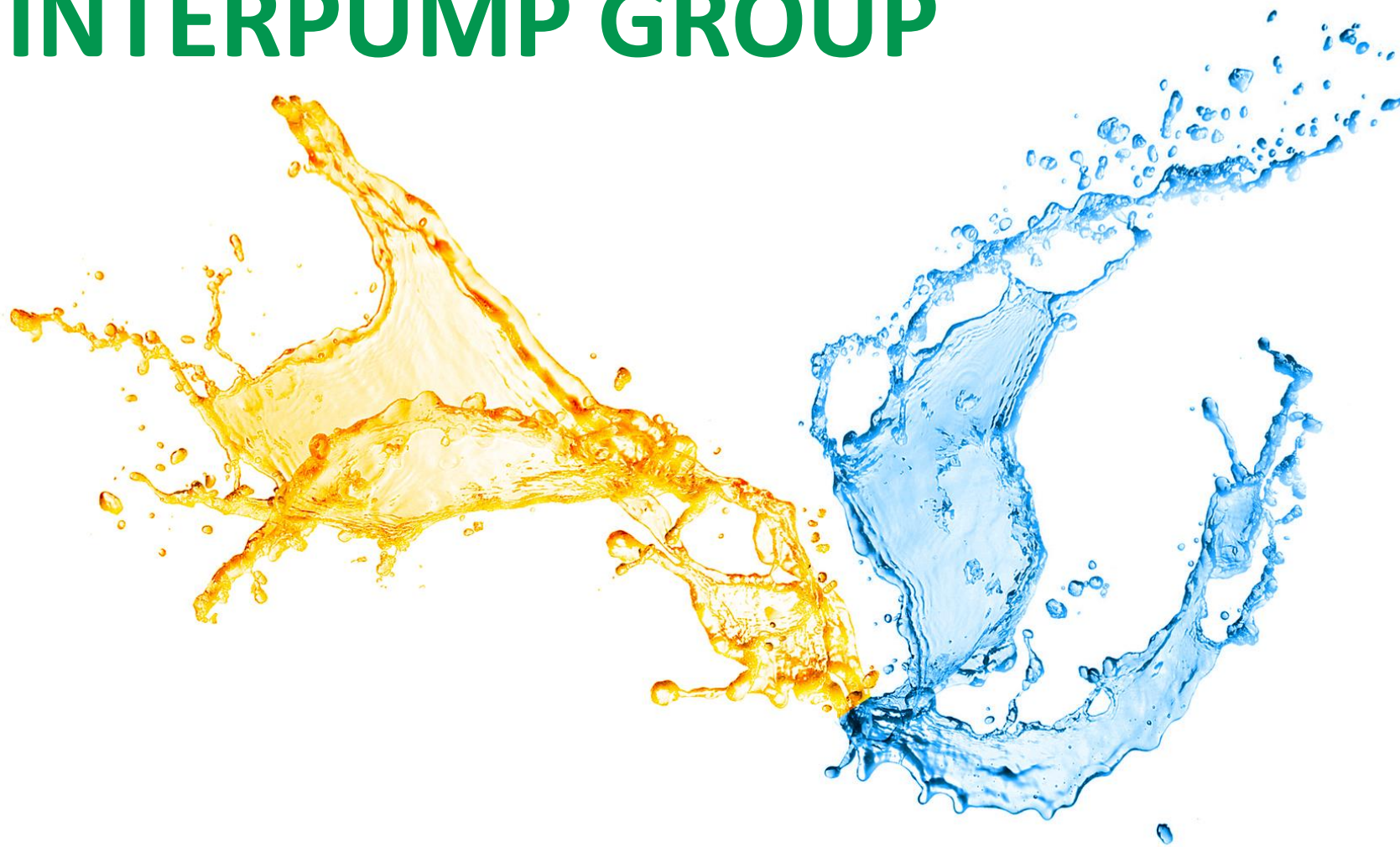


# INTERPUMP GROUP



May 2024

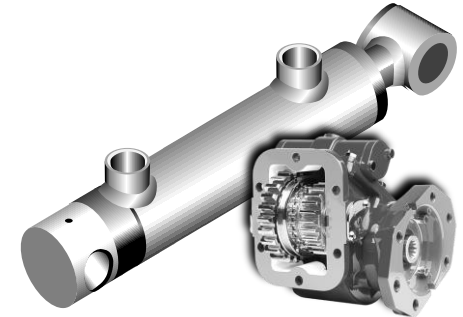
- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **1Q2024 FINANCIAL RESULTS**
- **ESG PATH**
- **ANNEX**



- GROUP OVERVIEW

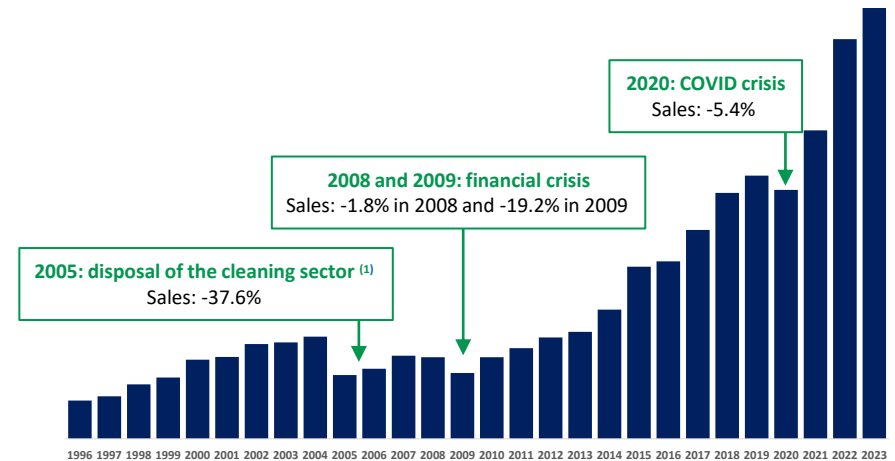


- € 2.240m of turnover and € 536m of EBITDA (24% on net sales) in 2023 divided between two divisions
  - Hydraulics and Water Jetting
- **Hydraulics:** around 75% of Group sales, EBITDA margin around 22%
  - Wide range of components for mobile and non-mobile hydraulics: PTOs, cylinders, gear pumps, valves, hoses, fittings, ...
  - Additional businesses: reduction gears, hoses, fittings for non-hydraulic applications
- **Water Jetting:** around 25% of Group sales and EBITDA margin around 28%
  - High-pressure plunger piston pumps
  - Additional businesses: flow handling components for food&beverage, cosmetics and pharmaceutical components

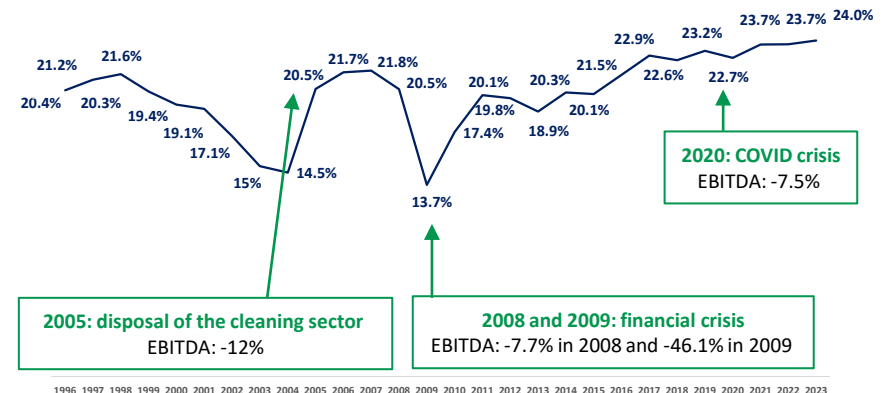


- Since IPO in 1996 a track record of excellence and resilience
- Sales: only 4 years of decrease driven by strategic activities review <sup>(1)</sup> or extraordinary external events
  - Diversification by division, geography, product and market application
  - Complementary nature of two divisions
  - Consistent organic growth enhanced by M&A
- EBITDA: only 5 years of decrease
  - Business model and cost structure flexibility
  - Integration capability
    - E.g. Hydrocontrol<sup>(2)</sup> and IMM<sup>(3)</sup> in 2014 and White<sup>(4)</sup> in 2022

**GROUP 1996-2023 SALES EVOLUTION**  
(€ million)



**GROUP 1996-2023 EBITDA MARGIN EVOLUTION**  
(% on net sales)

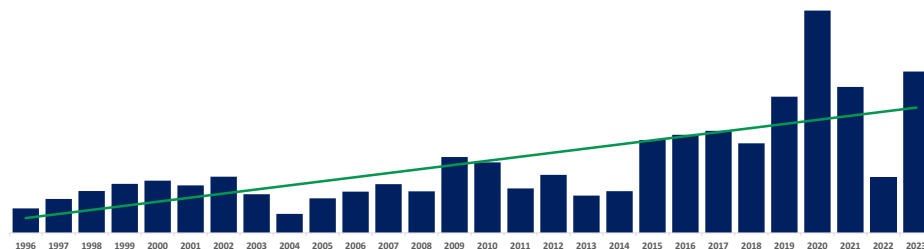


<sup>(1)</sup> April 2005: € 293ml of sales with an EBITDA margin of around 10% in 2004 - <sup>(2)</sup> May 2013: € 57m of sales with an EBITDA margin of around 12% in 2012

<sup>(3)</sup> August 2013: € 62m of sales with an EBITDA margin of around 13% in 2013E - <sup>(4)</sup> June 2021: € 200ml of sales with an EBITDA margin of around 22% in 2022E

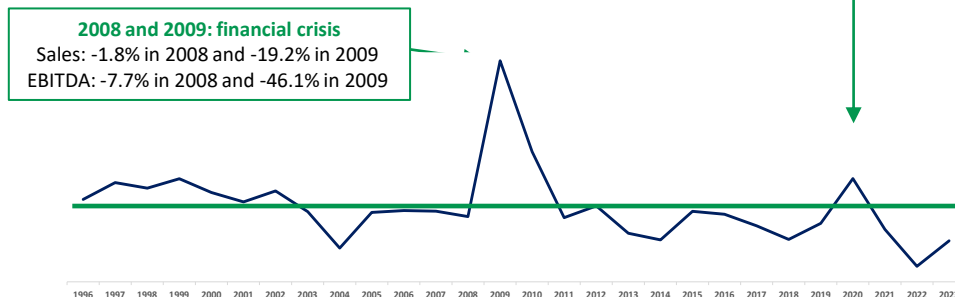
- FCF: growing generation and consistent exploitation in worsening environment
  - EBITDA excellence and resilience
  - TWC proactive management
    - Customer quality
    - Tactical supply chain approach
    - Inventories fast adaptation capability
  - CAPEX flexibility

## GROUP 1996-2023 FCF EVOLUTION (€ million)

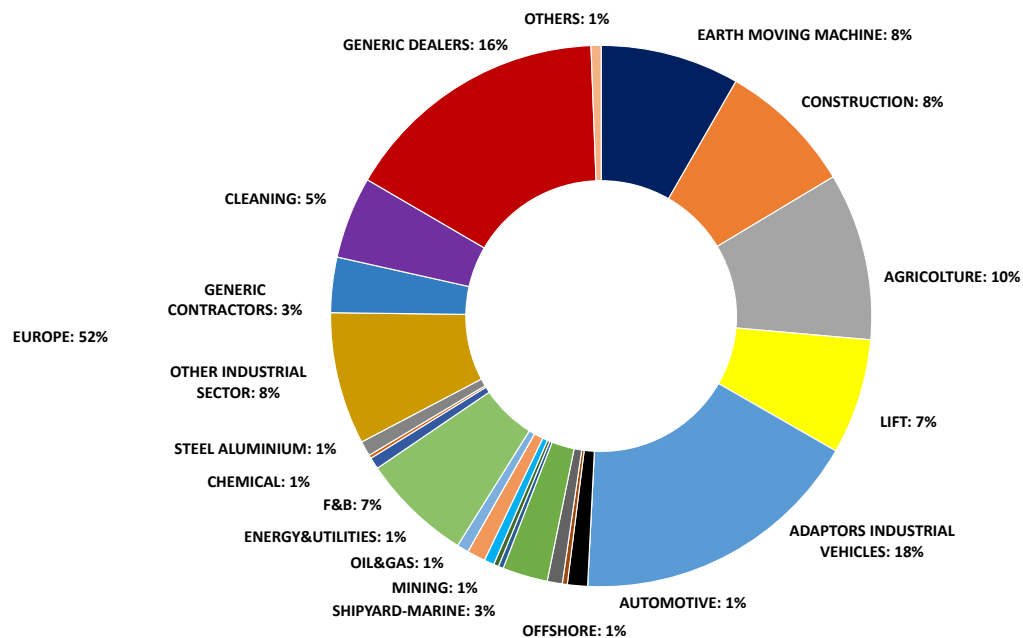
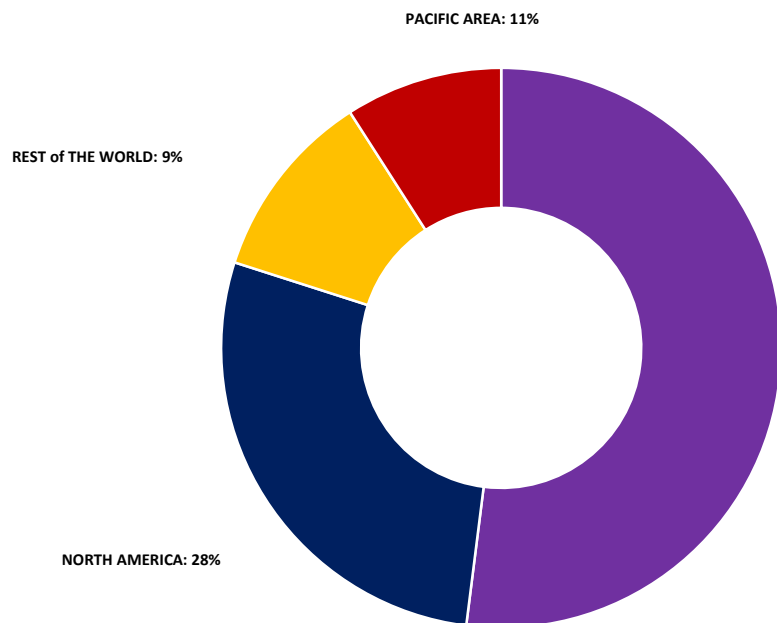


## GROUP 1996-2023 CASH CONVERSION EVOLUTION

Average 2016-23 FCF/EBITDA conversion: ~50%



**GROUP**  
2023 sales: € 2.240m



Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%





	HYDRAULICS	WATER JETTING	
		HIGH PRESSURE PUMPS DEVICES & SYSTEMS	FLOW HANDLING COMPONENTS
PRODUCTS	<ul style="list-style-type: none"> <li>Power take-offs, cylinders, hydraulic motors &amp; gear pumps, valves</li> <li>Rubber and flexible metal hoses, rigid pipes, pipe system design and connection flanges</li> <li>Linear, orthogonal/planetary reduction gears for lightweight to very large-scale applications</li> </ul>	<ul style="list-style-type: none"> <li>Piston pumps 1-2,000hP used in high-pressure applications                             <ul style="list-style-type: none"> <li>Standard or custom design</li> <li>Pump-based turnkey systems and assemblies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Stainless steel agitators, mixers, manifolds, tanks, cleaning-in-place systems, heat treatment, centrifugal separators, low-pressure pumps</li> </ul>
MARKET			
Dimension	> € 50 bn / yr	€ 1 bn / yr	€ 9 bn / yr
Features	<ul style="list-style-type: none"> <li>Size and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Niches market and high operators' fragmentation</li> </ul>	<ul style="list-style-type: none"> <li>Extreme geographic &amp; product diversification</li> </ul>
Organic & external growth opportunities	<ul style="list-style-type: none"> <li><b>Organic:</b> long-term growth related to world GDP                             <ul style="list-style-type: none"> <li><b>External:</b> plentiful</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Organic:</b> on going development across various industries                             <ul style="list-style-type: none"> <li><b>External:</b> limited</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Organic:</b> leveraging on development &amp; urbanization and nutritional awareness trends                             <ul style="list-style-type: none"> <li><b>External:</b> plentiful</li> </ul> </li> </ul>
GROUP COMPETITIVE ADVANTAGES	<ul style="list-style-type: none"> <li>Product range and geographical production footprint allow to supply the largest OEMs                             <ul style="list-style-type: none"> <li>Volatility reduced by diversification</li> <li>Flexibility to adapt to any market phase</li> </ul> </li> <li>M&amp;A strategy as a driver to improve visibility, product range and cross-selling opportunities</li> <li>Manufacturing of key components (e.g. directional control valves) ensures sticky and long-lasting business relationships</li> </ul>	<ul style="list-style-type: none"> <li>Largest player in its niche</li> <li>Top-of-the-market product performance</li> <li>Premium positioning due to history and reputation</li> <li>After-sales revenues (~1/3 of sector total)</li> </ul>	<ul style="list-style-type: none"> <li>Hygienically sensitive applications require the same skills needed at even higher levels for high-pressure pumps: sophisticated flow design, high-precision metal machining &amp; surface treatments</li> <li>Focus on high-margin components</li> </ul>

<sup>(1)</sup> Management estimates on 3<sup>rd</sup> parties' data



## HYDRAULICS



### EARTH MOVING

Excavators  
Backhoe loaders  
Skid-steer loaders



### TRUCK OUTFITTERS

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



### TRUCK

Factory-fitted  
PTOs



### AGRICULTURE

Farm tractors  
Front loaders  
Harvesting machines



### CONSTRUCTION

Concrete mixing  
Telescopic handlers  
Conditioning  
refrigeration  
ventilation



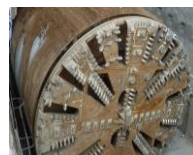
### INDUSTRIAL

Machine tools  
Hydraulic power packs  
Automated assembly lines



### LIFTING

Mobile-fixed cranes  
Elevators  
Forklifts  
Conveyor belts



### DRILLING/TUNNELING

Tunnel-boring machines

## WATER JETTING



### FOOD, COSMETICS <sup>(1)</sup>

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



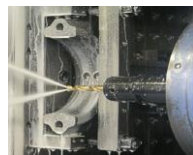
### CONSTRUCTION

Hydro-demolition <sup>(2)</sup>  
Surface preparation <sup>(2)</sup>  
Infrastructures renewal <sup>(2)</sup>



### TRUCKS

Lightweight high pressure  
pumps for sewer trucks  
Other utility vehicles



### INDUSTRY

Machine drilling & cutting <sup>(2)</sup>  
Pulp & paper  
Fibers intertwining  
Overspray removal



### STEEL / ALUMINUM

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



### CLEANING

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



### AUTOMOTIVE

Rail engine heads deburring  
Bodywork cutting  
Welded seals cleanup



### MARINE / SHIPYARDS

Water-blasting removal <sup>(2)</sup>  
Hull cleaning <sup>(2)</sup>  
Fuel pumps for methanol-  
converted marine engines



### WATER PROCESSING

Misting  
Reverse-osmosis  
desalination



### CONTRACTORS

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



### OIL & GAS

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

<sup>(1)</sup> In addition to flow handling components - <sup>(2)</sup> Group can supply the entire turnkey system

## HYDRAULICS

### INTERPUMP HYDRAULICS

#### MUNCIE POWER

Power take offs



### WALVOIL – WHITE - EUROFLUID

Directional control valves, pumps & motors, compact hydraulics, electronics.

Motor & steering solutions



### BERMA – DRAINTEC - DZ TRASMISSIONI

#### REGGIANA RIDUTTORI - TRANSTECNO

Reduction gears



### I.M.M.

Hypress and fluid solutions



### TUBIFLEX

Metallic flexible hoses



### GS-HYDRO

#### TEKNOTUBI

Rigid pipes & piping system



### HYDRALOK

Hose assembling machine



### CONTARINI – PANNI - HYDRA DYNE

#### HYDROVEN

Cylinders & rotary manifolds



### AMERICAN MOBILE

Oil tanks



## WATER JETTING

### HIGH PRESSURE PUMPS DEVICES & SYSTEMS

#### INTERPUMP PRATISSOLI

High flow/pressure plunger pumps



### NLB

Production and rental of high-pressure pumps and complete systems



### INOXIHP

Specialised solutions for the steel and mining industries



### HAMMELMANN

High pressure pumps (up to 1.500 HP – 6.000 bar / 87K PSI)  
Design and supply of turnkey solutions



### FLOW HANDLING COMPONENTS

#### BERTOLI

Homogenizers



### INOXPA - FLUINOX

Mixers, components & systems



### MACFUGE

#### MARIOTTI&PECINI

Mixers, agitators and centrifugal separators



### I.MEC

Mechanical screens



### WAIKATO

Milking system



PROCESS PARTERS  
YRP FLOW TECHNOLOGY



## FLEXIBILITY

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

Product mix and sales strategy  
can adapt fast to market evolution

## DIVERSIFICATION

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

Standardisation & merger  
to be executed when need

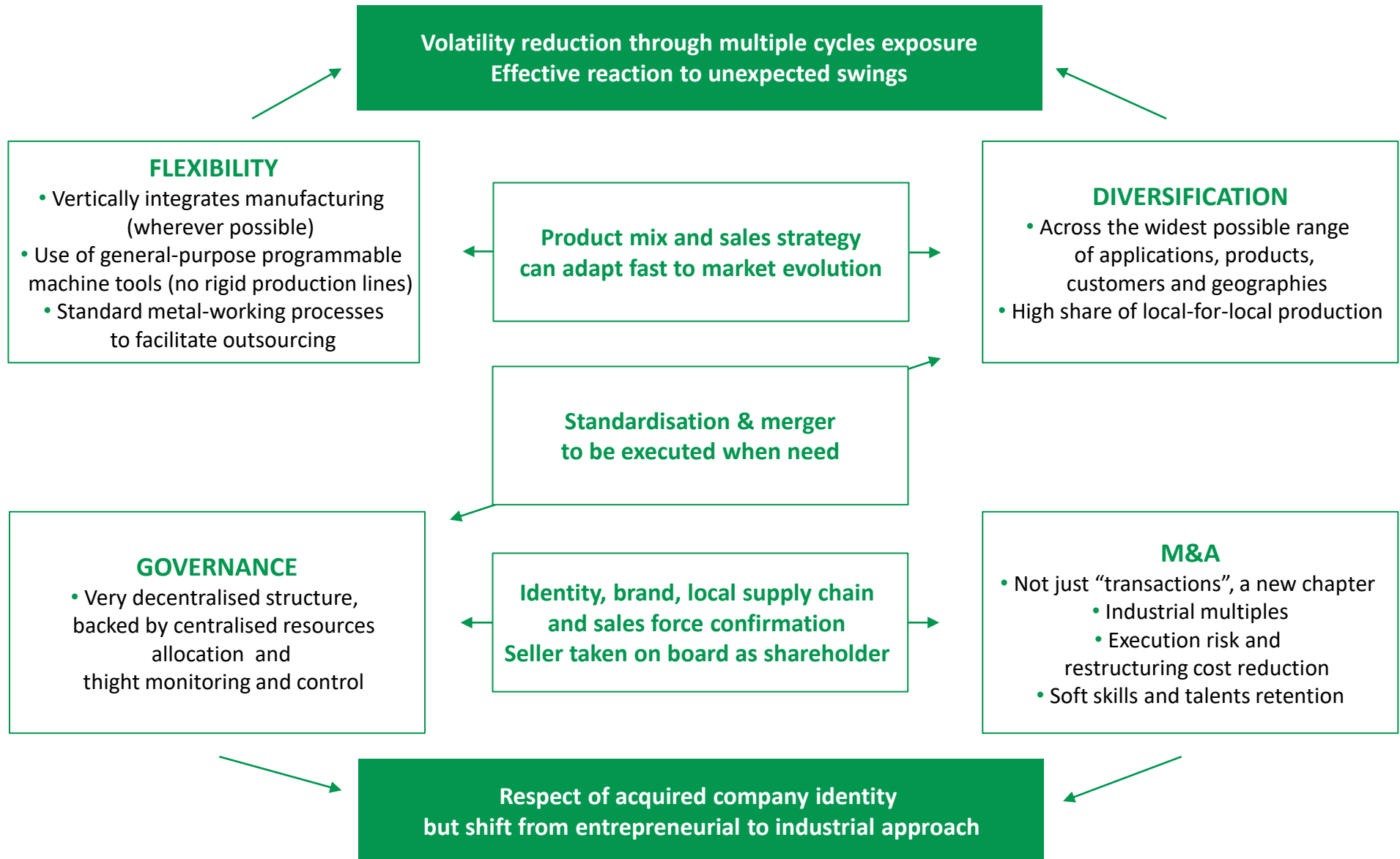
## GOVERNANCE

- Very decentralised structure, backed by centralised resources allocation and tight monitoring and control

Identity, brand, local supply chain  
and sales force confirmation.  
Seller taken on board as shareholder

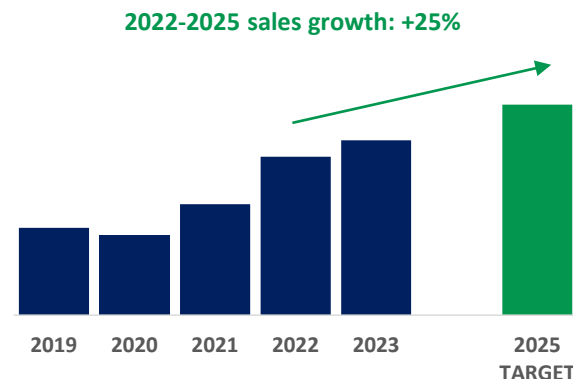
## M&A

- Not just “transactions”, a new chapter
  - Industrial multiples
  - Execution risk and restructuring cost reduction
- Soft skills and talents retention

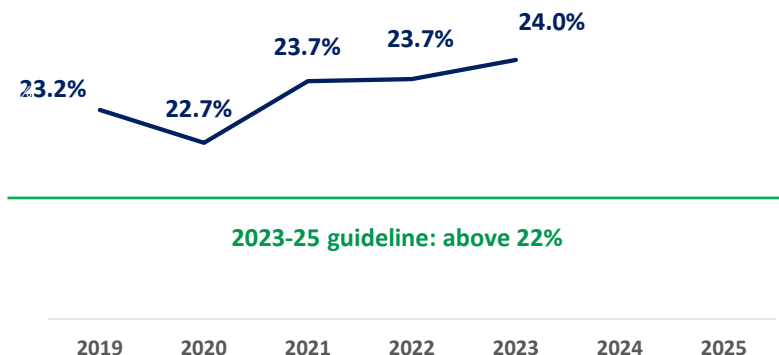


- 2023-25 commitments, 1 target with 2 guidelines<sup>(1)</sup>
- One target: sales
  - around 25% of total growth<sup>(2)</sup>
- Two guidelines: profitability and leverage
  - Profitability: above 22% EBITDA margin including possible M&A temporary dilution effect
  - Leverage<sup>(3)</sup>: between 1.0x and 1.5x

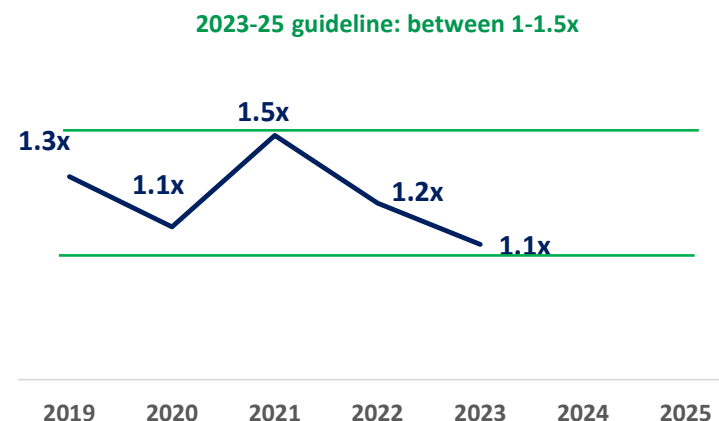
## 2022-25 GROUP EXPECTED SALES EVOLUTION <sup>(1)</sup>



## EBITDA MARGIN GUIDELINE (% on net sales)



## LEVERAGE RATIO GUIDELINE



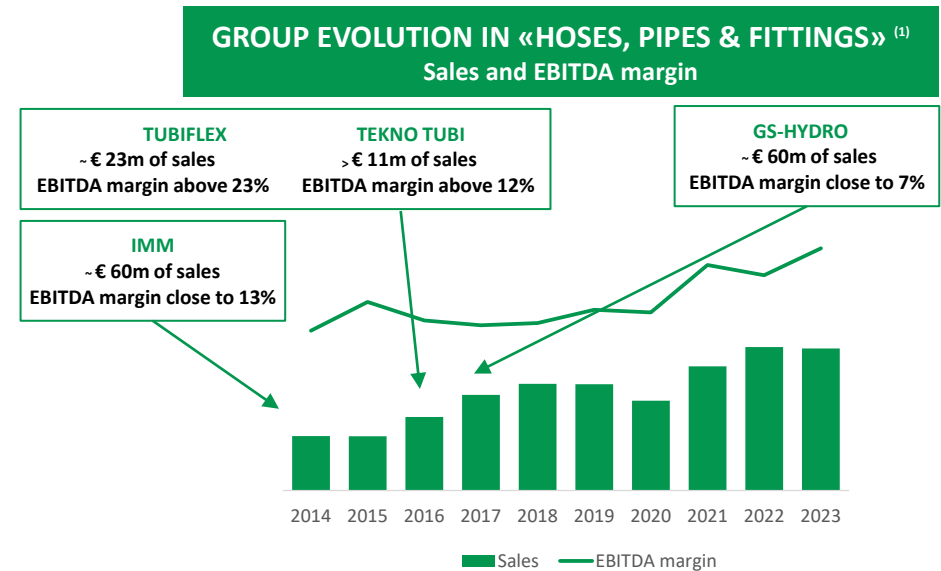
<sup>(1)</sup> At contract FX rate - <sup>(2)</sup> From both organic growth and M&A - <sup>(3)</sup> Total debt/EBITDA ("Total Debt" = NFP including commitments for the acquisition of investments)

- **GROUP OVERVIEW**
- **2024 OUTLOOK**





- Enhancement of Group's network presence
  - Water Jetting: 3<sup>rd</sup> step in Flow Processing in less than one year
    - China: entry into the plant engineering market and expansion in the components market with the support of a trustworthy management
  - Hydraulics: technical improvement in “Hose, pipes & fittings»
    - UK: adding rigid pipe fabrication and manipulation in the region
  
- First Spring trends underline <sup>(2)</sup>
  - Water Jetting: steady growth of both the backlog and the most important market applications
  - Hydraulics: initial signs of expected improvement for some market applications but only a stabilisation for others



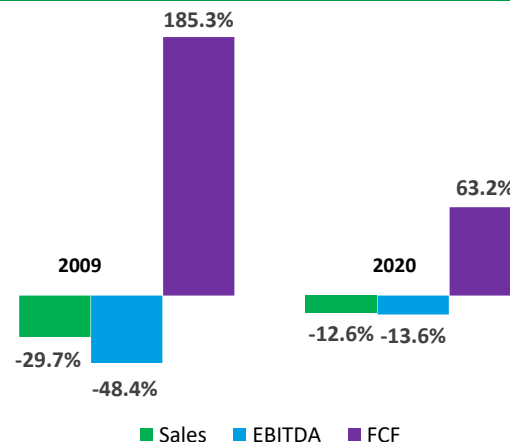
<sup>(1)</sup> 2022 and 2023 include IMM Romania fire impacts - <sup>(2)</sup> Based on management report



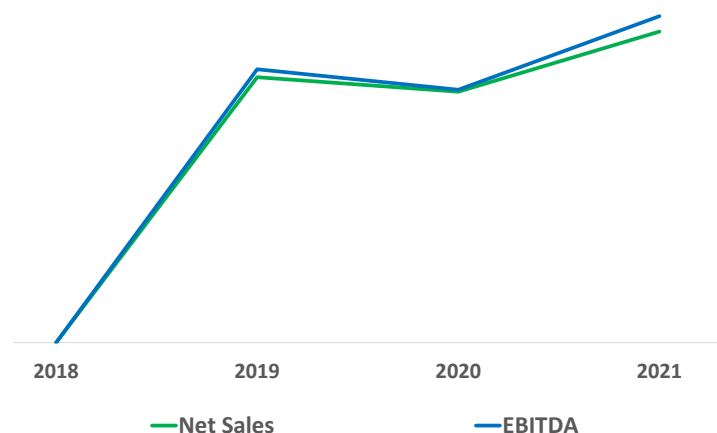
- Updating 2024 financial expectations updating
- Sales: between -5% and +1% overall <sup>(1)</sup>
  - Impact of 2023 acquisitions: January-March for Mouldtech and January-April for I.Mec and Waikato
  - Impact of 2024 acquisitions: from April for Process Partners China, YRP (Shanghai) Flow Technology and from May for Alltube
- Profitability: around 23.5%
  - Business model flexibility
  - Continuous deployment of countermeasures
- Cash flow: material improvement continuation
  - TWC and CAPEX normalisation

<sup>(1)</sup> Including acquisitions performed YTD

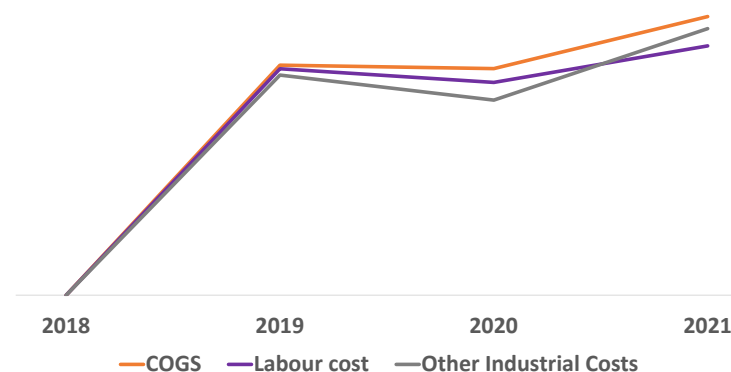
## 2009 & 2020 SALES, EBITDA & FCF EVOLUTION <sup>(1)</sup> % change compared to previous reporting period



## GROUP 2019-2021 SALES&EBITDA EVOLUTION <sup>(2)</sup> (Figures indexed to 2018 data)



## GROUP 2019-2021 COGS, LABOUR COST and «OTHER INDUSTRIAL COSTS» EVOLUTION <sup>(2-3)</sup> (Figures indexed to 2018 data)



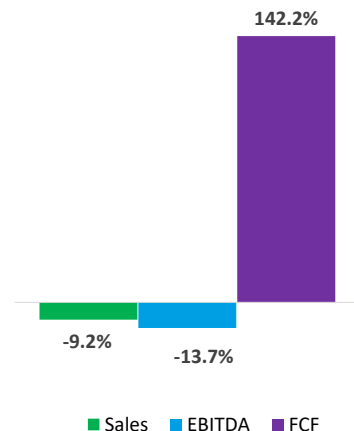
<sup>(1)</sup> Sales and EBITDA on organic bases, FCF on total basis - <sup>(2)</sup> 2019 EBITDA data including IFRS16 adoption impact - <sup>(3)</sup> COGS, Labour cost and "Other industrial costs" are around 90% of Group cost base

- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **1Q2024 FINANCIAL RESULTS**

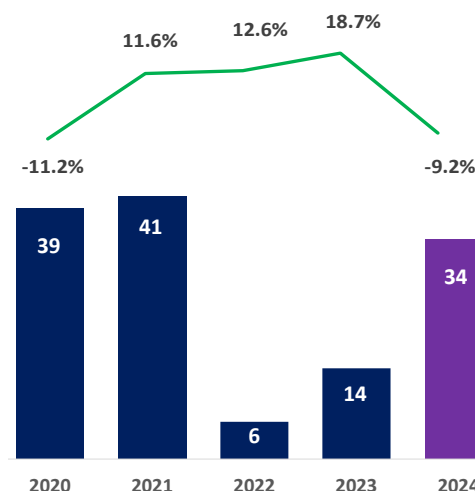


- On the right path to the goals of margin protection and FCF generation improvement
  - Effective margin protection
    - Organic sales: -9.2% <sup>(1)</sup>
    - Organic profitability: -13.7% with a margin of 23.4% from 24.7% <sup>(2)</sup>
  - Strong cash flow generation
    - FCF: more than 2x
  
- Important steps to support the Group's future growth
  - US\$300m Private Shelf agreement <sup>(4)</sup>
  - Enhancement of Group network presence
  
- Updating 2024 financial expectations
  - Sales: between -5% and +1% overall <sup>(5)</sup>
  - Profitability: around 23.5%
  - Cash flow: continuation of material improvement

**2024 SALES, EBITDA & FCF EVOLUTION <sup>(2-3)</sup>**  
% change compared to previous reporting period



**1Q GROUP ORGANIC GROWTH & FCF EVOLUTION**  
Million €



<sup>(1)</sup> Variation at constant perimeter and FX - <sup>(2)</sup> Excluding from 1Q2023 € 3.6m of insurance reimbursement correlated to IMM Romania - <sup>(3)</sup> Sales and EBITDA on organic bases, FCF on total basis - <sup>(4)</sup> US\$100 single tranche issued - <sup>(5)</sup> Including acquisitions performed YTD

## ■ 1Q2024

- Sales: normalisation trend exacerbated by comparison with best 1Quarter in Group history
- Profitability: effective margin protection thanks to division diversification and business model flexibility
- NFP: delivering improvement in cash flow generation

Million €	1QUARTER	
	2023	2024
<b>Group Sales</b>	592.3	545.9
<b>Change,</b>		<b>-7.8%</b>
of which		
▪ Organic		-9.2%
▪ Perimeter change <sup>(1)</sup>		+1.8%
▪ FX impact		-0.4%
<b>EBITDA</b>	149.6	127.4
<b>Change</b>		<b>-14.9%</b>
<b>% on net sales</b>	<b>25.3%</b>	<b>23.3%</b>
<b>Net Income</b>	86.0	67.6
<b>NFP <sup>(2)</sup></b>	533.9	452.8

**-13.7% and  
from at 24.7% to 23.4%  
on organic basis and excluding IMM one-off**

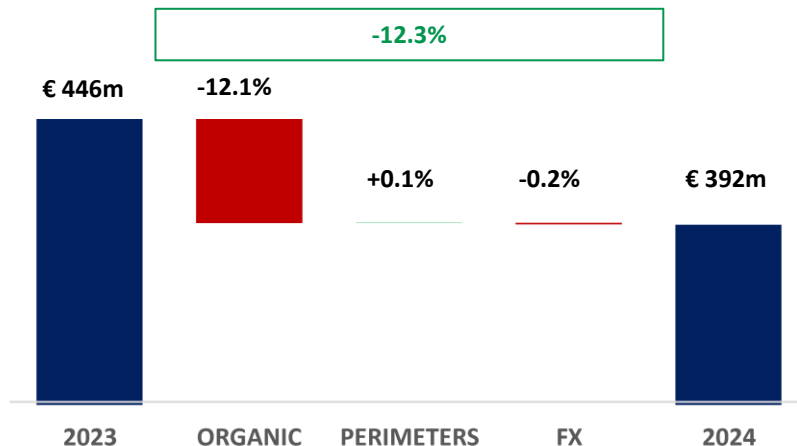
<sup>(1)</sup> 2024 perimeter change: Mouldtech (consolidated from April 2023), I.Mec and and Waikato (consolidated since May 2023) - <sup>(2)</sup> Excluding € 78.9m and € 65.0m of subsidiaries purchase commitments in 2024 and 2023 respectively

- Hydraulics
  - Sales: “agriculture” and “earth-moving machinery” in a stabilisation phase
  - EBITDA: countermeasures gradually kicking in
- Water-Jetting
  - Sales: “complete system” and “pressure pump” best performer among most important categories
  - EBITDA: 1Q2023 strong profitability confirmed by a successful sales mix management, first positive evidence in terms of G&A and cash from Waikato integration plan

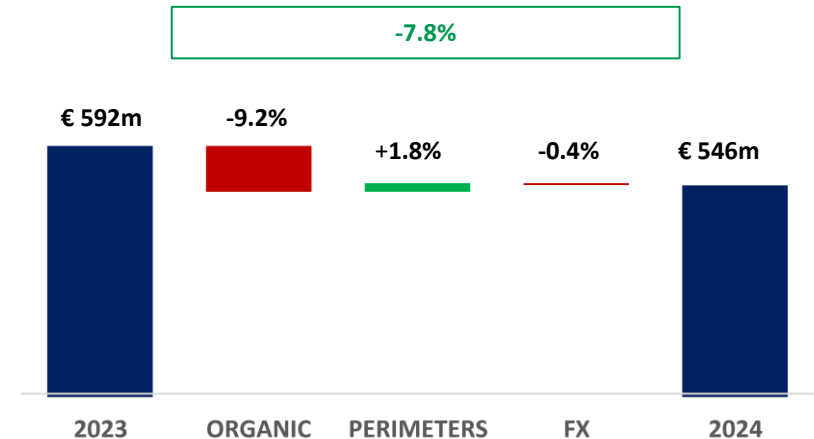
		1QUARTER		
Million €		2023	2024	
HYDRAULICS	SALES	446.5	391.7	
	Change		-12.3%	
	EBITDA <sup>(1)</sup>	108.7	85.6	
	Change		-21.3%	<div>-18.6% and from at 23.5% to 21.8% excluding IMM one-off</div>
	% on net sales	24.3%	21.8%	
WATER-JETTING	SALES	145.9	154.1	
	Change		+5.7%	
	EBITDA	40.9	41.8	
	Change		+2.2%	<div>Steady at 27.8% excluding acquisitions</div>
	% on net sales	27.8%	26.8%	

- 1Q2024: Hydraulics more impacted by normalisation, Water Jetting more influenced by comparison
  - Hydraulics: “orbital motors” and “power transmission” the weakest, “hoses, pipes & fittings» and «PTO & cylinders» the most resilient
  - Water Jetting: organic evolution distorted by comparison

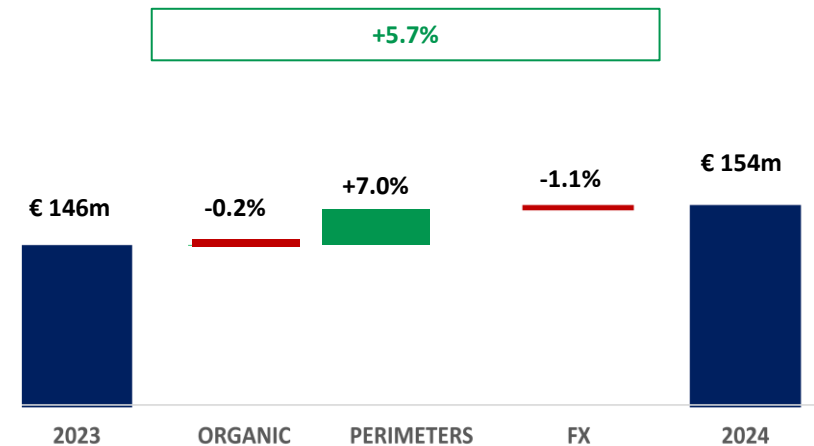
## 1Q2024 HYDRAULICS SALES EVOLUTION



## 1Q2024 GROUP SALES EVOLUTION

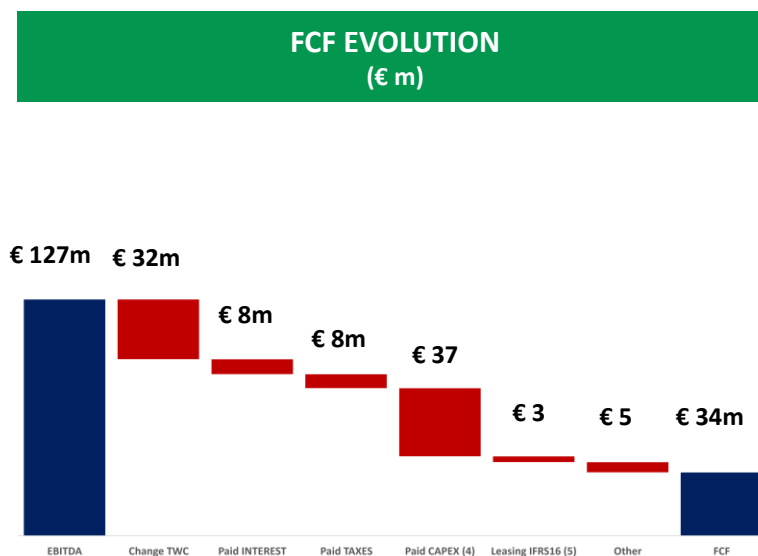
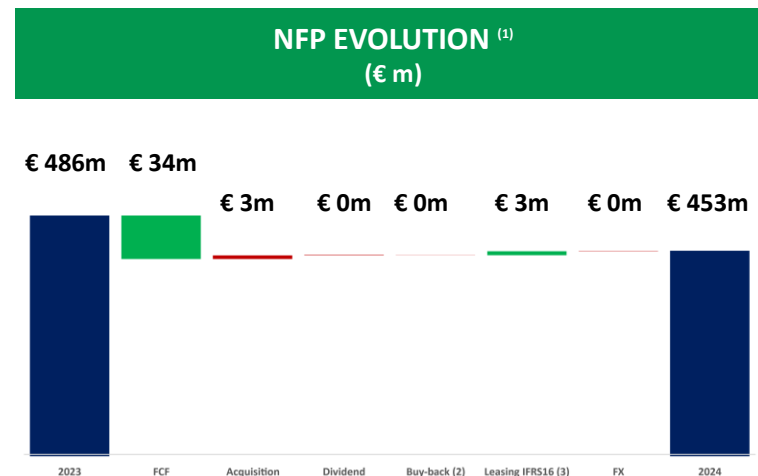


## 1Q2024 WATER JETTING SALES EVOLUTION





- January: US\$300m Private Shelf agreement
  - US\$100 single tranche issued
    - 8 years average duration and 4.17% coupon
    - Gross debt average life from 2.5 to 3 years
  
- March: NFP of € 453m compared to € 486m as of December 2023<sup>(1)</sup>
  - FCF: more than 2x
    - TWC<sup>(2)</sup>: cash absorption more than halved driven by efficient inventory management and sales decrease impact
  - CAPEX: € 43m compared to € 49
    - Start of the decrease from peak



<sup>(1)</sup> Excluding € 78.9m and € 81.2m of subsidiaries purchase commitments in 2024 and 2023 – <sup>(2)</sup> Trade Working Capital = NWC with “Trade Payable” net of CAPEX Trade Payable

<sup>(3)</sup> Principal portion of finance lease installments +/- new leasing contracts arranged +/- remeasurement and early close-out of leasing contracts – <sup>(4)</sup> “Investment in property, plant & equipment” less “Proceeds from the sales of property, plant & equipment + Investment in other intangible assets” - <sup>(5)</sup> Principal portion of finance lease installments



- New Interpump Hydraulics headquarter
  - 62,000 sq. metres, a total area increase of around 30%
  - Best environmental standards
    - Photovoltaic plants with an estimated 2,300,000 kWh annual production and consequently 1.219 Tco2 savings
    - 10x better thermal isolation compared to the current building



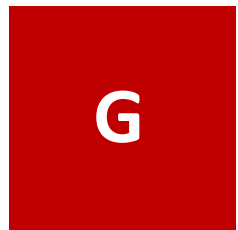
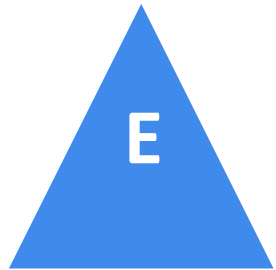
Interpump Hydraulics – The rendering and the March wip status of the new headquarters in Sala Bolognese (Italy)

- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **1Q2024 FINANCIAL RESULTS**
- **ESG PATH**



*“A falling tree makes more noise than a growing forest”*

Lao Tzu



## 2023-2025 KEY TARGETS

## SUPPORTED GRI and SDG

<ul style="list-style-type: none"> <li>▪ <b>Definition of Group “Carbon neutrality” strategy</b></li> <li>▪ Reduction of Group “Carbon intensity”</li> <li>▪ Increase of renewed electricity consumption</li> </ul>	<p>2023</p> <p>2025</p> <p>2025</p>
<ul style="list-style-type: none"> <li>▪ Injury rate improvement</li> <li>▪ <b>ESG supply chain evaluation</b></li> <li>▪ ISO 45001 extension</li> </ul>	<p>2024</p> <p>2023</p> <p>2027</p>
<ul style="list-style-type: none"> <li>▪ <b>Establishment of Board ESG Committee</b></li> <li>▪ <b>Succession plan formalisation</b></li> <li>▪ Tax compliance consolidation</li> </ul>	<p>2023</p> <p>2023</p> <p>2024</p>



305-1 and 2  
302-1



403-9  
308-1 / 414-1



207-1, 2 and 3



- All 2023 ESG Plan actions delivered
  - Building Group ESG foundation
- Multi annual actions delivery duly on going
  - Leading to 2023 and 2050 decarbonisation target
- Group ESG methodological approach improvements
  - Higher number of Group companies included in the sample
  - Scope 3 first data collection and analysis
  - M&A sensitivity exercise to evaluate Group acquisition strategy impact
- Financial resources updating
  - Around € 13m of CAPEX and around € 9m of OpEX until 2032 <sup>(1)</sup>

<sup>(1)</sup> 2023-25 ESG Journey and 2023-32 Decarbonisation Strategy

## ANALYSIS AND MEASUREMENT

### BUILDING GROUP ESG FOUNDATIONS

### LEADING TO 2030 AND 2050 DECARBONISATION TARGETS

2022

2023

2024

2025

2027

- E.1 - Carbon neutrality strategy
- E.4 - Circular economy (phase 1)
  - E.7 - Product ECO-design
- S.1 - Injury rate improvement
- S.5 - ESG supply chain evaluation model definition
- S.6 - ESG supply chain evaluation model extension
- G.1 - Board ESG Committee
- G.2 - Code of Ethics revision
- G.3 - Succession plan formalisation
- G.4 - Tax Control Framework adoption
- G.5 - GR1 207-4 information updating
  - G.6 - Updating on ESG journey

- E.2 - Carbon intensity reduction
- E.3 - Increase of renewable energy consumption
- E.5 - Circular economy (phase 2)
- E.6 - Water monitoring system
- S.3 - Increase of non-compulsory training
  - S.4 - Global mobility program
- S.7 - Diversity&inclusion model definition

## ANALYSIS, MEASUREMENT, REVIEW AND FINETUNE



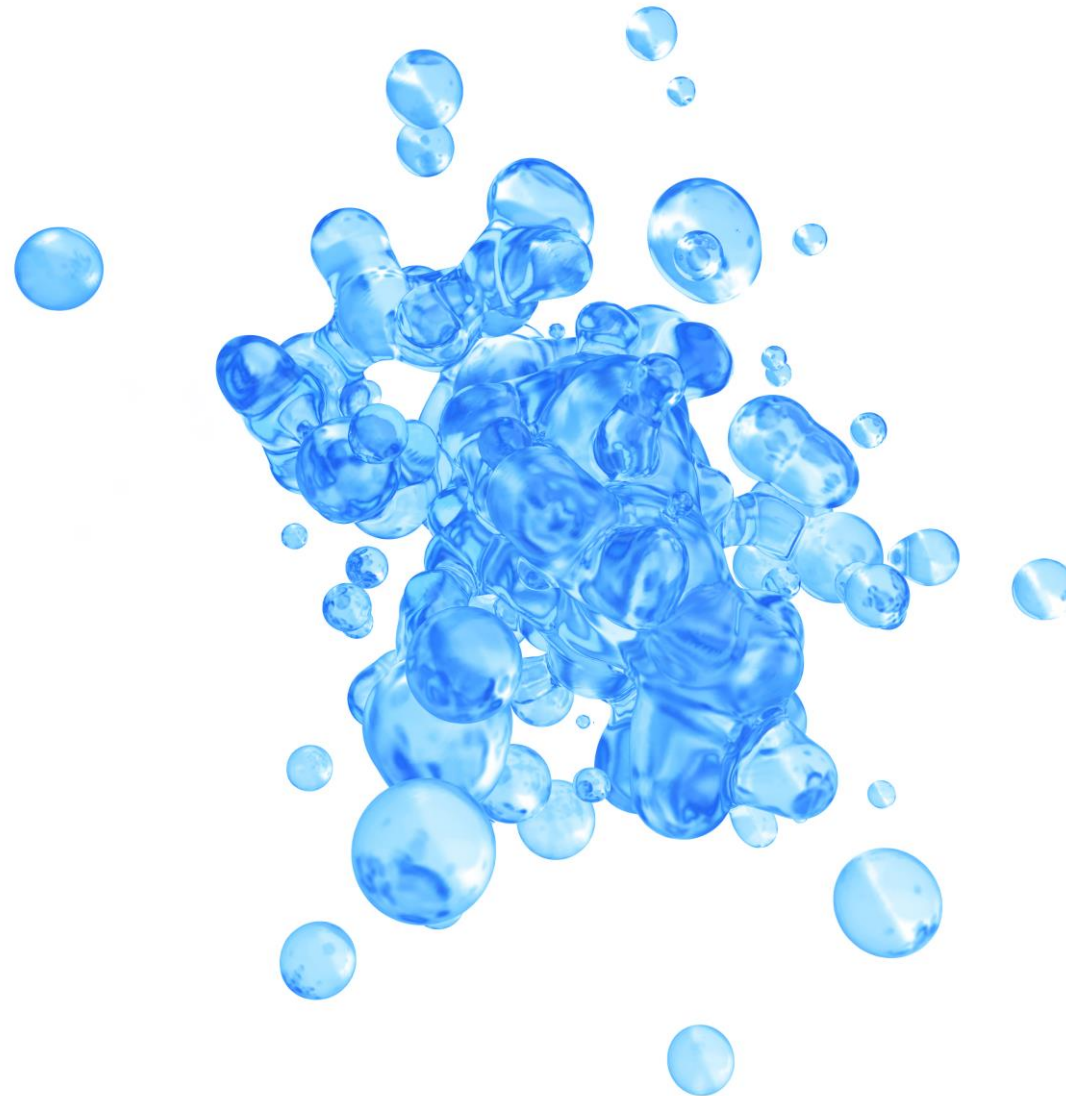
## 2023-2025 ESG JOURNEY

2024 ACTIONS		UPDATINGS
E.7	Product ECO-design	
S.1	Injury rate improvement	
S.6	ESG supply chain evaluation model extension	
G.4	Tax compliance consolidation in line with best practices	
G.5 <sup>(1)</sup>	GR1 207-4 information updating	
G.6 <sup>(1)</sup>	Updating on ESG journey	

<sup>(1)</sup> Annual target

- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **1Q2024 FINANCIAL RESULTS**
- **ESG PATH**
- **ANNEX**





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

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

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

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

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

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

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

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

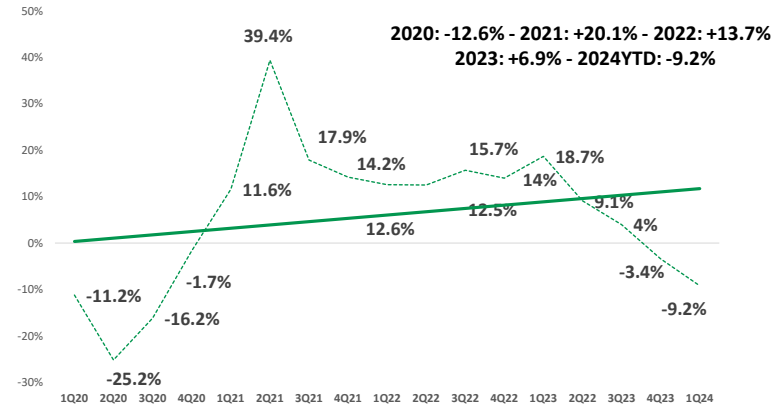
Under no circumstances shall the Group and/or any of the Group Representatives be held liable (for negligence or otherwise) for any loss or damage that may arise from any use of this document or its contents or otherwise in connection with the document or the aforementioned forward-looking statements. This document does

not constitute an offer to sell or a solicitation to buy or subscribe to Company shares. Neither this document nor a portion thereof may constitute a recommendation to effect any transaction or to conclude any legal act of any kind whatsoever.

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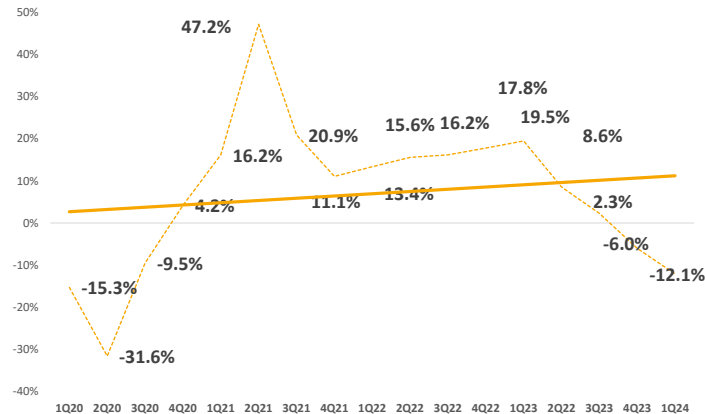


## GROUP 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER



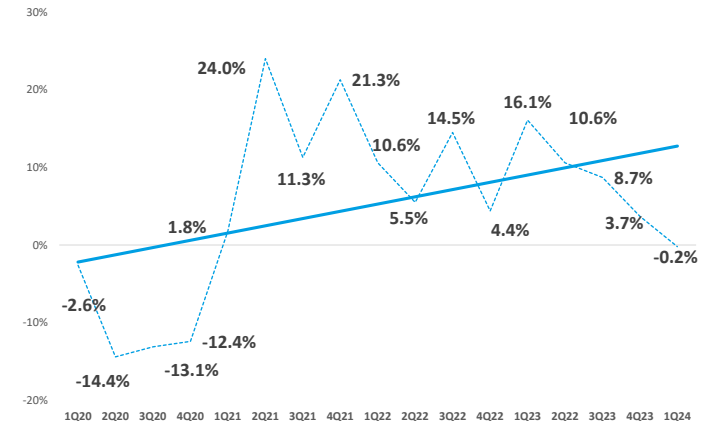
## HYDRAULICS 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER

2020: -13.6% - 2021: +22.8% - 2022: +15.9% - 2023: +5.9% - 2024YTD: -12.1%

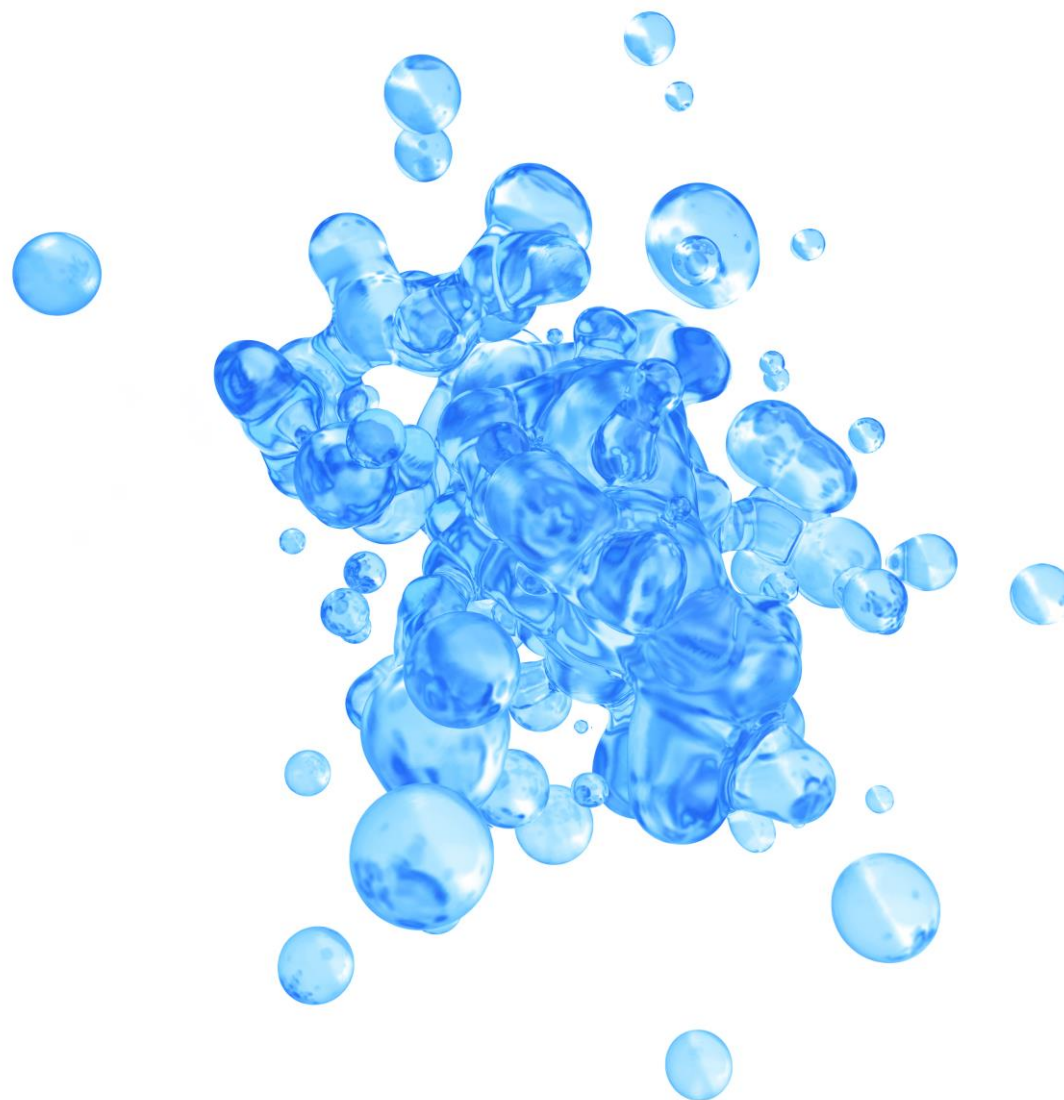


## WATER-JETTING 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER

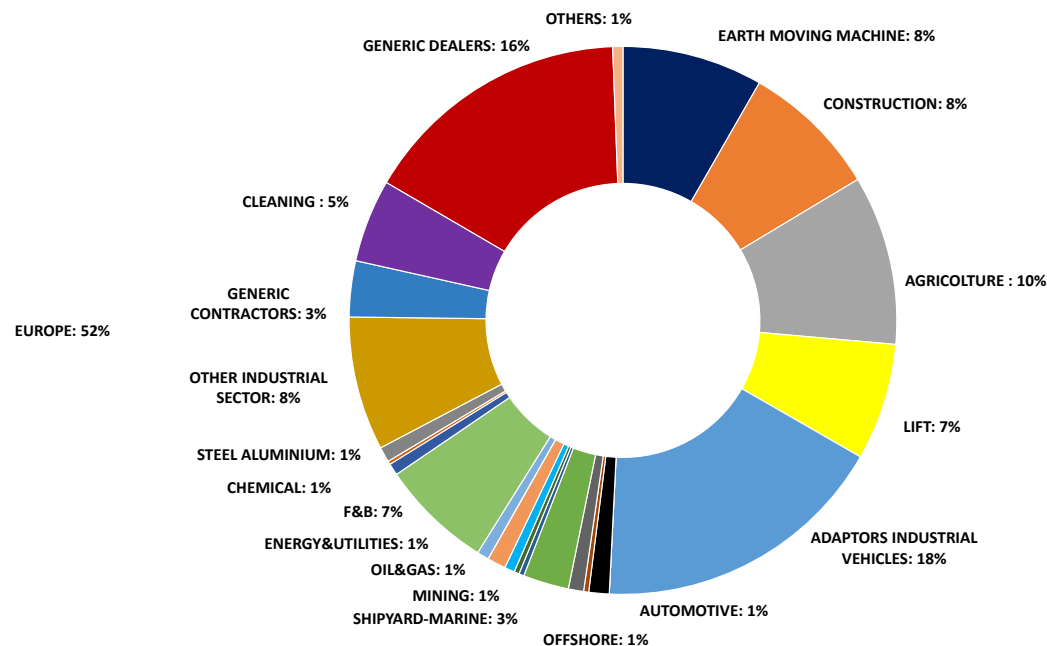
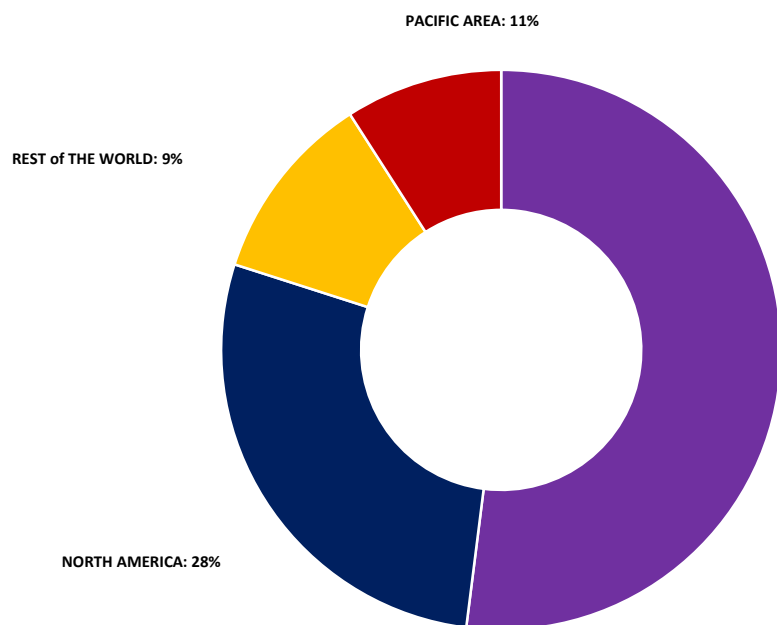
2020: -10.8% - 2021: +14.4% - 2022: +8.5% - 2023: +9.5% - 2024YTD: -0.2%





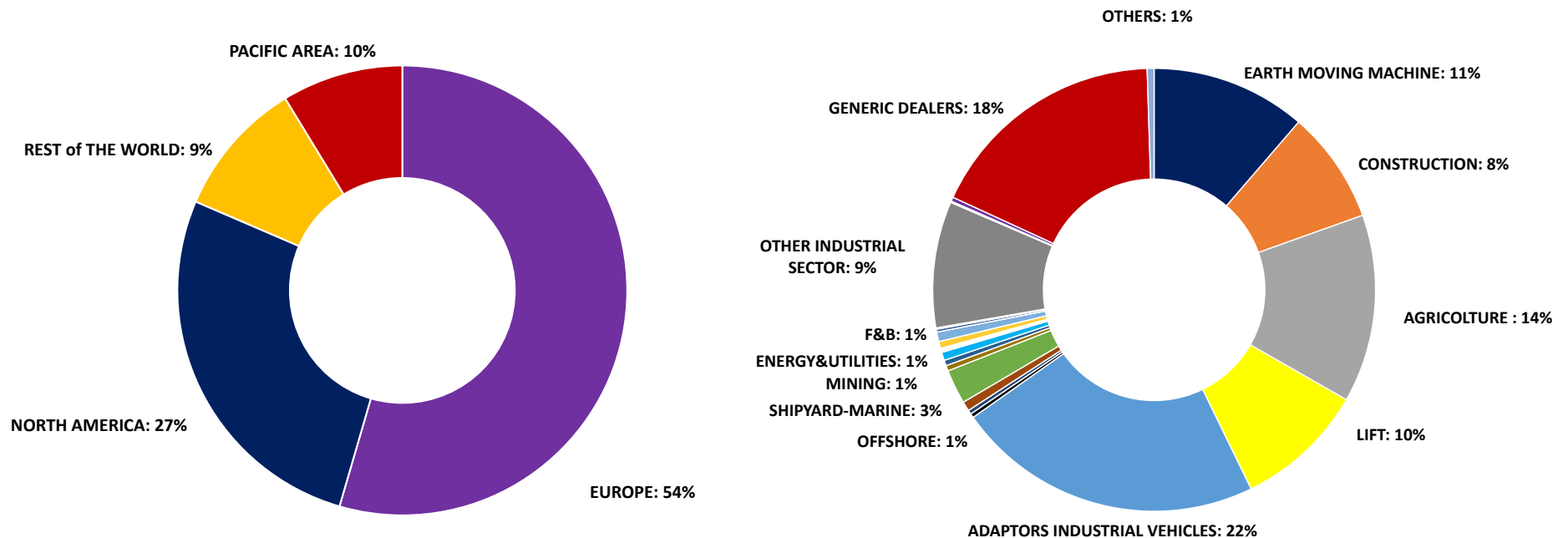


**GROUP**  
2023 sales: € 2,240m



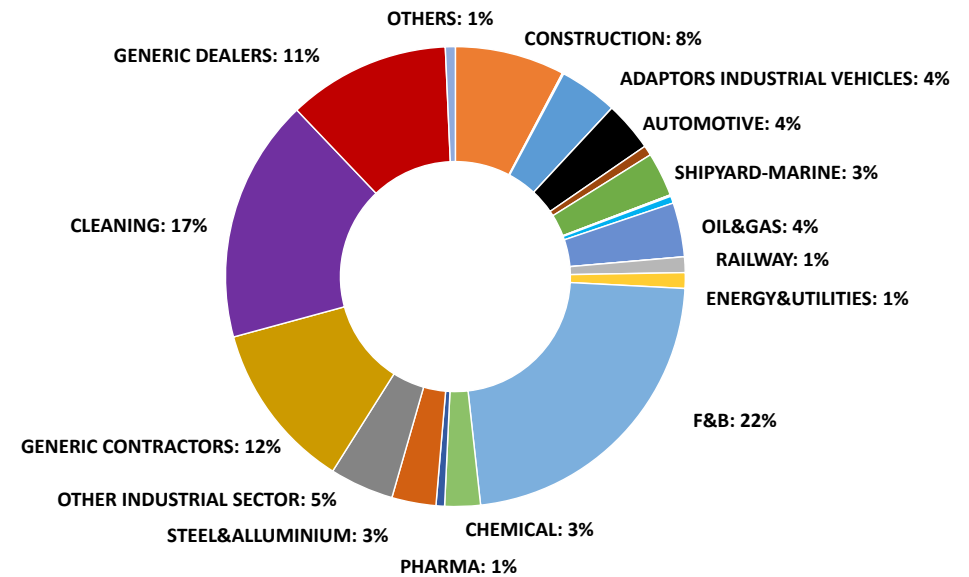
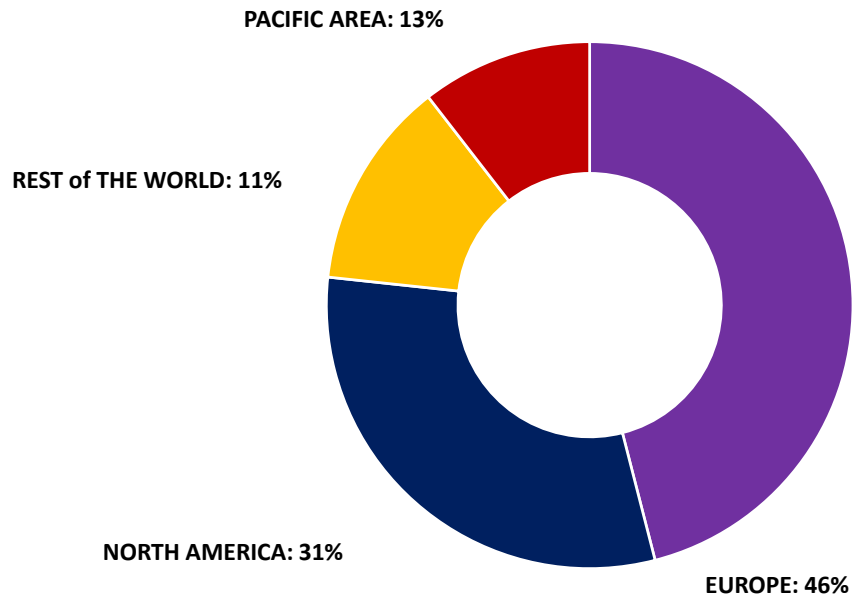
<sup>(1)</sup> Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

**HYDRAULICS**  
2023 sales: € 1,634m

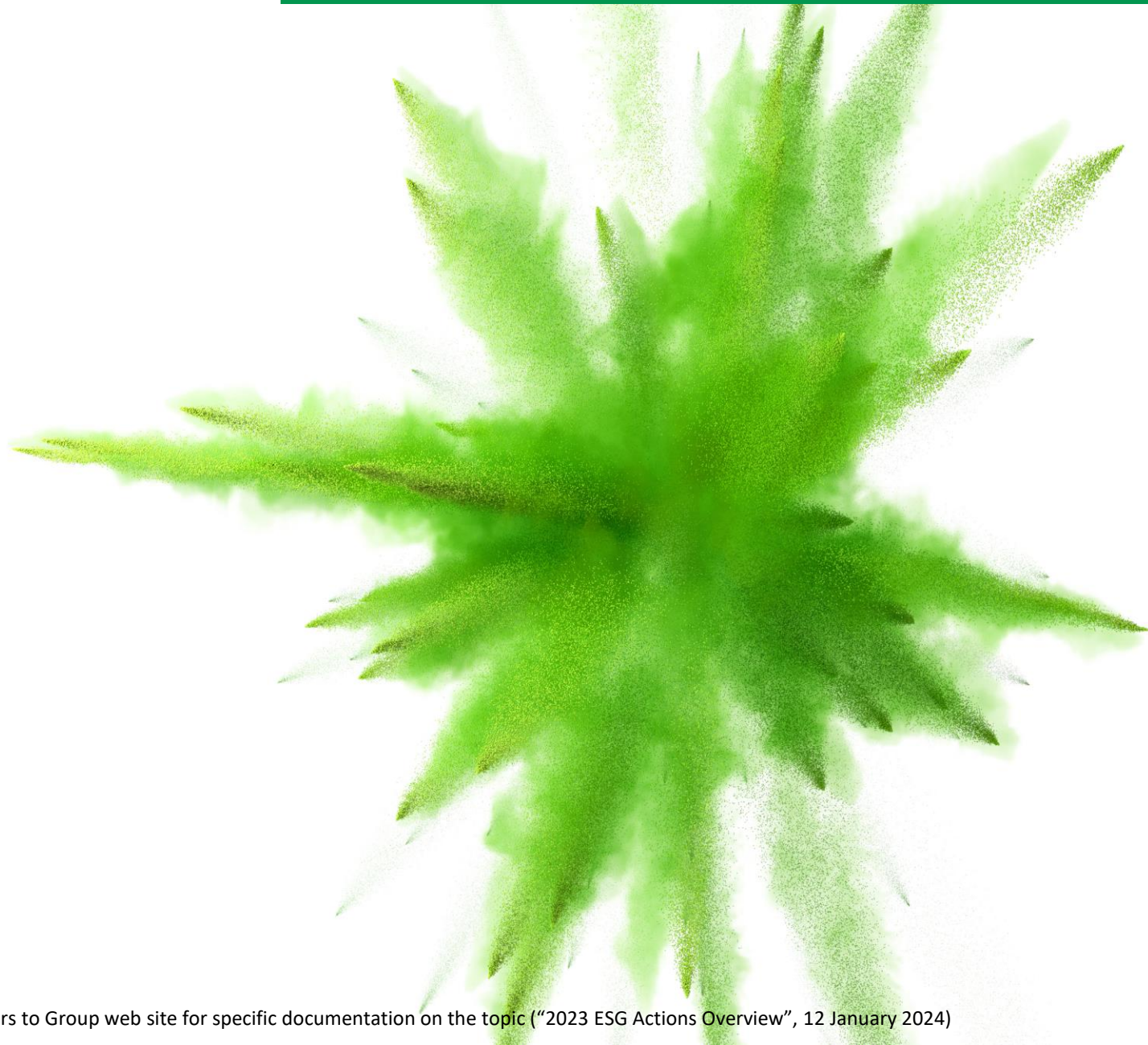


<sup>(1)</sup> Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

**WATER JETTING**  
2023 sales: € 606m






















<sup>(1)</sup> Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%






Please refers to Group web site for specific documentation on the topic ("2023 ESG Actions Overview", 12 January 2024)

- 3 main streams
  - Climate change
  - Product life cycle
  - Water efficiency
  
- Formalisation of Group “E” strategy and policies is the cornerstone
  
- Approximately € 10m of CAPEX and not material impact on Group G&A in the plan horizon
  - CAPEX: around 40% already included in 2022 projects
  - G&A: most activities will be performed internally




	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
CLIMATE CHANGE	E.1	<p><b>Carbon neutrality strategy definition</b></p> <ul style="list-style-type: none"> <li>■ To be applied to the entire Group perimeter and to all carbon emission categories (Scope 1, 2 and 3)</li> <li>■ Fundamental support to reach timely 2030 and 2050 EU target</li> </ul>	  	N.A.	<p>Base year: 2022</p> <p><b>Target year: 2023</b></p>

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
CLIMATE CHANGE	E.2	<b>Carbon intensity reduction</b> <ul style="list-style-type: none"> <li>Focus on Scope 1 and 2</li> <li>Main leverages: photovoltaic plants installation and renewable purchase energy agreement</li> <li>Italian manufacturing site as PPA starting point</li> </ul>	 305-1 and 2   	<b>K.P.I.</b> tCO <sub>2</sub> eq/€ <sup>(1)</sup>  <b>Target: -30%</b> (from 0.040 <sup>(2)</sup> to 0.028)	Base year: 2021 <b>Target year: 2025</b>
	E.3	<b>Increase of renewable energy consumption</b> <ul style="list-style-type: none"> <li>Main leverages: photovoltaic plants installation and renewable purchase energy agreement</li> <li>Italian manufacturing site as PPA starting point</li> </ul>	 302-1   	<b>K.P.I.</b> Total renewable EE (GJ)/Total energy  Base: 3% <b>Target: 25%</b>	Base year: 2021 <b>Target year: 2025</b>
PRODUCT LIFE CYCLE	E.4	<b>Circular economy – Phase 1</b> <ul style="list-style-type: none"> <li>Waste assessment and potential by-products analysis</li> <li>Network with partner entities at regional level</li> <li>Pilot project in IPG and IMM subsidiaries</li> </ul>	   	N.A.	Base year: 2022 <b>Target year: 2023</b>
	E.5	<b>Circular economy – Phase 2</b> <ul style="list-style-type: none"> <li>Feasibility study on Phase 1 project extension</li> <li>Italian manufacturing site as possible perimeter</li> </ul>	   	N.A.	Base year: 2023 <b>Target year: 2025</b>










	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
WATER EFFICIENCY	E.6	<b>Water monitoring system</b> <ul style="list-style-type: none"> <li>Phase 1: mapping of the installed water monitoring systems across the Group</li> <li>Phase 2: implementation of a continuous water monitoring system in all Group factories</li> </ul>	 303-3 and 4 	N.A.	Base year: 2022 <b>Target year: 2025</b>
	E.7	<b>Product ECO-design</b> <ul style="list-style-type: none"> <li>Phase 1: definition of a Group ECO-design policy</li> <li>Phase 2: implementation of Group policy through procedures reflecting business model heterogeneities</li> </ul>		N.A.	Base year: 2022 <b>Target year: 2024</b>








- 4 main streams
  - Health & safety
  - People development
  - Responsible supply chain
  - Diversity & inclusion
  
- “Pilot projects” will be crucial to capitalise on already existing best practices at subsidiaries level
  - Walvoil for “ESG supply chain evaluation model definition” and Muncie for “diversity & inclusion”
  
- Not material financial impacts in the implementation horizon
  - Around € 3m of incremental costs for both ISO 45001 extension and non-compulsory training



	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
HEALTH & SAFETY	S.1	<b>Injury rate improvement</b> <ul style="list-style-type: none"> <li>■ Keep injury frequency below 2019-21 average</li> </ul>	 403-9  	<b>K.P.I.</b> Injury rate <sup>(1)</sup>  Average 2019-21: 2,2 <sup>(2)</sup>	Base year: 2021 <b>Target year: 2024</b>





<sup>(1)</sup> (Total n° of employees injuries above 1 day / Total n° of hours worked) x 200.000 - <sup>(2)</sup> Please refer to Non-financial statements as of 31 December 2019, 2020 and 2021 for details

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
HEALTH & SAFETY	S.2	<b>ISO 45001 extension</b> <ul style="list-style-type: none"> <li>Focus on subsidiaries with manufacturing sites</li> </ul>	 	<b>K.P.I.</b> % Group turnover  Base: 22% <b>Target: 45%</b>	Base year: 2021 <b>Target year: 2027</b>
	S.3	<b>Increase of non-compulsory training</b> <ul style="list-style-type: none"> <li>Focus on “below - in line” target subsidiaries</li> <li>Definition of Group guidelines and identification of training areas</li> </ul>	 	<b>K.P.I.</b> About 35% increase average training hours x employee <sup>(1)</sup>	Base year: 2021 <b>Target year: 2025</b>
PEOPLE DEVELOPMENT	S.4	<b>Global mobility program</b> <ul style="list-style-type: none"> <li>Define and implement a worldwide mobility program across Group subsidiaries</li> </ul>	 	N.A.	Base year: 2022 <b>Target year: 2025</b>
	S.5	<b>ESG supply chain evaluation model definition</b> <ul style="list-style-type: none"> <li>Updated suppliers’ evaluation model with environmental and social criteria</li> <li>Initial focus on “material” suppliers</li> <li>Execution of a pilot project in Walvoil Group</li> </ul>	  	N.A.	Base year: 2022 <b>Target year: 2023</b>
RESPONSIBLE SUPPLY CHAIN					




	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
RESPONSIBLE SUPPLY CHAIN	S.6	<b>ESG supply chain evaluation model extension</b> <ul style="list-style-type: none"> <li>First focus on Italy (100% of manufacturing subsidiaries)</li> <li>Feasibility study for a worldwide application</li> </ul>	  	N.A.	Base year: 2023 <b>Target year: 2024</b>
DIVERSITY & INCLUSION	S.7	<b>Diversity &amp; inclusion model definition</b> <ul style="list-style-type: none"> <li>Systematic and consistent mapping of HR evolution and development from a diversity &amp; inclusion point of view</li> <li>Execution of a pilot project in Muncie</li> </ul>	 	N.A.	Base year: 2023 <b>Target year: 2025</b>

- 3 main streams
  - ESG as governance cornerstone
  - Spread of ESG principles, actions and results inside and outside the Group
  - Tax compliance consolidation in line with best practices
  
- “G” actions will follow the natural path of Group governance activities
  - Mostly be addressed by 2023 annual shareholders meeting
  
- Almost all activities will be performed internally
  - Possible support on certain areas from specialised external consultants

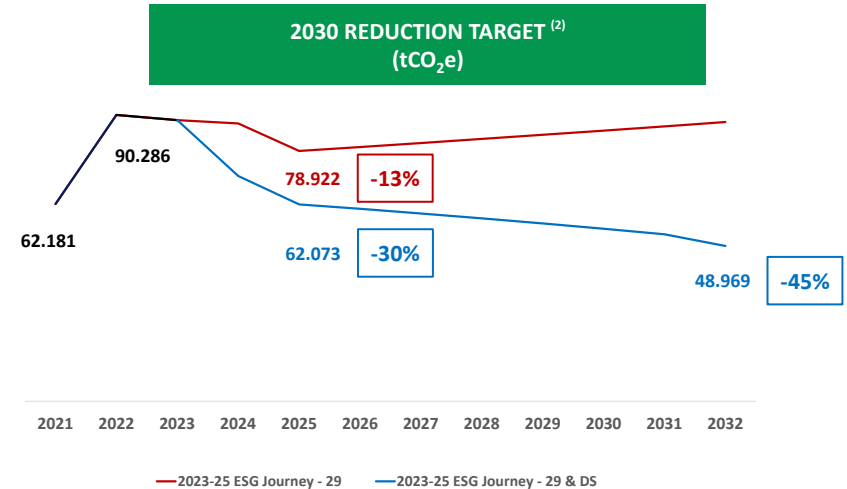
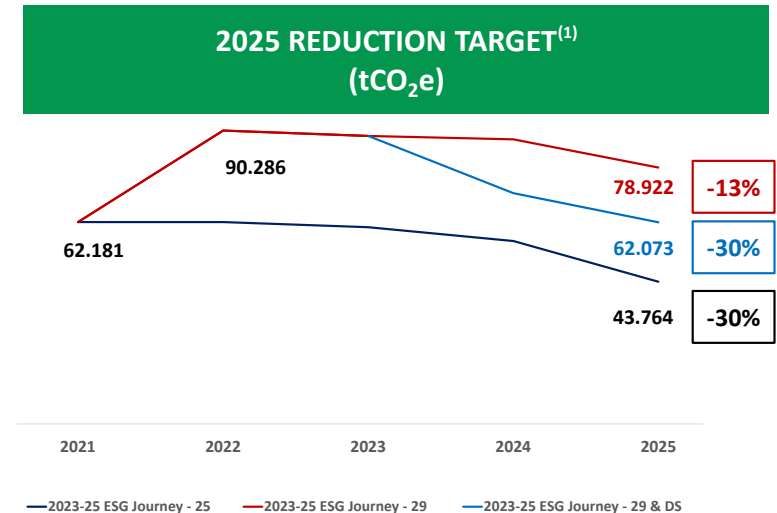
	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
ESG CORNERSTONE	G.1	<b>Establishment of Board ESG Committee</b> <ul style="list-style-type: none"> <li>■ Separation between “Control &amp; Risk” and “Sustainability” committees</li> <li>■ Inclusion of executive directors</li> </ul>	 	N.A.	Base year: 2022 <b>Target year:</b> <b>1H2023</b>

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
ESG PRINCIPLES-ACTIONS-RESULTS SPREAD	G.2	<b>Code of Ethics revision</b> <ul style="list-style-type: none"> <li>To reflect ESG principles in Code of Ethics</li> </ul>		N.A.	Base year: 2022 <b>Target year: 1H2023</b>
	G.3	<b>Succession plan formalization</b> <ul style="list-style-type: none"> <li>Succession plan formalization (starting from Interpump Group S.p.A.)</li> </ul>		N.A.	Base year: 2022 <b>Target year: 2023</b>
ALIGNMENT TO TAX BEST PRACTICES	G.4	<b>Tax compliance consolidation in line with best practices</b> <ul style="list-style-type: none"> <li>Tax strategy formalization</li> <li>Tax governance and tax risk management and control enhancement</li> <li>Internal compliance review for OECD Pillar II</li> </ul>	 207-1, 2 and 3	N.A.	Base year: 2022 <b>Target year: 2024</b>
	G.5	<b>GR1 207-4 information updating</b> <ul style="list-style-type: none"> <li>Country-by-country report refresh and annual updating</li> </ul>	 207-4	N.A.	Base year: 2022 <b>Target year: annual</b>

ESG PRINCIPLES-ACTIONS-  
RESULTS SPREAD

ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
G.6	<p><b>Updating on ESG journey</b></p> <ul style="list-style-type: none"> <li>Periodic updating on actions implementation</li> </ul>	  	N.A.	<p>Base year: 2022</p> <p><b>Target year:</b> <b>annual</b></p>

- “2023-32 Decarbonisation Strategy” targets 2 goals
    - Achievement of Group 2025 Emission reduction target
    - Enhancement of “2030 Emission reduction target”<sup>(1)</sup> road map
  - Levers
    - Broader use of levers already foreseen for 2023-25 ESG Journey
      - Photovoltaic plants: more focus on Europe
      - CPPA: other countries beyond Italy
    - Additional levers: renewable energy certificates
- Levers would be modulated according to both Group strategic developments and availability of reducing-carbon-emissions tools in the different regions where Group is present



<sup>(1)</sup> 2015 Paris agreement

25 = Calculation sample composed by 25 companies - 29 = Calculation sample composed by 29 companies - DC = 2023-32 Decarbonisation Strategy

Please refer to Group web site for specific documentation on the topic (“2023-32 Decarbonisation Strategy”, 10 November 2023)

- Circular Economy, phase 1
  - Activities: waste assessment, potential by-products analysis and network with partners at regional level
  - Levers: pilot projects
- Waste assessment activities performed in 2023 allowed to finetune Group companies involved in pilot projects
  - Reggiana Riduttori instead of Interpump Group
  - IMM “rubber covering” qualified as “by product” already in 2023

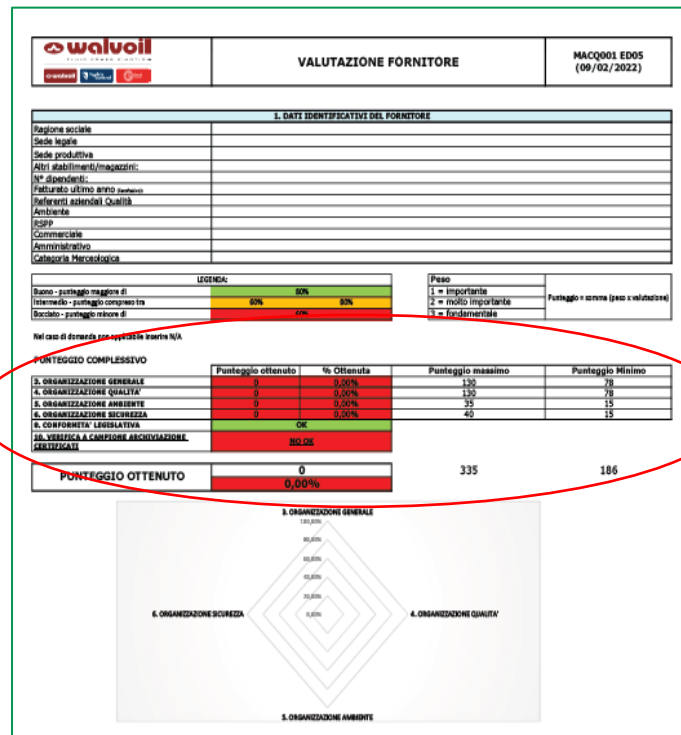


From “rubber waste” to “rubber covering” to be reinserted in Group production activities

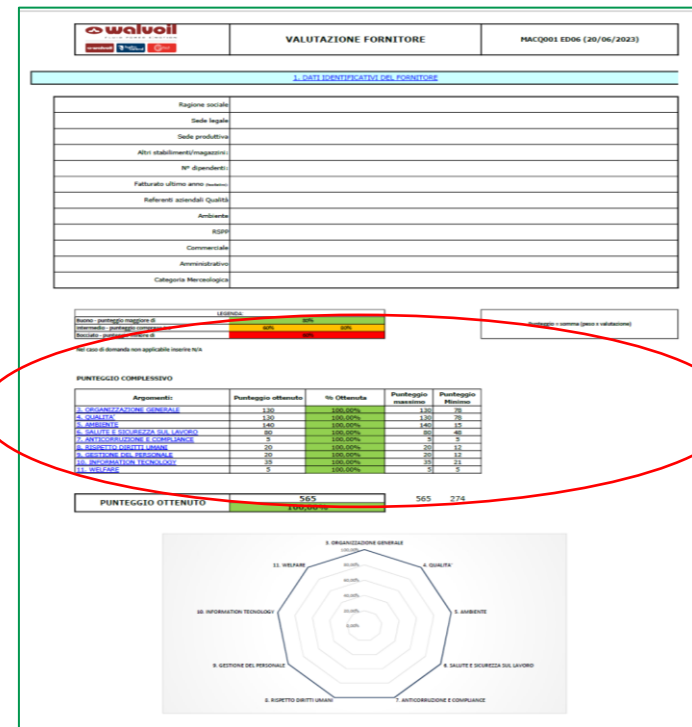
Metal scraps samples of Reggiana Riduttori pilot project



- Another action to be delivered through pilot project
  - Walvoil the Group company involved
  - 2 steps
    - Updated suppliers' evaluation model with environmental and social criteria
    - Initial focus on “material” suppliers



2022 Walvoil suppliers' evaluation model



2023 Walvoil suppliers' evaluation model

- April 2023, new Group Board
  - Sustainability Committee appointment, with Group CEO as a member
  - Separation between Chairman and CEO role

### INTERPUMP GROUP BOARD

**Chairperson: F. Montipò**  
 Deputy Chairperson: G. Tamburi  
**Chief Executive Officer: F. Marasi**  
 A. Di Bella <sup>(1)</sup>  
 N. Dubini <sup>(1)</sup>  
 M. Margotto <sup>(1-2)</sup>  
 F. Menichetti <sup>(1)</sup>  
 R. Pierantoni <sup>(1)</sup>  
 R. Rolli <sup>(1)</sup>  
 A. Svelto <sup>(1)</sup>

#### APPOINTMENT COMMITTEE

Chairperson: M. Margotto  
 Member: F. Menichetti <sup>(1)</sup>  
 Member: G. Tamburi

#### RELATED PARTIES TRANSACTIONS COMMITTEE

Chairperson: F. Menichetti <sup>(1)</sup>  
 Member: A. Di Bella <sup>(1)</sup>  
 Member: N. Dubini <sup>(1)</sup>

#### REMUNERATION COMMITTEE

Chairperson: M. Margotto <sup>(1)</sup>  
 Member: F. Menichetti <sup>(1)</sup>  
 Member: G. Tamburi

#### RISK & CONTROL COMMITTEE

Chairperson: F. Menichetti <sup>(1)</sup>  
 Member: A. Di Bella <sup>(1)</sup>  
 Member: N. Dubini <sup>(1)</sup>

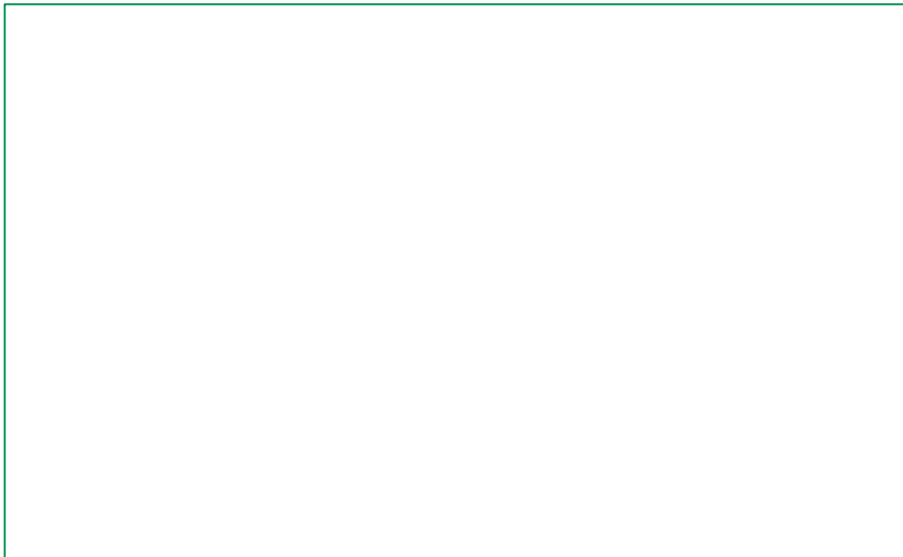
#### SUSTAINABILITY COMMITTEE

Chairperson: R. Rolli <sup>(1)</sup>  
**Member: F. Marasi**  
 Member: A. Svelto <sup>(1)</sup>

<sup>(1)</sup> Independent Director <sup>(2)</sup> Lead Independent Director

- New Code of Ethics
  - To reflect Group Sustainability commitments undertaken with 2023-25 ESG Journey
- Sustainability commitments
  - E: sustainable growth and reduction of environmental impacts
  - S: human & labor rights protection and skills & knowledge development
  - G: confidential information management and whistleblowing

## PREVIOUS CODE OF ETHICS



## UPDATED CODE OF ETHICS

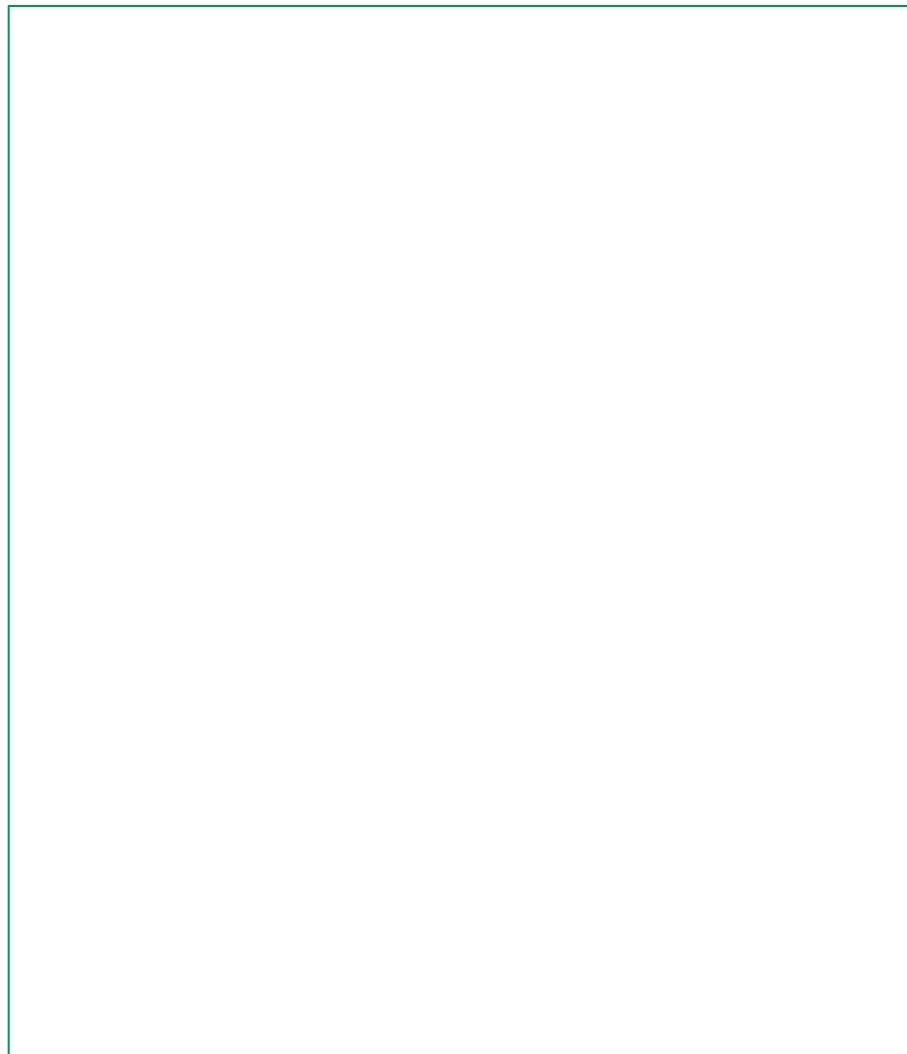
**2. SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY***[New Paragraph]*

Interpump Group S.p.A. and its subsidiaries are inspired by principles of impartiality, honesty, fairness, confidentiality, transparency, equity, cohesion, collaboration, teamwork, professional ethics and respect for diversity.

The Parent Company, Interpump Group S.p.A., adopts a corporate governance system aligned with international best practices in corporate governance and ensures maximum transparency, in terms of sustainability and corporate social responsibility, through dialogue with and involvement of its

<sup>(1)</sup> Please refer to Group web site for specific documentation on the topic ("Code of Ethics" - March 2023)

## PREVIOUS CODE OF ETHICS



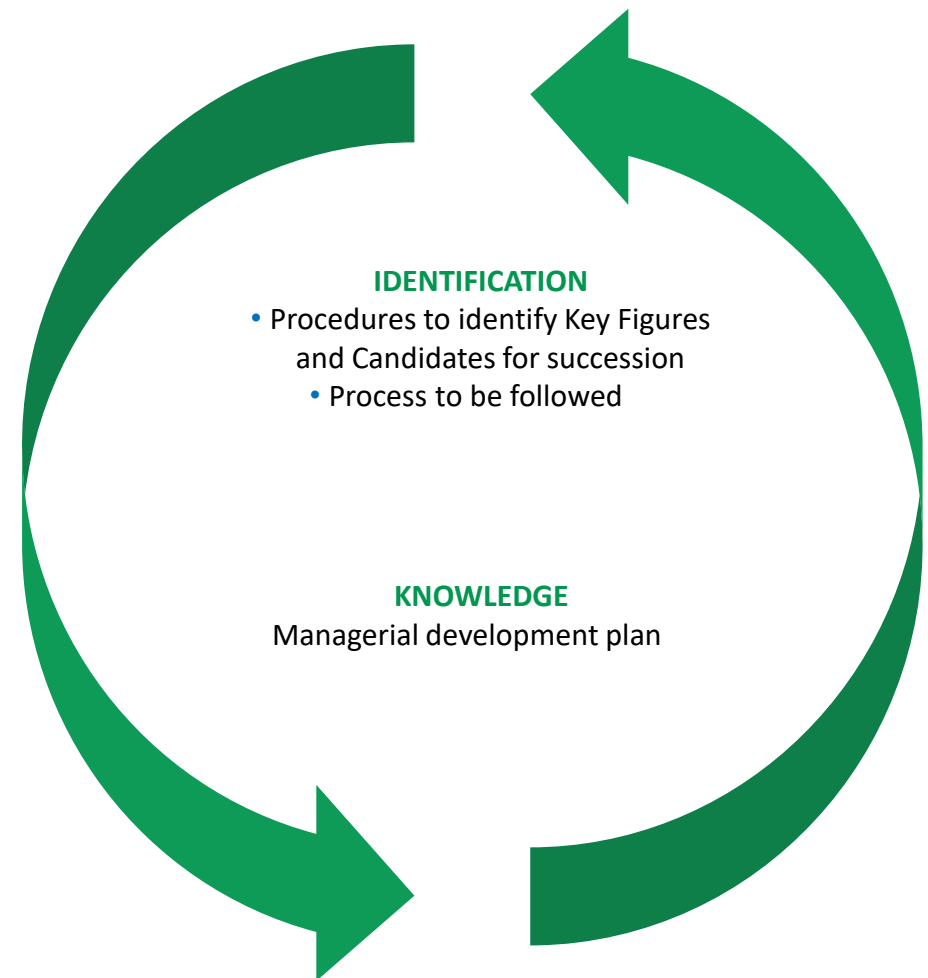
## UPDATED CODE OF ETHICS

Stakeholders, i.e. those categories of individuals, groups or institutions whose contribution is required to achieve the mission of Interpump and who have significant interests gravitating around the company's activities.

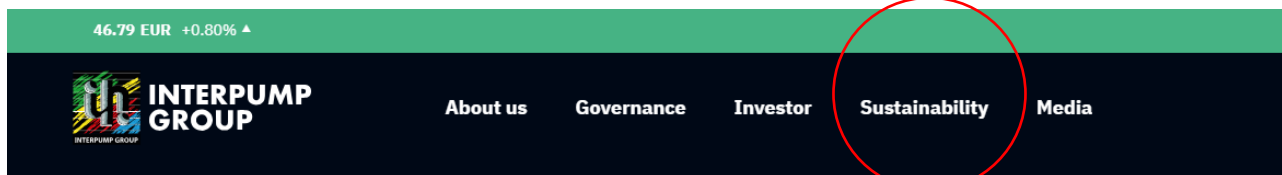
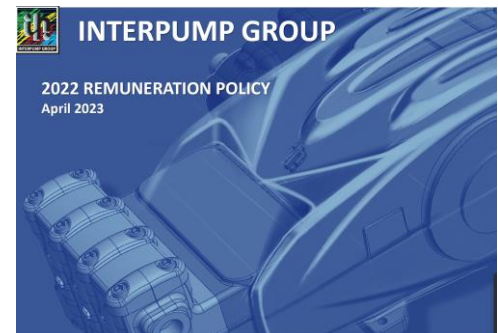
Interpump Group promotes sustainable development and is committed to creating long-term value for the benefit of its Stakeholders and the surrounding community. In carrying out its business activities, Interpump promotes respect for human rights, labour, environmental protection, social, economic and cultural rights, as well as the protection of individual freedom, in all its forms, repudiating any discrimination, violence, corruption, forced labour or exploitation of child labour.

Interpump Group adheres to the OECD Guidelines for Multinational Enterprises and to the United Nations Guiding Principles on Business and Human Rights. Interpump Group is also committed to measuring and communicating externally its sustainability performance, particularly in the ESG areas.

- Interpump Succession Plan
  - Protect Group organizational stability and continuity in case of temporary or lasting inability of “key managerial figures”
  
- Two interconnected processes
  - Identification
    - Procedures to identify both key managerial figures and candidates ready for succession
    - Process to be followed in case of inability
  - Knowledge
    - Elaborate a managerial development plan to enhance Group managerial resources



- Improvement of communication transparency
  - 360° approach, not only ESG topics
- 2023-25 ESG Journey
  - Quarterly updating
  - Ad hoc presentations
    - Code of Ethics Updating, March 2023
    - 2023-32 Decarbonisation Strategy, November 2023
  - ESG section in Group new web site
- Governance topics
  - 2022 Remuneration Policy



Index of Group new web site

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

S. Ilario d'Enza, 15 May 2024

*Mauro Barani*

