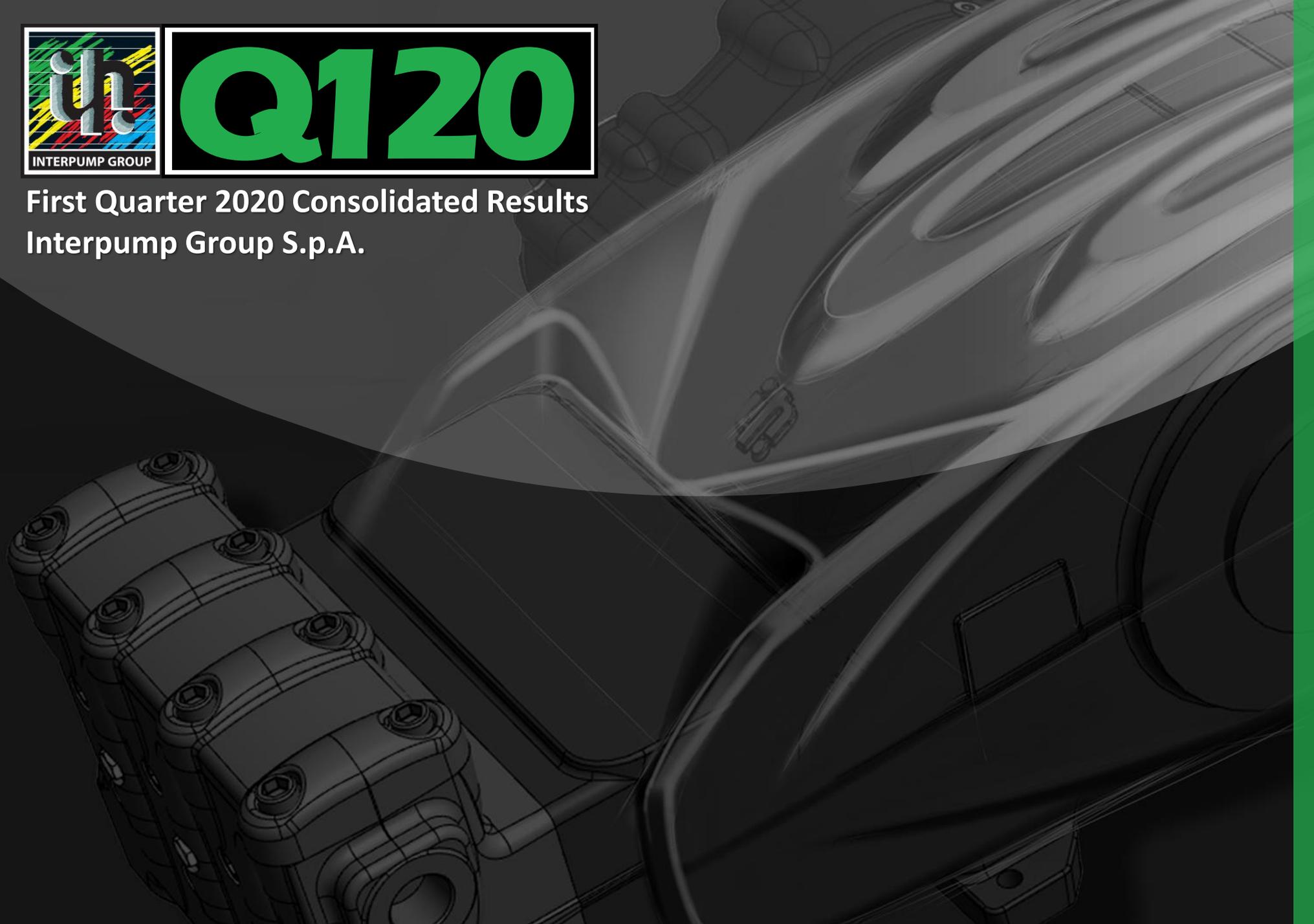




# Q1 20

First Quarter 2020 Consolidated Results  
Interpump Group S.p.A.





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	Q1 19	<b>Q120</b>	y/y
Organic growth in sales			-11.2%
FX contribution			+0.3%
Increase in perimeter			+11.0%
<b>TOTAL REPORTED SALES</b>	<b>343.6</b>	<b>344.0</b>	+0.1%
<b>EBITDA</b>	<b>78.6</b>	<b>74.3</b>	-5.5%
<b>EBITDA / SALES</b>	<b>22.9%</b>	<b>21.6%</b>	
<b>NET INCOME (as reported)</b>	<b>45.3</b>	<b>33.3</b>	-26.4%
<i>Tax rate</i>	<i>27.9%</i>	<i>28.0%</i>	
<b>NET DEBT</b>	<b>381.6</b>	<b>384.9</b>	+3.3 mn
COMMITMENTS FOR PURCHASE OF SUBSIDIARIES	54.3	61.5	+ 7.2 mn
<i>TREASURY SHARES (as at 31/03)</i>	<i>3,413,489</i>	<i>2,298,506</i>	

€ mn

WATER-JETTING	Q120	y/y
Organic growth in sales		-2.6%
FX contribution		+0.8%
Increase in perimeter		+0.3%
<b>TOTAL REPORTED SALES</b>	<b>109.0</b>	<b>-1.5%</b>
EBITDA	28.3	-1.5%
<b><i>EBITDA / SALES</i></b>	<b>25.8%</b>	
HYDRAULICS	Q120	y/y
Organic growth in sales		-15.3%
FX contribution		+0.2%
Increase in perimeter		+16.0%
<b>TOTAL REPORTED SALES</b>	<b>234.9</b>	<b>+0.9%</b>
EBITDA	46.1	-7.7%
<b><i>EBITDA / SALES</i></b> <i>net of IFRS16 effect, for comparison only</i>	<b>19.6%</b>	

€ mn

	FY 18	<b>FY19</b>	y/y
Organic growth in sales			+1.4%
FX contribution			+1.4%
Increase in perimeter			+4.2%
<b>TOTAL REPORTED SALES</b>	<b>1,279.2</b>	<b>1,368.6</b>	<b>+7.0%</b>
<b>EBITDA</b> <i>net of IFRS16 effect, for comparison only</i>	<b>288.5</b>	<b>317.9</b> 302.4	<i>n.s.</i> +4.8%
<b>EBITDA / SALES</b> <i>net of IFRS16 effect, for comparison only</i>	<b>22.6%</b>	<b>23.2%</b> 22.1%	
EBIT	236.5	247.2	+4.5%
<b>EBIT / SALES</b>	<b>18.5%</b>	<b>18.1%</b>	
<b>NET INCOME (as reported)</b> <i>Tax rate</i>	<b>173.9</b> 27.5%	<b>180.6</b> 26.1%	+3.9%
<b>NET INCOME (adjusted*)</b> <i>Tax rate</i>	<b>162.5</b> 28.9%		+11.2%
<i>* FY18 reported net income included a €11.4 million one-off from recognition of the GS-Hydro badwill</i>			
<b>NET DEBT</b> <i>net of IFRS16 effect, for comparison only</i>	<b>287.3</b>	<b>370.8</b> 298.4	<i>n.s.</i> +11.0 mn
COMMITMENTS FOR PURCHASE OF SUBSIDIARIES	44.5	54.3	+ 9.8 mn
TREASURY SHARES (as at 31/12)	3,413,489	2,224,739	

€ mn

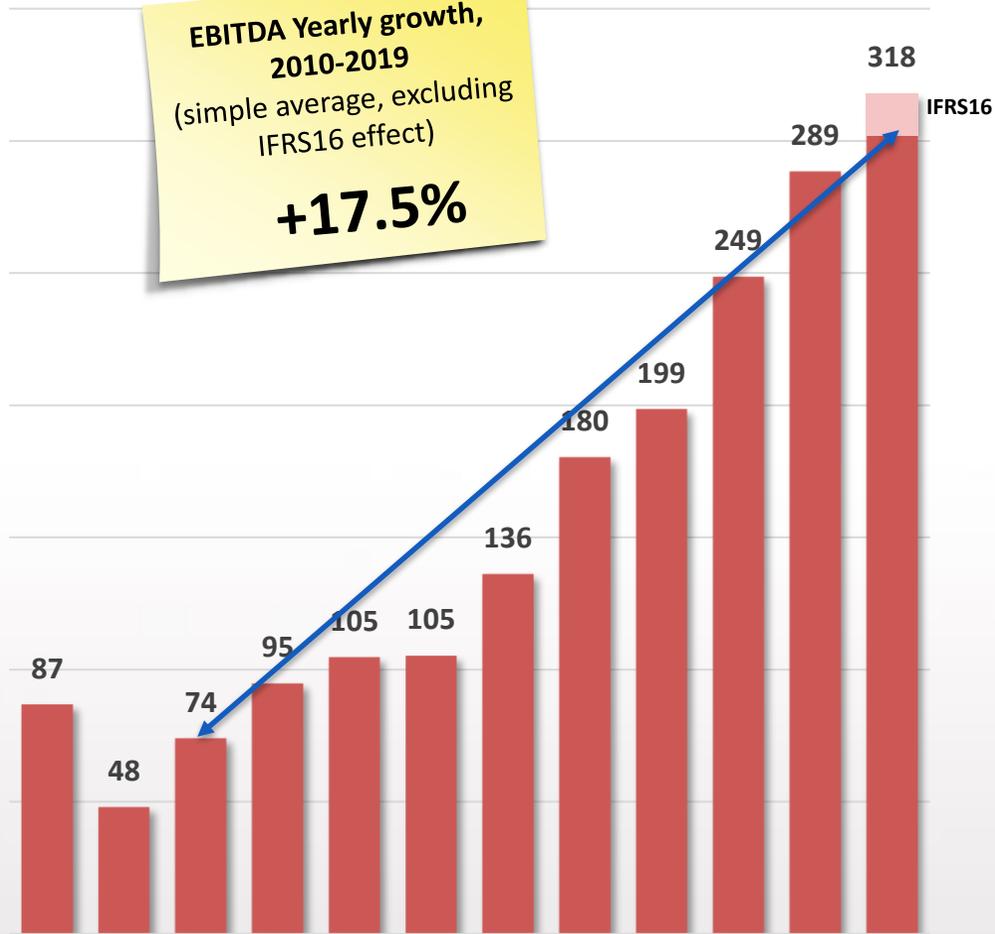
**Sales Yearly growth, 2010-2019**  
(simple average)

- Acquired **+9.5%**
- Organic **+6.0%**



**EBITDA Yearly growth, 2010-2019**  
(simple average, excluding IFRS16 effect)

**+17.5%**



First 12 months' turnover of acquired companies
  Rest of business

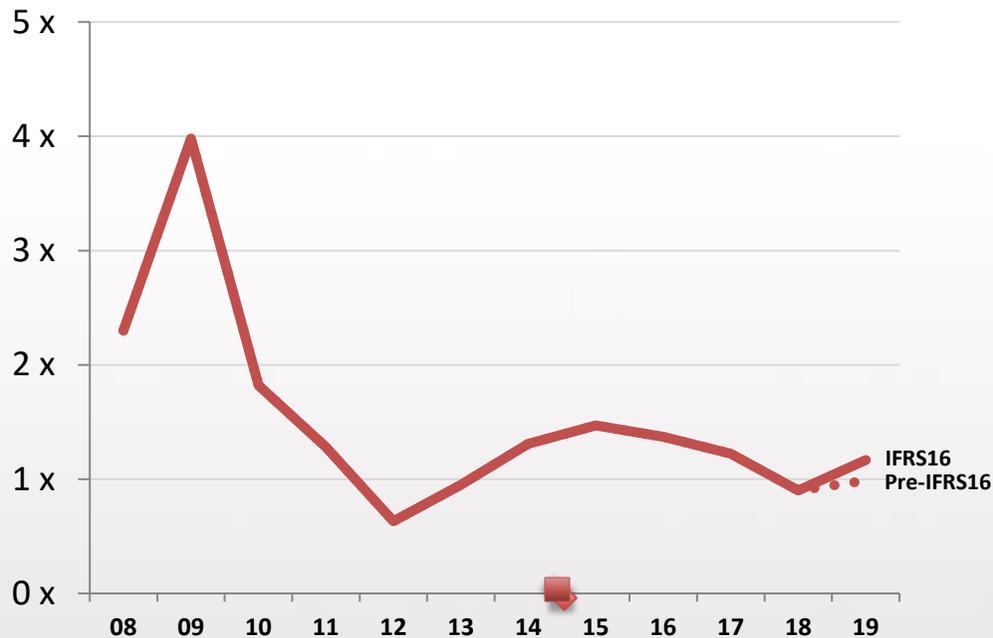
net of Electric Motors (dismissed in 2011) for consistency with current business



## Prudent debt policy and satisfactory return on capital employed

### Net Debt / EBITDA (12 M)

Net of treasury stock (at book value) and including commitments for purchase of investments



### Return On Capital Employed (12M)

$\frac{\text{FY Operating profit}}{\text{average of (consolidated shareholder's equity + net debt) during the year}}$



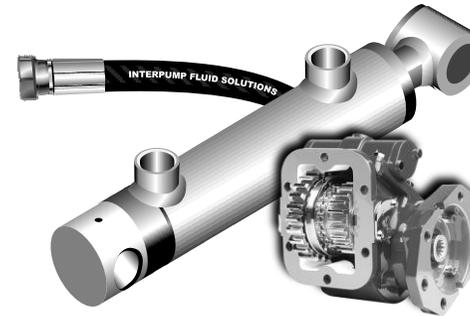


## WATER-JETTING

### ▶ Two business sectors:

- ▶ World leader in high-pressure plunger piston pumps (historical core business)
- ▶ Also included in this sector: flow handling components for food, cosmetic and pharmaceutical industry

and



## HYDRAULICS

- ▶ Wide range of components for mobile and non-mobile hydraulics: PTOs, cylinders, gear pumps, valves, hoses, fittings...
- ▶ Also included in this sector: reduction gears, hoses, fittings and piping systems for non-hydraulic applications

## STOCK MARKET

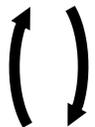
- ▶ Public company (~75% free float) listed at the Milan Stock Exchange since 1996 (ticker: IP.MI)
- ▶ Unique and successful growth story complementing organic growth with numerous bolt-on acquisitions
- ▶ Among the largest market caps in the STAR segment
- ▶ Stock is eligible for PIRs (government-sponsored saving investment plans for Italian households with significant tax advantages)

# Interpump's distinctive features



## FLEXIBILITY

- **Vertically-integrated** manufacturing
- Use of general-purpose **programmable machine tools**;  
**No rigid production lines**
- **Standard metal-working processes** facilitate outsourcing if needed

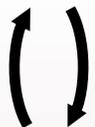


Product mix and sales strategies can quickly adapt to actual signals picked from the markets

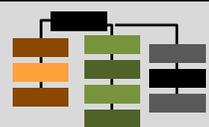


## DIVERSIFICATION

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

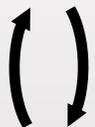


Standardization and mergers are not absolute goals. They are only pursued when an advantage is evident



## GROUP STRUCTURE

- **High diversity** of business models, corporate structures, geographical extension
- **Very decentralized structure**, backed by centralized allocation of resources and **tight monitoring & control**



## M&A

- **Not just transactions**: a joint effort to write the next chapter of a company's story
- Reasonable, "Industrial" **multiples** paid
- **No restructuring costs** or related execution risk
- Retention of soft skills and talents

- Exposure to multiple cycles reduces volatility
- Quick and optimal reaction to unexpected growth or adversities

- Acquired companies maintain their identity but shift from entrepreneurial to industrial
- Positive influence on margins



# Business sector overview

34% of Group sales and 41% of EBITDA in 2019



HIGH PRESSURE PUMPS, DEVICES AND SYSTEMS



FLOW HANDLING COMPONENTS FOR FOOD, COSMETICS & PHARMA

DESCRIPTION OF PRODUCTS



**Piston pumps from 1 to 2,000 hP** (0.7 to 1,500 KW) used in high-pressure applications, **up to 6,000 bar** (87,000 psi) Standard or custom design

**Pump-based turnkey systems and assemblies**

high-pressure homogenizers

Stainless steel agitators, mixers, manifolds, tanks, cleaning-in-place systems, heat treatment, low-pressure pumps (lobe, progressive cavity, centrifugal)

ADDRESSABLE MARKET (est.)



€ 1 bn / yr

€ 9 bn / yr

MARKET FEATURES



**High barriers to entry** due to limited niche size  
**High fragmentation:** smaller companies, often very vertically specialized, or non-strategic products from large pump manufacturers

**Extreme geographic & product diversification:** size not necessarily an advantage

MARKET GROWTH DRIVERS



**New applications** for high-pressure technology continuously developed across multiple industries

Development & urbanization: **shift towards processed food**  
Nutritional awareness: **new demand** for enhanced ingredients/processing

ACQUISITION OPPORTUNITIES



Limited

Plentiful

INTERPUMP COMPETITIVE ADVANTAGES



**Largest player** in its niche  
Top-of-the-market **product performance**  
**Premium positioning** due to history and reputation  
**After-sales revenues** (~1/3 of sector total)

Hygienically sensitive applications require the same skills needed at even higher levels for high-pressure pumps: sophisticated **flow design**, high-precision **metal machining & surface treatments**  
Focus on **high-margin components**



**FOOD, COSMETICS, PHARMACEUTICAL**  
*in addition to flow handling components*

High-pressure homogenizers  
Water-jet food cutting, slicing, meat separation  
High-pressure sterilization



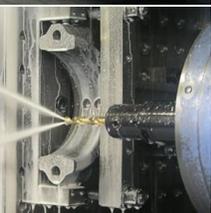
**CONSTRUCTION**

Hydro-demolition \*  
Surface preparation \*  
Renewal of armored concrete infrastructures \*



**TRUCKS**

Lightweight high pressure pumps for sewer trucks  
Other utility vehicles



**INDUSTRY**

Machine drilling & cutting \*  
Pulp & paper  
Intertwining of fibers in non-woven textiles production  
Overspray removal from painting booth grids



**STEEL / ALUMINUM**

Descaling of steel bars \*  
Cleaning of tanks & vessels used in aluminum processing \*



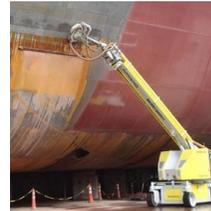
**CLEANING**

Mid- to high-power professional & industrial cleaning \*  
Car washing systems  
Airport tarmacs \*  
Fish-farming nets \*



**AUTOMOTIVE**

Deburring of common-rail engine heads \*  
Cutting of bodywork and other materials  
Cleanup of welded seals



**MARINE / SHIPYARDS**

Water-blasting paint removal \*  
Hull cleaning \*  
Fuel pumps for methanol-converted marine engines



**WATER PROCESSING**

Misting  
Reverse-osmosis desalination



**CONTRACTORS**

Service companies who buy or rent general-purpose high-pressure systems and offer various industrial cleaning and maintenance services to third parties across different industries (typical of the U.S. market)



**OIL & GAS**

Injection of anti-icing and pressure-restoring fluids in wells  
Underwater high-pressure pumping  
Emergency valve operation (seal-less pumps)  
Decommissioning of platforms at end of life

**An asterisk (\*) indicates applications where Interpump also supplies complete turnkey systems**



Total employees as at 31 March: 1,895

## High-pressure Plunger Pumps and Systems

## Flow Handling Components



- ▶ Plunger pumps high flow/ high pressure (1~450 HP)

- ▶ Production and rental of high-pressure pumps and complete systems

- ▶ Specialized solutions for steel and mining industry

- ▶ High-pressure pumps (up to 1,500 HP - 4,500 bar/65K PSI)
- ▶ Design and supply of turnkey solutions

- ▶ Homogenizers for food, cosmetics, and pharmaceutical industry

- ▶ Pumps, mixers, components & systems for food, cosmetics and pharma

- ▶ Mixers and agitators (Magna-Safe® magnetic transmission)



**INTERPUMP  
Pratissoli**



▶ U.S. Distributor

**General Pump**

**NLB**



**Inoxihp (53%)**



**Hammelmann**



**Bertoli**



**INOXPA  
Fluinox**



**Mariotti & Pecini**



[www.interpump.it](http://www.interpump.it)  
[www.pratissolipompe.it](http://www.pratissolipompe.it)  
[www.generalpump.com](http://www.generalpump.com)

[www.nlbcorp.com](http://www.nlbcorp.com)

[www.inoxihp.it](http://www.inoxihp.it)

[www.hammelmann.com](http://www.hammelmann.com)

[www.bertoli-homogenizers.com](http://www.bertoli-homogenizers.com)

[www.inoxpa.com](http://www.inoxpa.com)

[www.mariotti-pecini.it](http://www.mariotti-pecini.it)

## International presence (plants and subsidiaries)

Italy, USA, China

USA, Poland

Italy

Germany, USA,  
Australia, China, Spain

Italy

Spain, India, Portugal,  
Italy, UK, USA, France,  
Denmark, Sweden,  
Russia, China, UAE,  
Ukraine, Moldova,  
South Africa, Australia,  
Colombia

Italy

66% of Group sales and 59% of EBITDA in 2019



**Power Take-Offs, Cylinders, Hydraulic motors and gear pumps, Valves** (including Directional Control Valves).  
 Rubber **hoses**, flexible metal hoses, rigid **pipes**, pipe system design and connection **flanges** (also for non-hydraulics applications)  
 Linear, Orthogonal and Planetary **Reduction Gears** for lightweight to very large-scale applications

DESCRIPTION OF PRODUCTS



ADDRESSABLE MARKET (est.)



> € 50 bn / yr

MARKET FEATURES



**Large and efficient**, no room for premium pricing  
 Large share of **smaller and/or very specialized players**

MARKET GROWTH DRIVERS



Long-term growth proportional to world GDP, with strong YoY volatility.  
 Very few examples of new or obsolete applications

ACQUISITION OPPORTUNITIES



Countless **one-country or one-product companies** that could immediately benefit from becoming part of a larger, international group

INTERPUMP COMPETITIVE ADVANTAGES



**Product range and geographical production footprint** allow Interpump to supply the **largest OEMs** in earth-moving, trucks, agriculture, lifting and handling machinery  
**Diversification** reduces YoY volatility; flexibility helps making the most from every market phase.  
**Enlargement of product range** through M&A increases visibility and creates **cross-selling opportunities**  
**Manufacturing of key components** such as Directional Control Valves ensures sticky and long-lasting business relationships



### **EARTH-MOVING**

Excavators and mini-excavators  
Backhoe loaders  
Skid-steer loaders



### **TRUCK OUTFITTERS**

Tipping trucks  
Trash collection - Sewer cleaning  
Firefighting - Snow plowing  
Towing - Car Carriers  
Crane trucks



### **TRUCK MANUFACTURERS**

Factory-fitted PTOs



### **AGRICULTURE**

Farm tractors  
Front loaders  
Harvesting machines



### **CONSTRUCTION**

Concrete mixing  
Telescopic handlers  
Conditioning/refrigeration/ventilation



### **INDUSTRIAL**

Machine tools  
Hydraulic power packs  
Automated assembly lines



### **LIFTING**

Mobile and fixed cranes  
Elevators  
Forklifts  
Conveyor belts



### **DRILLING / TUNNELING**

Tunnel-boring machines



March 2020 – Total employees: 5,546

▶ **Power Take-Offs**  

**INTERPUMP HYDRAULICS,**  
**Muncie Power Products,**  
 PZB, Hydrocar, Takarada

▶ **Planetary Reduction Gears**  

**REGGIANA RIDUTTORI**  
**TRANSTECNO**

▶ **Cylinders**  

**Panni Oleodinamica**  
**Contarini**  
 Penta, Modenflex

▶ **Oil Tanks**  

**American Mobile Power**

▶ **Distributor for Oceania**  

**Mega Pacific (65%)**

▶ **Valves**  
 ▶ **Directional Control Valves**  
 ▶ **Rotating manifolds**



**WALVOIL**  
 Hydrocontrol, Galtech M.T.C.

**HYDRA DYNE TECH**

▶ **Rubber hoses**  
**I.M.M.**  
 Hypress  
 Interpump Fluid Solutions



▶ **Metallic flexible hoses**  
**Tubiflex**



▶ **Rigid pipes & piping systems**  
**GS-Hydro**  
**Tekno Tubi**



▶ **Hose assembly machines**  
**Hydralok**



▶ **24/7 service & repairs**  
**Bristol Hose**



[www.webpto.com](http://www.webpto.com)  
[www.munciepower.com](http://www.munciepower.com)  
[www.transtecno.com](http://www.transtecno.com)

[www.panni.com](http://www.panni.com)  
[www.contarini.net](http://www.contarini.net)  
[www.reggianariduttori.com](http://www.reggianariduttori.com)

[www.walvoil.com](http://www.walvoil.com)  
[www.hydradynetech.com](http://www.hydradynetech.com)

[www.interpumpfluidsolutions.com](http://www.interpumpfluidsolutions.com)  
[www.tubiflex.com](http://www.tubiflex.com)  
[www.gshydro.com](http://www.gshydro.com)

## International presence (plants and subsidiaries)

Italy, USA, UK, France, Spain,  
 Bulgaria, Slovakia,  
 Mexico, Brazil, Chile, Peru,  
 China, India, Australia, New Zealand,  
 South Africa, UAE

Italy, USA, Canada, France,  
 India, China, Korea, Australia

Italy, France, Germany, Romania,  
 UK, South Africa, Sweden, Denmark,  
 Austria, Poland, Spain, Netherlands, USA,  
 China, Korea, Singapore, Brazil



# Diversified across every dimension

Diversification of our business is the key to our resilience and low overall cyclicity

Both divisions have moved from the initial 100% concentration in one sector to a **wide range of applications across different industries**

**Hydraulics:** ongoing enlargement of product range through acquisitions.  
**Water-Jetting:** expansion from the historical niche of high-pressure pumps into the wider world of fluid handling

Optimal customer diversification.  
Largest account represents 1.4% of sales



We sell our products **all over the world**, either through our increasing direct presence, or through distributors

**Most goods sold** are produced locally or at least in the **same currency**. Our FX impact is mostly relative to the translation of financial statements. **No currency hedging** is necessary

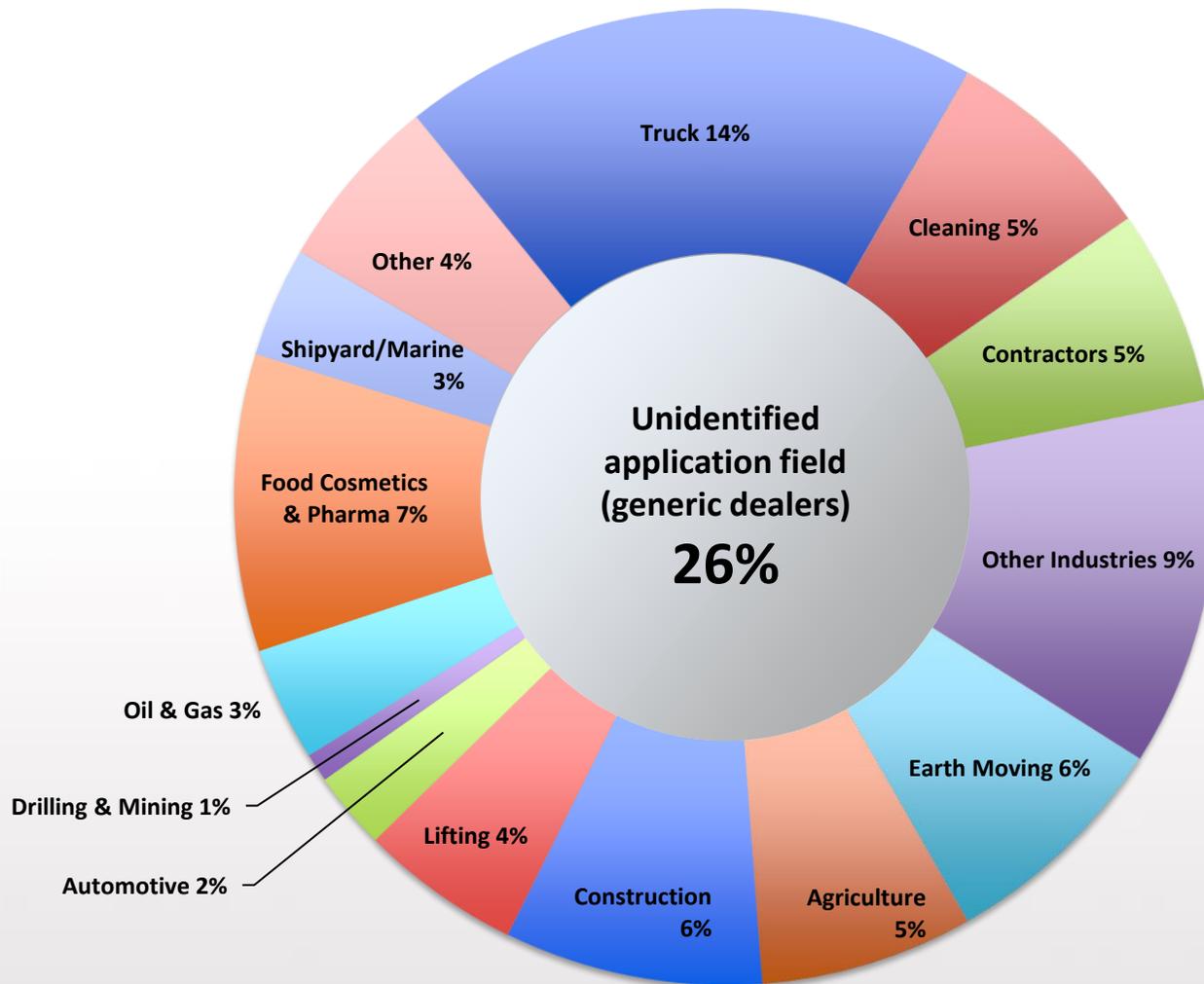
Stainless steel, aluminum, brass, cast iron, copper, and countless other alloys. **Smart, forward-looking buying policy** keeps us safe from price volatility

**All classes of customers** are serviced directly, through a local subsidiary, or through a distributor according to their size and importance: **from the world's largest OEMs to small retail customers**



# Diversification by application field

2019 Total Turnover: Euro 1,369 million



Diversification of our business is the key to our resilience and low overall cyclicality

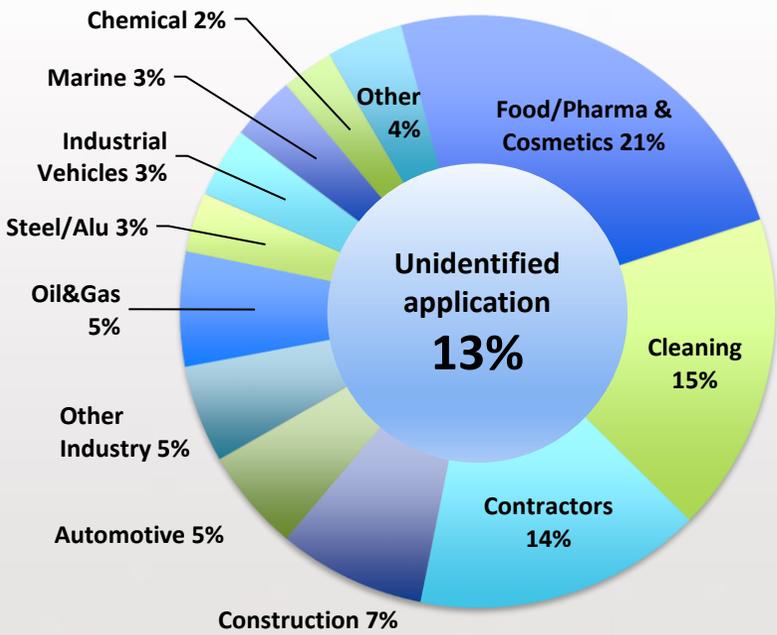
# Diversification is a never-ending journey

Significant reduction of cyclicity and correlation achieved over the past decade

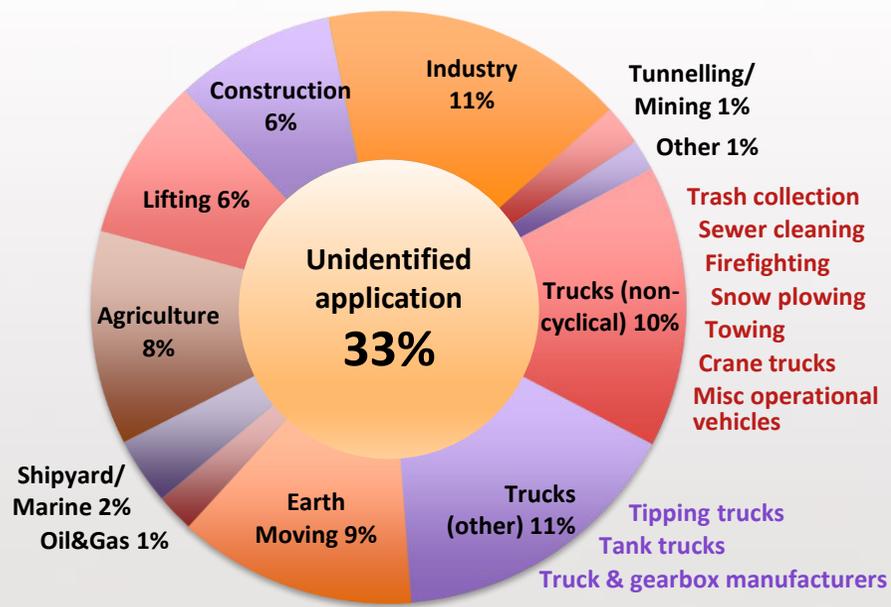
## WATER JETTING

## HYDRAULICS

- ✓ Diversification into many application sectors with different cycles
- ✓ Ongoing expansion into sectors with little or no cyclicity
- ✓ No single sector is critical for Interpump
- ✓ In most sectors, Interpump is not structurally correlated to industry trends

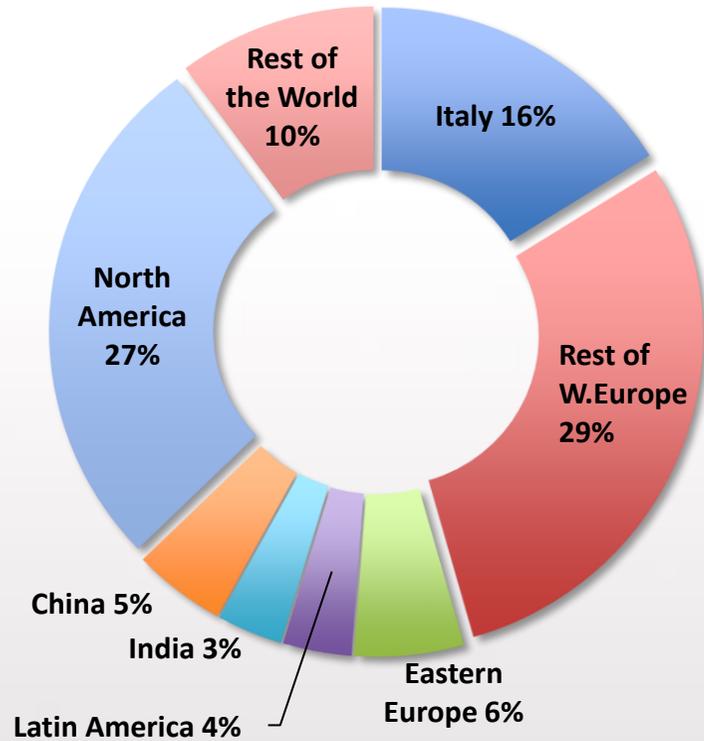


**2019**

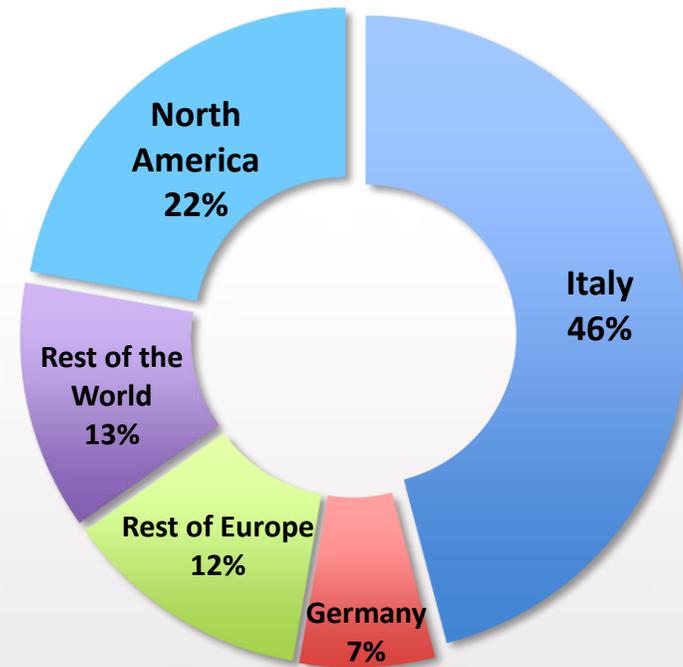


## Geographical breakdown of sales and costs (2019)

### Sales



### Total Costs



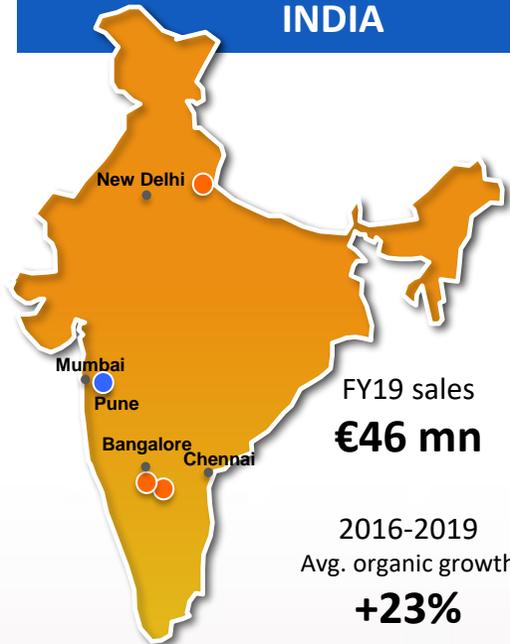
Focus on emerging markets: a well-balanced presence

● Water-Jetting ● Hydraulics

## CHINA (大陆)



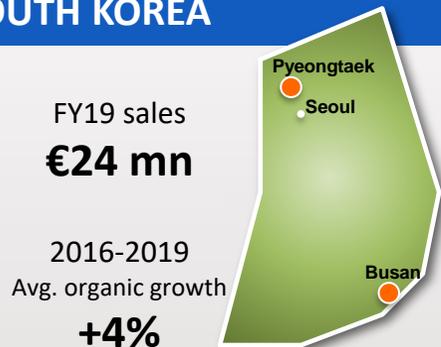
## INDIA



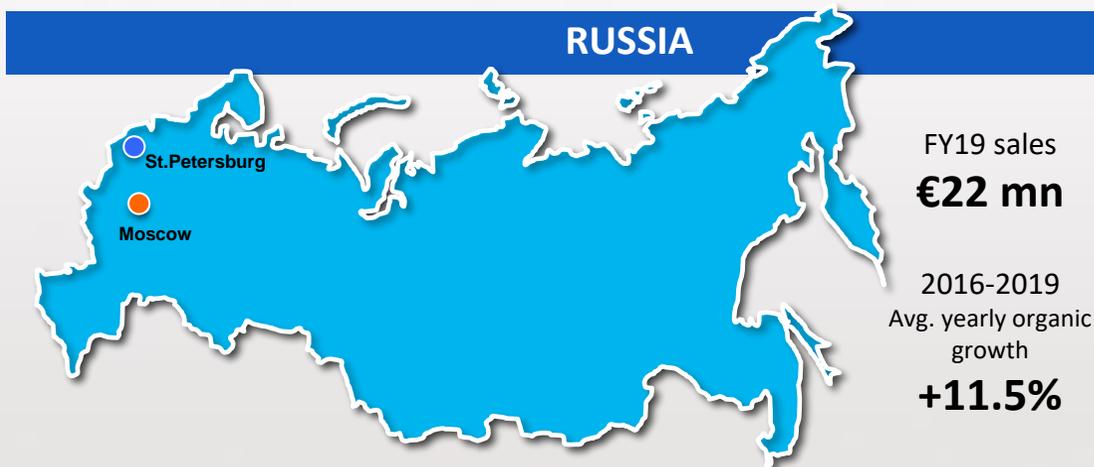
## BRAZIL



## SOUTH KOREA



## RUSSIA





40+ companies acquired since the IPO in 1996 representing roughly 2/3 of each year's growth



Different purposes for acquisitions: completing the product range, reinforcing competitive positioning, enhancing distribution



Bolt-on acquisitions: no disruption in activity, immediate synergies



Soft integration policy: existing management, brands, IT systems are preserved



Reasonable multiples paid, based on EV/EBITDA ratio



Remarkable increase in EBITDA margins of acquired companies



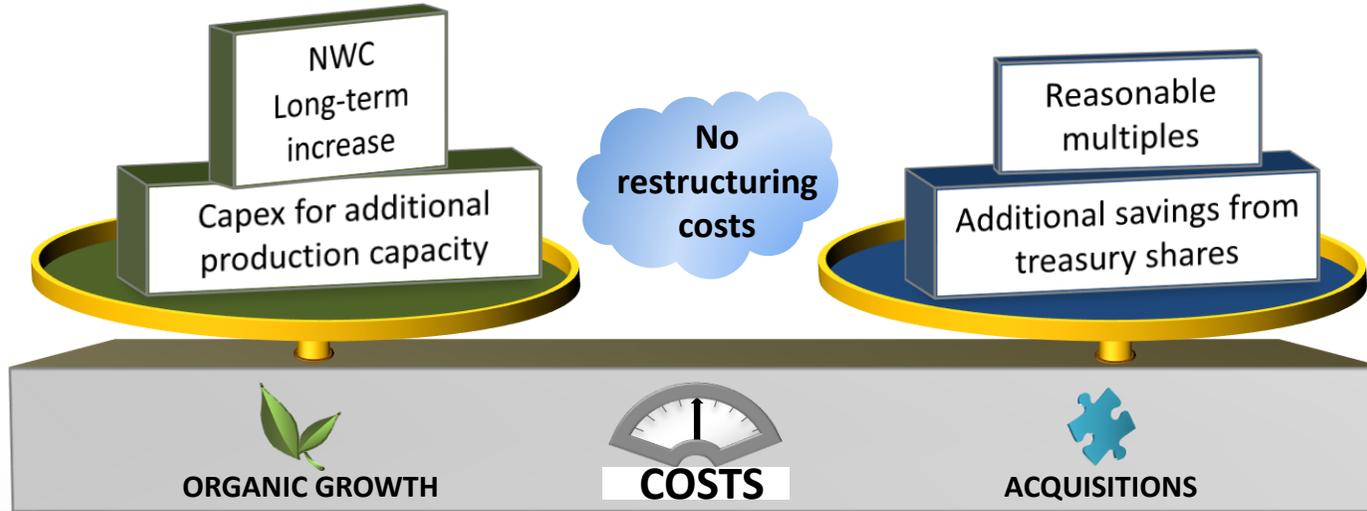
Frequent acquisition of a control stake with agreements for acquiring the minority interest in a few years



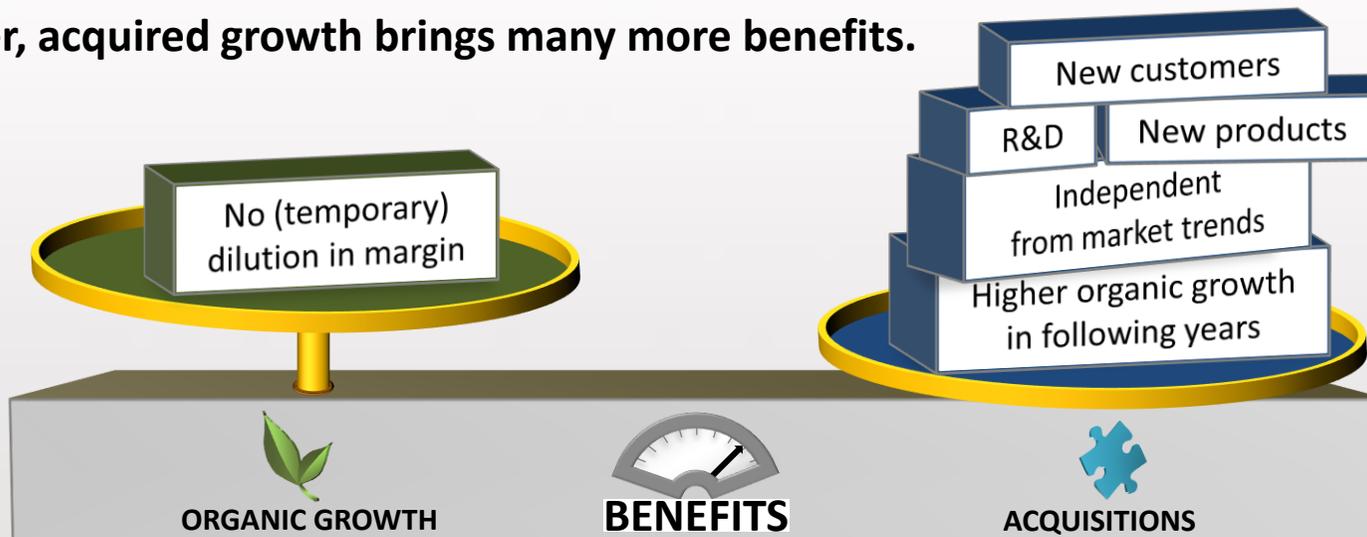
Use of Interpump treasury shares as full or partial payment for some acquisitions

# The Balance of Growth

✓ Thanks to Interpump's approach to M&A, the cost of acquisitions in terms of capital employed is comparable to the one of organic growth...



✓ ...However, acquired growth brings many more benefits.





# Acquisition & Diversification Timeline

Applications: from cleaning to countless

2018  
2017  
2015  
2007  
2005  
2004  
...  
1996



**Ricci Engineering:** beer-brewing and winemaking equipment and plant design.



**Fluinox:** flow handling for food cosmetics & pharma with a specific expertise in powders and pastes



**Inoxpa:** rotative pumps, mixers, blenders, and components for food, pharma & cosmetics. Direct presence in 7 new markets



**Mariotti & Pecini:** mixers and agitators, including Magna-Safe magnetic transmission



**Inoxihp:** specific know-how on steel and mining applications.



**Bertoli homogenizers:** Interpump's first product for the food, cosmetics, and pharma industries.



**NLB:** selling and renting high pressure systems to a large and diversified community of customers and contractors



**Hammelman:** focus on higher-pressure pumps. Small volumes, higher margins, stronger barriers to entry.



Dismissal of consumer-oriented cleaning division

Cleaning remains as an application, but focus is concentrated on high-pressure pumps and the development of new applications



# IPO

High-pressure pumps, pressure washers, and other machines and accessories for household and industrial cleaning



Products: from PTOs only to integrated hydraulic kits, systems and services



2020



Transtecno reduction gears



2019



Hydra Dyne Tech rotary swivels and cylinders  
Reggiana Riduttori planetary reduction gears



2018



GS-Hydro World leader in non-welded piping systems



2017



Bristol Hose retail & on-site quick service  
Fluid System 80 hydraulic power packs



2016



Endeavour crimping machines - Tubiflex flexible metal hoses  
Tekno Tubi shaped rigid pipes - Mega Pacific distribution



2015



Walvoil Valves & DCVs  
Osper PTOs and cylinders

2013-2014



Hydrocontrol directional Control Valves (DCV)  
IMM: flexible rubber hoses and fittings



2011-2012



Galtech, MTC valves - Takarada PTOs  
American Mobile Power hydraulic tanks



2008-2009



Contarini, Modenflex, Cover, Panni, Penta hydraulic cylinders



1999-2001



Muncie: PTOs  
Hydroven hydraulic power packs



1997-1998



PZB & Hydrocar, Italian manufacturers of power take-offs (PTO).





## HYDRA DYNE TECH

- Headquartered in Ontario, Canada
- Manufacturer of best-in-class rotary manifolds, valves and hydraulic cylinders, using the proprietary patented LocSeal™ technology. Rotary manifolds represent an addition to Interpump’s product range.
- Products designed and customized according to the needs of some of the largest OEMs in the agricultural machinery, earth moving, and forestry sectors.
- Significant expansion of Interpump’s Canadian and North-American business
- New application sector: forestry machinery



### FY2018 Data (year ending August 31)

SALES	CAD 36 mn
EBITDA	CAD 6.1 mn
NET DEBT	CAD 7.2 mn
<b>PRICE PAID (for a 75% stake)</b>	<b>EUR 15.2 mn</b>



**A world leader in design and manufacturing of reduction gears with the most versatile, lightweight and high-performance technology**



- Headquartered in Reggio Emilia, Italy; subsidiaries in Australia, Brasil, Canada, China, France, India, the Netherlands, Slovakia, USA
- Countless applications in heavy industry, lifting, marine, agriculture, forestry, mining, wind energy
- Extends and complements Interpump’s activity in power transmission systems (previously focused on truck PTOs)
- Excellent overlap of international presence and sector mix allow for strong technical and sales synergies with all other subsidiaries of Interpump

**FY2018 Data**

<b>SALES</b>	EUR 88 mn
<b>EBITDA</b>	EUR 17.2 mn (20% of sales)

<b>ENTERPRISE VALUE PAID (100% stake)</b>	EUR 125 mn o/w EUR 109 mn in treasury shares
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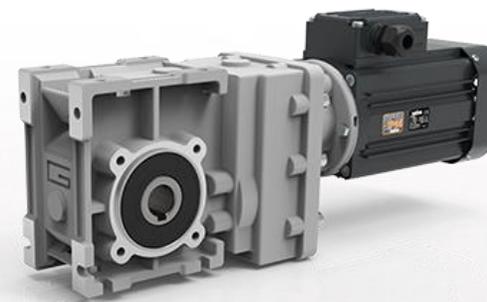
Plus net cash acquired at cost (~EUR 15 mn)



Designer and manufacturer of reduction gears and gear motors for light to mid-power applications with top-class margins

**One step further towards our goal of creating an industrial hub of international relevance in reduction gears**

- Headquartered in Bologna, Italy; subsidiaries in China, Netherlands, Spain, USA, Mexico
- Broad range of applications including specific product lines for poultry farming, car wash, and renewable energies
- Unique modular approach to design and distribution reduce the needs for large inventories simplifying the activity of dealers



FY2018 Data	
SALES	EUR 45 mn
EBITDA	EUR 8.7 mn (19% of sales)
NET CASH	> EUR 2 mn
<b>TOTAL PRICE PAID</b> (for a 60% stake)	<b>EUR 22 mn</b> + 488,533 Interpump treasury shares

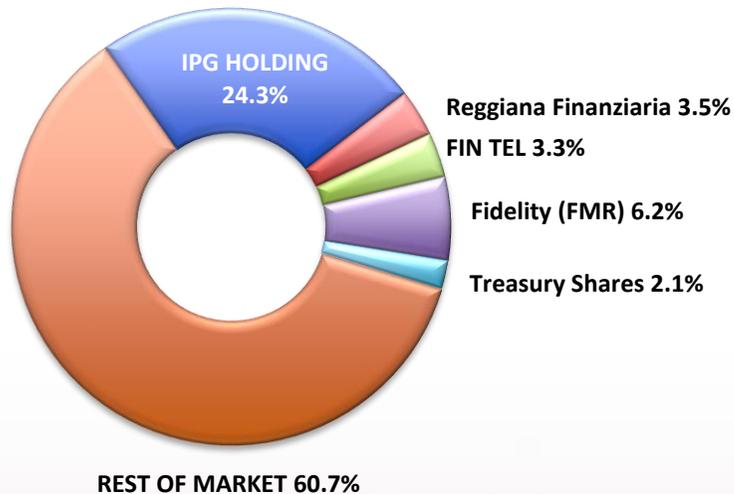


# Shareholders, Stock Performance, Analyst Coverage

Updated 11/05/2020

## Shareholder Structure

Source: CONSOB/Company



## Analyst Coverage

Alantra  
 Banca Akros  
 Equita SIM  
 Exane BNP Paribas  
 Intermonte  
 Intesa Sanpaolo  
 Kepler Cheuvreux  
 Mediobanca

Simone Pozzi  
 Paola Saglietti  
 Domenico Ghilotti  
 Michele Baldelli  
 Carlo Maritano  
 Bruno Permutti  
 Matteo Bonizzoni  
 Alessandro Tortora

## Interpump Stock Performance

Total return to shareholders since the IPO: 13.2% per year (assuming dividend reinvestment and participation to the '09 capital increase)

Share price	27.42
Market Capitalization	€ 3.0 bn
Performance 3 M:	-1.9%
Performance 1 Y:	-10.2%
Performance 2 Y:	-6.4%

## 1-yr trend: IP MI vs. FTSE STAR Index



as of 30 April 2020

## Board of Directors

★ = independent

**Fulvio Montipò** *Chairman and CEO*

**Giovanni Tamburi** *Deputy Chairman*

★ **Marcello Margotto** *Lead Independent Director*

★ **Angelo Busani** *Minority Director*

★ **Antonia Di Bella**

**Victor Gottardi**

**Fabio Marasi**

★ **Federica Menichetti**

★ **Stefania Petruccioli**

★ **Paola Tagliavini**

## Board of Statutory Auditors

**Anna Maria Allievi** *Chair*

**Roberta De Simone**

**Mario Tagliaferri**

## Chief Financial Officer

**Carlo Banci**

## Independent Auditors

**EY S.p.A.**

## Head of Investor Relations

**Luca Mirabelli**

## Synthesis of results

Euro/million	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019 ex-IFRS16
<b>Net Sales</b>	424.5	342.9	424.9	472.3	527.2	556.5	672.0	894.9	922.8	1,086.6	1,279.2	1,368.6	
<b>EBITDA</b>	87.0	46.9	74.1	94.7	105.8	105.2	136.1	180.3	198.5	248.6	288.5	317.9	302.4
Margin	20.5%	13.7%	17.4%	20.0%	20.1%	18.9%	20.3%	20.1%	21.5%	22.9%	22.6%	23.2%	22.1%
<b>EBIT</b>	75.7	29.2	54.7	75.7	84.1	79.2	104.4	136.9	153.5	198.9	236.5	247.2	
Margin	17.8%	8.5%	12.9%	16.0%	15.9%	14.3%	15.5%	15.3%	16.6%	18.3%	18.5%	18.1%	
<b>Net Profit</b>	40.2	14.0	27.4	42.6	53.2	44.1	57.7	118.3	94.5	135.7	173.2	180.6	
Margin	9.5%	4.1%	6.4%	9.0%	10.1%	7.9%	8.6%	13.1%	10.2%	12.5%	13.5%	13.2%	
<b>Free Cash flow</b>	22.1	63.1	57.0	30.9	38.6	34.3	38.3	85.2	89.9	93.6	82.2	124.8	
<b>Net Fin. Debt</b>	200.5	186.5	134.9	121.6	66.1	100.3	178.8	265.1	271.5	304.3	260.1	370.7	298.3
(net of treasury stock and including commitments for purchase of investments)													
<b>Shareholder's Equity</b>	178.0	242.8	291.5	315.2	396.9	432.9	466.6	622.6	677.5	764.7	868.2	1,055.2	
<b>Debt/Equity</b>	1.13	0.77	0.46	0.39	0.16	0.23	0.38	0.42	0.40	0.40	0.30	0.35	0.28

Continuing operations only

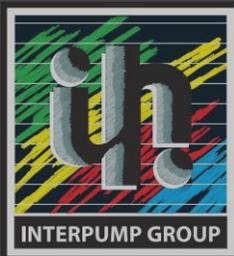
## Free Cash Flow (12 Months)

(euro/million)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Cash Flow from Operations	25.2	54.6	60.8	65.6	65.3	95.8	120.2	138.0	172.4	209.8	233.4
Adjustment for leases paid (IFRS16)											(15.3)
Change in Trade Working Capital	44.4	10.1	(21.8)	(12.3)	(1.7)	(23.7)	(6.6)	(12.2)	(30.8)	(60.9)	(20.9)
Capex	(9.2)	(8.7)	(11.8)	(15.8)	(29.8)	(34.1)	(28.9)	(36.5)	(47.8)	(68.2)	(73.7)
Other	2.7	1.0	3.7	3.6	0.5	0.3	0.5	0.7	(0.3)	1.5	1.3
<b>Free Cash Flow</b>	<b>63.1</b>	<b>57.0</b>	<b>30.9</b>	<b>38.6</b>	<b>34.3</b>	<b>38.3</b>	<b>85.2</b>	<b>89.9</b>	<b>93.6</b>	<b>82.2</b>	<b>124.8</b>

## Purchases as a % of sales (yearly figures)



- ✓ Procurement costs are well under control and do not reflect increases in raw material prices
- ✓ Long-term trend of purchases on sales reflects increases in efficiency and acquisition of more / less material-intensive businesses



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, May 13, 2020

*Carlo Banci*

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