



REPORT ON CORPORATE GOVERNANCE AND THE OWNERSHIP STRUCTURE

pursuant to art. 123-(2) of the Consolidated Finance Act
(TUF)

Interpump Group S.p.A.

Website: www.interpumpgroup.it

2019

Date of approval: 16 March 2020

Contents

GLOSSARY	4
1. ISSUERS' PROFILE	5
2. INFORMATION on the OWNERSHIP STRUCTURE (ex art. 123-(2) subsection 1, TUF)	6
a) Structure of share capital (ex art. 123-(2), subsection 1 letter a) TUF)	6
b) Restrictions on the transfer of securities (ex art. 123-(2), subsection 1 letter b) TUF)	6
c) Significant interests held in share capital (ex art. 123-(2), subsection 1 letter c) TUF)	6
d) Securities that carry special rights (ex art. 123-(2), subsection 1 letter d) TUF)	6
e) Employee equity interests (ex art. 123-(2), subsection 1 letter e) TUF)	6
f) Restrictions on voting rights (ex art. 123-(2), subsection 1 letter f) TUF)	6
g) Shareholder Agreements (ex art. 123-(2), subsection 1 letter g) TUF)	6
h) Change of control clauses (ex art. 123-bis, subsection 1 letter h) TUF) and statutory provisions concerning takeover bids (ex articles 104, subsection 1-(3), and 104-(2), subsection 1)	7
i) Mandates to increase share capital and authorizations to purchase treasury stock (ex art. 123-(2), subsection 1 letter m) TUF)	8
l) Management and coordination activities (ex art. 2497 et seq. of the Civil Code)	9
3. COMPLIANCE (ex art. 123-(2), subsection 2, letter a), TUF)	9
4. BOARD OF DIRECTORS	9
4.1. APPOINTMENTS AND REPLACEMENTS (ex art. 123-(2), subsection 1 letter l) TUF).....	9
4.2. COMPOSITION (art. 123-(2), subsection 2 letter d), TUF)	13
4.3. ROLE OF THE BOARD OF DIRECTORS (ex art. 123-(2), subsection 2, letter d), TUF).....	20
4.4. DELEGATED BODIES	21
4.5. OTHER EXECUTIVE DIRECTORS	24
4.6. INDEPENDENT DIRECTORS	25
4.7. LEAD INDEPENDENT DIRECTOR.....	25
5. PROCESSING OF COMPANY INFORMATION	25
6. BOARD COMMITTEES (ex art. 123-(2), subsection 2, letter d), TUF)	26
7. APPOINTMENTS COMMITTEE	26
8. REMUNERATION COMMITTEE	27
9. DIRECTORS' REMUNERATION	28
10. CONTROL AND RISKS COMMITTEE	29

11. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM.....	32
11.1 EXECUTIVE DIRECTOR RESPONSIBLE FOR THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM.....	35
11.2 MANAGER OF THE INTERNAL AUDIT, RISK & COMPLIANCE FUNCTION.....	35
11.3 ORGANIZATIONAL MODEL, pursuant to Legislative Decree 231/2001	37
11.4 INDEPENDENT AUDITORS	38
11.5 CHIEF REPORTING OFFICER AND OTHER COMPANY ROLES AND FUNCTIONS.....	38
11.6 COORDINATION AMONG PARTIES INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM.....	39
12. DIRECTORS' INTERESTS AND TRANSACTIONS WITH RELATED PARTIES.....	40
13. APPOINTMENT OF STATUTORY AUDITORS.....	41
14. COMPOSITION AND OPERATION OF THE BOARD OF STATUTORY AUDITORS (ex art. 123-(2), subsection 2, letter d), TUF)	43
15. RELATIONS WITH SHAREHOLDERS.....	45
16. SHAREHOLDERS' MEETINGS (ex art. 123-(2), subsection 2, letter c), TUF).....	46
17. ADDITIONAL CORPORATE GOVERNANCE PRACTICES (ex art. 123-(2), subsection 2, letter a), TUF).....	47
18. CHANGES AFTER THE CLOSE OF THE REFERENCE PERIOD.....	47
19. CONSIDERATIONS ON THE 19 DECEMBER 2019 LETTER OF THE CHAIRMAN OF THE COMMITTEE FOR CORPORATE GOVERNANCE.....	47
TABLES.....	49
TABLE 1: INFORMATION on the OWNERSHIP STRUCTURE	50
TABLE 2: STRUCTURE OF THE BOARD OF DIRECTORS AND THE COMMITTEES	52
TABLE 3: STRUCTURE OF THE BOARD OF STATUTORY AUDITORS	54
ANNEXES.....	55
Annex 1: Paragraph on the “Main characteristics of the internal control and risk management systems in relation to the financial reporting process” pursuant to art. 123-(2), subsection 2, letter b), TUF)	56
Annex 2: Shareholders' Meeting Regulations.....	57

GLOSSARY

Code/Code of Corporate Governance: the Code of Corporate Governance of listed companies approved in March 2011, which the Company has adopted in the form last revised in July 2018 by the Committee for Corporate Governance and promoted by Borsa Italiana S.p.A., ABI, Ania, Assogestioni, Assonime and Confindustria.

Civil Code /c.c.: the Italian Civil Code.

Board: the Issuer's Board of Directors.

Issuer: Interpump Group S.p.A., with registered office at Via E. Fermi 25, Sant'Ilario d'Enza, share capital 56,617,232.88 euro issued and fully paid, tax code and Reggio Emilia Companies Register no. 11666900151.

Financial year: 2019.

Consob Issuer's Regulation: the Regulation published by Consob with resolution no. 11971/1999 (as amended) governing the issuing of listed securities.

Consob Markets Regulation: the Regulation published by Consob with resolution no. 20249 of 28 December 2017 governing market matters.

Consob Related Parties Regulation: the Regulation published by Consob with resolution no. 17221 of 12 March 2010 (as amended) governing related-party transactions.

Report: the report on corporate governance and the ownership structure that companies are required to prepare pursuant to art. 123-(2) TUF.

Consolidated Finance Act/TUF: Legislative Decree no. 58 of 24 February 1998.

1. ISSUERS' PROFILE

The Interpump Group manufactures and markets high and very high pressure piston pumps, pumping systems used in various industrial sectors for the conveyance of fluids, high pressure homogenizers, mixers, agitators, plunger pumps, valves and other machines produced mainly for the food processing industry and also used in the chemicals and cosmetics industries (Water Jetting Sector), power take-offs, gear pumps, hydraulic cylinders, directional controls, valves, hydraulic hoses and fittings and other hydraulic components (Hydraulic Sector).

The expression Corporate Governance denotes the set of rules and procedures that constitutes the management and control system of joint stock companies. We draw your attention to the fact that Interpump Group S.p.A. (hereinafter also "Interpump Group" or the "Company") has been listed on the STAR segment of the Italian Stock Exchange since the high standard mid-capital index was launched on 1 April 2001, reflecting its compliance with the related transparency and Corporate Governance requirements.

Interpump Group has adopted a traditional form of administration and control; accordingly, the business is managed by a Board of Directors and supervisory functions are carried by the Board of Statutory Auditors, while the legal audit of the accounts and the required accounting checks are performed by the independent auditors appointed by the Shareholders' Meeting.

The system of corporate governance adopted by Interpump Group S.p.A. is founded on a series of rules based on the recommendations of the Code of Corporate Governance.

This Report describes the system of corporate governance adopted by the Group and provides information on the ownership structure, as required by current regulations. This Report, sent to Borsa Italiana using the established methods and by the established date, is available on the website of Interpump Group S.p.A. (www.interpumpgroup.it), in the Governance section, Reports on corporate governance).

The Interpump Group has always devoted attention to the topics addressed in Italian legislative decree no. 254 of 30 December 2016, namely environmental, social, and personnel-related themes, respect for human rights, and active and passive anti-corruption initiatives. As a large public-interest entity, the Interpump Group is subject to the provisions of the foregoing Decree and prepares a non-financial statement that covers information related to the five topics listed above, to the extent required to assure understanding of its corporate activities, performance, results and impact generated. The consolidated non-financial statement is available on the website of Interpump Group S.p.A. (www.interpumpgroup.it) in the Governance section.

Furthermore, in the context of its production activities and having regard for the specific characteristics of each country in which it operates, the Group strives to build a sustainable economy that will generate benefits over the long term. The Group dedicates particular attention to the various aspects of social responsibility, as this plays an important role in the context of conducting business in a manner that safeguards the environment.

In carrying out its activities, the Interpump Group draws inspiration from the 10 principles issued by the United Nations Global Compact (UNGC) on human rights, employment, the environment and the fight against corruption.

Finally, we point out that the Issuer does not fall within the definition of an SME pursuant to art. 1, subsection 1, letter w-[4.1]), of the consolidated finance act (TUF) and art. 2-(3) of the Consob Issuers' Regulation.

2. INFORMATION on the OWNERSHIP STRUCTURE (ex art. 123-(2) subsection 1, TUF)

At 31/12/2019

a) Structure of share capital (ex art. 123-(2), subsection 1 letter a) TUF)

Subscribed and paid-up share capital stands at EUR 56,617,232.88, divided into no. 108,879,294 ordinary shares of unit par value EUR 0.52, bearing all voting rights and obligations provided by law. The ordinary shares, which are registered, endow voting rights in the company's ordinary and extraordinary shareholders' meetings in compliance with the articles of law and the Bylaws, and assign the administrative and capital entitlements awarded by the law for shares with voting rights.

The stock option plans do not involve capital increases but rather the use of treasury stock or, with regard to the "2016/2018 Interpump Incentive Plan" and the "2019/2021 Interpump Incentive Plan", at the discretion of the Board of Directors, the payment of a differential equivalent to the possible increase in the market value of the company's ordinary shares (consult the Report on operations accompanying the annual Financial Report at 31 December 2019 and the Remuneration report prepared pursuant to art. 123-(3) TUF and art. 84-(4) of the Issuers' Regulation).

b) Restrictions on the transfer of securities (ex art. 123-(2), subsection 1 letter b) TUF)

There are no restrictions on the transfer of securities.

c) Significant interests held in share capital (ex art. 123-(2), subsection 1 letter c) TUF)

Based on the entries in the shareholders register, from the notifications received in compliance with the law, and from the other information available at today's date, the shareholders who hold stakes in excess of 3% of the voting capital are as shown in the attached Table 1.

d) Securities that carry special rights (ex art. 123-(2), subsection 1 letter d) TUF)

No securities have been issued that carry special controlling rights.

e) Employee equity interests (ex art. 123-(2), subsection 1 letter e) TUF)

There is no system for equity ownership by employees.

f) Restrictions on voting rights (ex art. 123-(2), subsection 1 letter f) TUF)

There are no restrictions on voting rights.

g) Shareholder Agreements (ex art. 123-(2), subsection 1 letter g) TUF)

There are no agreements among shareholders.

At 31 December 2019, Gruppo IPG Holding S.p.A. based in Milan held about 23.335% of the shares in Interpump Group S.p.A. The shareholders of Gruppo IPG Holding S.p.A. are the Montipò family and Tamburi Investment Partners S.p.A.

Giovanni Tamburi, non-executive director of Interpump Group S.p.A., is the Chairman and Chief Executive Officer of Tamburi Investment Partners S.p.A., a company that held 67,348 shares at 31 December 2019, representing 23.64% of Gruppo IPG Holding S.p.A. and Fulvio Montipò, Chairman and Chief Executive Officer of Interpump Group S.p.A., held 97,521 shares at 31 December 2019, representing 34.23% of Gruppo IPG Holding S.p.A., which in turn held a total

of 25,406,799 shares in Interpump Group S.p.A. In addition, Gruppo IPG Holding S.p.A. held 29.89% of its own treasury stock. The remaining 12.24% at 31 December 2019 was held by the Montipò family.

h) Change of control clauses (ex art. 123-bis, subsection 1 letter h) TUF) and statutory provisions concerning takeover bids (ex arts. 104, subsection 1-(3), and 104-(2), subsection 1)

A loan contract was signed between Interpump Group S.p.A. and Intesa Sanpaolo S.p.A. on 23 September 2015 for a total of 25 million euro. The bank may withdraw from this contract and demand the repayment of all outstanding amounts if *inter alia* there is a change in the relative majority shareholder.

A loan contract was signed between Interpump Group S.p.A. and Intesa Sanpaolo S.p.A. on 1 December 2015 for a total of 50 million euro. The bank may withdraw from this contract and demand the repayment of all outstanding amounts if *inter alia* there is a change in the relative majority shareholder.

A loan contract was signed between Interpump Group S.p.A. and Credito Emiliano S.p.A. on 19 June 2017 for a total of 10.5 million euro, with a clause providing for termination of the contract by the bank in case of violation of the obligation to disclose the transfer of all or part of the share capital to persons or groups other than those existing at the time the loan was granted.

A loan contract was signed between Interpump Group S.p.A. and Intesa Sanpaolo S.p.A. on 26 June 2017 for a total of 25 million euro. The bank may withdraw from this contract and demand the repayment of all outstanding amounts if there is a change in the relative majority shareholder.

A loan contract was signed between Interpump Group S.p.A. and Unione di Banche Italiane S.p.A. on 26 July 2017 for a total of 25 million euro, with a clause obliging the company to inform the bank immediately of any event that has changed or might change its legal, administrative, organizational, technical, commercial, equity, financial, economic or operational conditions.

A loan contract was signed between Interpump Group S.p.A. and UniCredit S.p.A. on 17 May 2018 for a total of 50 million euro, with an obligatory early repayment clause that is triggered if Gruppo IPG Holding S.p.A. ceases to hold de-facto control.

A loan contract was signed between Interpump Group S.p.A. and Banca Nazionale del Lavoro S.p.A. on 4 July 2018 for a total of 70 million euro. The bank may withdraw from this contract if Gruppo IPG Holding S.p.A. ceases to control over the Company.

A loan contract was signed between Interpump Group S.p.A. and Intesa Sanpaolo S.p.A. on 4 December 2018 for a total of 50 million euro. The bank may withdraw from this contract and demand the repayment of all outstanding amounts if *inter alia* there is a change in the relative majority shareholder.

A loan contract was signed between Interpump Group S.p.A. and Banco BPM S.p.A. on 30 July 2018 for a total of 50 million euro. Under this contract, the Company agrees not to enter into any special transactions involving a change of control without prior written consent from the Bank, subject otherwise to the obligation to repay the loan early (i.e. should the shareholder cease to retain direct or indirect de facto control over the Company pursuant to art. 93 of Decree 58 dated 24 February 1998, as amended – unless, as an express exception in that case, control over the Company pursuant to art. 93 above is acquired by one or more of the shareholders of Gruppo IPG Holding S.p.A.).

A loan contract was signed between Interpump Group S.p.A. and Commerzbank AG on 13 May 2019 for a total of 40 million euro. The bank may withdraw from this contract if *inter alia* all or part of the share capital of the Company is the subject of a public offer from third parties, other than those that controlled the Company on the date of signing the contract, and the outcome of the offer is the acquisition of control over the Company by those parties pursuant to art. 2359 of the Italian Civil Code. The Company must inform the bank promptly about that event.

A loan contract was signed between Interpump Group S.p.A. and Mediobanca – Banca di Credito Finanziario S.p.A. on 24 May 2019 for a total of 50 million euro, with a clause obliging the Company to make early repayment within 60 days of any event that results in a change of control, or on the date of selling all or substantially all of the assets or activities of the Company or the Group. Upon a change in the control of the Company, the bank may decide independently, at its sole and exclusive discretion, to waive the required early repayment.

A loan contract was signed between Interpump Group S.p.A. and Credito Emiliano S.p.A. on 4 September 2019 for a total of 10 million euro, with a clause providing for termination of the contract by the bank in case of violation of the obligation to disclose the transfer of all or part of the share capital to persons or groups other than those existing at the time the loan was granted.

A loan contract was signed between Interpump Group S.p.A. and Mediobanca – Banca di Credito Finanziario S.p.A. on 12 December 2019 for a total of 75 million euro, with a clause obliging the Company to make early repayment within 60 days of any event that results in a change of control, or on the date of selling all or substantially all of the assets or activities of the Company or the Group. Upon a change in the control of the Company, the bank may decide independently, at its sole and exclusive discretion, to waive the required early repayment.

i) Mandates to increase share capital and authorizations to purchase treasury stock (ex art. 123-(2), subsection 1 letter m) TUF)

With regard to public offers, the Bylaws do not depart from the provisions of the passivity rule envisaged in art. 104, subsections 1 and 2 of the Consolidated Finance Act (TUF), nor do they provide for the application of the neutralization regulations set down in art. 140-(2), subsections 2 and 3, TUF.

l) Authorizations to purchase treasury shares (ex art. 123-(2), subsection 1 letter m) TUF)

Pursuant to arts. 2357 and 2357-(3) of the Italian Civil Code, the Shareholders' Meeting held on 30 April 2019 authorized the Board of Directors, by means of the Directors delegated for this purpose, to purchase a maximum of 3,500,000 treasury ordinary shares, nominal value Euro 1,820,000, and thus in total, considering the treasury shares already purchased and not yet used in execution of prior shareholders' resolutions, up to a maximum of 6,943,489 treasury ordinary shares or, in any event, up to such lower limit as is permitted by the legislation in force from time by time, for a period of eighteen months starting from the date of that resolution, with the clarification that said new authorization revoked the unused portion of and replaced the previous authorization to purchase treasury shares granted at the Shareholders' Meeting held on 23 April 2018, which therefore lapsed. Purchases may be made at a unit price ranging from a minimum of 0.52 euro to a maximum of 40.00 euro, in compliance with the methods and in respect of the limits set down in the legislation and regulations in force at the time. During the same period, the Shareholders' Meeting also authorized the Board of Directors to assign or transfer, on one or more occasions - for a period of eighteen months from the date of the resolution, with the clarification that said new authorization revoked the unused portion of and replaced the previous authorization to purchase treasury shares granted at the Shareholders' Meeting held on 23 April 2018, which therefore lapsed - the treasury shares held at a price of not less than their nominal value of 0.52 euro. Such divestments can occur also by means of a public offering, sale of treasury shares to employees, directors and collaborators of the company and/or of the group companies in execution of incentive plans that have been approved beforehand at the

Shareholders' Meeting, servicing of warrants or deposit certificates representing shares or similar securities, exchange for the purchase of equity investments or assets of interest to the company and in the framework of any agreements with strategic partners.

At 31 December 2019, the company held 2,224,739 treasury shares in the portfolio corresponding to 2.043% of the capital stock, acquired at an average unit cost of 24.430 euro.

I) Management and coordination activities (ex art. 2497 et seq. of the Civil Code)

The company is not subject to management or coordination. The Board of Directors has performed an assessment in this context and considers overcome the presumption pursuant to art. 2497-(6) of the Civil Code, since Gruppo IPG Holding S.p.A. – although the parent and consequently obliged to consolidate Interpump Group S.p.A. – is merely an investment holding company and, in operational and industrial terms, Interpump Group S.p.A. and Gruppo IPG Holding S.p.A. do not share a common management strategy.

* * *

The information required by art. 123-(2), subsection 1, letter i) (*“agreements between the company and the directors..... envisaging indemnity of the directors in case of resignation, dismissal without just cause or lapsing of the office further to a takeover bid”*) is contained in the Report on Remuneration Policy published pursuant to art. 123-(3), TUF, on the website of Interpump Group S.p.A. (www.interpumpgroup.it, in the section Governance/remuneration policy).

The information required by art. 123-(2), subsection 1, letter l) (*“the rules applicable to the appointment or replacement of directors ... and to the amendment of the Bylaws, if different from the legislative or regulatory provisions applicable on a supplementary basis”*) is contained in the section of this Report on the Board of Directors (Section 4.1).

3. COMPLIANCE (ex art. 123-(2), subsection 2, letter a), TUF)

The Interpump Group S.p.A. has adopted the provisions of the July 2018 version of the Code of Corporate Governance promoted by the Committee for Corporate Governance of Borsa Italiana S.p.A., as per the latest amendment, made in July 2018. The Code of Corporate Governance is available on the website of the Committee for Corporate Governance on the following page: <http://www.borsaitaliana.it/comitato-corporate-governance/codice/codice/htm>. The methods of adapting to the foregoing code are described below, and also the reasons for a possible decision to not adapt to the code.

The Issuer and its strategic subsidiaries are not subject to any provisions of non-Italian laws that affect the Issuer's corporate governance structure.

4. BOARD OF DIRECTORS

4.1. APPOINTMENTS AND REPLACEMENTS (ex art. 123-(2), subsection 1 letter l) TUF)

Consistent with the laws concerning the "traditional" model of administration and control adopted by the Company, as well as the related current regulations, the Bylaws govern the appointment of directors by list voting and compliance with the principle of gender balance, as described below.

“Art. 14
[...]

2. The appointment of directors will be carried out on the basis of lists submitted by the shareholders, according to the following provisions, except for the cases wherein this article 14 establishes that the appointment must be made using ordinary methods and majorities and those in which appointment by slate vote is not permitted or is not possible. In the measure in which it is envisaged by the legal provisions in force time by time, the appointment of directors is performed on the basis of criteria that ensure gender balance.

3. Lists may be submitted exclusively by shareholders who, either individually or together with other shareholders, are globally in possession of shares with voting rights representing at least 2.5% (two point five percent) of the subscribed and paid-up voting capital in the ordinary Shareholders' Meeting for appointments of corporate offices, or any different higher or lower percentages established by statutory legislation and regulations. The minimum percentage for the submission of lists will be specified in the notice of convocation of the meeting.

4. Each candidate may appear in a single list on pain of ineligibility.

5. Any shareholder intending to propose (or join in proposing) candidates for the post of director must file (or join in filing) at the company's registered office at least twenty-five days before the date set for the first call of the Shareholders' Meeting that is to pass a resolution on the appointment: a) a list of candidates, numbering no less than 3 (three) and no more than 13 (thirteen), each candidate associated with a sequential number; at least the candidate shown in the list under the first number must comply with the independence requirements established by art. 147-(3), subsection 4, of Legislative Decree no. 58 of 24 February 1998, and subsequent amendments and of the suitability to be qualified as independent in accordance with the terms of the Code of Corporate Governance prepared by the Committee for the Corporate Governance of Listed Companies promoted by Borsa Italiana S.p.A.; without prejudice to the above matters, the list must contain candidates of each gender, as specified in the notice of convocation of the Shareholders' Meeting in order to ensure compliance with legislation concerning gender balance; and b) a resume of each candidate, containing comprehensive information concerning the related personal and professional characteristics, with an indication of the satisfaction - where applicable - of the independence requirements established in art. 147-(3), subsection 4, of Legislative Decree no. 58 of 24 February 1998 as amended, and of the suitability to be qualified as independent in accordance with the terms of the Code of Corporate Governance prepared by the Committee for Corporate Governance of Listed Companies promoted by Borsa Italiana S.p.A., with an indication: (i) of the offices of non-executive members of the board of directors or members of the board of statutory auditors in companies listed in regulated stock markets (including foreign stock markets), finance companies, banks, insurance companies, or companies of significant size, these latter being construed as companies whose financial statements for the previous year showed assets or sales in excess of 500,000,000.00 euro (five hundred million); (ii) the offices of executive members of the board of directors in any company, including companies not covered by the categories specified in the previous point (i), with the sole exception for companies engaged in the "mere utilization" of property, shareholdings or other assets, and companies that in the previous year recorded sales of up to 50,000,000.00 euro (fifty million); (iii) of the offices ex art. 2390, subsection 1, of the Italian Civil Code that call for authorization of the Shareholders' Meeting to depart from the legal ban on competition, with the specification that it is not necessary to disclose offices held in companies directly or indirectly controlled by the company, the assumption of which must be construed as authorized by the company on a general or preliminary level. For all companies in which offices are held, the business name, headquarters, enrolment number in the Companies Register or equivalent, and the nature of the position held (including status as an executive director, non-executive director, or independent director); and c) the confirmations from each candidate of their willingness to accept the related office in the event of election and attesting, under their personal responsibility, to the absence of any causes for ineligibility or incompatibility, the satisfaction, if applicable, of

the independence requirements and the suitability, if applicable, for qualification as independent pursuant to the Code of Corporate Governance prepared by the Committee for the Corporate Governance of Listed Companies promoted by Borsa Italiana S.p.A., and an indication of the satisfaction of any additional requirements for the office specified either in law or in the Company Bylaws; d) a list of the shareholders submitting the list of candidates, with their name, company name or denomination, headquarters, enrolment number in the Companies Register or equivalent, and the percentage of capital they hold overall, accompanied by a certificate confirming ownership of said equity investment and a declaration as required by art. 144-(6), subsection 4, letter b) of CONSOB Regulation no. 11971 dated 14/5/1999, as amended, attesting to the absence of cross-relationships ex art. 144-(5) of the same CONSOB Regulation. Those submitting a list are obliged to include a sufficient number of candidates on the list and also the minimum number of candidates complying with the independence criteria and the other requirements specified by law and to act in such a way as to ensure that the composition of the list complies with the proportionality criterion for gender balance prescribed by statutory legislation. Also the specific certificate issued by an authorized broker, proving ownership, at the time of filing of the list with the Company, of the number of shares necessary for submission of the list, must be filed within the term envisaged by statutory regulations.

6. Each shareholder cannot submit (or join in submitting) more than one list nor can they vote for different lists, even by means of an intermediary or trust company. Shareholders from the same group and shareholders subscribing to a shareholders' agreement based on treasury shares, cannot submit or vote for more than one list, even by means of an intermediary or trust company.

7. Lists in relation to which the prescriptions in the previous subsections of the current art.14 have been disregarded will be considered not to have been submitted.

8. Notification is provided of the lists submitted in the cases and with the methods established by current provisions, and with any other method considered to be fitting by the Board of Directors.

9. The shareholder or shareholders who have submitted (or joined in submitting) a list associated, even indirectly, with one or more shareholders who have submitted (or joined in submitting) another list, are required to provide a statement to this effect at the beginning of the Shareholders' Meeting called to appoint the directors, and said statement must be recorded in the minutes of the Meeting. A relationship of association is considered to exist in the cases specified by art. 144-(5) of CONSOB regulation no.11971 of 14/5/1999 as amended.

10. The Board of Directors will be appointed as outlined below: a) on the basis of the sequential order in which they appear in the sections of the list, all the directors except one are taken from the list that obtained the largest number of votes cast by the shareholders; moreover, all the directors of the less represented gender as required by statutory legislation concerning gender balance will be taken from said list, except in the event in which the remaining director, taken from the list that received the second highest number of votes, is of the less represented gender: in this case all the directors of the less represented gender except one will be taken from the list that obtained the highest number of votes; b) the remaining director is taken from the list that obtained the second highest number of votes, who will be the one indicated with the first sequential number in the list, without prejudice to the matters prescribed by the above letter a) concerning gender balance; c) in the case of an equal number of votes (i.e. if two lists both receive the highest number of votes or the second highest number of votes) the Shareholders' Meeting will repeat the ballot, with a slate vote, for appointment of the entire Board of Directors; d) the candidates from the lists will be elected in compliance with the criteria indicated in the above letters (a), (b) and (c), without prejudice to the provisions set down under the following letters (e), (f) and (g); e) if a single list is duly submitted, all the directors to be appointed will be taken from said list, on the basis of the sequential order with which the candidates appear in the list and always in compliance with statutory legislation concerning the independence and gender

balance of directors; f) if the list that received the second highest number of votes fails to reach a percentage of the votes equivalent at least to half of those necessary for submission of the lists envisaged in the previous subsection 3, all the directors to be appointed will be taken from the list that receives the highest number of votes cast by the shareholders, on the basis of the sequential number with which the candidates appear in the list; g) if the that list received the second highest number of votes has received the vote cast by one or more shareholders considered to be associated - in accordance with the foregoing subsection 9 - with one or more of the shareholders that submitted (or joined in submitting) the list that received the highest number of votes, said votes shall not be counted. Consequently, if without considering such votes another list emerges as the second most voted list, the remaining director will be the candidate with the first sequential number appearing in said other list; h) if no list is submitted, also in application of the matters provided for by the foregoing subsection 7, or if, for any reason, the appointment of one or more directors cannot be carried out in compliance with this subsection 10, the Shareholders' Meeting will pass a resolution with the majorities required by law, anyway ensuring the presence of the necessary number of directors in possession of the legal requirements of independence and in compliance with statutory legislation concerning gender balance.

11. The directors remain in office for a maximum of three years, as decided at the Shareholders' Meeting that appoints them, and are eligible for re-election.

12. Independent directors are required to notify the Board of Directors immediately of any cessation of the criteria of independence required by law and, with regard to directors appearing in the lists with the first sequential number, the fitness to be qualified as independent in accordance with the terms of the Code of Corporate Governance prepared by the Committee for Corporate Governance of Listed Companies promoted by Borsa Italiana S.p.A. The loss of said requirements or suitability will result in expiry of the term of office.

13. Without prejudice to the matters prescribed in the following subsection 15, if, during the financial year, one or more directors taken from the list that received the highest number of votes or elected with the ordinary methods and majorities should cease to be available for whatsoever reason, and if said unavailability is not such as to result in the loss of the majority of the directors appointed by the Shareholders' Meeting, the Board of Directors will replace the unavailable director or directors by means of co-optation, in compliance with the provisions of art. 2386 of the Italian Civil Code. The thus co-opted director will remain in office until the next Shareholders' Meeting, which will either confirm the appointment or make a replacement utilizing ordinary methods and majorities rather than a slate vote.

14. Without prejudice to the matters prescribed in the following subsection 15, if, during the financial year, the director taken from the list that received the second highest number of votes should cease to be available for whatsoever reason, and if said unavailability is not such as to result in the loss of the majority of the directors appointed by the Shareholders' Meeting, the Board of Directors will replace the unavailable director by means of co-optation of the candidate appearing with the second sequential number in said list, provided said candidate is still eligible and willing to accept the office, or otherwise, by co-optation of the candidate appearing with the third sequential number in the same list, and so forth, until all the candidates appearing in the list have been exhausted. If it proves impossible to obtain a candidate to co-opt from this latter list, then the candidate appearing with the first sequential number in the list that received the third highest number of votes will be co-opted, providing said list has received the minimum quorum indicated under the previous paragraph 10, letter f), assuming said candidate is still eligible and willing to accept the office, or otherwise, by co-option of the candidate appearing with the second sequential number in the same list, and so forth, until all the candidates appearing in the lists that have reached the minimum quorum indicated under the previous paragraph 10, letter f) have been exhausted. If it should prove impossible to co-opt a director from the lists indicated above,

the Board of Directors will co-opt a director of its own choosing.

15. Also in departure from the provisions of the above paragraphs 13 and 14, if the unavailable director is an independent director, said director must be replaced, also by means of co-option, with another independent director, and if the unavailable director must also be fit for qualification as independent in accordance with the terms of the Code of Corporate Governance prepared by the Committee for Corporate Governance of Listed Companies promoted by Borsa Italiana S.p.A., said director must be replaced, also by means of co-option, by another director with equivalent qualifications. Likewise, if the lapsed director is of the less represented gender and the cessation results in the loss of the criterion of proportionality of gender balance, the director in question must be replaced, also by co-optation, by a director of the same gender, in such a way as to ensure compliance with the relevant statutory legislation at all times.

16. If the majority of directors appointed by the Shareholders Meeting should be lost, instead of replacing the unavailable director or directors by means of co-option, the entire Board of Directors will be considered to have lapsed and it must call a Shareholders' Meeting without delay so that the Board can be reconstituted by means of slate voting."

Apart from TUF prescriptions, the Issuer is not subject to specific regulations concerning the composition of the Board of Directors.

Law 160 dated 27 December 2019 established that the least represented gender on the board of directors of listed companies must comprise at least two-fifths of the elected members. This provision amended art. 147-(3) TUF, which required the least represented gender to comprise at least one-third of the elected members. Additionally, CONSOB Communication 1/20 dated 30 January 2020 specifies that, if the board of directors only comprises three members, the result of the two-fifths calculation referred to above must be rounded down. In all other cases, as in the past, the result must be rounded up to the nearest whole number.

We inform you that Consob management decision no. 28 of 30 January 2020, pursuant to arts. 147-(3) and 148, TUF, and arts. 144-(3) et seq. of the Consob Issuers' Regulation, identifies 1% as the percentage ownership required in the 2020 financial year for the presentation of lists of candidates for the election of the administration and control bodies of Interpump Group S.p.A.

Succession plans

On 28 April 2017 the Board of Directors resolved to set up the Operative Coordination Committee, composed of the Chairman and CEO, the Deputy Chairman, (who assumed responsibility for coordination), the Investor Relations Officer and the Section Coordinators. On 13 February 2019 the Board of Directors acknowledged that the Committee is functioning in a highly satisfactory manner, making it possible to keep the company's top executives informed and aligned and constituting, and that it constitutes a breeding ground for potential Executive Directors that can be selected in the future whenever necessary. This organizational structure provides a tangible solution to guarantee continuity and security.

In the light of the matters illustrated, on 13 February 2019 the Board of Directors and the Appointments Committee deemed it to be unnecessary to adopt a specific plan of succession of executive directors, considering that the vigorous governance strategy in place and its practical implementation instruments constitute the best response for efficient management, guaranteeing the business continuity of the Group also in the case of early replacement of its executive directors.

4.2. COMPOSITION (art. 123-(2), subsection 2 letter d), TUF)

The Board of Directors is now composed as follows:

Names	Office
Fulvio Montipò	Chairman and Chief Executive Officer ^{(1) (2)}
Paolo Marinsek	Deputy Chairman ⁽¹⁾
Angelo Busani	Independent Director
Antonia Di Bella	Independent Director
Franco Garilli	Independent Director
Marcello Margotto	Lead Independent Director
Stefania Petruccioli	Independent Director
Paola Tagliavini	Independent Director
Giovanni Tamburi	Non-executive Director

(1) authority to act for the company as per clause 17 of the bylaws

(2) powers related to ordinary business with a limitation of the amount beyond which the decision must be referred to the Board of Directors.

The Shareholders' Meeting of 28 April 2017 elected the members of the current Board of Directors, establishing expiry of the office in three years at the approval date of the financial statements for the year ending 31 December 2019.

Two lists of candidates for the office of director were submitted. The first was submitted by Gruppo IPG Holding S.p.A., which held 25,406,799 ordinary shares of Interpump Group S.p.A., equivalent to 23.335% of the share capital, while the second was submitted by a group of asset management companies and institutional investors which, at the date of the Meeting, held a total of 1,368,172 ordinary shares of Interpump Group S.p.A., equivalent to 1.256% of the share capital.

The names of the candidates in the above-mentioned lists are:

List 1 from Gruppo IPG Holding S.p.A.:

- Marcello Margotto, born in Bologna on 1 January 1961 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Fulvio Montipò, born in Baiso (Reggio Emilia) on 22 October 1944;
- Paolo Marinsek, born in Trieste on 13 November 1950;
- Giovanni Tamburi, born in Rome on 21 April 1954;
- Paola Tagliavini, born in Milan on 23 January 1968 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Stefania Petruccioli, born in Milan on 5 January 1967 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Antonia Di Bella, born in Drapia (Vibo Valentia) on 17 February 1965 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Franco Garilli, born in Farini (Piacenza) on 28 October 1951 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Giuseppe Ferrero, born in Turin on 14 November 1946.

List no. 2 of group of asset management companies and institutional investors

- Angelo Busani, born in Parma on 4 October 1960 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Sara Fornasiero, born in Merate (Lecco) on 9 September 1968 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998);
- Federico Lovadina, born in Pistoia on 14 May 1979 (independent candidate pursuant to art. 148, subsection 3, of Legislative decree no. 58/1998).

Further to the votes case, list no. 1 submitted by the shareholder Gruppo IPG Holding S.p.A. obtained favorable votes for a number of shares equivalent to 65.870% of the share capital represented in the Shareholders' Meeting. List no. 2 submitted by the group of asset management companies and institutional investors obtained favorable votes equivalent to 29.698% of the share capital represented in the Meeting. Therefore, the Shareholders' Meeting elected the following candidates to the office of directors of Interpump Group S.p.A.:

- Marcello Margotto;
- Fulvio Montipò;
- Paolo Marinsek;
- Giovanni Tamburi;
- Paola Tagliavini;
- Stefania Petruccioli;
- Antonia Di Bella;
- Franco Garilli;
- Angelo Busani.

The Board of Directors appointed by the Shareholders' Meeting of 28 April 2017, has not been subject to any changes at the date of this report.

A concise resume of each director in office is given below.

Fulvio Montipò

Born in Baiso (RE) on 22 October 1944. Graduated in Sociology in 1972 from the University of Trento. Personnel Manager - Organizational Director with Bertolini Macchine Agricole (1967-1972). General Manager of Bertolini Idromeccanica (1972-1977). Founder of Interpump Group S.p.A., where he has been the Chief Executive Officer since the date of incorporation. Appointed as Chairman and Chief Executive Officer of Interpump in April 2013.

Paolo Marinsek

Born in Trieste on 13 November 1950. Graduated in Aeronautical Engineering in 1975 from the Turin Institute of Technology. Employed in the FIAT Group from 1976 to 2004 in roles of increasing responsibility: Technology Manager, Mirafiori Meccanica plant (1979-1981); Director of Technical Services and Maintenance at Mirafiori Meccanica (1981-1985); Production Director at Termoli plant to launch the production of the "FIRE" engine type (1985-1986); Director of Termoli plant (1986-1989); Director of all Fiat Auto mechanical production plants (1989-1990); Head of Fiat Auto Total Quality Plan (1990-1992); CEO of Fiat Auto Poland (1992-1996); CEO of Comau S.p.A. and Head of vehicles and production systems sector of Fiat S.p.A. (1996-1998) Executive Director and General Manager of Ferrari S.p.A. and also Maserati S.p.A. (1998-2000) Executive Director and General Manager of Fiat Engineering S.p.A. (2000-2004). General Manager of Interpump Group S.p.A. from November 2004 to April 2005 when he was appointed Chief Executive Officer. From April 2013 to April 2017 occupied

the office of Deputy Chairman and Chief Executive of Interpump and is currently Deputy Chairman.

Angelo Busani

Born in Palermo on 4 October 1960. Graduated in law at Parma University in 1984, currently a notary public in Milan. Qualified freelance journalist, member of the association of journalists since 1979; since 1988 works as financial analyst for Il Sole 24 Ore. Adjunct professor at Bocconi University of Milan since 2000, where he lectures in private and civil law (contract management and international contracts). Adjunct professor of Tax Law at Parma University from 2000 to 2009; from 1989 worked as a tutor at several post-university training organizations for master's degree in tax administration, international taxation, private banking and real estate. Since 2012 performs the role of Arbiter at the Court of arbitration of the Milan Chamber of Commerce. From 2016 occupies the office of: (i) chairman of the Board of Directors of Credit Suisse Servizi Fiduciari S.p.A. – asset trust company. From 2016 to 2018, independent member and chairman of the Control and Risks Committee of the Board of Directors of Beni Stabili S.p.A. – a real estate company listed on the Italian stock exchange. From 2013 to 2016 occupied the office of independent member of the Supervisory Board and Appointments Committee of Banca Popolare di Milano Soc. Coop. (bank listed on the Italian stock exchange). Chairman of the Board of Directors of Linea Pelle S.p.A. – leather exhibition operator – from 2015 to 2016; independent member (from 2012 to 2013) of the Board of Directors of Fondiaria SAI S.p.A. – insurance company listed on the Milan stock exchange – occupying the office of chairman of the Related Parties Committee and member of the Remuneration Committee. Member of the Board of Directors and Chairman of the Regulatory Body ex Legislative decree 231/2001 of S+R S.G.R. S.p.A. (March 2008 – July 2010) – Unicredit Group bank. From 2009 to 2010 member of the Board of Governors of Automobile Club d'Italia of Milan – the organizing body of the Italian F1 Grand Prix –; from 2005 to 2009 member of the Board of Directors of Unicredit Corporate Banking S.p.A. (banking institute); from 2004 to 2011 occupied the role of secretary to the Board of Directors of Parmalat S.p.A. – dairy industry, listed on the Italian stock exchange; in 2001 operated as a member of the Committee for Privatization of the Parma Exhibition Agency; from 1999 to 2000 member of the Board of Directors of Bormioli Rocco & Figlio S.p.A. – glassware industry. Author of many books, specialized publications and articles. Director of Interpump Group S.p.A. since 2017.

Antonia Di Bella

Born in Drapia (VV) on 17 February 1965. Graduated in economic and social science from the University of Calabria in 1990. Of Counsel role at the NCTM law practice in Milan since 2016. Registered with the roll of Italian Public Accountants and Legal Auditors and holds a professorship in economics of insurance companies – a master's degree course in statistical, actuarial and economic science at Cattolica University of Milan since 2016. Partner in charge of the insurance sector at Mazars S.p.A. (October 2007 – July 2015). 1992–2006 Senior Manager at KPMG S.p.A., specializing in legal auditing and consultancy services for insurance and finance companies. Serving statutory auditor on the board of statutory auditors of: (i) Assicurazioni Generali S.p.A. from April 2014 - an insurance institution listed on the Italian stock exchange -; (ii) Marie Tecnimont S.p.A. from April 2016 – an oil and gas sector plant engineering company listed on the Milan stock exchange. Member of the Insurance technical commission at Organismo Italiano di Contabilità (Italian Accounting Body). Member of the steering committee of the Master in Insurance Risk Management since 2011; from 2001 to 2015 member of the insurance technical commission on behalf of ASSIREVI. Participated and continues to participate in several teaching positions and given talks at symposia and conventions on the subjects of corporate governance, internal control, and financial statements of insurance firms. Director of Interpump Group S.p.A. since 2017.

Franco Garilli

Born in Farini (Piacenza) on 28 October 1951. Graduate in Economics and Commerce from Milan's Cattolica University. Registered with the Piacenza Chapter of Italian Public Accountants and registered Legal Auditor. His professional career with KPMG involved

participation, at various levels of responsibility, in audits of medium/large Italian and international companies and groups, some listed, mainly operating in the financial, manufacturing, transport and chain distribution sectors. As the Partner in charge of Audit Activities for KPMG Italy, he represented the Italian Network on the various international committees comprising the KPMG Global Network. Served as the Managing Partner of KPMG S.p.A. Director of Interpump Group S.p.A. since 2014.

Marcello Margotto

Born in Bologna on 1 January 1961. Graduated in Economics and Business Studies in 1986 from the University of Bologna. Italian Chartered Accountant and Registered Legal Auditor. Sales-marketing assistant at the “La Perla fashion Group” (1987-1988). Worked for Studio Piombini, Bologna, specialized in business, tax and corporate advisory work (1987-1988). Professional collaboration with Studio Napodano, specialized in court-supervised arrangements, tax and corporate advisory work for industrial groups of companies (1989-1991). Founder and principal owner of RD Team Srl, a company specialized in obtaining assistance and tax credits for R&D and innovation work by SMEs and large firms, networks of firms, start-ups and innovative SMEs (from 2008 to date). Founder and partner of Studio Margotto & Partners, specialized in tax, corporate and business advisory work for firms and groups of companies, permanent establishments of foreign companies and groups in Italy, and the development and internationalization of SMEs. Statutory auditor and director of numerous companies. Director of Interpump Group S.p.A. since 2015.

Stefania Petruccioli

Born in Turin on 5 July 1967. Graduated in Business Economics in 1991 from Bocconi University in Milan. Italian Chartered Accountant. Followed a university career from 1991 to 2004: research fellow at Bocconi University's "A. Lorenzetti" Institute of Stock Exchange Studies; contract lecturer in "Business Economics and Management" and teaching assistant in "Financial Strategies for Business Development". Collaborated on tax and corporate advisory work at Studio Associato di Dottori Commercialisti “CamoZZi BonisSoni” (1991-1994). Analyst for Medinvest S.p.A. - specialized in Mergers & Acquisitions and Corporate Finance (1995-1998). Analyst specialized in investments and the management of holdings for Eptaventure S.r.l. (Eptaconsors group) – Closed-end fund management company (1998-2000). Manager in the investment and active management of equity investments, assisted by Livolsi & Partner S.p.A. at Convergenza Com S.A. – manager of the Convergenza Fund specialized in private equity and venture capital transactions in the media, telecoms, Internet e biotechnologies sectors (2000-2005). Partner in Progressio SGR S.p.A. – Management company for two private equity funds (2005-2013). From July 2014, investment manager at Principia SGR S.p.A. – Management company for venture capital and growth funds. Director of Interpump Group S.p.A. since 2015.

Paola Tagliavini

Born in Milan on 23 October 1968. Graduated in Business Economics from Bocconi University in Milan in 1992, with a specialization in Finance. Registered Legal Auditor. Lecturer on risk management at Bocconi University and SDA Bocconi. Adjunct professor at the Faculty of Accounting of Bocconi University, lecturing on “Corporate Auditing (advanced course)” in master's degree courses, on “Company Internal Auditing, Risk and Compliance” and “Enterprise Risk Management” in the Master in Accounting, Auditing and Control, and on “Financial & Enterprise Risk Management” in the Master in Corporate Finance. Also, Joint Director of the ERM Lab at SDA Bocconi, tutor in SDA courses on the subjects of risk management and Managing Partner at DGPA Risk, a unit specialized in providing risk management consultancy of DGPA & CO. Two decades of consulting on risk management matters. Directed Marsh's Italian strategic risk consulting team for more than eight years (1999-2006). Director of the Italian corporate risk practice of Oliver Wyman (2007-2009). Directed AON's Italian risk management consulting team (2009-2011). From 1993 to 2005, lecturer in Economics, Business Management and Business Protection at Bocconi University, as well as researcher at Bocconi's SPACE Centre on business protection matters. Visiting Researcher at the Department of Insurance & Risk Management, Wharton School (1997). Author of publications and speaker at

numerous conferences on risk management matters. Director of Interpump Group S.p.A. since 2014.

Giovanni Tamburi

Born in Rome on 21 April 1954. Graduated in Business Administration at La Sapienza University, Rome. Former member of the Commission for Law 35/92 set up by the Budget Ministry (Commission for privatizations) and member of the advisory board of the Milan Municipal Authorities. Worked for S.O.M.E.A. S.p.A. (February 1975-July 1977) and for the Bastogi Group (September 1977-September 1980). From 1980 to 1991 held important positions in Euromobiliare (Midland Bank Group), becoming a director of Euromobiliare S.p.A. and General Manager of Euromobiliare Montagu S.p.A., the group's investment banking arm. Founder and Chairman of Tamburi Investment Partners S.p.A., an independent investment/merchant bank focused on the development of excellent medium-sized Italian companies listed in the STAR segment of Borsa Italiana. Author of many books, specialized publications and articles. Director of Interpump Group S.p.A. since 2005.

Diversity criteria and policies

In the reference period the issuer evaluated the adoption of diversity policies concerning the composition of the administrative body in relation to aspects including age, gender, training and professional experience.

In compliance with statutory legislation, at least one third of the members of Interpump Group S.p.A.'s administrative and controlling body are of the less represented gender, without prejudice to the priority objective of assuring adequate levels of competence and professionalism among the members of the Board. When the Board of Directors and the Board of Statutory Auditors are renewed, at the Shareholders' Meeting called to approve the financial statements for 2019, the above weighting will be aligned with the regulations on gender balance in force at that time.

Cumulative limits on appointments held in other companies

With regard to the maximum number of offices a director may hold (Application Criterion 1.C.3., Code of Corporate Governance), the Board of Directors has established that:

- for the purpose of the regulations set forth hereafter regarding the total number of appointments held by company directors: (i) other "directorships" include any appointments as sole director or member of Management Committees or Boards of Directors (in one-tier systems, only members responsible for management), while other appointments as "auditor" include membership of Boards of Statutory Auditors, Supervisory Committees and Audit Committees within Boards of Directors in one-tier systems; (ii) only directorships or audit appointments in other companies listed on regulated markets (foreign markets included), finance companies, banks, insurance companies or large organizations, meaning those with annual revenues in excess of 500 million euro (hereinafter referred to as "Significant Companies") are considered; (iii) appointments held in more than one Significant Company belonging to the same group, the Interpump Group included, are considered to be a single appointment with prevalence given to that requiring the greatest professional commitment (executive role for example);
- the Shareholders' Meeting should not appoint persons as executive directors when they already hold executive appointments in one or more other companies (including companies not classified as "Significant Companies", but excluding for this purpose companies that merely hold real estate, equity investments or other assets with annual revenues of no more than 50 million euro), or are non-executive directors in four or more other Significant Companies;
- the Shareholders' Meeting should not appoint persons as non-executive, independent or non-independent directors when they are already executive directors in two or more Significant

Companies, or non-executive directors or statutory auditors in ten or more other Significant Companies;

- the Board can only assign executive duties to directors appointed at the Shareholders' Meeting, and approve the assignment of executive duties in Interpump group companies, when this is not incompatible with the established limits, unless the Board unanimously determines that there exist reasonable, objective grounds for either temporarily or permanently departing from these limits.

The Board of Directors has also decided to publish the aforementioned limits in this report and also at any Shareholders' Meetings held to make such appointments.

The directorships or audit appointments held by the directors of Interpump Group S.p.A. in other listed companies or in Significant Companies are as follows:

Fulvio Montipò: Finance companies: Gruppo IPG Holding S.p.A. (Equity investment holding company); **Marcello Margotto:** Finance companies: Director of Faac Partecipazioni Industriali S.r.l. (Equity investment holding company); Unlisted companies of significant size: Director of F.A.A.C. S.p.A. (Automatic gates - automatic doors - parking systems);

Stefania Petruccioli: Listed companies: Independent Director of De Longhi S.p.A. (home appliances), Independent Director of RCS MediaGroup S.p.A. (multimedia publishing); Banks and Insurance houses: Independent Director of Banca Monte dei Paschi di Siena S.p.A. (bank);

Paola Tagliavini: listed companies: Independent Director of Rai Way S.p.A. (management of Rai television signal broadcasting infrastructure); Independent Director of Be, Think, Solve, Execute S.p.A. (Business Consulting, Information Technology, Process & Document Management services); Serving Statutory Auditor of RCS MediaGroup S.p.A. (multimedia publishing); Unlisted companies of significant size: Independent Director of SAVE SpA (airports management); Finance companies: Independent Director of Eurizon Capital SGR (asset management company), Independent Director of Eurizon Capital Real Asset Sgr (formation and management of Alternative Investment Funds); Banks and Insurance: Independent Director of Amissima Holding S.r.l. (Equity investment holding company); Independent Director of Amissima Vita S.p.a. (insurance company active in the fields of pensions, providence and savings); Independent Director of Amissima Assicurazione S.p.a. (company active in personal and wealth protection for households and SMEs);

Giovanni Tamburi: Listed companies: Chairman and Chief Executive Officer of Tamburi Investment & Partners S.p.A.; Director of Amplifon S.p.A. (diagnosis, application and marketing of hearing aids); Director of Elica S.p.A. (kitchen extractor fans, production of induction hobs, design, production and sale of electric motors for extractor and for water heaters); Director of OVS S.p.A. (retailing of clothing for men, women and children); Member of the Supervisory Board of Roche Bobois S.A. (high-end furniture). Finance companies: Gruppo IPG Holding S.p.A. (Investment holding company);

Franco Garilli: Unlisted companies of significant dimensions: Director of F.A.A.C. S.p.A. (Automatic gates; automatic doors) and T.O. S.r.l. (controls two real estate companies);

Antonia Di Bella listed companies: Serving Statutory Auditor of Assicurazioni Generali S.p.A. (insurance company); Serving Statutory Auditor of Maire Tecnimont S.p.A. (plant engineering company for the oil and gas sector); Unlisted companies of significant size: Serving Statutory Auditor of Ariston Thermo Group S.p.A. (thermal comfort and energy efficiency); Serving Statutory Auditor of Merloni Group (home appliances);

Angelo Busani: listed companies: Director of Datalogic S.p.A. (automatic data collection and process automation).

Induction Program

In order to proceed with the induction program that was started following the appointment of the current directors, and as provided for by Application Criterion 2.C.2. of the Code of Corporate Governance, during the meeting of the Board of Directors held on 10 May 2018 the

Chairman and CEO organized a presentation by Ing. Bizzarri, supervisor and head of the water division, and Dott. Marasi, supervisor and head of the hoses and fittings sector and a member of the investor relations team, in their role of Group Managers. Similar activities will be carried out following the appointment of directors at the Shareholders' Meeting called for 30 April 2020.

4.3. ROLE OF THE BOARD OF DIRECTORS (ex art. 123-(2), subsection 2, letter d), TUF)

The Board of Directors meets on a regular basis and is organized and works to ensure that it fulfills its functions in an effective manner, pursuing the primary goal of creating value for shareholders in accordance with group directives and policies (see Principles 1.P.1. and 1.P.2, Code of Corporate Governance).

The Board of Directors met 11 times in the year to 31 December 2019. The average duration of the meetings was around 2 hours. The attendance percentages of each director during the year are indicated in Table 2.

No less than 7 meetings are planned for 2020, 6 of which already scheduled and disclosed to the market on 13 November 2019. Two meetings had already been held at the date of this report. With reference to the times of communication to Directors for participation in the meetings of the Board of Directors, of which the importance has been emphasized also in the letter that the Committee for Corporate Governance sent on 19 December 2019 to the listed companies administration and control bodies, in normal circumstances the Directors receive documentation conferring the items on the agenda one week prior to the date of the meeting.

The Chairman and CEO makes sure that the necessary time can be devoted to the items on the agenda to allow a constructive debate, as required by Application Criterion 1.C.5. of the Code of Corporate Governance.

The board meetings are generally also attended by the Chief Reporting Officer, who acts as the secretary of the Board of Directors. The Board of Directors has established that, upon written request made to the Chairman, by two or more directors giving at least two working days' notice, board meetings may be attended by company executives and/or the executive directors and executives of Interpump group companies, in order to provide necessary background information about items on the agenda in their respective areas of expertise, on the understanding that their participation is limited solely to those matters.

As envisaged in art. 18 of the Bylaws and in Application criterion 1.C.1., letter a) of the Code of Corporate Governance, over the years the Board of Directors has examined and approved the company's strategic, industrial and financial plans, as well as the corporate structure of the group headed by the company and the transactions above a predetermined limit, and are significant in nature.

In accordance with the requirements of Application Criterion 1.C.1.) and of article 2381, subsection 3 of the civil code, on 14 February 2020 the Board of Directors assessed the adequacy of the organizational, administrative and accounting structure of Interpump Group S.p.A. and the subsidiaries of strategic significance, with particular reference to the internal control and risks management system, which is described in a document prepared by the competent departments and was subjected to preliminary examination by the Control and Risks Committee.

Hammelmann GmbH, NLB Corporation Inc., General Pump Inc., and Inoxpa SA were identified as subsidiaries of strategic significance in the water sector, based on dimensional criteria, while the companies identified in the Hydraulic Sector were Walvoil S.p.A., Muncie Power Products Inc., I.M.M. Hydraulics S.p.A., Interpump Hydraulics S.p.A., Oleodinamica Panni S.r.l. and Walvoil Fluid Power Corporation.

In compliance with Application Criterion 1.C.1. e) The Board of Directors assessed general operating performance during 2019, considering in particular the information received from executive bodies and comparing the results achieved with the targets, at least on a quarterly basis.

The Bylaws of Interpump Group S.p.A. establish the limits for transactions of the Issuer that must be approved by the Board of Directors, and for transactions that, because they are of significant strategic, economic, financial or equity-related significance, as identified with reference to the purpose of the transaction, are the responsibility of the Board of Directors. The individual Bylaws of subsidiaries or the specific resolutions of the Board of Directors establish limits for transactions that must be approved by their Boards of Directors, which include directors representing the parent company. The parent company's Board of Directors is entitled to resolve on the votes to be cast at the extraordinary meetings of direct subsidiaries and on the appointment of the directors of direct subsidiaries.

In relation to evaluation of the operation of the administrative body and its committees, and in relation to their size and composition, based on the provisions of Application Criterion 1.C.1., letter g) of the Code of Corporate Governance, on 14 February 2020 the Board of Directors acknowledged the evaluation concerning its own operation and that of its committees (particularly in relation to the frequency of meetings and the actual participation of their members), and concerning the related size and composition, taking account also of elements including professional characteristics, experience and managerial skills, and also the gender of their members.

The assessment was conducted by means of a questionnaire distributed to the directors, without assistance from external advisors. The results were summarized in anonymous form in a document that was distributed to the directors prior to the board meeting.

On the basis of the above, the Board of Directors considers the size, composition and functioning of the Board of Directors and its associated committees to be appropriate, and hence does not deem it necessary to make any changes.

The Shareholders' Meeting has not authorized exceptions to the no-competition requirement contained in art. 2390 of the Italian Civil Code.

4.4. DELEGATED BODIES

Chief Executive Officers

The meeting of the Board of Directors held on 28 April 2017 appointed the Chairman, Fulvio Montipò, as the Chief Executive Officer and delegated general powers to him as sole signatory, which were partially revised at the meeting held on 5 August 2019. For the sake of clarify, the full text of the powers and mandates granted to Fulvio Montipò by the Board of Directors is presented below:

- a) establish an organization and related administrative and accounting system appropriate to the nature and size of the business, capable of recognizing promptly any business crises and continuity issues, and take action without delay to adopt and implement any of the countermeasures envisaged by law to overcome the crises and restore business continuity;
- b) keep and sign the Company's correspondence;
- c) form subsidiaries, take, purchase or sell equity interests at their enterprise value, determined in proportion to the entire share capital, without exceeding Euro 10,000,000.00 (ten million); purchase lines of business for amounts, inclusive of their net financial position, not exceeding Euro 10,000,000.00 (ten million). Net financial position is defined to mean financial indebtedness net of liquid funds;

- d) obtain bank loans and lines of credit for the Company up to a maximum of Euro 30 million, agreeing with the chosen banks all the terms and procedures applicable to those facilities and completing all formalities needed to finalize them, and inform the Board at the next meeting;
- e) sell, without warranties, raw and ancillary materials, goods, semi-finished and finished products, on condition that their value does not exceed Euro 5,000,000.00 (five million/00), with the exclusion of real estate;
- f) purchase raw and ancillary materials, goods, semi-finished and finished products and all other unregistered, fungible assets, as well as - in general - sign all other contracts and accept all other commitments or obligations that are necessary and/or useful for the industrial and commercial management of the Company, on condition that the amounts concerned, both individually and together with other related transactions, do not exceed Euro 5,000,000.00 (five million); all unless specified differently below;
- g) purchase and sell motor vehicles pursuant to art. 54 of Decree no. 285 dated 30 April 1992, on condition that their value does not exceed Euro 100,000.00 (one hundred thousand/00), allow the cancellation of mortgages and restrictions on such vehicles, with or without collection of the related amounts receivable, exonerating the Keeper of the Public Motor Vehicle Register from all liabilities in this regard;
- h) given sureties in favor of subsidiaries for amounts not exceeding Euro 500,000.00 (five hundred thousand/00);
- i) collect any amounts due to the Company by any party (State, Public and Private Entities, firms, natural and/or legal persons), as well as give the appropriate receipts;
- j) hire and dismiss managers, clerical and factory workers and sign, amend and terminate the related employment contracts, with the power to determine their salaries and wages, on condition that they reflect average market amounts; appoint agents and representatives and sign, amend and terminate the related contracts;
- k) sign, amend and terminate project-based collaboration contracts and simple consultancy contracts, on condition that they do not commit the company to paying, for each contract in any one year, an amount in excess of Euro 250,000.00 (two hundred and fifty thousand/00), except for consultancy contracts with the auditing firm appointed to perform the accounting checks and companies that belong to its network, which must be examined and authorized in advance by the Board of Statutory Auditors;
- l) represent the company in all relations and dealings with State tax, financial, administrative and judicial offices and with the related local and quasi-governmental administrations, with the right to agree income, promote judgments before all Administrative and Judicial Authorities of the Republic of Italy; present declarations, complaints and appeals against any measures adopted by the above Authorities and Offices and sign the related documents and/or deeds;
- m) represent the Company in judgment before all Authorities of the Republic of Italy and Foreign States, as well as supranational Authorities, appoint lawyers and solicitors for court cases, including those before the courts of appeal and cassation and before the Constitutional Court;
- n) settle and conciliate all outstanding matters and disputes between the Company and third parties, appoint arbitrators and friendly mediators, and sign the related settlement deeds;
- o) represent the Company in all bankruptcy procedures with all the necessary powers; promote and/or apply for declarations of bankruptcy, attend creditors' meetings, accept appointment and serve as a member of the creditors' committee, if the Company is appointed; declare the amount receivable and confirm that it is real and due, accept and reject proposed arrangements and do everything that is necessary and/or useful in relation to the above procedures;
- p) receive ordinary and/or registered and/or insured letters and packets from post and telegraph offices, shipping companies and all other transport companies; collect postal and telegraph orders, bonds and checks of any kind and amount; request and receive amounts, securities, goods and documents, signing the related receipts, releases and waivers of responsibility, in relation to any public and/or private administration; including any public and/or private treasury, including the State Treasury, Cassa Depositi e Prestiti, the public debt office, customs offices and national and private railways, whether centrally or at regional and/or decentralized offices, and including the regional departments of the tax authorities and their local branches; carry out all deeds and transactions with the above administrations;

- q) sign notes drawn on customers of the Company, give receipts for promissory notes and payment orders, endorse checks, notes and promissory notes for the purpose of collecting them and paying them into the Company's current accounts or protesting their non-collection, present for discounting promissory notes issued to the Company by customers and notes issued by the Company that are drawn on customers;
- r) receive, make and release deposits, including guarantee deposits, and agree to restrictions of all kinds;
- s) carry out all financial transactions for the ordinary administration of the Company, open bank current accounts and a current account in the Company's name with the postal current account administration, make withdrawals, give instructions, sign checks drawn on the above current accounts, even if overdrawn but within the lines of credit granted, check the above current accounts and approve their statements; with regard to payment instructions, the mandate is granted up to a maximum for each instructions of Euro 200,000 (two hundred thousand); for larger amounts, a double signature with another authorized party is required; with regard to the the signature of current account checks, authorization is granted up to a maximum amount for each check of Euro 5,000.00 (five thousand/00);
- t) hire and terminate executives, with the exclusion of general managers, whose gross annual remuneration does not exceed Euro 150,000.00 (one hundred and fifty thousand/00), with the power to determine the salaries concerned;
- u) delegate all or some of the above powers to any director, manager or clerical worker of the Company or to third parties;
- v) grant powers in the context of the delegated powers, including the appointment of special representatives for the environment, fire prevention, plant safety, occupational health and safety, and the prevention and management of pollution and environmental noise;
- w) and, in general, take care of the administration of the Company, carrying out all deeds that are necessary or useful for the success of the Company's business and for the achievement of the corporate objects.

At the meeting held on 28 April 2017, the Board of Directors granted the following mandates and related operational powers to the Deputy Chairman, Paolo Marinsek:

- (i) supervise the management of confidential information and the disclosure of inside information, as well as ensure compliance with the rules of corporate governance laid down in applicable legislative and regulatory provisions, in the Company's Bylaws, and in the Code of Corporate Governance for listed companies, which the Company has adopted;
- (ii) ensure the functioning and adequacy of the internal control system, appoint one or more persons in charge of the system, providing them with suitable resources to perform their duties efficiently and assuring hierarchical independence from the persons in charge of the operating areas;
- (iii) work together with the Chairman and Chief Executive Officer, make recommendations to the Board of Directors about strategies and guidelines for the Company and the Group, and implement the related board resolutions;
- (iv) provide advice to the Chairman and Chief Executive, to the Board of Directors, to the executives and managers: in the investor relations activity, attending the meetings with analysts and investors; in M&A activities and in the activities of post-acquisition and integration, reorganization and restructuring of targets acquired and in the identification and implementation of synergies with Group activities; in the human resources policy and management activities, in the recruitment and development of first and second level managers.

Chairman of the Board of Directors

At the meeting held on 28 April 2017, the Board of Directors granted the Chairman and Chief Executive Officer, Fulvio Montipò, the following specific operating powers as his functional responsibility:

- (i) supervise the management of all Group companies;
 - (ii) make recommendations to the Board of Directors about strategies and guidelines for the Company and the Group, including product strategies, and implement the related board resolutions;
 - (iii) make recommendations to the Board of Directors about the purchase and disposal of investments in companies, businesses or lines of business and joint ventures and implement the related board resolutions; make recommendations to the Board of Directors about other special finance operations, loans, mortgages and borrowing in general, including leasing, and implement the related board resolutions;
 - (iv) assist and supervise the work of the Finance Committee;
 - (v) report promptly to the Board of Directors on key legislative and regulatory changes concerning the Company and its executive bodies, with emphasis in particular on those concerning the directorship function and the preparation of written reports, as necessary, to describe the above changes.
- Fulvio Montipò, the Chairman, has received operational mandates as the founder of the Group with profound knowledge of the sectors concerned (Principle 2.P.5.).

Concerning the co-existence of the roles of Chairman and Chief Executive Officer in the person of Fulvio Montipò, on 13 February 2019 the Board of Directors confirmed that co-existence of the two roles is due to the fact that the attributes of Fulvio Montipò are such as to allow him to conduct the roles of Chairman of the Board and Chief Executive Officer simultaneously and efficiently. Thanks to his solid reputation, authority and trustworthiness, in his chairman role Group founder Dott. Montipò represents the company to the outside world and offers a guarantee for shareholders and other stakeholders, exercising powers of initiative, coordination and balanced guidance of the activities of the Board of Directors, impartially maintaining the status quo among members of the board and ensuring they can rely on comprehensive and prompt information; in his role as Chief Executive Officer, given his specific prerogatives and managerial talent, he exercises propositional powers in relation to the Board of Directors, especially in relation to strategic planning and operating policies, which he implements through his office.

For the sake of completeness, we disclose also the presence of the Lead Independent Director, Franco Garilli, who acts as a point of reference and coordination for the requests and conditions of the non-executive directors, and offers an additional guarantee for the Board of Directors, having also the faculty to independently call meetings of the independent directors to discuss matters of significant interest with respect to operation of the Board of Directors or the company's operating activities.

The Chairman is one of the shareholders of Gruppo IPG Holding S.p.A., which holds a 23.335% controlling interest in Interpump Group S.p.A., and is the chief executive officer (hereinafter "CEO") of the Issuer.

In this regard, it is confirmed that there is no Interlocking Directorate as defined by Application Criterion 2.C.6 of the Code.

Information to the Board of Directors

The delegated bodies report to the Board of Directors on the activities undertaken in the exercise of the mandates conferred upon them at the first available meeting of the board on at least a quarterly basis.

4.5. OTHER EXECUTIVE DIRECTORS

No other Directors are considered to be executive directors inasmuch as they i) hold the office of CEO or executive chairman in a company that is a subsidiary of the Issuer having strategic

significance and/or ii) hold executive positions in the Issuer, in a subsidiary having strategic relevance or in the holding company where the appointment also concerns the Issuer, and/or iii) because they are members of executive committees (Application Criterion 2.C.1.).

4.6. INDEPENDENT DIRECTORS

At 31 December 2019, Interpump Group S.p.A. has six independent directors: Franco Garilli, Marcello Margotto, Stefania Petruccioli, Paola Tagliavini, Antonia Di Bella and Angelo Busani. Pursuant to Principles 3.P.1. and 3.P.2. and Application Criterion 3.C.4. of the Code of Corporate Governance, the Board of Directors has tested the presence of the independence required by the Code of Corporate Governance and by the Consolidated Finance Act, as indicated below.

On 13 February 2019, the Board of Directors assessed the independence of the non-executive directors adopting as per the first paragraph, adopting, among other principles, the criterion of substance over form (Application Criteria 3.C.1. and 3.C.2), and making use not merely of the information provided by the directors concerned, but also of all other information available to the company. At the meeting held on 14 February 2020 the Board of Directors considered the participation of independent directors at board meetings to be appropriate, both in quantitative (the ratio of independent directors to the overall size of the Board and need for internal committees) and qualitative terms (authority and professional expertise) and stressed the satisfaction of the independence requirements.

In accordance with the provisions of Application Criterion 3.C.5., the Board of Statutory Auditors confirmed to the Board of Directors during the session held on 13 February 2019 that it had overseen the correct application of the auditing criteria and procedures to assess the independence of its members.

Pursuant to the provisions of Code of Corporate Governance Application Criterion 3.C.6., the independent directors held their meeting on 2 August 2019 without the attendance of the other directors.

4.7. LEAD INDEPENDENT DIRECTOR

At the meeting held on 28 April 2017 the Board of Directors confirmed Franco Garilli as the Lead Independent Director. The appointment of the Lead Independent Director was deemed appropriate by the Board of Directors pursuant to Application Criterion 2.C.4. The Lead Independent Director is a point of reference and coordination for the requests and contributions of the non-executive directors and, in particular, those who are independent. During the year, the Lead Independent Director collaborated with the Chairman of the Board of Directors in order to ensure that the directors received information flows on a complete and timely basis.

5. PROCESSING OF COMPANY INFORMATION

On 28 April 2017, the Board of Directors appointed Deputy Chairman Paolo Marinsek to the position of person in charge of the Company's confidential information and the external disclosure of inside information. In this regard, in order to ensure correct management of company information, the company has implemented a procedure for internal management and external disclosure of documents and inside information.

This Operating Procedure was prepared in compliance with the requirements of Consob Guidelines no. 1/2017. In particular, the purpose of the procedure is to define the organizational tools and responsibilities for the management of Significant Information and Inside Information, taking care to:

1. identify the organizational functions responsible for the management and processing of significant and inside information;
2. map the various types of significant information;

3. define criteria for identifying when information is significant and when significant information is also inside information.

The Company periodically assesses the process of managing inside information and the implementation and effectiveness of the procedures adopted, in order to determine if any updates are necessary.

6. BOARD COMMITTEES (ex art. 123-(2), subsection 2, letter d), TUF)

The Board of Directors has appointed the Appointments Committee, the Remuneration Committee, and the Control and Risks Committee.

We confirm that no committee has been created having the functions of two or more committees and that the functions have been “distributed” among the various committees in compliance with the requirements of the Code.

At the meeting held on 14 February 2020, the Board of Directors declared that it considers the size, composition and operation of the Board and its committees to be adequate.

7. APPOINTMENTS COMMITTEE

In the meeting of 28 April 2017, the Board of Directors confirmed the members of the Appointments Committee Marcello Margotto, in the role of Chairman, Franco Garilli and Giovanni Tamburi. The majority of the Committee members are independent directors and also the Chairman is an independent director.

The meetings are coordinated by the Committee Chairman and properly minuted.

The Committee met once for about an hour in the year to 31 December 2019. This meeting attended by all members of the Committee and the Board of Statutory Auditors.

The meeting was held on 12 February 2019 and assessed the independence requirements of the directors identified as such, adopting, among other principles, the criterion of substance over form and making use of both the information provided by the directors concerned and also a range of other information available to the company. The Committee also deemed their attendance at Board Meetings to be appropriate, both in quantitative (the ratio of independent directors to the overall size of the Board and need for internal committees) and qualitative terms (authority and professional expertise).

Subsequently, the Committee analyzed the recommendations made by the Committee for Corporate Governance of Borsa Italiana.

The Committee also examined the answers received to the questionnaire prepared to assess the operation of the Board of Directors of Interpump Group S.p.A. and its committees, which was sent to the Directors on 5 February 2019. In particular, in compliance with the indications supplied by the Borsa Italiana Corporate Governance Committee in its 2018 Report and Letter addressed to the administrative and controlling bodies of listed companies, the Committee commented on the answers concerning the contribution of the Board to defining strategic plans and monitoring operations and the adequacy of the system of internal control and risk management. The Committee deemed the company situation to be adequate and the dimensions, composition, and operation of the Board of Directors and its Committees to be in compliance with legal and requirements and practices. Finally, with the favorable opinion of the Board of Statutory Auditors, the Committee proposed that the Appointments Committee assess the opportunity of gathering additional proposals for integration and amendment of the reporting form, also in the light of the recommendations given in the report of the Committee for Corporate Governance with the aim of evaluating the dimensions, composition and operation of said bodies in even greater detail.

During the Board Meeting held on 14 February 2019, the Chairman of the Appointments Committee provided information about the results of the work performed to assess the size, composition and functioning of the Board and its Committees.

A total of 2 meetings were planned for 2020. They were held on 15 January 2020 and 13 February 2020, during which the Committee analyzed the considerations included in the letter dated 19 December 2019 from the Chairman of the Committee for Corporate Governance.

Functions and duties of the Appointments Committee

The Appointments Committee is responsible for ensuring the transparency of the process for appointing directors, as well as the balanced composition of the Board of Directors. Specifically, the Appointments Committee hopes that candidates are independent, as defined in art. 3 of the Code of Corporate Governance, and that this independence is maintained throughout their mandates, in order to ensure an adequate degree of director independence with respect to management. Accordingly, the Appointments Committee plays an advisory role and makes recommendations regarding the optimal composition of the Board, indicating those professional persons whose presence would facilitate the proper and effective functioning of the Board and, if necessary, contributing to the definition and examination of the succession plan for executive directors, should the Board of Directors decide to make this plan.

No directors were co-opted during 2019.

In the execution of its functions, the Appointments Committee can access the necessary information and corporate functions and to make use of external consultants, as allowed by Application Criterion 4.C.1. e) of the Code of Corporate Governance.

The financial resources available to the Appointments Committee for the performance of its duties have not been quantified in advance, as these resources may vary depending on the needs expressed by the Committee on a case-by-case basis.

8. REMUNERATION COMMITTEE

Composition and functions of the Remuneration Committee (ex art. 123-(2), subsection 2, letter d) TUF)

The Committee is composed of non-executive directors Marcello Margotto (Chairman), Giovanni Tamburi, and Franco Garilli. The majority of the Committee members are independent directors and also the Chairman is an independent director.

The meetings are coordinated by the Committee Chairman and properly minuted.

The Committee met three times in the year to 31 December 2019; the meetings lasted around 45 minutes each and were attended by all members of the Committee and the Board of Statutory Auditors.

At the meeting of 15 March 2019 the meeting discussed: i) the general policy for remuneration of executive directors, directors vested with special offices and directors with strategic responsibilities; ii) proposals to the Board of Directors concerning remuneration for the office of director and the global maximum remuneration to be assigned to directors vested with special offices in relation to 2019 and the period from 1 January 2020 to the date of approval of the 2019 financial statements; iii) the definition of 2018 bonuses to be assigned to the Chairman and CEO of the Group based on the attainment of the objectives established by the Board of Directors. The meeting also approved the draft explanatory report from the Board to the Shareholders' Meeting for presentation to the Board; iv) the proposed medium-term incentive plan, and v) approval of the draft explanatory report from the Board to the Shareholders' Meeting for presentation to the Board.

At the meeting of 23 April 2019 the Committee resolved to propose to the Board of Directors: i) the remuneration to be assigned to the individual directors vested with special offices in relation to 2019 and the period from 1 January 2020 to the date of approval of the 2019 financial statements; ii) determination of the 2019 bonus to assign to the Group's executive directors with reference to the objectives set by the Board of Directors and determination of the goals connected to the 2019 bonuses; iii) the method of assignment of the number of options to be granted to beneficiaries in relation to the 2016, 2017 and 2018 tranches of the "2016/2018 Interpump Incentive Plan"; iv) with regard to the 2019/2021 Interpump Incentive Plan, the percentage allocation of the options to each tranche and the procedures for identifying the beneficiaries and determining their performance goals.

During the third meeting held on 18 June 2019, the Committee resolved to submit to the Board the proposals for extending, completing and finalizing the procedures and Regulation for the "2019/2021 Interpump Incentive Plan".

The Chairman presented information concerning the matters addressed during the first subsequent Board Meetings, which were held, respectively, on 19 March, 30 April and 27 June 2019.

Two meetings are planned for 2020, one of which already held on 12 March 2019.

The compensation of the directors on the Committee is decided by the Board of Directors, with the abstention of the interested parties.

Functions of the Remuneration Committee

For information about the functions assigned to the Remuneration Committee is presented in Section I, Chapter 1 "Procedures utilized for the adoption and implementation of the remuneration policy" of the Interpump Group S.p.A. "Remuneration Policy". The policy was set down by the Board of Directors in its meeting of 16 March 2020.

In the execution of its functions the Remuneration Committee is entitled to access the necessary information and corporate functions and to make use of external consultants as necessary, according to the terms established by the Board of Directors.

The Board of Directors has assigned a budget of 30 thousand euro to the Remuneration Committee for its activities.

9. DIRECTORS' REMUNERATION

See the Report on the Remuneration Policy of Interpump Group S.p.A. for information about the general remuneration policy and stock-based remuneration plans, as well as about the remuneration of the Directors with specific responsibilities. The policy was set down by the Board of Directors in its meeting of 16 March 2020.

At the meeting held on 16 March 2020, pursuant to the provisions of Annex 1 to the CONSOB Regulation on Related Party Transactions no. 17221 of 12 March 2010, the Board of Directors resolved not to identify any other Managers with Strategic Responsibilities, in addition to the Chairman and CEO.

The Chief Reporting Officer has been identified as the beneficiary of incentive plans approved by the Company and is therefore the recipient of stock options that are granted on the achievement of personal qualitative objectives not linked to the results of the Company, as well as the plan's general quantitative objectives.

Conversely, the Internal Audit, Risk & Compliance manager is not a beneficiary of incentivization mechanisms.

Directors' compensation for 2019 is shown in the tables of Section II of the Remuneration Policy of Interpump Group S.p.A. referenced above.

Indemnity of directors in the case of resignation, dismissal or termination of office further to a takeover bid (ex art. 123-(2), subsection 1, letter i), TUF)

The Company can agree on special treatments associated with the end of office or termination of employment with its directors and Executives with Strategic Responsibilities, if this is considered appropriate in order to recruit adequate professional resources or in the framework of the investment agreements entered into during the pursuit of business activities. In this regard, see the Report on Remuneration Policy and Payments Made by the Company.

10. CONTROL AND RISKS COMMITTEE

Composition and operation of the Control and Risks Committee (ex art. 123-(2), subsection 2, letter d), TUF)

The Control and Risks Committee is composed of four independent directors, namely Paola Tagliavini (Chair), Stefania Petruccioli, Angelo Busani and Franco Garilli.

At least one of the Committee members has experience of finance, accounting and risk management that was deemed adequate at the time of appointment.

In 2019 the Committee held six meetings, with an average duration of around two hours each and attendance by all its members.

The Committee has extended open invitations to attend its meetings to the entire Board of Statutory Auditors, the Director responsible for the system of internal control and risk management and the Manager of the Internal Audit, Risk & Compliance function. The Committee also invited the following to attend with regard to individual points on the Agenda: the representatives of the Independent Auditors, the Chairman of the Supervisory Body of Interpump Group S.p.A. and the Head of Investor Relations of Interpump Group S.p.A.

During the first subsequent Board Meeting the Chair provided details of the arguments addressed by the Control and Risks Committee of interest to the Board and of the half-yearly reports on the activity of the Committee, the Internal Auditing Risk & Compliance function, of the Supervisory Body and of the Annual Audit Plan, which were the subject of prior discussions and agreements.

The meetings are properly minuted.

Six meetings are planned for 2020, of which three already held at the date of approval of this Report.

Functions attributed to the Control and Risks Committee

A board resolution on 28 April 2016 approved the current text of the Regulations for the Control and Risks Committee, making the Committee responsible for supporting, via adequate investigation, the assessments and decisions of the Board of Directors on the following topics:

- a) definition of guidelines for the internal control and risk management system, in such a way that the main risks concerning the Issuer and its subsidiaries are accurately identified and adequately measured, managed and monitored, and determination of the degree of compatibility of such risks with management of the business in a manner consistent with the strategic objectives identified;
- b) assessment, at least annually, of the adequacy and effectiveness of the internal control and risk management system in relation to the characteristics of the business and the risk profile adopted;
- c) approval, on an annual basis, of the Audit plan prepared by the Manager of the Internal Audit, Risk & Compliance function - having heard the opinions of the Board of Statutory Auditors and the responsible Director;
- d) assessment of the results presented by the legal auditor in the report on the fundamental matters that emerged during the legal audit - also having heard the opinion of the Board of Statutory Auditors;
- e) appointment and revocation of the manager in charge of the Internal Auditing, Risk & Compliance function and assessment of the adequacy of the available resources and the consistency of their remuneration with Company policy - on a proposal from the Director in charge and having heard the opinion of the Board of Statutory Auditors.

In assisting the Board of Directors in the execution of the duties indicated above, the Committee:

- a) assesses, together with the Chief reporting officer and after consulting the Independent Auditing Company and the Board of Statutory Auditors, the proper and consistent application of the accounting policies adopted for preparation of the consolidated financial statements;
- b) examines the half-yearly reports prepared by the Internal Auditing, Risk & Compliance function, concerning the assessment of the suitability of the internal control and risk management system, and any reports of particular significance that are the subject of discussion during the periodic meetings;
- c) examines the matters raised in the reports of the Internal Auditing, Risk & Compliance function and the Regulatory Body, and as a result of investigations and examinations conducted by third parties;
- d) performs the additional tasks attributed to it by the Board of Directors and, in particular, with regard to the related-party transactions expressly indicated by the Board of Directors (with the exception of those examined by the Committee composed of three independent and non-related directors envisaged by the procedure prepared in compliance with the CONSOB Regulation), expresses a reasoned but non-binding opinion concerning the interest of the Company in performing the transaction and the validity and substantial correctness of the conditions envisaged in relation to the types of transaction concerned;
- e) reports to the Board of Directors on a six-monthly basis on the activities performed and on the adequacy of the internal control system;
- f) supports, via adequate investigation, the assessments and decisions of the Board of Directors in relation to the management of risks deriving from any prejudicial facts that come to the attention of the Board of Directors;
- g) expresses opinions on specific aspects concerning the identification of the main company risks.

The Committee carried out various activities during 2019, mainly in line with the requirements of the Code of Corporate Governance. In particular, the Committee:

- examined the Anti-Corruption Guidelines required by the Global Compliance Program that define the criteria of conduct and operating instructions to be followed to mitigate the risk of committing corruption offenses and expressed its favorable opinion regarding their communication to Group companies and coverage by audit work;
- examined and expressed its favorable opinion on the document defining the criteria to be used for carrying out the impairment test at 31/12/2018 and expressed its opinion in favor of submitting the document for approval by the Board of Directors;

- examined the 2019-2021 three-year Audit Plan prepared by the Internal Audit, Risk & Compliance Manager, with the focus on 2019, and expressed its opinion in favor of submitting the document for approval by the Board of Directors;
- met the Supervisory Body and examined the Report on the work performed by the Supervisory Body during the second semester of 2018;
- examined the Report on the activities carried out during the second half of 2018 by the Internal Audit, Risk & Compliance function of Interpump Group S.p.A.;
- examined the “Report on the Organizational, Administrative and Accounting Systems” and expressed its favorable opinion on the “Description of the key elements of the system of internal controls and assessment of their overall adequacy”, which are an integral part of the “Report on corporate governance and the ownership structure” for 2018;
- reviewed, together with the “Executive responsible for preparing company accounting documents”, his report on the adequacy of the system of internal controls over corporate disclosures, which was used to prepare Annex 1 to the “Report on corporate governance and the ownership structure”;
- having heard the opinion of the Independent Auditors in relation to the Non-Financial Statement, the Committee examined the results of the auditing process carried out in relation to that Statement and the choices made regarding the options offered by the legislator, with special regard to the Reporting Standards adopted and the publication of the statement in a separate document;
- having consulted the Auditing Firm and the Board of Statutory Auditors, examined together with the Chief Reporting Officer the results of the audit work performed on the financial statements and the proper and consistent application of the accounting policies adopted for the preparation of the consolidated financial statements for 2018;
- acknowledged that the audit of Interpump Group SpA at 31/12/2018 did not identify any significant weaknesses in the system of internal control and that EY had adopted the applicable directives and independence rules required under Italian law, with the absence at present of any independence risks;
- assessed the independence, adequacy, effectiveness and efficiency of the Internal Audit, Risk & Compliance function, and the consistency of its remuneration with Group policies, expressing a favorable opinion on these matters.

More specifically, in relation to 2019:

- examined the report of the Data Protection Officer (“DPO”) on the monitoring of compliance with the privacy regulations;
- monitored the progress of the activities carried out by the Internal Audit, Risk & Compliance function;
- consulted the Auditing Firm and the Board of Statutory Auditors and, together with the Chief Reporting Officer, examined the results of the audit work performed on the 2019 half-year financial report and the proper application of the accounting policies adopted;
- met the Supervisory Body and examined the Report on the work performed during the first semester of 2019;
- examined the Report on the activities carried out during the first half of 2019 by the Internal Audit, Risk & Compliance function of Interpump Group S.p.A. and the progress made by that function in relation to the content of the 2019 Audit Plan;
- acknowledged the absence of transactions with related parties planned for 2019 that would require involvement of the Committee for Related-Party Transactions and the existence of ordinary transactions that must be disclosed by the Chief Executive Officer of Interpump Group S.p.A. to the Board of Directors of the Group, because the related amounts are not minimal;
- monitored the progress of work on the 2019 Audit Plan the principal activities carried out by the Internal Audit, Risk & Compliance function;
- monitored the progress of work on the adoption of the GRI Core option in the Non-Financial Statement;
- met the Head of Investor Relations of Interpump Group S.p.A. in order to understand better the “not high” ESG rating received from the analysts;

During 2020 through the date of this Report, the Committee has met 3 times, during which, in particular, it:

- examined the Guidelines governing the conduct required to prevent misconduct in the environmental, social and personnel-related areas and with regard to respect for human rights, and expressed its favorable opinion regarding their communication to Group companies and coverage by audit work;
- provided advice and made recommendations on the subject of cyber security and the proposed preparation of a questionnaire by the Company to identify the adequacy of the security measures adopted by Group companies;
- examined the Reports on the activities carried out during the second half of 2019 by the Supervisory Body and the Internal Audit, Risk & Compliance function of Interpump Group S.p.A.;
- examined the “Report on the Organizational, Administrative and Accounting Structure” and approved the “Description of the key elements of the system of internal controls and assessment of their overall adequacy”, which are integral parts of the “Report on corporate governance and the ownership structure” related to 2019; examined, together with the Chief Reporting Officer, his report on the adequacy of the internal control system in relation to the financial reporting process used to prepare Annex 1 of the “Report on corporate governance and the ownership structure”;
- examined and approved the document defining the criteria to be used for carrying out the impairment test at 31/12/2019 and expressed its opinion in favor of submitting the document for approval by the Board of Directors;
- examined the proposed SICRM guidelines (having regard for the principal risks inherent in the activities of the business) and
- assessed the 2020 Annual Audit Plan prepared by the Manager of the Internal Audit function,
- examined the process followed to draft the financial statements at 31 December 2019,
- examined the process followed to prepare the Non-Financial Statement, obtaining inter alia information about the related audit work carried out by the appointed auditing firm,
- examined the implementation status of actions envisaged following the audit of certain processes and activities,
- having regard for the 2020 recommendations of the Committee for Corporate Governance concerning the sustainability of business activities when determining strategies, checked the policies on, in particular, the environment, occupational health and safety, social matters and governance and innovation.

The activities and goals of the Company with regard to sustainability matters are described in the Non-Financial Statement prepared pursuant to Decree 254/2016 (which will be made available to the public on the basis and with the timing envisaged in the relevant laws and regulations, including by publication on the website www.railway.it, in the section on Corporate Governance/Shareholders Meeting/Meetings/Ordinary Meeting of 28 April 2020).

In the execution of its functions, pursuant to Application Criterion 4.C.1. e) and the Code of Corporate Governance, the Committee is entitled to access the necessary information and corporate functions and to make use of external consultants as necessary, according to the terms established by the Board of Directors.

The Board of Directors assigned a budget of 40,000 euro to the Committee for its activities.

11. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

The internal control and risk management system adopted by Interpump Group S.p.A. (the "System") comprises a collection of rules, procedures and organizational structures designed to allow the principal risks to be identified, measured and monitored.

An effective system of internal control and risks management contributes to the running of the business in a manner consistent with the corporate objectives defined by the Board of Directors, thus facilitating the making of informed decisions.

Consistent with the principles set out in art. 7 of the Code of Corporate Governance, the System involves, each to the extent of its responsibilities:

- a) the Board of Directors (Board), which is responsible for defining guidelines for the control system, in line with the risk profile of the Issuer determined by the Board. The Board is also responsible for assessing the adequacy of the control system and its proper functioning, as well as for examining the periodic financial reports;
- b) the executive director responsible for supervising the System, who ensures that the principal risks are identified and checks periodically on the adequacy of the related process, implementing the guidelines issued by the Board;
- c) the Control and Risks Committee (CRC), which provides support for Board decisions and assessments on internal control and risk management matters, as envisaged in art. 7.C.2. of the Code of Corporate Governance;
- d) the Internal Audit, Risk & Compliance function, which performs third-level controls. The Internal Audit, Risk & Compliance function, which reports hierarchically to the Board of Directors in the person of the executive director responsible for supervising the System, and functionally to the CRC and is tasked with checking the effective operation and suitability of the System.

The duties of the other components of the System, such as the Board of Statutory Auditors, the Regulatory Body, the Independent Auditors and the Chief reporting officer, are described in the following paragraphs. In this regard, the company has introduced a compliance function to monitor legal and non-conformity risks in particular, including the risk of committing criminal acts to the detriment or for the benefit of the company (see the comments in art. 7), for which the Internal Audit, Risk & Compliance function is currently responsible.

In compliance with art. 7.C.1. of the Code of Corporate Governance, the Board of Directors of Interpump Group S.p.A. has defined guidelines for the internal control and risk management system, considering all risks that may be significant in terms of the medium/long-term sustainability of the activities of the Issuer, that are consistent with the characteristics of the business and the level of risk compatible with the Issuer's strategic objectives (see Application Criterion 1.C.1. b).

This translates into the control of company risks by:

- Risk management;
- "Tier 1" rules;
- Governance structures;
- Policies and procedures;
- Suitable information about non-EU subsidiaries.

Risk management

The risk assessment process used by Interpump Group S.p.A. is based on a risk self-assessment coordinated by the Internal Audit, Risk & Compliance function and carried out by the risk owners - namely the Section Coordinators - and then certified by the executive director responsible for the System in order to align the risk assessments made by management.

The analysis starts from a catalog of risks developed specifically for the Group, based on the typical business areas and the common operating and compliance issues. The risks examined, i.e. all risks that may become significant in terms of the medium/long-term sustainability of the activities of the Issuer, are classified as strategic, financial, compliance or operational. The assessment carried out did not identify any activities not covered by the necessary controls and/or any issues. The above catalog of risks has been extended to include, commencing from 2020, a set of specific risks with regard to sustainability.

"Tier 1" rules

The Code of Ethics lays down the ethical obligations and responsibilities in the business operations and activities of Interpump Group's personnel, whether directors, employees or collaborators in the broadest sense, meaning including individuals engaging, in both official and unofficial capacities, in the management and control of a Group company or who act in the name and/or on behalf of the Group Companies.

The Organizational and Management Model adopted by Interpump Group S.p.A. pursuant to Legislative Decree 231/01 ("231 Model"), constitutes, together with the Code of Ethics, an additional valid instrument for promoting awareness among all employees and all those who collaborate for various reasons with the Company, in order to ensure adherence, in the execution of their activities in pursuit of the corporate objects, with correct and transparent forms of conduct in line with the Company's ethical-social values and such, in any event, as to prevent the risk of committing the offenses contemplated by the Decree. All Interpump Group companies have adopted the Code of Ethics, while the 231 Model has been implemented by the Italian subsidiaries that, in consideration of their size and organizational complexity, have a higher level of relative risk with respect to the matters addressed by Decree 231/2001.

Lastly, the Group Compliance Program ("GCP") has been completed and adopted by the Board of Directors of Interpump Group S.p.A. The GCP comprises (i) guides for the fight against corruption, defining criteria for conduct and operating instructions to be followed to mitigate the risk of committing corruption offenses and (ii) rules of behavior to be followed to prevent misconduct with regard to environmental, social and personnel-related matters, as well as respect for human rights. The GCP will be adopted by all Interpump Group companies and proper implementation will be audited by the Internal Audit, Risk & Compliance function.

The System is further strengthened by the protocols/procedures adopted following the introduction of Law 262/2005 as amended, in order to protect the connection between operative aspects and their representation in the accounts and maintain an adequate and effective system of internal control over Financial Reporting.

Governance structures

The organizational charts and the system of powers and mandates are drawn up with the specific aim of clearly defining all roles and responsibilities in the context of the management and control processes.

The division of duties is integrated in the decision-making processes assigned for procurement and representation of the company, based on a detailed identification of each activity assigned and clearly defined limits for mandates that can be exercised in accordance with specific regulations (sole or joint signature).

Policy and procedures

Policies and procedures are subdivided into two groups: "operational" and "compliance".

The operational policies and procedures include: the accounting manual for the preparation of the annual financial statements and the quarterly reports in accordance with international accounting standards; the administrative and accounting procedures prepared in compliance with Law 262/2005; the Financial policy for the management of liquidity, counterpart, exchange-rate and interest-rate risks, and the Operational Procedure for the Management Interpump Group S.p.A. Inside Information.

Among the compliance policies and procedures, we mention the internal dealing procedures; the whistleblowing procedure, which are substantially in line with the current regulations, the Organization and Management Model pursuant to Legislative Decree 231/2001 for Interpump Group S.p.A. and the Italian subsidiaries for which the risk of committing offenses was considered relatively high, the Procedures for related-party transactions and the Procedures for business crises (under preparation).

Information concerning non-EU subsidiaries (art. 15 Markets Regulation)

In compliance with the above articles, Interpump Group S.p.A. has adopted an internal procedure that requires said companies to self-certify, on a quarterly basis, the completeness of their accounting information, the controls put in place and their commitment to provide the auditors with the necessary information. Monitoring tests are conducted in relation to the controls put in place, which vary in accordance with the size and complexity of the company concerned.

Adequacy of the internal control and risk management system

In reports dated 2 August 2019 and 13 March 2020, the Chairman of the Control and Risks Committee described the activities of the Committee to the Board of Directors, expressing an essentially positive opinion on the overall suitability of the internal control and risk management system to contain appropriately the overall level of risk in relation to the pursuit of the Group's objectives and deferring the final opinion to the assessment of the Board of Directors.

Considering the reports of the Chairman of the CRC, the information provided by the executive director responsible for the Internal Control and Risk Management System and the reports on the work performed by the company's Internal Audit, Risk & Compliance function, the Board of Directors has concurred with the opinion expressed by the Control and Risks Committee and has evaluated the internal control and risks management system, covering all those risks that may be significant in terms of the medium/long-term sustainability of the activities of the Issuer, to be adequate overall, having regard for the characteristics of the business and the risk profile adopted, as well as effective and functioning in practice.

11.1 EXECUTIVE DIRECTOR RESPONSIBLE FOR THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

At the meeting held on 28 April 2017, the Board of Directors confirmed the mandate granted to the Deputy Chairman Paolo Marinsek, to ensure the functioning and adequacy of the internal control system as required by Principle 7.P.3. a), (i) and Application Criterion 7.C.4. of the Code of Corporate Governance.

In accordance with Application Criterion 7.C.4., during 2019 the appointed executive director:

- presented to the Board of Directors the results of the Control Risk Self-Assessment activity designed to assess the compatibility of the overall exposure and level of risk (strategic, operational, financial and compliance) that the Group is willing to accept in order to achieve its business objectives;
- implemented the guidelines defined by the Board of Directors, supervising the planning, creation and management of the internal control and risk management system and checking its adequacy and effectiveness on a regular basis. In this regard, he examined the reports of the Manager of the Internal Audit function and the minutes of the Control and Risks Committee;
- ensured adaptation of the above system to changes in operating conditions and the legislative and regulatory framework.

The appointed executive director received the reports of the Manager of the Internal Audit function and the minutes of the Control and Risks Committee, whose meetings he attended, in order to monitor the operation of the internal control system in relation to the level of risk considered appropriate in order to accomplish the established objectives.

11.2 MANAGER OF THE INTERNAL AUDIT, RISK & COMPLIANCE FUNCTION

Pursuant to the Code of Corporate Governance, at the meeting held on 28 April 2017 the Board of Directors, acting on a proposal from the executive director responsible for the System, after

receiving a favorable opinion from the Control and Risks Committee, and after consulting the Board of Statutory Auditors, confirmed the appointment of Francesca Manzotti as Manager of the Internal Auditing, Risk and Compliance function (Principle 7.P.3.) with responsibility for checking that the internal control and risk management system is operational and adequate (Principle 7.P.3.b)). The Board also determined the remuneration of the Manager of the Internal Audit function in compliance with company policies and ensured that the manager has adequate resources for the execution of her responsibilities (Application Criterion 7.C.1., second part).

At the meeting held on 1 August 2012, the Board of Directors approved guidelines for the activities performed by the Internal Auditing function. These guidelines envisage, consistent with Application Criterion 7.C.5, that, *inter alia*, the manager of the Internal Audit function:

- is not responsible for any operating areas and reports hierarchically to the Board of Directors (Application Criterion 7.C.5. b));
- checks, both continuously and in relation to specific needs, the operation and suitability of the internal control and risk management system, by means of an audit plan approved by the Board of Directors, based on a structured process of analysis and prioritization of the principal risks (Application Criterion 7.C.5. a)). The audit plan includes checking the reliability of the information systems (Application Criterion 7.C.5. g));
- has access to all the information needed to fulfill her duties (Application Criterion 7.C.5. c));
- prepares periodic reports containing adequate information about her activities, the basis on which risk management activities are carried out and on compliance with the plans established for the containment of risk. The above periodic reports contain an assessment of the suitability of the System and are prepared on a timely basis if events of particular significance arise (Application Criterion 7.C.5. d) and e)). These reports are transmitted to the Chairmen of the Board of Statutory Auditors, the Control and Risks Committee, and the Board of Directors, as well as to the executive director responsible for the System (Application Criterion 7.C.5. f)).

The above guidelines are currently being updated following establishment of the Compliance function, with particular reference to the control of legal and non-conformity risks.

The Board of Directors has assigned an annual budget of 40,000 euro to the Internal Auditing, Risk & Compliance function for its activities.

The activities of the Internal Auditing, Risk & Compliance function during 2019 were carried out in line with the Audit Plan, which envisages: compliance audits (with a focus on Legislative decree 231/2001), financial audits (to provide assurance about the reliability of financial data) and operational audits of the business processes of greatest interest. Consistent with the Audit Plan, the Internal Auditing, Risk & Compliance Manager checked the accounting systems used with a view to improving the reliability of the Company's information systems. In addition, the Internal Auditing, Risk & Compliance function continued to monitor the management of key risks during 2019, partly by following up the improvement plans established by management. At the meeting held on 14 February 2020, the Control and Risks Committee was appropriately informed about the outcome of the activities of the Internal Auditing, Risk & Compliance function during the second half of 2019.

The Chief reporting office was appropriately informed about the activities of the Internal Audit Manager pursuant to Law 262/05 during 2019, via both the six-monthly reports on the adequacy of the control model implemented for Law 262 purposes, and the outcome of the tests carried out in this regard by the Internal Audit function.

The Report of the Manager of the Internal Auditing Risk & Compliance function was examined by the Board of Directors at the meeting held on 14 February 2020.

The Internal Auditing function was set up on 28 June 2000. In line with the requirements of Application Criterion 7.C.6., the Internal Auditing function has not been delegated to third parties, either in its entirety or for specific segments of operations.

11.3 ORGANIZATIONAL MODEL, pursuant to Legislative Decree 231/2001

Interpump Group S.p.A. implements the Organizational Model pursuant to Legislative Decree 231/2001 (hereinafter the “Model”) adopted by the Board of Directors on 22 January 2004 and updated on several occasions since then including, most recently, on 3 August 2018. The current version of the Model implements the legislative changes introduced up to the latest update, including, in particular, the introduction of the offense of unlawful intermediation and exploitation of workers and the extension of the perimeter of offense of bribery among private parties. The current version of the Interpump Group S.p.A. Organizational Model also take account of the organizational changes that occurred in the period between the previous update of the model, notably the insertion of new corporate functions and the attribution of new mandates.

The 231 Model comprises:

- a General Part, describing the profile of the Company, the relevant regulations, the underlying principles and key components of the Model (system of corporate governance, internal control and risk management system, schedule of powers and mandates), the functions of the Model, the methodology adopted for the creation of the Model, the structure of the Model, its recipients;
- special Parts concerning specific types of offense that theoretically may be committed having regard for the profile and activities of the Company, describing the procedures and control activities designed to prevent and monitor the risk of committing offenses;
- an appropriate internal disciplinary system to punish failure to comply with the measures indicated in the Model;
- the Code of Ethics, presented in full in an Annex since it is an integral part of the Model, given that it expresses the general principles and values that must guide the activities of all those who, for whatever reason, work for Interpump Group S.p.A. The Bylaws and the disciplinary system are also attached.

The Supervisory Body of the parent company comprises an external consultant as Chairman, and the Manager of the Internal Audit function of Interpump Group S.p.A.

Each member meets the autonomy, independence, integrity, professionalism and competence requirements envisaged in the Regulations of the Supervisory Body and required by Legislative Decree 231/01.

The Company has decided not to assign the functions of the Supervisory Body to the Board of Statutory Auditors, thus maintaining, until expiry of the current mandate at the Shareholders' Meeting called to approve the financial statements at 31 December 2019, the current structure with three Bodies (Control and Risks Committee, Supervisory Body and Board of Statutory Auditors). The situation will be reviewed at the next renewal of the corporate bodies, based on the trends and best practices identified.

At the meetings held during the year, the Supervisory Body checked that the Model is constantly updated to reflect the regulations, analyzed the solidity and functionality requirements, and the methods of implementation, and checked the supervisory activities carried out by the Internal Audit function on behalf of the Supervisory Body. The Organization, Management and Control Model and the related additional documentation required by Decree 231/2001 (Risk Assessment, Code of Ethics etc.) will be updated with specific reference to the regulatory changes made recently.

During the year, no violations of laws were identified that would result in penalties being imposed pursuant to Legislative Decree 231/01.

An extract from the Model can be downloaded from the Interpump Group S.p.A. website at [www.interpumpgroup.it/ Governance/Modello di Organizzazione](http://www.interpumpgroup.it/Governance/Modello%20di%20Organizzazione).

The Model has been extended to cover the Italian subsidiaries of strategic significance that, in consideration of their size and organizational complexity, are subject to a relatively higher level of risk with respect to the offenses envisaged in Legislative Decree 231/2001. With regard to the other Italian companies and the foreign companies in particular, adoption of the Global Compliance Program (hereinafter "GCP"), already described in chapter "11 Internal Control and Risks Management System", to prevent misconduct in environmental and social spheres, in relation to personnel, respect for human rights and in relation to combating bribery on the active and passive levels.

11.4 INDEPENDENT AUDITORS

Based on a reasoned proposal from the Board of Statutory Auditors, the Shareholders' Meeting held on 30 April 2014 appointed E&Y S.p.A. to audit the separate and consolidated financial statements pursuant to Legislative Decree 39/2010 for the nine-year period 2014-2022.

11.5 CHIEF REPORTING OFFICER AND OTHER COMPANY ROLES AND FUNCTIONS

The Bylaws define the method of appointing the Chief reporting Officer ex art. 154 (2) of the Consolidated Finance Act, assigning the related responsibility to the Board of Directors, further to consultation with the Board of Statutory Auditors. With regard to professional requirements, the Chief reporting officer must possess the same attributes of integrity required of statutory auditors, an adequate level of theoretical training, and must have specific skills acquired through work experience, of adequate duration and significance, in the areas of "administration" and/or "finance" and/or "governance". At the meeting held on 7 August 2007, the Board of Directors appointed Carlo Banci, Group CFO, as the Executive responsible for preparing company accounting documents (Chief Reporting Officer) until his appointment is revoked by the Board of Directors.

The Chief Reporting Officer has been granted the following powers:

- unrestricted access to all relevant information in order to perform his duties, both in the context of the company and in the context of other group member companies;
- participation in the meetings of the Board of Directors convened to discuss the matters included among those for which duties are assigned to the Chief reporting officer whenever such meetings are requested in writing by two or more directors at least two working days prior to the date scheduled for the board meeting, on the understanding that the participation of the Chief reporting officer will be limited to the matters strictly of his competence;
- the entitlement to interview each delegated administrative body and controlling body of the company in relation to the matters falling within his specific areas of competence;
- the entitlement to participate in the approval, jointly with the other delegated administrative bodies, of the company's administrative and accountancy procedures concerning the formation of the annual financial statements, the interim report and the consolidated financial statements or the drafting of other financial documents for which the Chief reporting officer is required to issue, jointly with the competent delegated administrative bodies, the attestations envisaged by art. 154-(2) TUF;
- the entitlement to perform checks on company administrative and accounting procedures, to propose structural changes to said procedures and the components of the internal control systems that are considered to be inadequate, and, in the case of failed implementation of the recommended changes, to inform the Board of Directors and ensure the related countermeasures are adopted in the context of the directives received from the Board;
- participation in the structuring of the information systems and the related procedures that can

impact on the economic, equity and financial situation of the company and the Group member companies;

- adoption of procedures relative to the channeling of information flows in respect of the Chief Reporting Officer.

The following means have been attributed to the Chief reporting officer:

- the facility to dispose of an annual expenses budget of 25,000 euro, with the specification that the annual budget can, wherever necessary and so requested by the Chief reporting officer, be increased further to a deliberation of the Board of Directors or on the authorization of the Chief Executive Officer;
- the facility to organize an adequate structure in the context of his area of activity, utilizing wherever possible and in a priority manner the resources already available internally, and wherever necessary making use of personnel to be hired, in agreement with the Chief Executive Officer and/or external consultants;
- the facility to utilize the Internal Auditing function for mapping and analysis of the processes of his competence and in the stage of execution of specific checks;
- the facility to utilize information systems in the context of and within the limits of his specific competences.

No other roles or company functions have specific duties in relation to internal control and risks management (Principle 7.P.3., letter c)).

11.6 COORDINATION AMONG PARTIES INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

The parties involved in the internal control and risk management system are as follows:

- a) the Board of Directors, which provides guidance and assesses the adequacy and effective functioning of the internal control and risk management system, considering the risks that may be significant in terms of the medium/long-term sustainability of the Issuer. The Board has identified from among its members:
 - i. a director responsible for the constitution and maintenance of an effective internal control and risk management system (see section 11.1 above) and
 - ii. a Control and Risks Committee (see section 10 above) with the task of supporting, with adequate investigation, the assessments and decisions of the Board of Directors in relation to the internal control and risk management system, including the risks deriving from any prejudicial factor that come to the attention of the Board of Directors (7.C.2. g)), as well as those relating to the approval of the periodic financial reports;
- b) the Manager of the Internal Audit, Risk & Compliance function, responsible for checking that the internal control and risk management system is functional and adequate (see chapter 11.2 above);
- c) the Executive responsible for preparing company accounting documents (see chapter 11.5 above).

Finally, there is the Board of Statutory Auditors, which supervises over the efficacy of the internal control and risks management system (see following chapters 13 and 14).

Pursuant to Application Criterion 7.C.1.d) of the Code of Corporate Governance, the company has provided for the following methods of coordination between the above listed parties in order to maximize the efficiency of the internal control and risks management system and reduce the duplication of activities:

- the current regulation of the Control and Risks Committee envisages that the work of the Committee be assisted by the Chairman of the Board of Statutory Auditors or a statutory auditor designated by the latter; however, the other members of the audit body can also participate. Moreover, the executive director responsible for the System is invited to attend

- the meetings, while parties who are not members such as the Chief reporting officer can also participate on invitation from the Committee;
- the half-yearly report on the activities of the Control and Risks Committee is submitted to the Board of Directors and the Board of Statutory Auditors;
 - the current mandate of the Internal Audit, Risk & Compliance function envisages the preparation of half-yearly reports on the methods used to manage risks and the suitability of the internal control and risk management system, and that timely reports be issued in relation to events of particular significance. These reports are sent to the members of the Control and Risks Committee, to the Chairmen of the Board of Statutory Auditors and the Board of Directors, and to the executive director responsible for the internal control and risk management system;
 - the half-yearly report on the activities of the Internal Audit, Risk & Compliance function is submitted to the Board of Directors and the Board of Statutory Auditors.

12. DIRECTORS' INTERESTS AND TRANSACTIONS WITH RELATED PARTIES

In relation to the interests of directors and Transactions with Related Parties, at its meeting held on 28 September 2010, the Board of Directors resolved to set up the Committee for the Procedure for Transactions with Related Parties (Procedure) following approval of CONSOB Regulation no. 17221 of 12/3/2010 in implementation of art. 2391-(2) of the Civil Code. The Committee has examined the draft procedure of the Interpump Group, issuing a favorable opinion for its approval, which was granted by the Board of Directors on 10 November 2010 (see Principle 9.P.1 and Application Criteria 9.C.1. and 9.C.2.) The Procedure has been applied since 1 January 2011. Consistent with the requirements of the Code of Ethics, the purpose of the above Procedure is to ensure, both in substance and procedurally, the transparency and propriety of any Transactions with Related Parties not carried out on market terms, in order to safeguard the greater interests of the Company.

Subsequently, on 18 March 2014, the Board of Directors approved certain amendments to the Procedure, having obtained a favorable opinion from the Committee at a special meeting. Among others, these amendments changed the thresholds for identifying immaterial transactions. Subsequently, on 4 August 2017, the Board of Directors approved certain amendments to the procedure, having obtained a favorable opinion from the Committee at a special meeting; the amendments substantially concerned the assimilation of the normative innovations and changes in the governance structure.

The Committee was not requested to address any specific matters during 2019. On 5 November 2019, during a meeting of the Control and Risks Committee, the Committee composed of Paola Tagliavini (Chairman), Stefania Petruccioli and Franco Garilli held an alignment meeting regarding the transactions in progress with related parties, including transactions of an ordinary nature. That meeting was only held for information purposes and did not relate to any specific matters. In principle, transactions with related parties may only be carried out if strictly necessary, in the interests of the Company and subject to the above requirements. The Procedure for Transactions with Related Parties includes the following aspects:

- assigns the functions of the Committee for Transactions with Related Parties to a Committee comprising three independent, non-executive directors;
- does not extend application of the Procedure to parties other than those envisaged in Annex 1 to the Consob Regulation (which refers to IAS 24 at the publication date of the Regulation);
- fixes at 100,000 euro or 500,000 euro on an annual basis, with regard to natural and legal persons respectively, the threshold for immaterial transactions excluded from application of the new Procedure, since it was considered that transactions with a value below this threshold do not represent a risk for the Company. In addition, the allocation of remuneration and economic benefits, in whatsoever form, to a member of an administrative or control body or to a Manager with Strategic Responsibilities is deemed to be an immaterial transaction if the amount is less than 300,000 euro on an annual basis;

- excludes from application of the new Procedure any resolutions (other than those adopted pursuant to art. 2389, subsection 3, of the Civil Code) regarding the Directors assigned special duties and the Managers with strategic responsibilities;
- makes recourse to the option to exempt routine and intercompany transactions;
- specifies rules for assessing the transactions of lesser and greater Significance carried out directly by Interpump Group S.p.A. or via subsidiaries;
- determines the organizational controls and information flows considered necessary in order to ensure that the competent bodies are given complete, useful and timely information, so that they can assess the transactions concerned.

The Procedure is available on the website of Interpump Group S.p.A. at the following address: [www.interpumpgroup.it/ Governance/Procedure for Transactions with Related Parties](http://www.interpumpgroup.it/Governance/Procedure%20for%20Transactions%20with%20Related%20Parties).

At the meeting held on 28 April 2017, the board of directors ascribed the following informative obligations to the Deputy Chairman:

- to receive the necessary information from related parties to make it possible to comply with the obligations set down by the regulation and by the procedure;
- to supply comprehensive and adequate information to the Committee for the procedure concerning transactions of lesser importance with related parties, if the conditions of the transaction are defined as equivalent to market or standard conditions, objective elements in this regard;
- to supply adequate information concerning transactions of lesser importance concerning the board of directors, to all the directors and to the board of statutory auditors;
- to refer on at least a quarterly basis to the board of directors and the board of statutory auditors concerning the execution of Transactions of Lesser Importance;
- to ensure that, in relation to transactions of greater importance, the Committee is involved in the manner envisaged in the Procedure;
- in relation to transactions with related parties conducted by subsidiaries, to gather from the subsidiaries information and documentation concerning the transactions they intend to approve.

13. APPOINTMENT OF STATUTORY AUDITORS

Art. 19 of the Bylaws establishes that in order to ensure that minority parties are able to elect one statutory auditor and one alternate auditor, the Board of Statutory Auditors must be appointed on the basis of a list vote. In the measure in which it is envisaged by the legal provisions in force time by time, the appointment of auditors is performed on the basis of criteria that ensure gender balance. For the presentation of a list the same minimum percentage of capital required for the appointment of directors is required, i.e. 2.5%, without prejudice to a possible different maximum percentage established by statutory legislation and the regulations in force time by time. The percentage is halved if, in the ordinary term of fifteen days prior to the date of the Shareholders' Meeting convened to make the appointment, a single list has been presented, or exclusively lists presented by reciprocally connected shareholders; in this case lists can be submitted only up to the fifth day following said date.

Each shareholder intending to propose candidates for the position of auditor must deposit at the company's registered office, at least fifteen days before the date set for the Shareholders' Meeting that among other matters must resolve on the appointment a) a list of candidates composed of two sections: one for candidates for the position of statutory auditor, and the other for candidates for the position of alternate auditor. At least one candidate must be indicated in the section concerning statutory auditors and at least one in the section concerning alternate auditors. If, considering both sections, the list contains a number of candidates equal to or greater than three, it must contain, in the statutory auditors section, candidates of both genders in accordance with the matters specified in the notice of convocation of the Shareholders' Meeting in order to ensure compliance with statutory legislation concerning gender balance; if the section concerning alternate auditors contains two candidates, said candidates must be of different genders. Each of

the candidates of each section must be associated with a sequential number; and b) a resume of each candidate, containing: (i) full information about each candidate's personal and professional characteristics; (ii) the list of the appointments as a member of the board of directors or the board of statutory auditors held by the candidate auditor in other companies or organizations, if significant in compliance with the statutory regulations concerning cumulative limits of offices held; (iii) the declarations of each candidate whereby they express their willingness to accept the appointment in the event of election and attesting, under their personal responsibility, to the absence of any causes for ineligibility or incompatibility, the possession of the requirements of integrity, professionalism and independence specified by statutory provisions, and the existence of any additional requirements prescribed for the office, either in law or in the Bylaws; (iv) a list of the shareholders submitting the list of candidates, with their name, company name or denomination, headquarters, number of enrolment in the Business Register or equivalent, and the overall percentage of the capital they hold, accompanied by a certificate that shows the ownership of said shareholding and a declaration in compliance with the declaration required by art. 144(6), subsection 4, letter b) of CONSOB Regulation no.11971 dated 14/5/1999 as amended, attesting to the absence of relations of association ex art. 144(5) of the same CONSOB Regulation.

Also the specific certificate issued by an authorized broker, proving ownership, at the time of filing of the list with the Company, of the number of shares necessary for submission of the list, must be filed within the term envisaged by statutory regulations. Those submitting a list intended to obtain the highest number of votes are obliged to include a sufficient number of candidates in the list and also the minimum number of candidates in possession of any special requirements of professionalism or of other matters that are not required by statutory regulations for all auditors, and to act in such a way as to ensure that the composition of the list complies with the proportionality criterion for gender balance prescribed by statutory legislation.

The office of statutory auditor or alternate auditor of the company cannot be assigned, and if appointed the office will be automatically withdrawn, to persons who: (i) already hold appointments as members of the board of directors or board of statutory auditors of other companies or organizations in excess of the limits established by statutory regulations concerning the accumulation of appointments, and those subject to causes of ineligibility or incompatibility; (ii) lack the requirements of integrity, professionalism, and independence specified by statutory regulations, or lack any additional requirements prescribed for the office, either in law or in the Bylaws.

The election system envisages that: a) two statutory auditors and one alternate auditor will be taken, on the basis of the sequential number with which the candidates are listed in the respective sections of the list, from the list that receives the highest number of votes; all the auditors of the less represented gender will also be taken from the same list as required by statutory legislation concerning gender balance, except in the event wherein the remaining auditor, taken from the list that received the second highest number of votes, is of the less represented gender: in this case all auditors of the less represented gender, as required by statutory legislation, will be taken from the list that obtained the highest number of votes, except for one; b) the remaining statutory auditor and the remaining alternate auditor will be taken from the list that obtains the second highest number of votes, these persons being those indicated with the first sequential number in the respective sections of the list, without prejudice to the matters established in the preceding letter a) concerning gender balance. The candidate indicated with the first sequential number in the statutory auditors section will be the chairman of the Board of Statutory Auditors; c) in the case of an equal number of votes (i.e. if two lists both receive the highest number of votes or the second highest number of votes), if this situation of parity occurs for lists that have both obtained the second highest number of votes, the candidate of the list that has obtained the vote of the highest number of shareholders will be appointed, while in all other cases the Shareholders' Meeting will repeat the ballot, with a slate vote, for appointment of the entire Board of Statutory Auditors; d) the auditors taken from the lists will be elected in accordance with the criteria indicated under the foregoing letters a), b) and c), without prejudice to the provisions of the following letters e) and f); e) if a single list is duly submitted, all the auditors to be appointed will be taken from said list, always in compliance with statutory legislation concerning gender balance. The candidate indicated with the first sequential number in the statutory auditors section

will be the chairman of the Board of Statutory Auditors; f) if the list that has obtained the second highest number of votes receives the vote of one or more shareholders considered to be associated, in accordance with the terms of the previous subsection 9, with one or more shareholders who have submitted (or joined in submitting) the list that obtained the highest number of votes, said votes will not be counted. Consequently, if without considering such votes another list emerges as the second most voted list, the remaining statutory auditor and the remaining alternate auditor will be the candidates with the first sequential number appearing in the respective sections of said other list; g) if no list is submitted or admitted or if, for any reason, the appointment of one or more auditors cannot be performed in accordance with the provisions of this subsection 10, the Shareholders' Meeting will pass a resolution with the majorities prescribed by law, ensuring anyway compliance with statutory legislation concerning gender balance.

Law 160 dated 27 December 2019 established that the least represented gender on the control bodies of listed companies must comprise at least two-fifths of the elected members. This provision amended art. 148 TUF, which required the least represented gender to comprise at least one-third of the elected members. Additionally, CONSOB Communication 1/20 dated 30 January 2020 specifies that, if the control body only comprises three serving members, the result of the two-fifths calculation referred to above must be rounded down. In all other cases, as in the past, the result must be rounded up to the nearest whole number.

We inform you that Consob management decision no. 28 of 30 January 2020, pursuant to arts. 147-(3) and 148, TUF, and arts. 144-(3) et seq. of the Consob Issuers' Regulation, identifies, for the 2020 financial year, the percentage ownership required for the presentation of lists of candidates for the election of the administration and control bodies of Interpump Group S.p.A. in the measure of 1%.

14. COMPOSITION AND OPERATION OF THE BOARD OF STATUTORY AUDITORS (ex art. 123-(2), subsection 2, letter d), TUF)

Statutory auditors act autonomously and independently, even in relation to the shareholders who elected them (Principle 8.P.1.).

The Shareholders' Meeting of 28 April 2017 elected the members of the current Board of Statutory Auditors, in the persons of Fabrizio Fagnola (Chairman), Alessandra Tronconi (Serving statutory auditor), Federica Menichetti (Serving statutory auditor), Federico Quaiotti (Alternate statutory auditor) and Roberta Senni (Alternate statutory auditor), establishing expiry of the office in three years, i.e. at the approval date of the financial statements at 31 December 2019.

During the Shareholder's Meeting held on 28 April 2017 two lists of candidates for the office of statutory auditor were submitted:

- list no. 1 by Gruppo IPG Holding S.p.A., the company that, on the date of the Shareholders' Meeting, held 25,406,799 ordinary shares of Interpump Group S.p.A., equivalent to 23.335% of the company's share capital;
- list no. 2 by a group of asset management companies and institutional investors, which, on the date of the Shareholders' Meeting, held 1,368,172 ordinary shares of Interpump Group S.p.A., equivalent to 1.256% of the company's share capital.

The names of the candidates in the above lists are:

List 1 from Gruppo IPG Holding S.p.A.:

Serving statutory auditors

- Alessandra Tronconi born in Forlì (FC) on 24 July 1967;

- Federica Menichetti born in Rome on 3 January 1976;
- Mario Francesco Pitto born in Genoa on 3 June 1951.

Alternate statutory auditors

- Federico Quaiotti born in Occhiobello (RO) on 18 December 1975;
- Sara Nuzzaci born in Florence on 20 March 1966.

List no. 2 of group of asset management companies and institutional investors:

Serving statutory auditors

- Fabrizio Fagnola born in Genoa on 12 March 1957.

Alternate statutory auditors

- Roberta Senni born in Rome on 5 January 1982.

Further to the voting, list no. 1 submitted by the shareholder Gruppo IPG Holding S.p.A. obtained favorable votes equivalent to 61.736% of the share capital represented in the Shareholders' Meeting, versus list no. 2 submitted by the group of asset management companies and investors, with obtained favorable votes equivalent to 32.747% of the share capital represented in the Shareholders' Meeting. Therefore, the Shareholders' Meeting elected the following candidates to the office of members of the board of statutory auditors of Interpump Group S.p.A.:

- Fabrizio Fagnola (Chairman);
- Alessandra Tronconi (Serving Statutory Auditor);
- Federica Menichetti (Serving Statutory Auditor);
- Federico Quaiotti (Alternate Statutory Auditor);
- Roberta Senni (Alternate Statutory Auditor).

The Board of Statutory Auditors met 8 times during 2019 with 100% participation of its members and average duration of each meeting of about 2 hours 45 minutes. Nine meetings are planned for 2020, two of which have already been held.

In compliance with Application Criterion 8.C.5. of the Code of Corporate Governance, statutory auditors who hold an interest in a given transaction either personally or on behalf of third parties, are required to provide the other statutory auditors and the Chairman of the Board of Directors with an exhaustive and timely account of the nature, terms, origin and extent of their interest.

A concise resume of each member of the Board of Statutory Auditors in office is given below:

Fabrizio Fagnola

Born in Genoa on 12 March 1957. Graduate in Economics and Commerce from Genoa University. Chartered accountant enrolled in the order of Genoa and legal auditor, with more than thirty years of experience in auditing accounts of listed companies and multinationals and in certification services connected to auditing. Partner at Deloitte & Touche until 2015 before accumulating the required years of service. Head of Deloitte's North East department (Turin and Genoa) from 2009 to 2011. Reputation & Risk Leader from 2011 to 2015 for all Italian entities of the Deloitte network. Currently collaborates with several private companies in the maritime sector or with related companies, providing assistance in matters of corporate governance and risk management.

Alessandra Tronconi

Born in Forlì (FC) on 24 July 1967. Graduate in Economics and Commerce with full marks from Bologna University. Italian Public Accountant and legal auditor. On graduation, she joined Studio Associato, Consulenza Legale e Tributaria and, in 2003 at 36 years of age, she became the Partner responsible for the Bologna office of Studio Associato, Consulenza Legale e Tributaria (KPMG Studio Associato). This firm currently employs about 30 professionals and works primarily in the field of tax and legal consultancy and assistance for companies. Since 2011 she has lectured on the Master's degree course in Tax Law "A. Berliri" – Alma Mater Studiorum – University of Bologna, academic years 2011-2012; 2012-2013; 2013-2014; 2014-2015; 2015-2016; 2016-2017.

Federica Menichetti

Born in Rome on 3 January 1976. Graduated in Law from La Sapienza University, Rome. Registered on the roll of legal attorneys of Rome. From 2003 until 2006 worked as junior consultant at Studio Camozzi & Bonisconi in Rome. From 2006 until 2016 worked with KPMG Studio Associato Legale e Tributario, where she currently occupies the position of Senior Manager. She has been an Independent Compliance Lawyer since 2017. Expert in Compliance procedures (Legislative decree 231/2001, anti-corruption, anti-money laundering, data protection, etc.) participating as tutor in master's degree courses organized by several institutes, namely Cattolica University, Bologna University and Bologna Business School.

Diversity criteria and policies

With reference to the gender balance, the Board of Statutory Auditors was elected taking account that the less represented gender should account for at least one third of the members of the Board.

In the reference period the Issuer has evaluated the adoption of diversity policies concerning the composition of the controlling body in relation to aspects including age, gender, training and professional experience.

Pursuant to the provisions of Application Criterion 1.C.3. of the Code of Corporate Governance, the appointments as statutory auditor or director held by the members of the current Board of Statutory Auditors of Interpump Group S.p.A. in other listed companies or in significant companies as defined by the Code of Corporate Governance are as follows:

Alessandra Tronconi: Listed companies: Serving Statutory Auditor of Tamburi Investment & Partners S.p.A.; Chairman of the Board of Statutory Auditors of SABAF S.p.A. (manufacturer of home gas cooking appliances and washing machines).

At the meeting held on 28 April 2017, being the first meeting after their appointment, the Board of Directors assessed and determined that the statutory auditors satisfy the independence requirements envisaged in art. 148, subsection 3 TUF. At the meeting held on 2 August 2019, the Board of Statutory Auditors checked the continuing independence of its members, applying all the criteria envisaged in the Code with regard to the independence of directors, and sent the result of said checks to the Board of Directors.

All the members of the Board of Statutory Auditors meet the requirements of integrity, professionalism and independence envisaged by the law and the Code of Corporate Governance.

The Board of Statutory Auditors performs the supervisory tasks assigned by current laws and regulations and monitors compliance with the law, the Bylaws and the principles of proper administration and, in particular, checks the adequacy of the organizational, administrative and accounting systems adopted by the Company and their functioning in practice, as well as the practical application of the corporate governance rules envisaged by the relevant regulations. The Board of Statutory Auditors also monitors the independence of the auditing firm.

It is standard practice in the Interpump Group for the statutory auditors to ask the Internal Audit, Risk & Compliance function to carry out checks on specific operating areas or organizational functions, sharing key information that is essential in order to fulfill their respective duties with the Control and Risks Committee (Application Criteria 8.C.6. and 8.C.7.).

Following the appointment at the Shareholders' Meeting of 28 April 2017, the members of the Board of Statutory Auditors of Interpump Group S.p.A. participated in the initiatives promoted by the Chairman of the Board of Directors as described in the "Induction Program" section of this report (Application Criterion 2.C.2).

15. RELATIONS WITH SHAREHOLDERS

Relations with shareholders are managed directly by the company's top management.

The financial community is given many opportunities to meet and discuss matters with the Company, as part of transparent and ongoing communications. Events dedicated to financial analysts, conference calls and meetings with shareholders and investors are held in the principal financial centers and at the Company's headquarters. With a view to keeping open and constant and beneficial channel for financial communications, a special section of the Company's website (www.interpumpgroup.it, Investor Relations and Press Releases) is used to publish useful information, such as: annual reports and interim reports on operations, presentations to analysts, stock prices and press releases.

In the meeting held on 28 April 2017, the Board of Directors resolved to place Luca Mirabelli in charge of relations with institutional investors and the other shareholders, in compliance with the internal procedure for management of confidential information and disclosure of inside information

An organization comprising two executives has been established to manage stockholder relations, for the purpose of coordinating and planning communications with stockholders and financial analysts (Application Criterion 9.C.1.).

16. SHAREHOLDERS' MEETINGS (ex art. 123-(2), subsection 2, letter c), TUF)

The provisions of the Bylaws concerning the Shareholders' Meeting are as follows:

Art. 6) 1. The duly constituted Shareholders' Meeting represents all the shareholders, and its resolutions, passed in accordance with the law and the present Bylaws, are binding on all the shareholders. The Shareholders' Meeting is either ordinary or extraordinary in accordance with the law (art.2364 and 2365 of the Italian Civil Code) and can be convened, within the Country, also in places other than the Company's registered office. ...The Ordinary Shareholders' Meeting approves and - where necessary - amends the "meeting regulations" that govern the manner in which meetings are conducted...

2. The Company, adopting the faculty provided by law, does not appoint the representative pursuant to art. 135-(11) of Legislative Decree no. 58 of 24 February 1998, unless the Board of Directors, for a specific Shareholders' Meeting, has resolved said designation, communicating the fact in the notice of convocation of the Meeting concerned.

Art. 7) Each share carries the right to one vote.

Art. 8) In compliance with statutory legislation, the Shareholders' Meeting is open to the participation of holders of voting rights who submit, in accordance with the methods established in the notice of convocation, an appropriate communication issued in compliance with statutory legislation by the broker within the term envisaged by said statutory legislation.

Art. 9) Each shareholder with voting rights is entitled to participate in the Shareholders' Meeting, and can be represented by conferring a proxy on other persons including non-shareholders, in compliance with the provisions of articles 135-(9) et seq. of Legislative Decree no. 58 of 24 February 1998, and the related implementing provisions. The proxy can be conferred electronically and can be notified to the company by transmission of the document to the e-mail address indicated in the notice of convocation.

It is anyway the faculty of the Chair of the Meeting to establish the proper execution of the proxies and, in general, the entitlement to participate in the Meeting.

Art. 10) The Shareholders' Meeting is presided over by the Chairman of the Board of Directors or, if this person is not available, by the most senior Deputy Chairman in terms of age (if appointed) or, in the absence of this latter, by another person elected by the Shareholders' Meeting.

The Meeting appoints a secretary, chosen also from among parties who do not hold voting rights. The secretary may choose two scrutineers if such action is considered appropriate.

Art. 11) The ordinary and extraordinary Shareholders' meeting is held in a single convocation, unless the Board of Directors, in relation to a specific shareholders' meeting, should resolve to specify the date for the second and, if necessary, the third call, disclosing said information in the notice of convocation. The Shareholders' Meeting is duly constituted and its resolutions are valid

with the quorums established by law.

The provisions of arts. 14, subsection 2, and 19 below apply to the appointment of directors and auditors.

Art. 12) The ordinary Shareholders' Meeting must be convened at least once a year, within one hundred and twenty days from the end of the corporate year, or within one hundred and eighty days in the event that the provisions of law allow the application of said longer term.”

The Bylaws also assign to the Board of Directors, rather than the Shareholders' Meeting, responsibility for mergers and spin-offs in all cases in which the law permits that such decisions be taken by the administrative body in place of the Shareholders' Meeting; the establishment and closure of secondary offices; the indication of which directors shall be granted powers to represent the Company; the reduction of share capital in the event of withdrawal by a shareholder; adaptation of the Bylaws to reflect regulatory requirements; and transfer of the Company's registered office within the national territory. The Board of Directors can also approve a transaction of major significance with related parties, despite the contrary view of the independent directors, provided that the execution of such transactions has been authorized at the Shareholders' Meeting. Authorization is denied when there are, in attendance at the Shareholders' Meeting, unrelated shareholders or their proxies representing at least 10% of the share capital with voting rights, and the majority of these latter have voted against the transaction in question. If, in relation to a transaction of major significance with related parties, the resolution proposal to be submitted to the Shareholders' Meeting is approved despite the contrary view of the independent directors, the execution of the transaction will be prevented if the Shareholders' Meeting is attended by unrelated shareholders representing at least 10% of the share capital with voting rights, and the majority of these latter vote against the transaction in question.

There are no shares carrying multiple votes and voting premium is envisaged. In order to allow more efficient management of the proceedings of Shareholders' Meetings, the Meeting on 28 April 2011 approved the Shareholders' Meeting Regulations (see Annex 2).

There were no significant changes in the ownership structure of Interpump Group S.p.A. during the year.

The market capitalization of Interpump Group S.p.A. ranged between 2.6 and 3.6 billion euro during the year (3.1 billion euro at 31 December 2019). The market capitalization was 3.2 billion euro on 10 March 2020.

17. ADDITIONAL CORPORATE GOVERNANCE PRACTICES (ex art. 123-(2), subsection 2, letter a), TUF)

There are no additional corporate governance practices to report.

18. CHANGES AFTER THE CLOSE OF THE REFERENCE PERIOD

From the end of the year to the time of writing no changes have been made to the corporate governance structure.

19. CONSIDERATIONS ON THE 19 DECEMBER 2019 LETTER OF THE CHAIRMAN OF THE COMMITTEE FOR CORPORATE GOVERNANCE

With reference to the recommendations contained in the letter of 19 December 2019 from the Chair of the Committee for Corporate Governance, and analyzed by the Control and Risks

Committee, by the Board of Statutory Auditors and by the Appointments Committee during their respective meetings, the Issuer reports that:

- with regard to the invitation to include the sustainability of business activities in the definition of remuneration strategies and policies, in part based on an analysis of the significance of the factors influencing the generation of long-term value, reference is made to the specific section of the Remuneration Report;
- with regard to the recommendation to ensure adequate management of the information flows to the Board of Directors, guaranteeing the safeguarding of confidentiality without compromising the completeness, usability and timeliness of such information, the meeting of the Board of Directors held on 13 February 2020 determined that the flows concerned are good, having considered the results of the related self-assessment;
- the amount of the remuneration recognized to non-executive directors and members of the control body will be checked to ensure that it is adequate in relation to the skills, professionalism and commitment required by their appointments

S. Ilario d'Enza, 16 March 2020

For the Board of Directors
Fulvio Montipò
Chairman

TABLES

TABLE 1: INFORMATION on the OWNERSHIP STRUCTURE

STRUCTURE OF SHARE CAPITAL				
	Number of shares	% with respect to share capital	Listed	Rights and obligations
Ordinary shares	108,879,294	100%	MTA computerized stock market organized and managed by Borsa Italiana S.p.A.	Ordinary shares by law
Shares with multiple votes	-	-	-	-
Shares with restricted voting rights	-	-	-	-
Shares without any entitlement to vote	-	-	-	-
Other	-	-	-	-

OTHER FINANCIAL INSTRUMENTS <i>(assigning the right to subscribe newly issued shares)</i>				
	Listed/unlisted	Number of instruments in circulation	Category of shares for the year	Number of shares for the year
Convertible debentures	-	-	-	-
Warrants	-	-	-	-

SIGNIFICANT STAKES IN THE CAPITAL			
Declarant	Direct shareholder	% portion of ordinary capital	% portion of voting capital
GRUPPO IPG HOLDING SPA**	GRUPPO IPG HOLDING SPA	23.335%	23.335%
FMR LLC*	FMR Co, Inc	5.483%	5.483%
	Fidelity Institutional Asset Management Trust Company	0.479%	0.479%
	FIAM LLC	0.235%	0.235%
CLAUDIO BULGARELLI*	FIN TEL SRL	4.133%	4.133%
INTERPUMP GROUP SPA**	INTERPUMP GROUP SPA	2.043%	-
GIANNICOLA	REGGIANA	3.490%	3.490%

ALBARELLI*	FINANZIARIA SRL		
------------	-----------------	--	--

* Source: Consob updated at 25/02/2020

** Source: Draft financial statements of the company at 31/12/2019

TABLE 2: STRUCTURE OF THE BOARD OF DIRECTORS AND THE COMMITTEES

Board of Directors													Control and risks committee		Remuneration Committee		Appointments Committee		Executive Committee (if constituted)		
Office	Officers	Year of birth	Date first appointed (*)	In office from	In office until	List (**)	Exec.	Non-exec.	Indep. from Code	Indep. from TUF	Number of other roles ***	(*)	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)	
Chairman and Chief Executive Officer ◊	Fulvio Montipò	1944	From the date of listing	28/04/2017	App. 2019 financial statements	M	√				1	11/11									
Deputy Chairman •	Paolo Marinsek	1950	27/04/2005	28/04/2017	App. 2019 financial statements	M					-	11/11									
Director	Angelo Busani	1960	28/04/2017	28/04/2017	App. 2019 financial statements	m		√	√	√	1	11/11	6/6	M							
Director	Antonia di Bella	1965	28/04/2017	28/04/2017	App. 2019 financial statements	M		√	√	√	4	11/11									
Director ◦	Franco Garilli	1951	30/04/2014	28/04/2017	App. 2019 financial statements	M		√	√	√	2	11/11	6/6	M	3/3	M	1/1	M			
Director	Marcello Margotto	1961	10/11/2015	28/04/2017	App. 2019 financial statements	M		√	√	√	2	11/11			3/3	P	1/1	P			
Director	Stefania Petruccioli	1967	30/06/2015	28/04/2017	App. 2019 financial statements	M		√	√	√	3	9/11	6/6	M							
Director	Paola Tagliavini	1968	30/04/2014	28/04/2017	App. 2019 financial	M		√	√	√	9	11/11	6/6	P							

					statements														
Director	Giovanni Tamburi	1954	27/04/2005	28/04/2017	App. 2019 financial statements	M	√			6	10/11			3/3	M	1/1	M		

Specify the quorum required for submission of lists at time of last appointment: 2.5%* (two point five percent) of the subscribed and paid-up capital with voting rights in the Ordinary Shareholders' Meeting for appointment of corporate offices, or, if higher or lower, the different maximum percentage established by statutory legislative and regulatory provisions. The minimum percentage for the submission of lists will be specified in the notice of convocation of the meeting.

"We inform you that Consob management decision no. 28 of 30 January 2020, pursuant to arts. 147-(3) and 148, TUF, and arts. 144-(3) et seq. of the Consob Issuers' Regulation, identifies 1% as the percentage ownership required in the 2020 financial year for the presentation of lists of candidates for the election of the administration and control bodies of Interpump Group S.p.A."

Number of meetings held during the reference year:		<i>Control and Risks Committee: 6</i>	<i>Remuneration Committee: 3</i>	<i>Appointments Committee: 1</i>	<i>Executive Committee: N/A</i>
---	--	---------------------------------------	----------------------------------	----------------------------------	---------------------------------

NOTES

The following symbols must be included in the "Office" column:

- This symbol indicates the director responsible for the internal control and risk management system.
- ◇ This symbol indicates the person primarily responsible for management of the Issuer (Chief Executive Officer or CEO).
- This symbol indicates the Lead Independent Director (LID).

* The date first appointed for each director indicates the date on which the director was appointed for the first time (ever) to the Board of the Issuer.

** This column indicates the list from which each director was taken ("M": majority list; "m": minority list; "Board": list presented by the Board).

*** This column shows the number of roles of director of auditor covered by the person in question in other companies listed on regulated markets, including foreign markets, in financial, banking, insurance companies or companies of significant size. Offices are specified in their extended form in the Report on corporate governance.

(*). This column indicates participation by the directors at respectively Board and committee meetings (indicate the number of meetings attended with respect to the total number of meetings held; e.g. 6/8; 8/8 etc.).

(**). This column indicates the role of the director on the committee: "P": chair; "M": member.

TABLE 3: STRUCTURE OF THE BOARD OF STATUTORY AUDITORS

Board of Statutory Auditors									
Office	Officers	Year of birth	Date first appointed (*)	In office from	In office until	List (**)	Indep. from Code	Attendance at meetings ***	Number of other roles ****
Chairman	Fabrizio Fagnola	1957	28/04/2017	28/04/2017	App. 2019 financial statements	m	Yes	8/8	-
Serving Statutory Auditor	Alessandra Tronconi	1967	30/04/2014	30/04/2014	App. 2019 financial statements	M	Yes	8/8	2
Serving Statutory Auditor	Federica Menichetti	1976	28/04/2017	28/04/2017	App. 2019 financial statements	M	Yes	8/8	
Alternate auditor	Federico Quaiotti	1975	28/04/2017	28/04/2017	App. 2019 financial statements	M			
Alternate auditor	Roberta Senni	1982	28/04/2017	28/04/2017	App. 2019 financial statements	m			
-----STATUTORY AUDITORS LAPSED DURING REFERENCE PERIOD-----									
Number of meetings held during the reference year: 8									

NOTES

* The date first appointed for each auditor indicates the date on which the auditor was appointed for the first time (ever) to the Board of Statutory Auditors of the Issuer.

** This column indicates the list from which each auditor was taken ("M": majority list; "m": minority list).

*** This column indicates participation by the auditors at meetings of the Board of Statutory Auditors (indicate the number of meetings attended with respect to the total number of meetings held; e.g. 6/8; 8/8 etc.).

**** This column shows the number of roles of director of auditor covered by the person in question pursuant to art. 148-(2) TUF and the related enabling instructions contained in Consob's Issuers' Regulation. The full list of appointments is published on Consob's website pursuant to art. 144-(15) of Consob's Issuers' Regulation.

ANNEXES

Annex 1: Paragraph on the “Main characteristics of the internal control and risk management systems in relation to the financial reporting process” pursuant to art. 123-(2), subsection 2, letter b), TUF)

In line with the principles indicated in the CoSO (Committee of Sponsoring Organizations) report dated June 2017, the Chief Reporting Officer, with support from the Internal Audit Risk & Compliance function and, where applicable, based on considerations made by the Control and Risks Committee, identifies and assesses the risks associated with achieving the objectives of reliable financial reporting.

The process of identifying and assessing the above risks is reviewed annually by the Chief Reporting Officer or more frequently in the event of changes, such as the update of international accounting standards, that might influence the assessment of risk.

In order to ensure coverage of the risks identified, certain control activities - or accounting and administrative procedures - have been implemented to identify the controls that are key and those that are not. These control activities are checked by the Internal Audit, Risk & Compliance function.

Based on the results of the checks performed, the Chief Reporting Officer determines if it is necessary to take corrective actions by formalizing a remediation plan. The remediation plan is agreed with the process owners who, by the agreed due dates, must implement the agreed actions i.e. establish new controls or mitigate the risks deriving from the lack of controls.

Lastly, the Internal Audit, Risk & Compliance function checks the effective application of the corrective action taken, by performing audit activities. The results of the independent checks carried out are reported periodically to the Chief reporting officer, in order to assess the adequacy of the system of control over financial information.

With regard to the preparation of the consolidated financial statements and half-year report, the principal companies in the Interpump group are also subjected to analysis and checks. Lastly, with reference to the interim reports for the first and third quarters and all other disclosures of a financial nature, the CFO/RM is required to declare their conformity with the documentary evidence, the company books and the accounting entries.

Annex 2: Shareholders' Meeting Regulations

Interpump Group S.p.A.

SHAREHOLDERS' MEETING REGULATIONS

FIRST SECTION - PRELIMINARY PROVISIONS

Art. 1 These regulations govern the conduct of the ordinary and extraordinary shareholders' meetings of Interpump Group S.p.A., with registered office in Sant'Ilario d'Enza (Reggio Emilia), Via Enrico Fermi 25 (hereinafter "the Company").

All matters not expressly regulated herein will be governed by the rules of the company Bylaws concerning the shareholders' meetings, which shall prevail over the contents of this regulation in the event of conflict between the provisions.

Art. 2 These regulations, which were approved by the Ordinary shareholders' meeting of 28 April 2011, are at the disposal of shareholders and the parties entitled to participate in the Shareholders' meeting for consultation at the Company's registered office and in the places in which the Shareholders' meetings are held.

SECOND SECTION - CONSTITUTION OF THE SHAREHOLDERS' MEETING

Art. 3 The shareholders' meeting is open to all the entitled parties in accordance with the law and with the Company Bylaws (hereinafter "Entitled Participants"). Entitled Participants can take part in the shareholders' meeting by proxy in compliance with the terms of art. 9 of the Bylaws.

In any event, the person taking part in the meeting on his or her own account or by proxy must provide valid identification by submission of a suitable document, also with regard to the powers assigned in the event of representation of a legal entity.

Art. 4 The proceedings of the meeting can be witnessed also by company employees and other persons (hereinafter "Guests") in the role of observers without any entitlement to vote or address the meeting, provided such persons have been invited to attend by the chairman of the board of directors.

The meeting can also be attended, without entitlement to address the meeting, by non-shareholder officials and any tellers required for the execution of the duties envisaged by the following articles of the present Regulations.

In normal circumstances, the chairman of the board of directors will allow the presence, as Guests, of financial experts and analysts, representatives of the independent auditing firm to which responsibility for the legal audit of the annual financial statements and the half-yearly reports has been assigned, and journalists from daily newspapers, periodicals and television networks, in compliance with the Consob recommendations in this regard. The relative accreditations must be presented at the registered office of the company before the start of the meeting.

On the request of one or more Entitled Participants, the chair of the meeting (as identified by the terms of art. 8 - the "Chairman") shall, during the preliminary operations of the meeting, read out the list of names and qualifications of the Guests in attendance.

Art. 5 The Entitled Participants must send to the Company and submit to the officers of the Company presiding over the entrance to the rooms in which the meeting is held (hereinafter the "Officers") the documents specified by the

articles of law attesting to the entitlement to participate in the meeting, which will result in consignment of the specific voting form or another form of legitimization for voting, to be retained for the entire duration of the proceedings of the meeting

and which must be presented for any checks and which must be returned to their owner in the event that this latter departs from the meeting before the proceedings have been brought to a close.

In all cases, the Chair decides on any objections regarding entitlement to participate in the meeting.

Guests must be identified by the Officers at the entrances to the places in which the meeting is being held, where they must collect, if so requested, a specific identification badge.

Art. 6 The Chair is entitled to order the proceedings of the meeting to be video or audio recorded for the sole purpose of facilitating preparation of the minutes of the meeting.

It is not permitted for either Entitled Participants or Guests to take into the rooms in which the meeting is being held recording devices of any type, cameras or similar devices, without the prior express authorization of the Chair.

Art. 7 All Entitled Participants who, for any whatsoever reason, depart from the place in which the meeting is being held, are required to inform the Officers of their departure. In order to be readmitted to the meeting, such persons must present the counterfoil of the entrance ticket given to them by the Officers when they arrived.

Art. 8 At the time specified in the notice of convocation, except for justified lateness within the limits of one hour, the chairman of the board of directors shall take the chair of the meeting or, in the absence of this person, in accordance with the Bylaws, the most senior deputy chairman in terms of age, if appointed; in the absence of this latter, the meeting shall be chaired by another person elected by the meeting.

The Chair now informs the meeting of the names of the members of the board of directors and of the board of statutory auditors in attendance at the meeting.

Art. 9 The Chair is assisted by the secretary to the meeting (as identified by art. 10 - hereinafter the "Secretary"), by the other directors, by the auditors, by the public notary in the cases specified in art. 10, subsection 1, and by employees of the company admitted to the meeting as Guests.

On the basis of the admission tickets presented at the entrance by the Officers, the Chair, with the aid of the Secretary, informs the meeting of the number of Entitled Participants in attendance and the number of votes to which they are entitled.

With the aid of the Officers, the Chair checks that the proxies and entitlements of the persons present to participate in the proceedings are valid, and informs the meeting of the result of this process. If the Chair finds that one or more proxies are not correctly compiled, he can disqualify the holder of the voting right or its representative that has presented irregular proxies from taking part in the voting.

The list of Entitled Participants, with an indication of those effectively present at the time of voting, will form an integral part of the minutes of the meeting together with all the relevant proxies.

Once the quorum specified in the Bylaws has been reached The Chair declares the meeting to be quorate and declares the proceedings to be open, after having

checked, if calls after the first convocation are scheduled, that the quorums established by the Bylaws have been reached; otherwise, no sooner than one hour after the time established for the start of the meeting, he shall declare the meeting to be inquorate and postpone the proceedings for another convocation of the meeting, if scheduled. If the meeting is inquorate, a specific report shall be drawn up and signed by the Chair and, if present, by one of the auditors.

Art. 10 Having ascertained that the meeting is quorate and read out the agenda, the Chair proposes to the meeting the appointment of the Secretary designated for drafting of the minutes, provided that this role is not assigned to a public notary previously appointed by the Chair pursuant to the articles of law or further to a decision taken to this effect at the sole discretion of the Chair. If the role of Secretary is not entrusted to a public notary in observance of the articles of law, the minutes will not be prepared by public deed, except in the case of a contrary decision taken by the Chair and communicated to the meeting.

The Secretary may be assisted by the Officers, by the employees of the company, or by his own assistants, provided they are Guests.

Art. 11 The Chair can arrange for a security service to be provided by assistants, who will be given specific badges for this function.

Art. 12 If the Chair establishes that voting shall be carried out by means of ballot sheets, he shall appoint two tellers with the responsibility of counting the votes, chosen from among the Entitled Participants.

Art. 13 The proceedings of the meeting shall be normally performed in a single session, during the course of which the Chair, if he decides that such a course of action is justified and the meeting does not vote by simple majority to oppose such action, can suspend the proceedings for no longer than two hours (for each period of suspension).

Without prejudice to the terms of art. 2374 of the Italian Civil Code, the meeting, by resolution passed by simple majority vote, can decide to adjourn the proceedings whenever such action is deemed necessary, simultaneously establishing the date and time for the proceedings to be resumed within a time frame that may be longer than three days although anyway commensurate with the motivation for such an adjournment.

THIRD SECTION - DISCUSSION

Art. 14 The Chair and, on the invitation from the latter, the other directors and the statutory auditors shall describe the matters on the agenda within the limits of their individual areas of competence.

The order in which the various topics will be addressed, as specified in the notice of convocation, can be changed by the Chair upon approval by the meeting (on a simple majority vote) in the event that one or more Entitled Participants should oppose such a change of order.

On the prior request of the Entitled Participants involved, in accordance with the terms of art. 2375 of the Italian Civil Code, the individual interventions shall be summarized in the minutes.

Art. 15 The Chair presides over the discussion taking account of any questions posed by the shareholders prior to the meeting, allowing the Entitled Participants that have so requested in compliance with the following art. 16, subsection 2, the directors, the statutory auditors, and the Secretary, to address the meeting. In the exercise of this function, the Chair shall observe the principle whereby all Entitled Participants, directors, auditors, and the Secretary shall be entitled to express their opinions freely on matters of concern to the meeting,

in observance of the law, the Bylaws, and the terms of the present regulations.

Art. 16 The Entitled Participants, the directors, and the auditors shall be entitled to take the floor in relation to each of the topics to be discussed, and to formulate proposals in relation to the same.

Entitled Participants who wish to address the meeting must make a request to this effect to the Chair no earlier than after the reading of the topic in the agenda to which the request refers, and anyway before the discussion on the topic in question has been declared closed.

The request must be made by raising the hand, unless the Chair has informed the meeting that requests are to be made in writing or using an alternative method indicated by the Chair. If requests are to be made by raising of hands, the Chair shall invite the person who raised his or her hand first to address the meeting; where it proves impossible to establish clearly which requesting party raised his or her hand first, the Chair shall invite the participants to speak in the order established at his sole discretion. If requests are made in writing or using an alternative method indicated by the Chair, the Chair shall invite participants to speak in the order in which the related requests were made.

Art. 17 The Chair, and/or, on the invitation of this latter, the directors and the statutory auditors, in compliance with their specific areas of competence or as far as considered useful by the Chair in relation to the topic to be discussed, shall respond to the Entitled Participants after each person has spoken, or after all the persons wishing to respond on all matters on the agenda have spoken, in accordance with the preference expressed by the Chair.

Art. 18 The Entitled Participants are allowed to speak just once in relation to each topic on the agenda, except in the event of replication and a declaration of vote, each intervention shall last no longer than five minutes.

Art. 19 Taking account of the subject and the importance of the individual topics on the agenda, the Chair shall indicate, in a measure that shall usually be no less than 5 minutes and no greater than 10 minutes, the time available for each Entitled Participant to speak on each issue. After the established time has elapsed, the Chair can invite the Entitled Participant to draw his or her arguments to a close in the following five minutes. Subsequently, if the intervention has not yet terminated, the Chair will apply the terms of the second paragraph, letter a) of art. 20.

Art. 20 The Chair is responsible for maintaining order within the meeting, ensuring the correct execution of the proceedings, and preventing abuses of the entitlement to address the meeting.

Pursuant these above effects the Chair can interrupt the speaker:

- a) when the Entitled Participant speaks without due entitlement or continues to speak when the allocated time for the intervention has elapsed;
- b) after a warning, in the event of clear and evident lack of pertinence of the subject of the address to the topic under discussion;
- c) in the event that the Entitled Participant uses words, phrases or comments that are offensive or slanderous;
- d) in the event of incitement to violence or disorder.

Art. 21 If one or more of the persons taking part in the meeting prevents the correct execution of the proceedings, the Chairman shall invite them to observe the terms of these regulations.

If such a warning is not heeded, the Chair shall order such persons to be removed from the place in which the meeting is being held for the entire duration of the

discussion.

In such a case, the removed person, assuming such a person is among the Entitled Participants, can appeal to the meeting, which will reach a decision on the matter by simple majority.

Art. 22 When all the interventions, responses, and replies are terminated, the Chair shall conclude by declaring the discussion to be closed.

After a discussion has been closed, no Entitled Participant shall be allowed to address the meeting in relation to the matter discussed.

FOURTH SECTION - VOTING

Art. 23 Before starting voting procedures the Chair shall readmit to the meeting all those excluded pursuant to art. 21 and shall check the number of Entitled Participants present and the number of votes to which they are entitled. The provisions as at articles 20 and 21 of these regulations can be adopted, should the need arise, also during the voting procedure.

Art. 24 The Chair can decide that voting shall be carried out after the closure of the discussion of each topic on the agenda, or at the end of the discussion of all the topics in the agenda.

Art. 25 Voting of the meeting will be carried out by open ballot. It is the responsibility of the Chair to establish which of the following methods of voting shall be adopted: (i) a show of hands, on request by the Chair or by the Secretary for the expression of all those in favor, all those against, and all those abstaining from voting, following identification of each Entitled Participant voting; (ii) by a roll call, by a call and expression of vote by each Entitled Participant; (iii) by means of ballot sheets, in which case the Chair shall determine the maximum time within which the Entitled Participants shall express their vote by submitting the duly compiled ballot sheet to the tellers, who will place them in a box placed in the rooms in which the meeting is being held; (iv) by electronic voting systems, in which case the Chair establishes the start and end of the period within which the Entitled Participants can cast their vote. Entitled Participants who, even though they are present at the meeting and even though having been invited to vote by the Chair, have not raised their hand or answered the roll call and declared their vote, or who have failed to submit their ballot sheet to the tellers, or who have not expressed their preference in accordance with the methods indicated by the Chair, shall be considered to have abstained.

Art. 26 If the Chair establishes that voting be performed using ballot sheets, the ballot sheets are instruments for the purposes of voting and as such they shall be provided by the Company in accordance with a standard form. The ballot sheets are compiled by the Officers with an indication of the name of the owner of the shares associated with the exercisable voting rights and the corresponding number of votes. The ballot sheets must bear a different number for each of the topics on which the meeting is required to resolve; alternatively, the sheets can have a different color for each of the topics on which the meeting is required to resolve, without prejudice to the fact that they must contain an indication of the number of votes compiled by the Officers. Any votes cast on spoiled or irregular ballot sheets shall be declared void.

The ballot sheets are handed out by the Officers at the entrance to the rooms in which the meeting is held.

Art. 27 Candidatures to the corporate offices of the company must be submitted within the terms and in accordance with the methods set down in statutory

legislation and the Bylaws. Before opening the voting for appointments of corporate offices, the Chair: (i) reads out the lists submitted for the appointment of the board of statutory auditors and the names of the entitled parties who presented the candidates; (ii) reads out the lists submitted for appointment of the board of directors and the names of the entitled parties who submitted them; (iii) reads out the curricula of the candidates, which must contain comprehensive information concerning the personal and professional qualifications of each candidate; (iv) communicates which lists and/or which candidatures are to be construed as not submitted and the reasons for such exclusion.

Art. 28 If voting is carried out by means of ballot sheets, once the time established by the Chair for their submission has elapsed the tellers shall count the votes and communicate the result to the Chair.

The same procedure is adopted when the vote is cast with the other methods provided for in the above art. 25.

When the votes have been counted, the Chair shall inform the meeting of the result, and shall declare as approved the proposal that has obtained a favorable vote with the quorums established by the law or by the articles of association.

In the case of appointment of the board of directors or the board of statutory auditors, the Chair shall declare as elected those candidates that win the ballot in accordance with the methods defined respectively in art. 14 and 19 of the Bylaws.

Art. 29 Once the agenda has been completed, the Chair shall declare the meeting to be closed.

FIFTH SECTION - FINAL PROVISIONS

Art. 30 These regulations can be amended by the ordinary shareholders' meeting with the majorities established by statutory provisions.

The ordinary Shareholders' Meeting can delegate to the Board of Directors any amendments or additions to these regulations or to any individual clause in the regulations.