- In 2H2022 Interpump will go on with what allowed performance delivery in past months
  - Protection and enhancement of production capacity
  - Constant and effective adjustment of pricing policies
  - Implementation of medium-long term growth strategy
- With Group resolution and persistency Interpump confirmed its commitments:
  - Exceeding € 2 billion of sales
  - Confirming and protecting profitability excellence



• DISCLAIMER

• 1H2022 ADDITIONAL DATA

• GROUP OVERVIEW



This document has been prepared by Interpump Group S.p.A for use during meetings with investors and financial analysts and is solely for information purposes. The information set out herein has not been verified by an independent audit company.

Neither the Company nor any of its subsidiaries, affiliates, branches, representative offices (the "Group"), as well as any of their directors, officers, employees, advisers or agents (the "Group Representatives") accepts any responsibility for/or makes any representation or warranty, express or implied, as to the accuracy, timeliness or completeness of the information set out herein or any other related information regarding the Group, whether written, oral or in visual or electronic form, transmitted or made available.

This document may contain forward-looking statements about the Company and/or the Group based on current expectations and opinions developed by the Company, as well as based on current plans, estimates, projections and projects of the Group. These forward-looking statements are subject to significant risks and uncertainties (many of which are outside the control of the Company and/or the Group) which could cause a material difference between forward-looking information and actual future results.

The information set out in this document is provided as of the date indicated herein. Except as required by applicable laws and regulations, the Company assumes no obligation to provide updates of any of the aforesaid forward-looking statements.

Under no circumstances shall the Group and/or any of the Group Representatives be held liable (for negligence or otherwise) for any loss or damage howsoever arising from any use of this document or its contents or otherwise in connection with the document or the aforesaid forward-looking statements. This document does not constitute an offer to sell or a solicitation to buy or subscribe to Company shares and neither this entire document or a portion of it may constitute a recommendation to effect any transaction or to conclude any legal act of any kind whatsoever.

This document may not be reproduced or distributed, in whole or in part, by any person other than the Company. By viewing and/or accepting a copy of this document, you agree to be bound by the foregoing limitations.

The Group uses several alternative measures that are not identified as accounting parameters in the framework of IFRS standards, to allow better evaluation of the trend of economic operations and the Group's financial position. Such indicators are also tools that assist the directors in identifying operating trends and in making decisions on investments, resource allocation and other business matters. Therefore, the measurement criterion applied by the Group may differ from the criteria adopted by other groups and hence may not be comparable with them. Such alternative performance indicators are constituted exclusively starting from the Group's historical data and measured in compliance with the matters established by the Guidelines on Alternative Performance Measures issued by ESMA/2015/1415 and adopted by Consob with communication no. 92543 of 3 December 2015. These indicators refer only to performance in the period illustrated in this Interim Board of Directors' Report and the comparative periods and not to expected performance and must not be taken to replace the indicators required by the reference accounting standards (IFRS). Finally, the alternative indicators are processed with continuity and using uniform definition and representation for all the periods for which financial information is included in this Interim Board of Directors' Report.

The performance indicators used by the Group are defined as follows:

- Earnings/(Losses) before interest and tax (EBIT): Net sales plus Other operating income less Operating costs (Cost of sales, Distribution costs, General and administrative expenses, and Other operating costs)
- Earnings/(Losses) before interest, tax, depreciation and amortization (EBITDA): EBIT plus depreciation, amortization, writedowns and provisions;
- Net indebtedness (Net financial position): calculated as the sum of Loans obtained and Bank borrowing less Cash and cash equivalents;
- Capital expenditure (CAPEX): the sum of investment in property, plant and equipment and intangible assets, net of divestments;
- Free Cash Flow: the cash flow available for the Group, defined as the difference between the cash flow of operating activities and the cash flow for investments in tangible and intangible fixed assets;
- **Capital employed**: calculated as the sum of shareholders' equity and net financial position, including debts for the acquisition of equity investments;
- Return on capital employed (ROCE): EBIT / Capital employed;
- Return on equity (ROE): Net profit / Shareholders' equity.

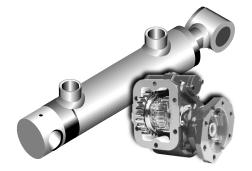
The Group's income statement is prepared by functional area (also called the "cost of sales" method). This form is deemed to be more representative than its "type of expense" counterpart, which is nevertheless included in the notes to the Annual Financial Report. The chosen form, in fact, complies with the internal reporting and business management methods. The cash flow statement was prepared using the indirect method.

# ANNEX GROUP OVERVIEW





- € 1.600m of turnover and € 380m of EBITDA (23.7% on net sales) in 2021 divided between two divisions
  - Hydraulics and Water Jetting
- Hydraulics: around 70% of Group sales and 65% of Group EBITDA
  - Wide range of components for mobile and non-mobile hydraulics:
     PTOs, cylinders, gear pumps, valves, hoses, fittings, ...
  - Additional businesses: reduction gears, hoses, fittings for non-hydraulic applications
- Water Jetting: around 30% of Group sales and 35% of Group EBITDA
  - High-pressure plunger piston pumps
  - Additional businesses: flow handling components for food&beverage, cosmetics and pharmaceutical components





**M** 

		WATER JETTING			
	HYDRAULICS	HIGH PRESSURE PUMPS DEVICES & SYSTEMS	FLOW HANDLING COMPONENTS		
PRODUCTS	<ul> <li>Power take-offs, cylinders, hydraulic motors &amp; gear pumps, valves</li> <li>Rubber and flexible metal hoses, rigid pipes, pipe system design and connection flanges</li> <li>Linear, orthogonal/planetary reduction gears for lightweight to very large-scale applications</li> </ul>	<ul> <li>Piston pumps 1-2,000 hP used in high-pressure applications</li> <li>Standard or custom design</li> <li>Pump-based turnkey systems and assemblies</li> </ul>	<ul> <li>Stainless steel agitators, mixers, manifolds, tanks, cleaning-in- place systems, heat treatment, centrifugal separators, low-pressure pumps</li> </ul>		
MARKET					
Dimension	> € 50 bn / yr	€ 1 bn / yr	€ 9 bn / yr		
Features	Size and efficiency	Niches market and high operators' fragmentation	Extreme geographic & product diversification		
Organic & external growth opportunities	<ul> <li>Organic: long-term growth related to world GDP</li> <li>External: plentiful</li> </ul>	<ul> <li>Organic: on going development across various industries</li> <li>External: limited</li> </ul>	<ul> <li>Organic: leveraging on development &amp; urbanization and nutritional awareness trends</li> <li>External: plentiful</li> </ul>		
GROUP COMPETITIVE ADVANTAGES	<ul> <li>Product range and geographical production footprint allow to supply the largest OEMs</li> <li>Volatility reduced by diversification</li> <li>Flexibility to adapt to any market phase</li> <li>M&amp;A strategy as a driver to improve visibility, product range and cross-selling opportunities</li> <li>Manufacturing of key components (e.g. directional control valves) ensures sticky and long-lasting business relationships</li> </ul>	<ul> <li>Largest player in its niche</li> <li>Top-of-the-market product performance</li> <li>Premium positioning due to history and reputation</li> <li>After-sales revenues (~1/3 of sector total)</li> </ul>	<ul> <li>Hygienically sensitive applications require the same skills needed at even higher levels for high- pressure pumps: sophisticated flow design, high-precision metal machining &amp; surface treatments</li> <li>Focus on high-margin components</li> </ul>		



### **A BALANCE AND DIVERSIFIED BUSINESS – APPLICATIONS**

#### **HYDRAULICS**





Rail engine heads deburring Bodywork cutting Welded seals cleanup

#### **MARINE / SHIPYARDS**

Water-blasting removal (2) Hull cleaning (2) Fuel pumps for methanolconverted marine engines



WATER PROCESSING Misting **Reverse-osmosis** desalination



#### **CONTRACTORS**

Sell or rent general-purpose high-pressure systems for cleaning and maintenance service (e.g. U.S. market)

#### OIL & GAS

Anti-icing and pressurerestoring fluids injections Underwater pumping Emergency valve operation Platform decommissioning

TRUCK Factory-fitted PTOs

**EARTH MOVING** 

Excavators

Backhoe loaders

Skid-steer loaders

CONSTRUCTION

Concrete mixing

Telescopic handlers

Conditioning/

refrigeration/

ventilation



AGRICOLTURE Farm tractors Front loaders Harvesting machines

INDUSTRIAL

Machine tools

Automated assembly lines

**TRUCK OUTFITTERS** 

Tipping trucks

Trash collection –

Firefighting -

Snow plowing

**Towing - Car Carriers** 

Crane trucks





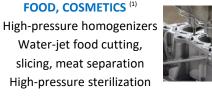








Mid/high-power cleaning<sup>(2)</sup> Car washing systems Airport tarmacs<sup>(2)</sup> Fish-farming nets<sup>(2)</sup>















Pulp & paper Fibers intertwining Overspray removal

**STEEL / ALUMINUM** Descaling of steel bars<sup>(2)</sup> Cleaning of tanks & vessels<sup>(2)</sup>

CONSTRUCTION

Hydro-demolition<sup>(2)</sup>

Surface preparation<sup>(2)</sup>

TRUCKS

**INDUSTRY** 

#### **CLEANING**





LIFTING Mobile-fixed cranes Elevators Forklifts Conveyor belts



**DRILLING/TUNNELING Tunnel-boring machines** 









### A BALANCE AND DIVERSIFIED BUSINESS – PRODUCTS







 Vertically integrates manufacturing (wherever possible)
 Use of general-purpose programmable machine tools (no rigid production lines)
 Standard metal-working processes to facilitate outsourcing

Product mix and sales strategy can adapt fast to market evolution

Standardisation & merger to be executed when need

#### **DIVERSIFICATION**

 Across the widest possible range of applications, products, customers and geographies
 High share of local-for-local production

#### GOVERNANCE

 Very decentralised structure, backed by centralised resources allocation and thight monitoring and control Identity, brand, local supply chain and sales force confirmation Seller taken on board as shareholder

#### M&A

• Not just "transactions", a new chapter

Industrial multiples

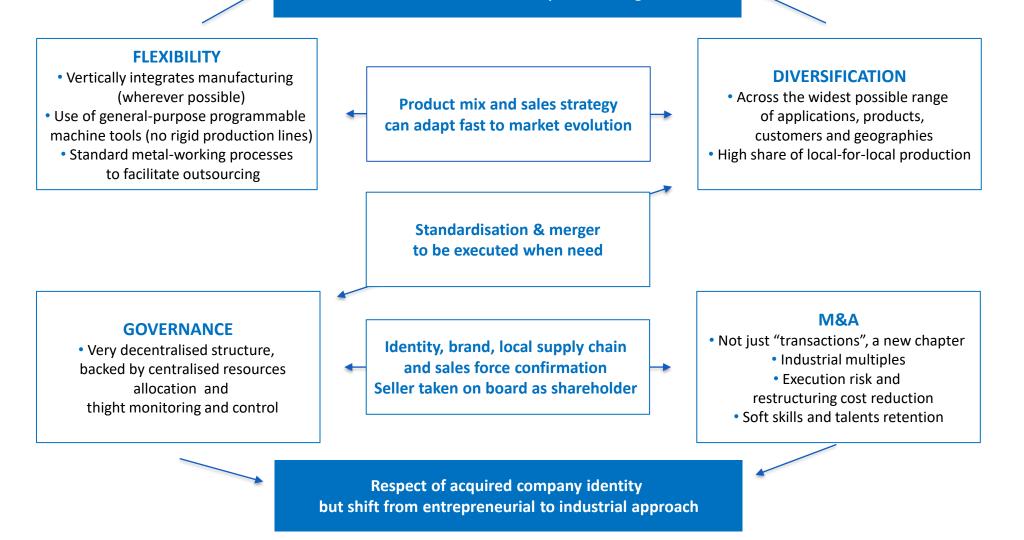
Execution risk and

- restructuring cost reduction
- Soft skills and talents retention



#### **GROUP STRATEGY MILESTONES**

Volatility reduction through multiple cycles exposure Effective reaction to unexpected swings





The Manager in charge of preparing the company's financial reports declares - pursuant to paragraph 2 of Article 154-bis of the Consolidated Law on Finance - that the accounting information contained in this presentation corresponds to the document results, books and accounting records.

S.Ilario d'Enza, 2 August 2022

Carlo Banci

Original copies of this presentation are printed on CO<sub>2</sub> neutral paper from a FSC-certified producer. Please collect used paper for recycling.