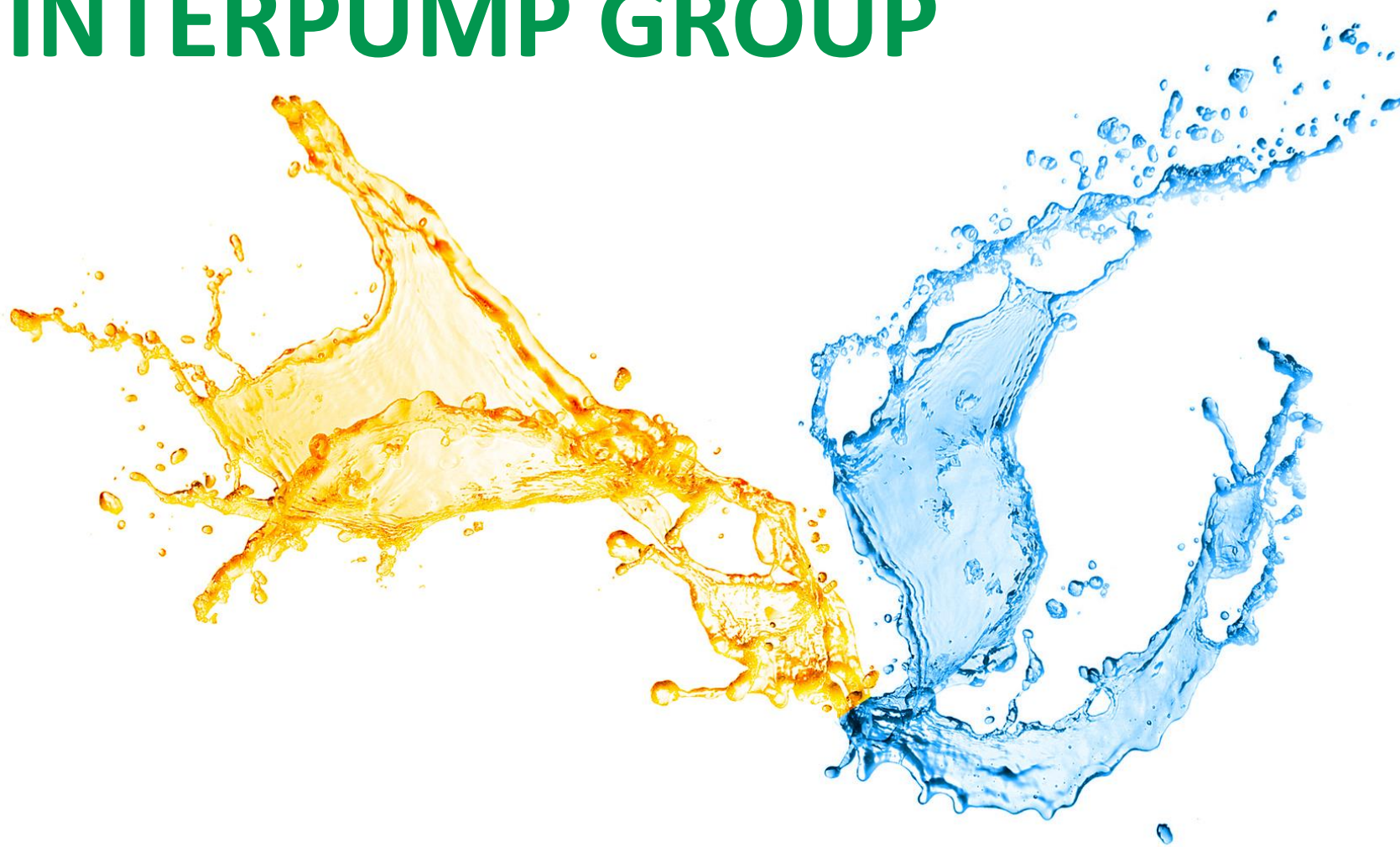


# INTERPUMP GROUP



November 2024

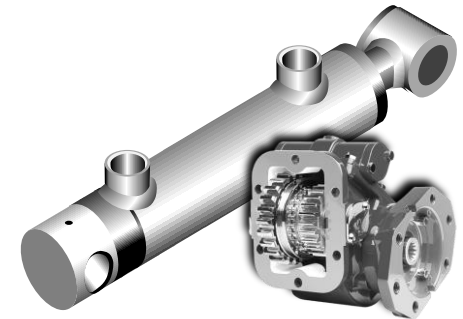
- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **3Q2024 FINANCIAL RESULTS**
- **ANNEX**



- GROUP OVERVIEW

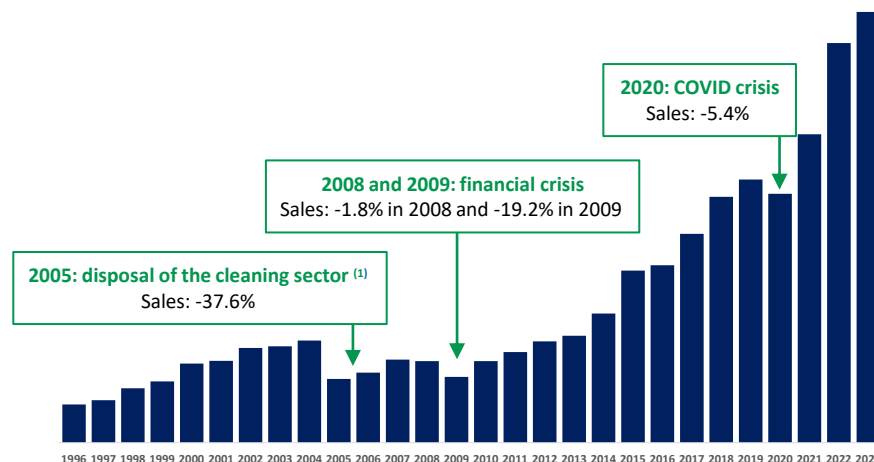


- € 2.240m of turnover and € 536m of EBITDA (24% on net sales) in 2023 divided between two divisions
  - Hydraulics and Water Jetting
- **Hydraulics:** around 75% of Group sales, EBITDA margin around 22%
  - Wide range of components for mobile and non-mobile hydraulics: PTOs, cylinders, gear pumps, valves, 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

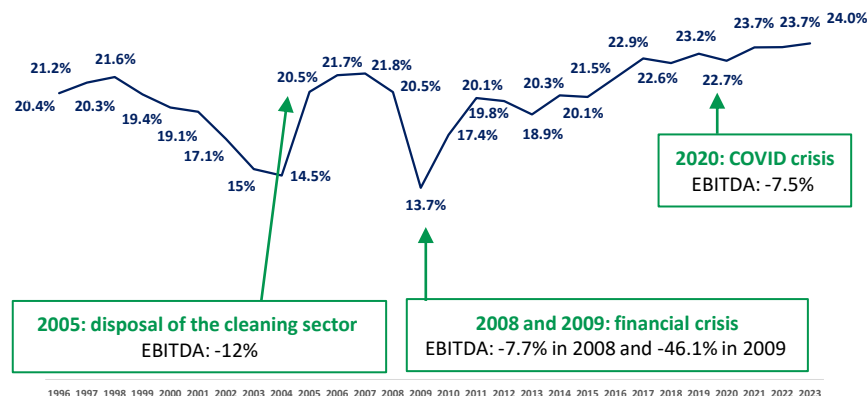


- Since IPO in 1996 a track record of excellence and resilience
- Sales: only 4 years of decrease driven by strategic activities review <sup>(1)</sup> or extraordinary external events
  - Diversification by division, geography, product and market application
  - Complementary nature of two divisions
  - 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)

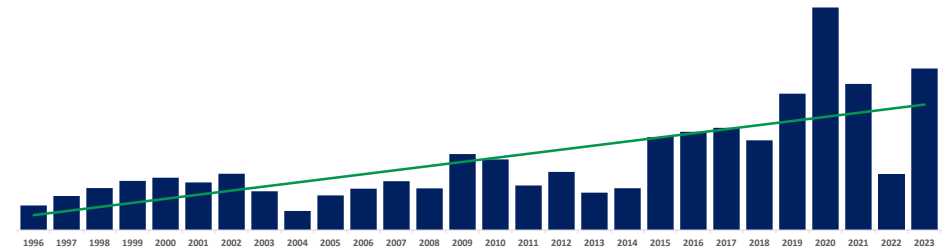


<sup>(1)</sup> April 2005: € 293ml of sales with an EBITDA margin of around 10% in 2004 - <sup>(2)</sup> May 2013: € 57m of sales with an EBITDA margin of around 12% in 2012

<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)

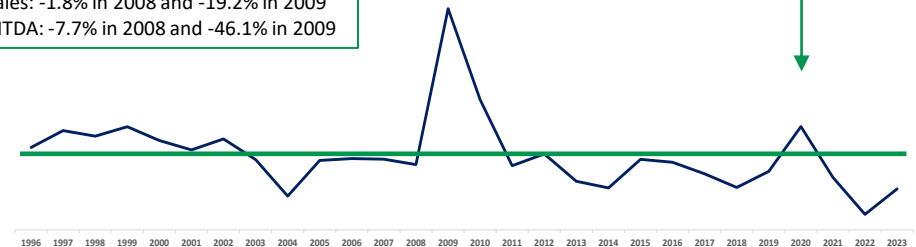


### GROUP 1996-2023 CASH CONVERSION EVOLUTION

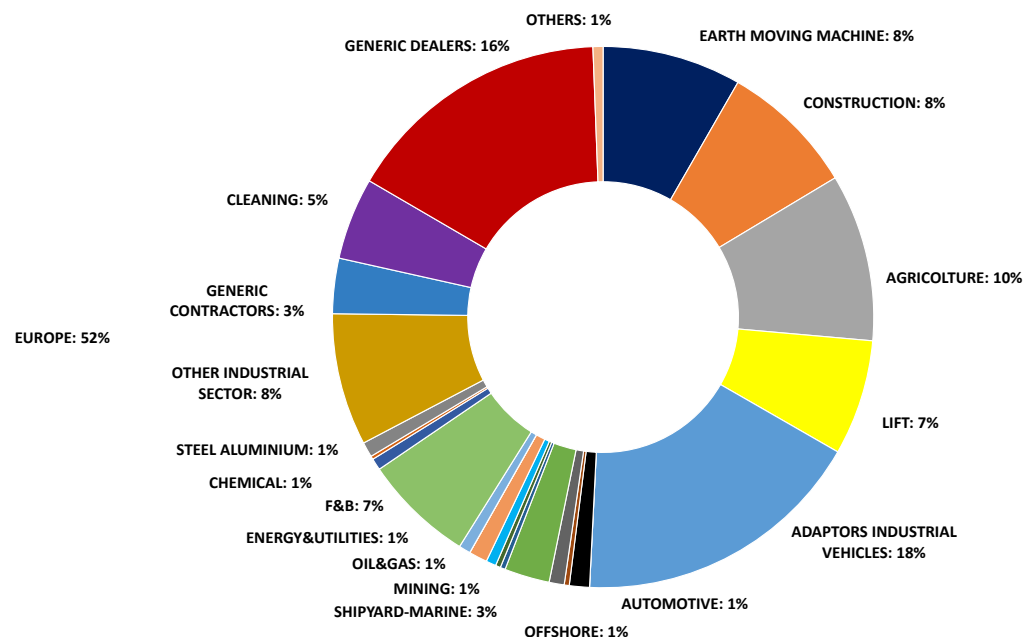
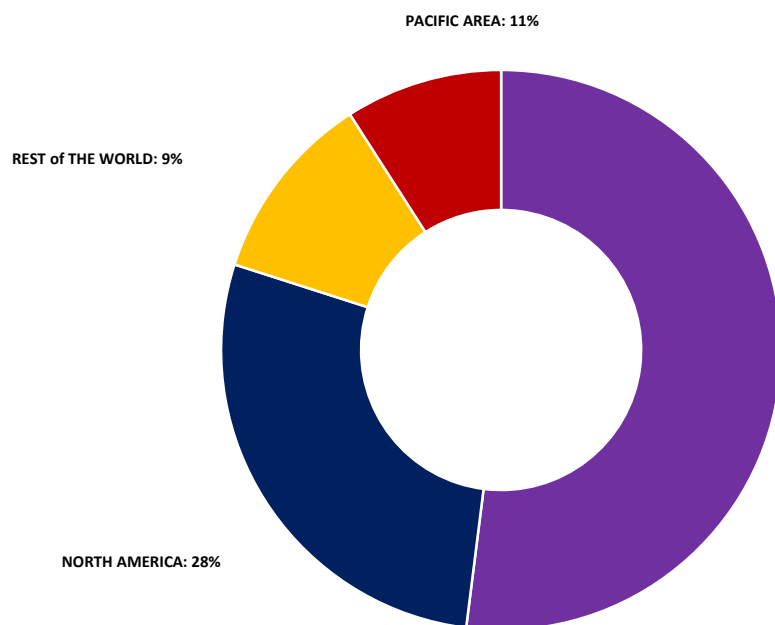
Average 2016-23 FCF/EBITDA conversion: ~50%

**2008 and 2009: financial crisis**  
 Sales: -1.8% in 2008 and -19.2% in 2009  
 EBITDA: -7.7% in 2008 and -46.1% in 2009

**2020: COVID crisis**  
 Sales: -5.4%  
 EBITDA: -7.5%



**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</li> <li>Standard or custom design</li> <li>Pump-based turnkey systems and assemblies</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</li> <li><b>External:</b> plentiful</li> </ul>	<ul style="list-style-type: none"> <li><b>Organic:</b> on going development across various industries</li> <li><b>External:</b> limited</li> </ul>	<ul style="list-style-type: none"> <li><b>Organic:</b> leveraging on development &amp; urbanization and nutritional awareness trends</li> <li><b>External:</b> plentiful</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



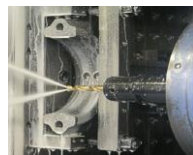
### CONSTRUCTION

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>



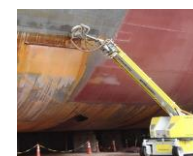
### CLEANING

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 - ALLTUBE

Metallic flexible hoses



### GS-HYDRO – TEKNOTUBI

Rigid pipes & piping system



### HYDRALOK

Hose assembling machine



### 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

#### PPC - YRP

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 integrated 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 needed

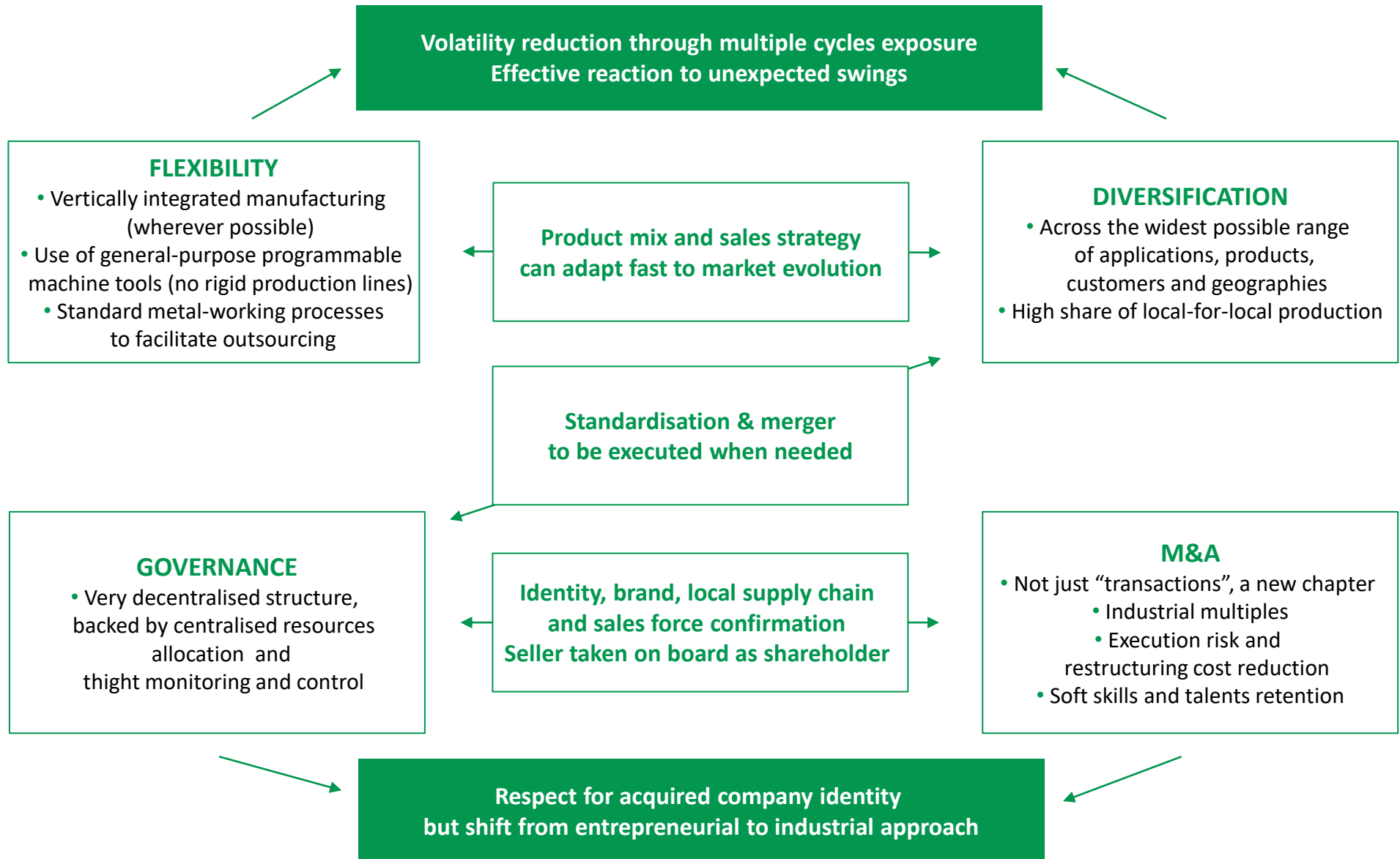
### GOVERNANCE

- 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

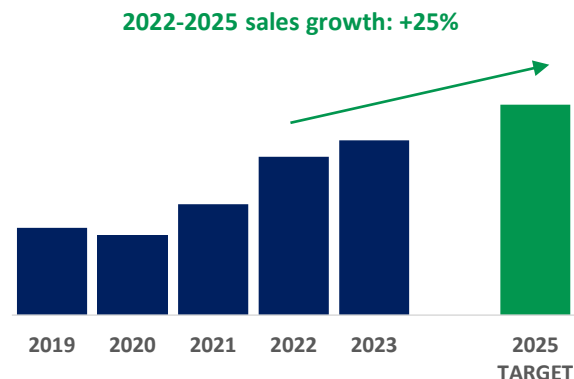
### M&A

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

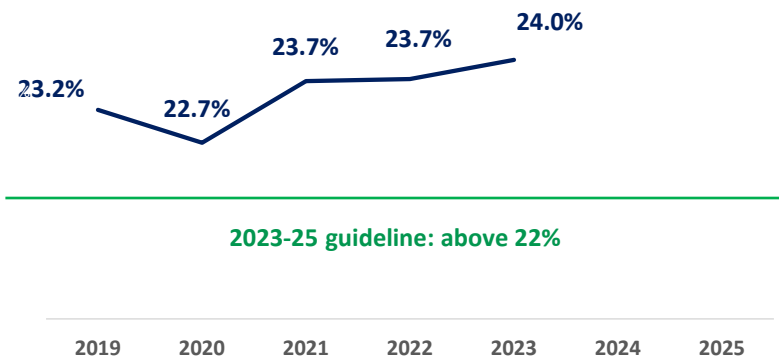


- 2023-25 commitments, 1 target with 2 guidelines<sup>(1)</sup>
- One target: sales
  - around 25% of total growth<sup>(2)</sup>
- Two guidelines: profitability and leverage
  - Profitability: above 22% EBITDA margin including possible M&A temporary dilution effect
  - Leverage<sup>(3)</sup>: between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

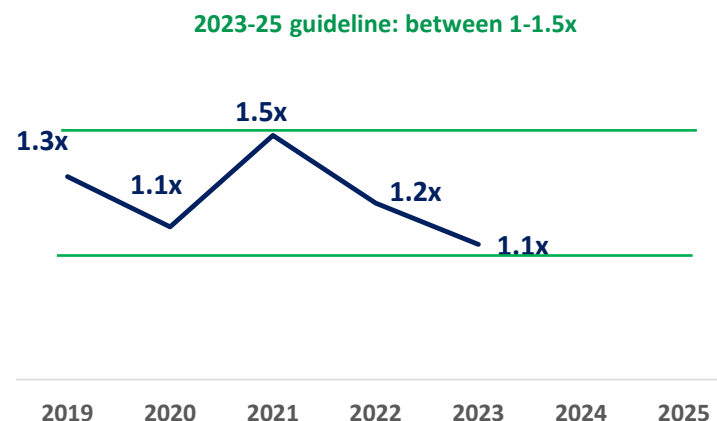
## 2022-25 GROUP EXPECTED SALES EVOLUTION <sup>(1)</sup>



## 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**





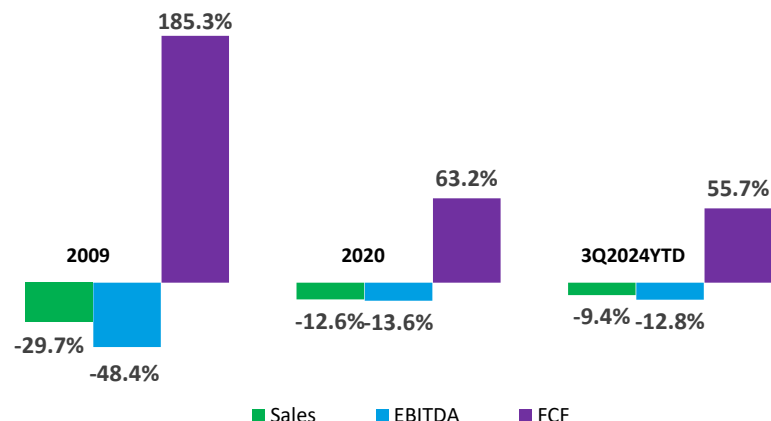
- Most recent trends underline <sup>(1)</sup>
  - Hydraulics: normalisation trend confirmed
  - Water Jetting: acceleration trend confirmed
  
- 2024 financial expectations updating
  - Sales: high single digit organic decrease
    - Impact of all 2024 perimeters changes: around 2% <sup>(2)</sup>
  - Profitability: between 22.5% and 23%
    - Business model flexibility and countermeasures continuous deployment
  - Cash flow: on the way to a record level
    - TWC and CAPEX normalisation

<sup>(1)</sup> Management controlling system data - <sup>(2)</sup> Impact of 2023 (Mouldtech, I.Mec and Waikato) and 2024 (PP China and YRP, Alltube , Alfa Valvole, H.S. and Hydrover) acquisitions calculated on 2023 reported sales



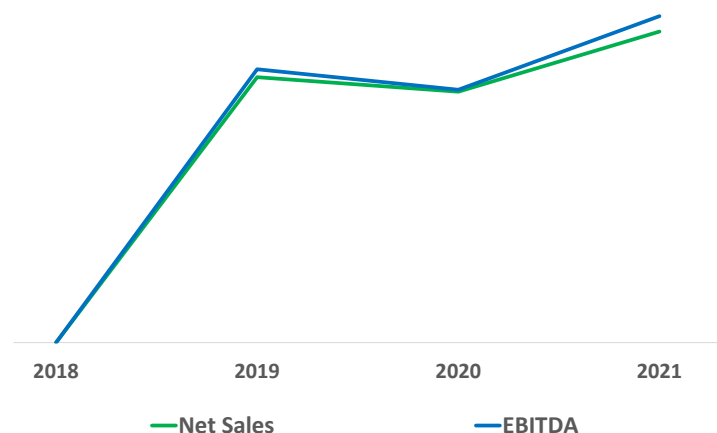
## 2009, 2020 and 3Q2024YTD SALES, EBITDA & FCF EVOLUTION <sup>(1-2)</sup>

% change compared to previous reporting period



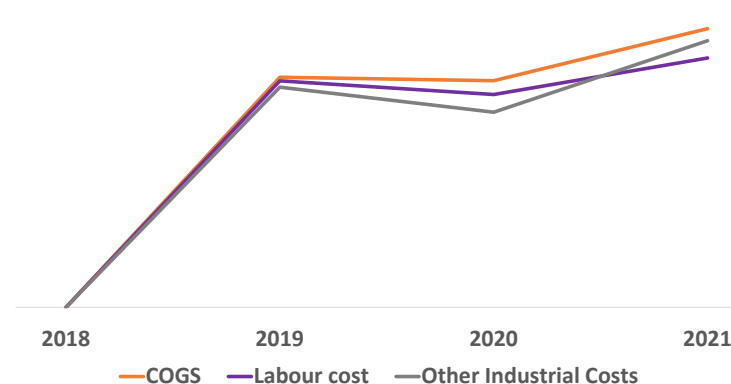
## GROUP 2019-2021 SALES&EBITDA EVOLUTION <sup>(3)</sup>

(Figures indexed to 2018 data)



## GROUP 2019-2021 COGS, LABOUR COST and «OTHER INDUSTRIAL COSTS» EVOLUTION <sup>(3-4)</sup>

(Figures indexed to 2018 data)



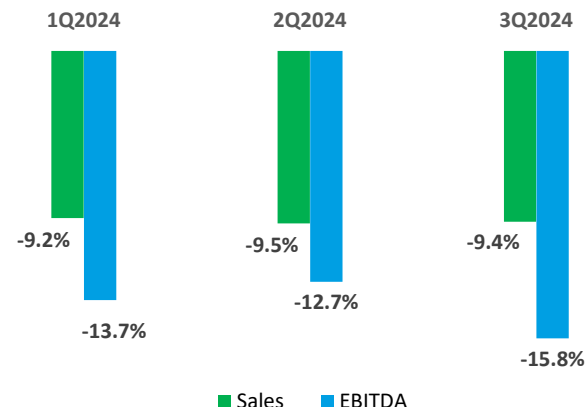
<sup>(1)</sup> Sales and EBITDA on organic bases, FCF on total basis - <sup>(2)</sup> 3Q2024YTD EBITDA excluding IMM fire positive one-off - <sup>(3)</sup> 2019 EBITDA data including IFRS16 adoption impact - <sup>(4)</sup> COGS, Labour cost and "Other industrial costs" are around 90% of Group cost base

- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **3Q2024 FINANCIAL RESULTS**

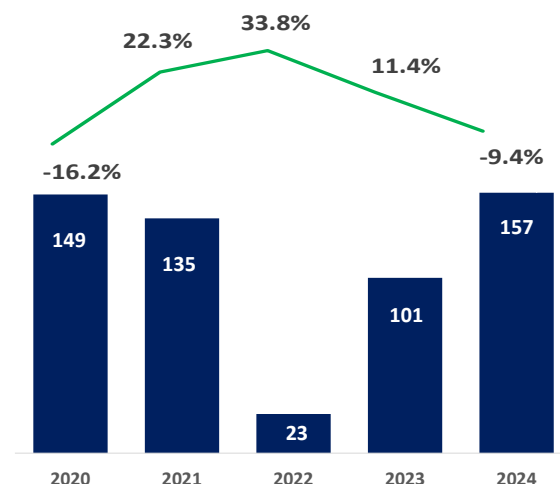


- Delivering margin protection and cash improvement
  - Delivering margin protection
    - Consistent profitability protection compared to a consistent sales decrease
  - Delivering cash flow improvement
    - Record level achieved
- Group's future growth enhancement
  - US\$300m Private Shelf agreement <sup>(2)</sup>
  - Acquisitions consistent with Group strategy
  - Delivery of 2023-25 ESG Journey actions
- 2024 financial expectations
  - Sales: high single digit organic decrease
  - Profitability: EBITDA margin between 22.5% and 23%
  - Cash flow: on the way to a record level

## 2024 SALES & EBITDA EVOLUTION <sup>(1)</sup> % change compared to previous reporting period



## 3QYTD GROUP ORGANIC GROWTH & FCF EVOLUTION Million €



For Group accounting definitions see please Annex slides - <sup>(1)</sup> On organic bases – 1Q and 2Q2024 EBITDA excluding 1Q and 2Q2023 IMM fire positive one-off too

<sup>(2)</sup> €100 single tranche issued

## ■ 3Q2024

- Sales: enduring Hydraulic normalisation mitigated by Water Jetting increasing strength and acquisitions
- Profitability: consistent protection capability
- NFP: reduction driven by a record FCF generation

Million €

### Group Sales

#### Growth,

of which

- Organic
- Perimeter change <sup>(1)</sup>
- FX impact

### EBITDA <sup>(2)</sup>

#### Growth

% on net sales

### Net Income

### NFP <sup>(3)</sup>

## 3QUARTER

2023

2024

535.9

+3.3%

492.8

-8.0%

+4.0%

+3.2%

-3.8%

-9.5%

+1.8%

-0.4%

130.3

+5.6%

24.3%

111.5

-14.4%

22.6%

72.1

50.3

## 3QUARTER YTD

2023

2024

1,720.4

+11.4%

1,588.5

-7.7%

+10.4%

+2.5%

-1.6%

-9.5%

+1.9%

-0.2%

425.6

+16.6%

24.7%

363.5

-14.6%

22.9%

240.6

240.6

526.1

441.1

-12.8% and  
from 24.2% to 23.0%  
on organic basis and  
excluding IMM  
positive one-off

<sup>(1)</sup> 2024 perimeter change: Mouldtech (consolidated from April 2023), I.Mec and Waikato (consolidated since June 2023), PP China, YRP Flow Technologies (consolidated since April 2024), Alltube (consolidated since May 2024), Alfa Valvole (consolidated since June 2024) and H.S. (consolidated since July 2024)

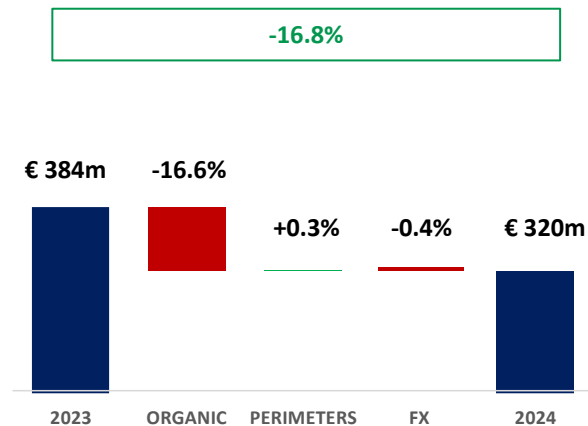
<sup>(2)</sup> Excluding € 46.0m and € 75.1m of subsidiaries purchase commitments in 2024 and 2023 respectively

- Hydraulics
  - Sales: a combination between stagnation and normalisation
  - EBITDA: ongoing margin protection
- Water-Jetting
  - Sales: growth driven by organic evolution
  - EBITDA: acquisitions impact almost completely absorbed

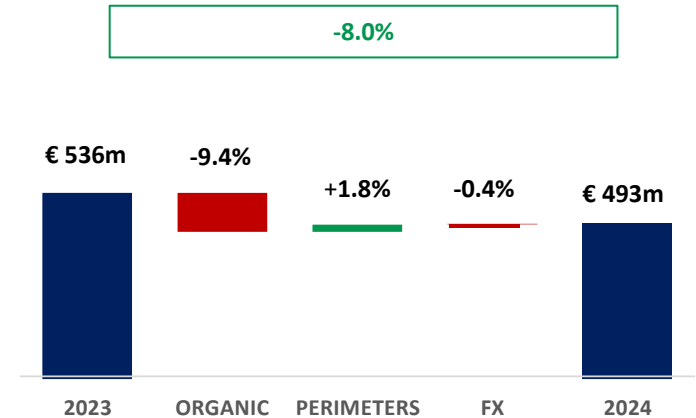
Million €		3QUARTER		3QUARTER YTD	
		2023	2024	2023	2024
HYDRAULIC	SALES	383.9	319.5	1,268.6	1,091.0
	Growth	+0.4%	-16.8%	+10.5%	-14.0%
	EBITDA <sup>(1)</sup>	86.8	64.8	298.5	231.5
	Growth	+3.9%	-25.3%	+19.0%	-22.5%
	% on net sales	22.6%	20.3%	23.5%	21.2%
		<div>-20.1% and from 22.8% to 21.2% on organic basis and excluding positive IMM one-off</div>			
WATER-JETTING	SALES	152.0	173.3	451.8	497.5
	Growth	+11.5%	+14.0%	+14.0%	+10.1%
	EBITDA	43.5	46.7	127.2	132.0
	Growth	+9.0%	+7.3%	+11.2%	+3.8%
	% on net sales	28.4%	26.8%	27.9%	26.4%
		<div>From 27.9% to 27.0% on organic basis</div>			
		<div>From 28.4% to 26.9% on organic basis</div>			

- 3Q2024: different trends emphasis
  - Hydraulics: normalisation widespread to almost all-important activities
  - Water Jetting: organic consistent acceleration during the year

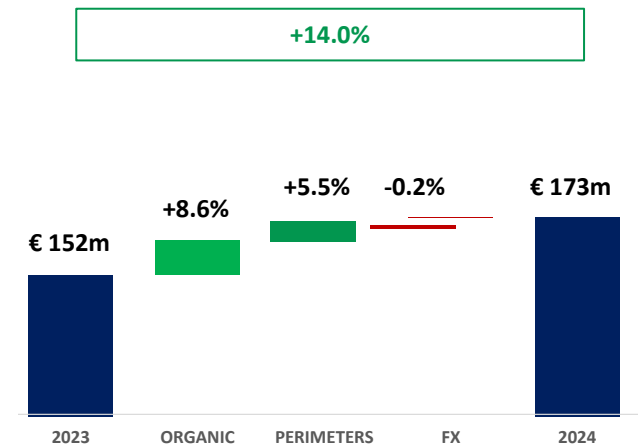
## 3Q2024 HYDRAULICS SALES EVOLUTION



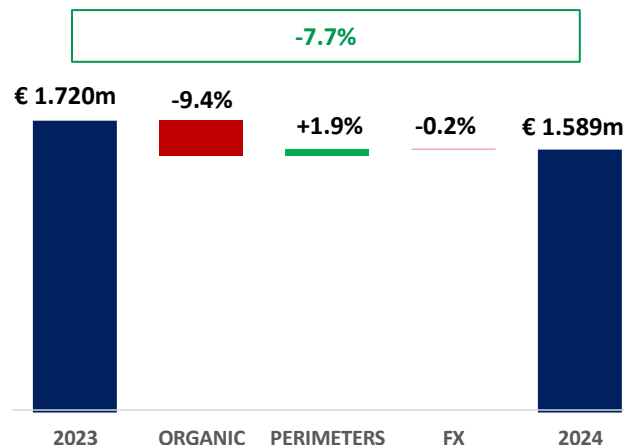
## 3Q2024 GROUP SALES EVOLUTION



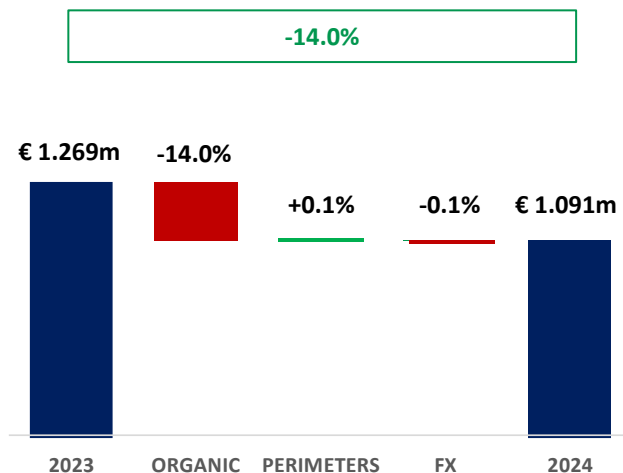
## 3Q2024 WATER JETTING SALES EVOLUTION



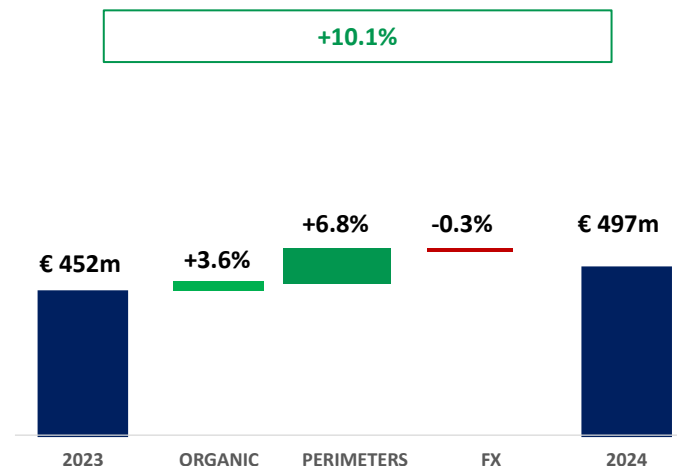
## 3Q2024YTD GROUP SALES EVOLUTION



## 3Q2024YTD HYDRAULICS SALES EVOLUTION



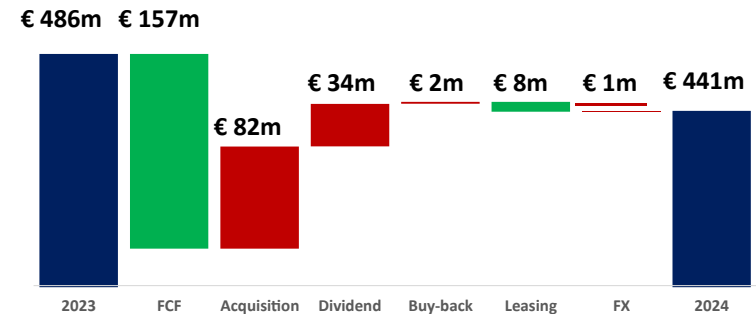
## 3Q2024YTD WATER JETTING SALES EVOLUTION



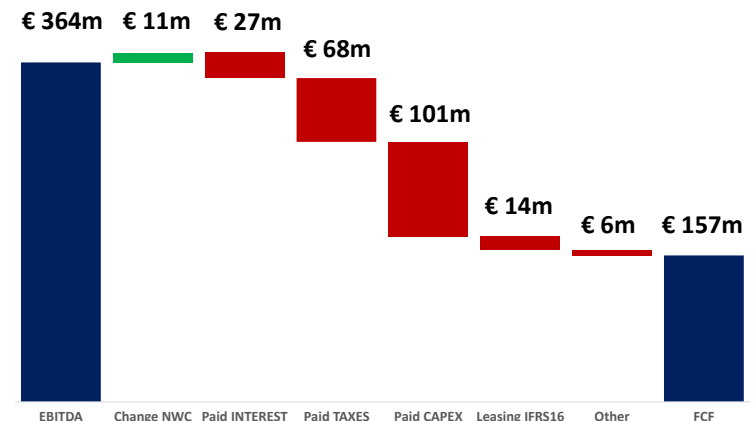


- January: US\$300m Private Shelf agreement
  - € 100m single tranche issued
    - 8 years average duration and 4.17% coupon
  
- September: NFP of € 441m compared to € 486m as of December 2023<sup>(2)</sup>
  - FCF: € 157m, record level achievement
    - TWC: in 3Q cash generation again
  - CAPEX: reduction from € 123m to € 101
    - Last important project in the final phase
  - Acquisitions: € 82m
    - New companies and put-call options exercise (e.g. Transtecno remaining 20% stake)

## NFP EVOLUTION <sup>(1)</sup> (€ m)



## FCF EVOLUTION (€ m)



<sup>(1)</sup> Excluding € 46.0m and € 75.1m of subsidiaries purchase commitments in 2024 and 2023



- New Interpump Hydraulics headquarter
  - 62,000 sq. metres, a total area increase of around 30%
  - Best environmental standards
- Next steps
  - December: new machines arrival
  - From January 2025: gradual transfer of all activities starting from shipping department, main target is to protect operations continuity and minimise inefficiencies



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

## ■ Acquisitions with a perfect fit with Group growth and diversification strategy in 1H2024

### – Strengthening Group’s global network

- PP China & YRP, “Flow Processing” in China: entry into the plant engineering market and expansion in the components market with the support of a trustworthy management
- Alltube, “Hose, pipes & fittings» in UK: adding rigid pipe fabrication and manipulation in the region
- Hidrover, “Cylinders” in Brasil: a product in total synergy with the Group's portfolio

### – Completing Group product catalogue

- Alfa Valvole, “Pressure pump” in Italy: dosing pump for precision fluid metering and injection applications and ball valves for any fluid control

## ■ Put-call options exercise

- 20% of Transtecno to 100% of the total equity
- 20% Draintech to 100% of the total equity

2024 INTERPUMP GROUP ACQUISITIONS <sup>(1)</sup>				
ACQUIRED COMPANIES		FINANCIAL DATA <sup>(2)</sup>		IMPLIED EV/EBITDA
		Sales	EBITDA Margin	
9 April	PP CHINA - China YRP FLOW TECHNOLOGY - China	€ 10m	10%	2.9x
22 April	ALLTUBE – U.K.	€ 5m	15%	1.7x
3 June	ALFA VALVOLE - Italy	€ 28m	26%	6.1x
24 October	HIDROVER - Brasil	€ 23m	26%	4.4x

<sup>(1)</sup> See please Annex slides for additional details on 2024 acquisitions - <sup>(2)</sup> 2023 Reported for PPChina & YRP Flow Technology, Alltube and Alfa Valvole and 2024 Forecast for Hidrover

- Hidrover
  - A product in total synergy with the Group's portfolio
    - Hydraulic cylinders: “double action” and “special” cylinders
  - A motivated and competent management team
    - 2024: effective margin protection in a sales normalisation trend driven by “construction” and “agriculture” exposure
  - Strengthening of Group presence in as major a country as Brazil
    - One of the most import South American market with all global players present
- Growth opportunities to be supported
  - Renewed focus on consolidated customers
  - New application for new customers (e.g. crane and bus link)



Hidrover – “Double action” cylinders



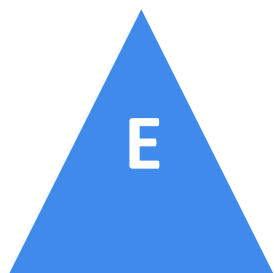
Hidrover – Example of “bus link” and cylinder for articulated and bi-articulated buses

- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **3Q2024 FINANCIAL RESULTS**
- **ESG PATH**



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

Lao Tzu



## 2023-2025 KEY TARGETS

SUPPORTED GRI  
and SDG

- **Definition of Group “Carbon neutrality” strategy**
- Reduction of Group “Carbon intensity”
- Increase of renewed electricity consumption

2023

2025

2025


305-1 and 2  
302-1


- Injury rate improvement
- ESG supply chain evaluation
- ISO 45001 extension

2024

2023 &amp; 2024

2027


403-9  
308-1 / 414-1


- **Establishment of Board ESG Committee**
- **Succession plan formalisation**
- **Tax compliance consolidation**

2023

2023

2024



207-1, 2 and 3





- 2024 actions: G.4. action approved by Group board <sup>(1)</sup>
  - Other 2024 actions in the finalisation phase
    - E.7: the analysis of the EU Regulation 2024/1781 confirmed the quality of the preparatory activity done and now the last steps of the finetuning process is undergoing;
    - S.1.: data will be available in March for first CSRD
    - S.6: new ESG supply chain evaluation model deployed to all Italian entities and distributed to suppliers involved, December end as due date for feed backs
  
- 2025 actions: S.4. action approved by Group board
  - A driver to achieve some important steps
    - Group strategy implementation
    - Group 2023-25 ESG Journey alignment
    - Fast track for professional growth
    - Value creation

## 2023-2025 ESG JOURNEY

### 2024 ACTIONS

E.7	Product ECO-Design
S.1 <sup>(2)</sup>	Injury rate improvement
S.6	ESG supply chain evaluation model extension to all Italian manufacturing entities
G.4	Tax compliance consolidation in line with best practices
G.5 <sup>(3)</sup>	GR1 207-4 information updating
G.6 <sup>(3)</sup>	Updating on ESG journey

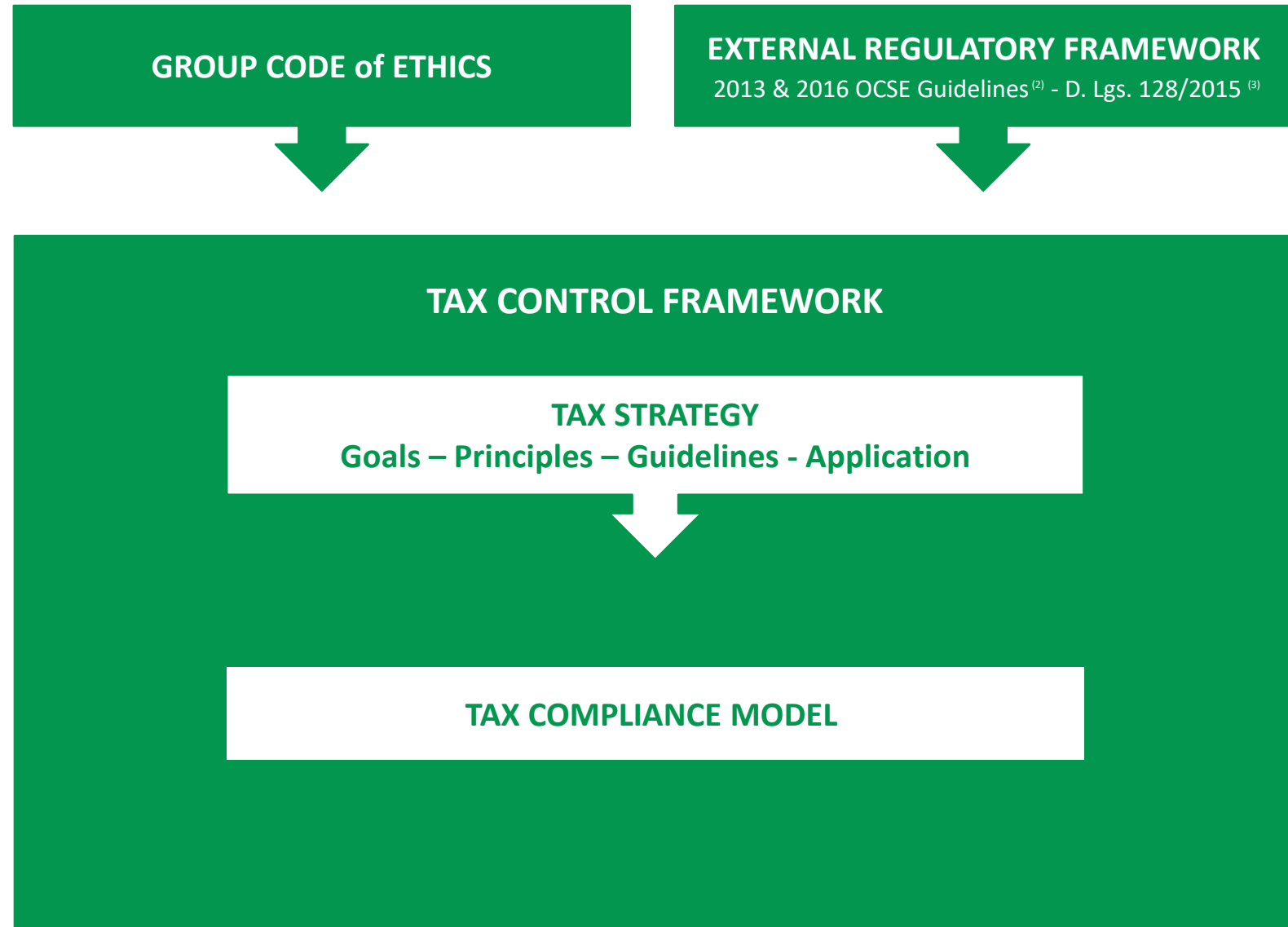
### 2025 ACTIONS

S.4	Global mobility program
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<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site - <sup>(2)</sup> 2023-24 multi-year target - <sup>(3)</sup> Ongoing annual target

- Through action G. 4 of 2023-25 ESG Journey - Tax Control Framework (“TCF”) adoption – Group aims to
  - Integrate the fiscal strategy inside the Group strategy definition and execution
  - Take an important step toward fiscal transparency
    - Italian Tax Cooperative Compliance Program adoption anticipated by 2 years
  
- The solidity of Interpump fiscal approach was confirmed
  - “Entity level” focus, in line with a “soft integration” philosophy applied to acquired companies
  - Harmonisation among different fiscal frameworks connected to Group different presence countries
  - A transparent and fair approach of “transfer pricing” management
  
- Interpump Group S.p.A. first step will support the adoption of the TCF by other Group entities
  - Significant effort from an organisational point of view

<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site



<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site

<sup>(2)</sup> 2013: Cooperative Compliance Framework – 2016: Building Better Tax Consolidation Framework - <sup>(3)</sup> And further D. Lgs. 221/2023

**TAX CONTROL FRAMEWORK**

Detect, measure, manage and control the tax risk

**4 GOALS**

Tax culture spread

Sustainable development  
and Group asset integrityTax regulations application  
consistency and reliability  
and litigation preventionTax and reputational risk  
minimization**4 PILLARS**

Internal regulatory instruments

Role &amp; Responsibilities

Processes

Information flows &amp; Reporting

<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site<sup>(2)</sup> Abstracts from “Interpump Group S.p.A. Tax Compliance Model”, see please on Group web site the complete document

2025

2026-27

- **Interpump Group S.p.A TCF model and controls testing**
  - “Test of design” and “test of effectiveness”
- **Evaluation of possible extension to other Group Italian entities**
  - Parameter: annual sales
- Interpump Group S.p.A. TCF model finetuning
  - Annual ongoing activity
- Other Group Italian entities TCF model and controls testing

*Pending release of implementation guidelines by Italian Tax Authorities*

- Attestation from authorised certifier according to the new provisions of Legislative Decree 221/2023
- Interpump Group S.p.A. optional access to Italian Tax Cooperative Compliance Program <sup>(1)</sup>
  - Exclusion of administrative penalties related to tax risks reported in a timely and comprehensive manner, prior to the filing of tax returns or before the relevant tax deadlines have occurred
  - Non-punishment with respect to specific tax related crimes

<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site

<sup>(2)</sup> Abstracts from “Interpump Group S.p.A. Tax Compliance Model”, see please on Group web site the complete document

A large, light green arrow pointing to the right, spanning most of the width of the slide. The year '2028' is centered within the arrow's shaft.

**2028**

- Interpump Group S.p.A. TCF model finetuning
  - Annual ongoing activity
  
- Other Group Italian entities TCF model finetuning
  - Annual ongoing activity

*Pending release of implementation guidelines by Italian Tax Authorities*

- Interpump Group S.p.A. full access to Italian Tax Cooperative Compliance Program

<sup>(1)</sup> See please “Tax Compliance Consolidation – 14 November 2024” presentation on Corporate web site

<sup>(2)</sup> Abstracts from “Interpump Group S.p.A. Tax Compliance Model”, see please on Group web site the complete document

A diagram showing the 'GLOBAL MOBILITY PROGRAM' in a green box, with a large green arrow pointing downwards to a light green box containing '4 GOALS'. Below this are four white boxes with green borders, each detailing a goal.

## GLOBAL MOBILITY PROGRAM

### 4 GOALS

#### Group strategy implementation

Mobility is a key lever for achieving growth, innovation and competitiveness. Managers' mobility is designed to support Group presence in key markets, facilitating the transfer of critical skills, meeting local needs of the hosted company.

#### Group 2023-25 ESG Journey alignment

Mobility promotes greater diversity, equity, and inclusion within the organization. It fosters cultural exchange and global collaboration, helping to create a more sustainable and responsible work environment.

#### Professional growth fast track

Mobility accelerates professional growth, acting as a catalyst for career advancement. It enhances skills development and fast-tracks the achievement of key career milestones, offering diverse experiences and exposure to different roles and environments.

#### Value creation

Mobility is key tool for driving growth by enabling strategic allocation of talent and expertise where needed. Deploying skilled employees in strategic roles directly contributes to operational efficiency, increasing productivity and supporting the implementation of new projects.

<sup>(1)</sup> Abstracts from "Interpump Group S.p.A. Global Mobility Policy"

## 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 <sup>(1)</sup>
- 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 <sup>(2)</sup>
- G.6 - Updating on ESG journey <sup>(2)</sup>

- 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

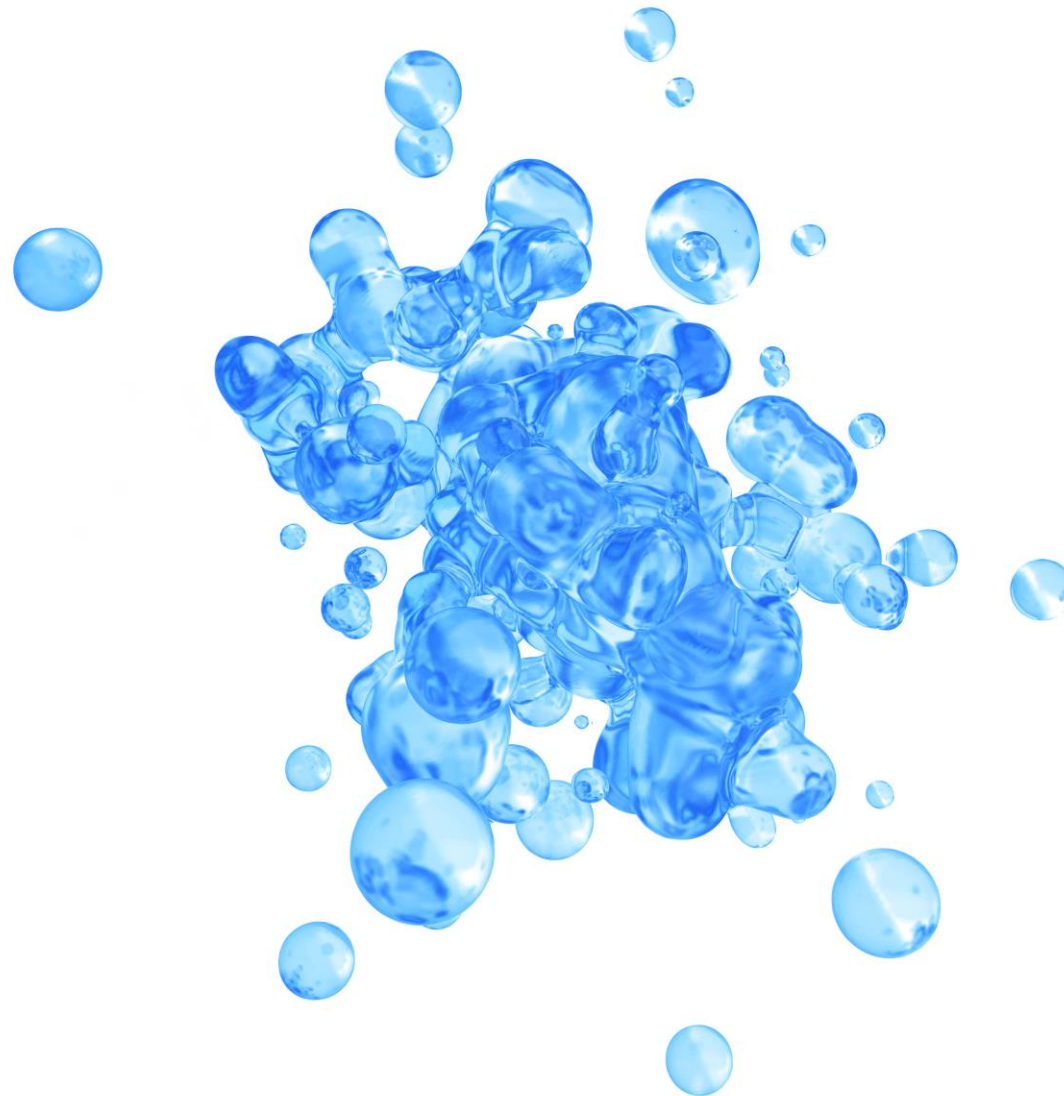
## ANALYSIS, MEASUREMENT, REVIEW AND FINETUNE

<sup>(1)</sup> 2023-24 multi-year target - <sup>(2)</sup> Ongoing annual target



- **GROUP OVERVIEW**
- **2024 OUTLOOK**
- **3Q2024 FINANCIAL RESULTS**
- **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.

The Group uses some additional terms too, below the related definitions:

- **Organic variation:** variation at constant perimeter and FX
- **Trade Working Capital:** NWC with “Trade Payable” net of CAPEX Trade Payable
- **Buy-back:** purchase of treasury shares less Proceeds from the sale of treasury shares to stock option beneficiaries
- **Leasing IFRS 16:** principal portion of finance lease installments +/- new leasing contracts arranged +/- remeasurement and early close-out of leasing contracts
- **Paid CAPEX:** investment in property, plant & equipment - proceeds from the sales of property, plant & equipment + investment in other intangible assets

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.

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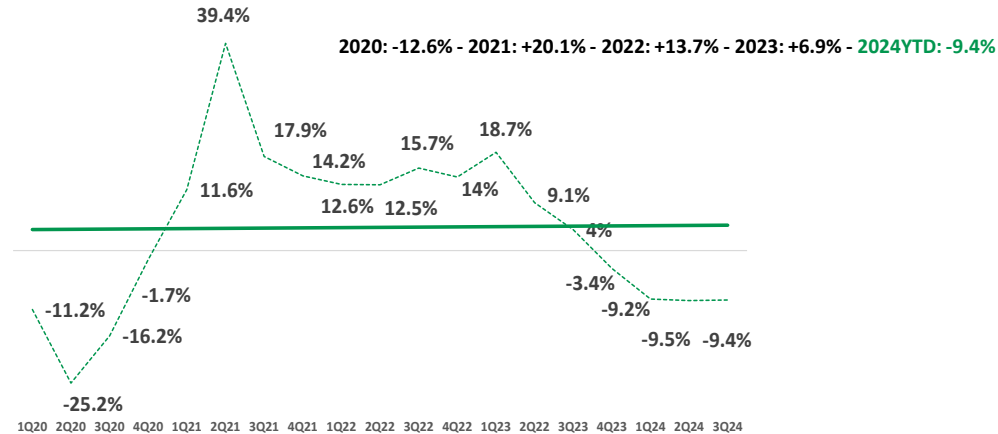
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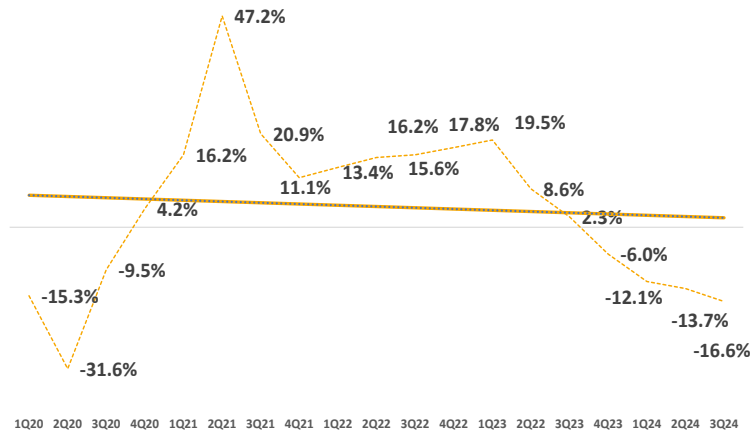


## GROUP 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER



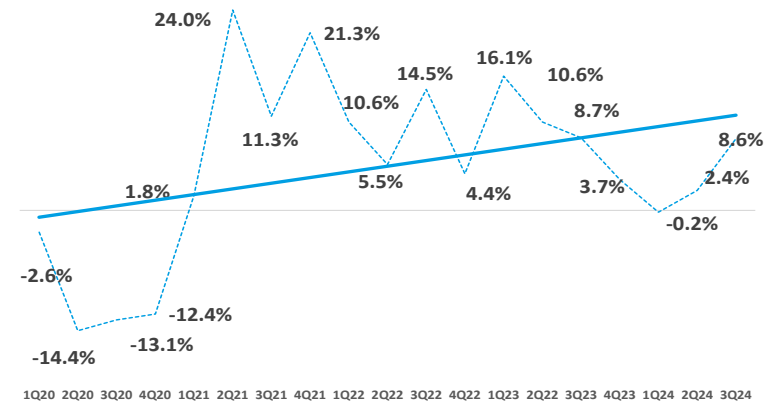
## HYDRAULICS 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER

2020: -13.6% - 2021: +22.8% - 2022: +15.9% - 2023: +5.9% - 2024YTD: -14%



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

2020: -10.8% - 2021: +14.4% - 2022: +8.5% - 2023: +9.5% - 2024YTD: 3.6%

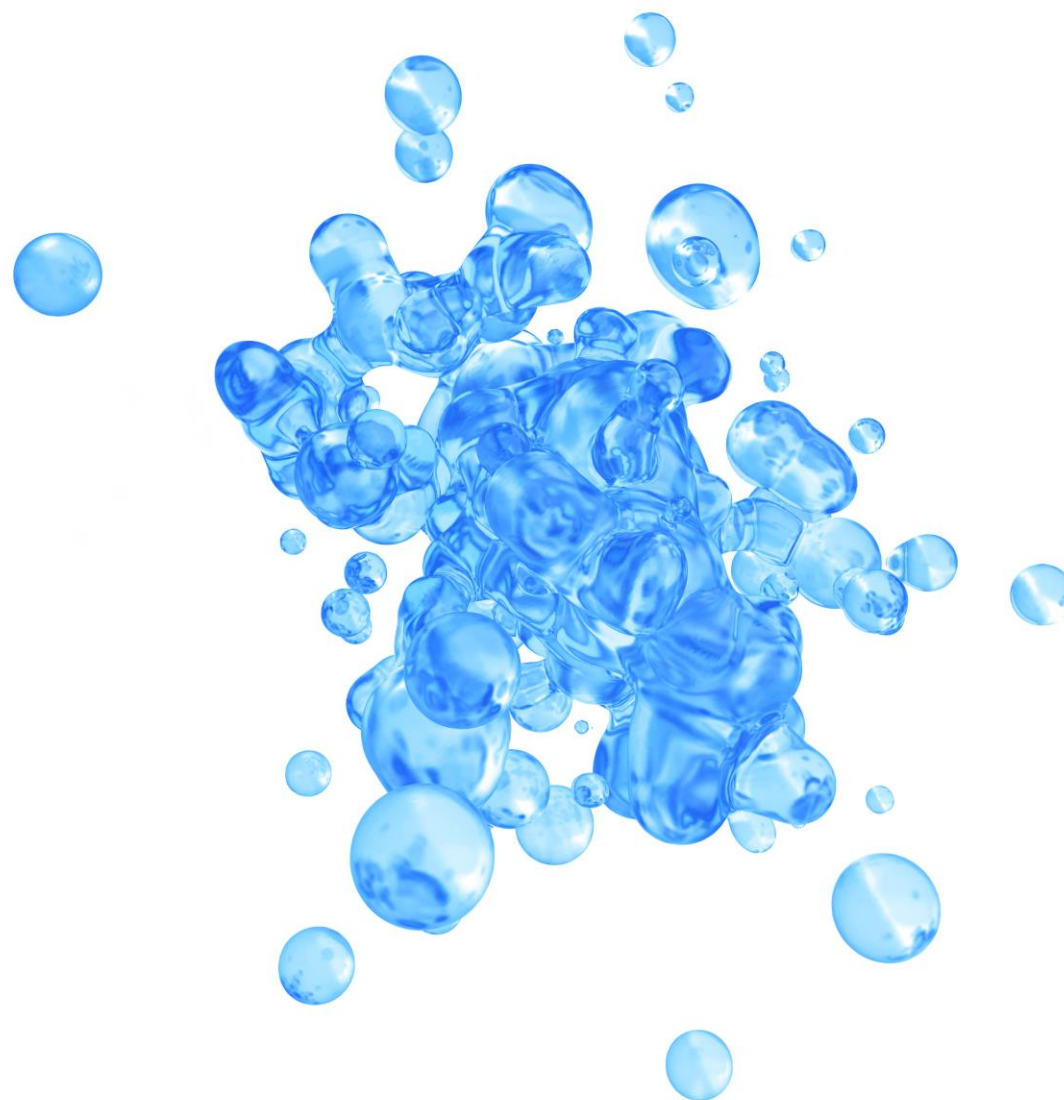


## 2024 INTERPUMP GROUP ACQUISITIONS

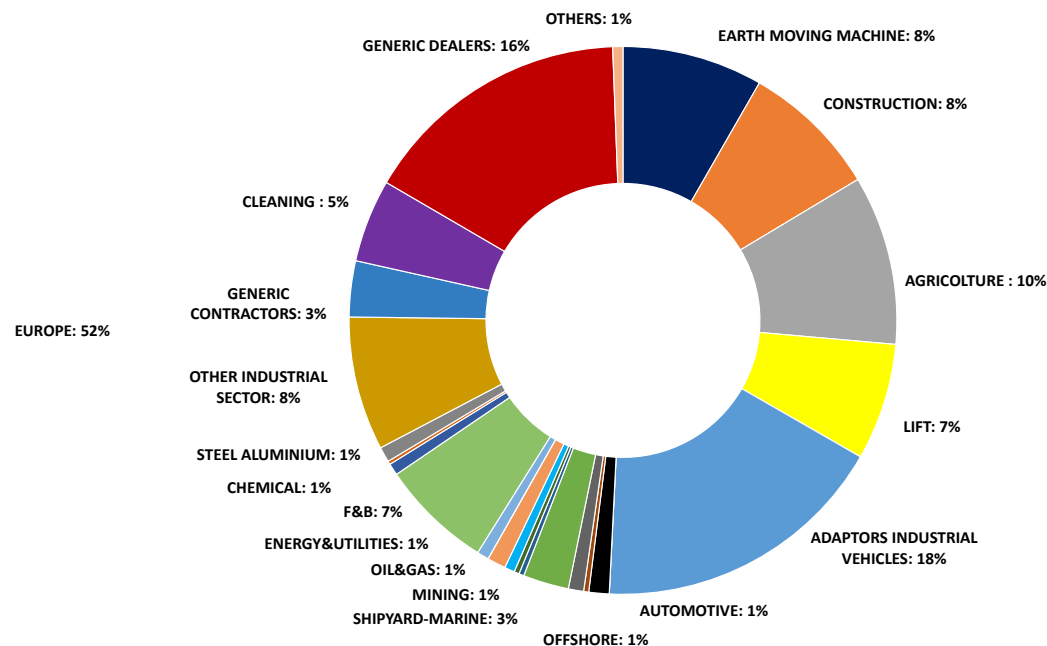
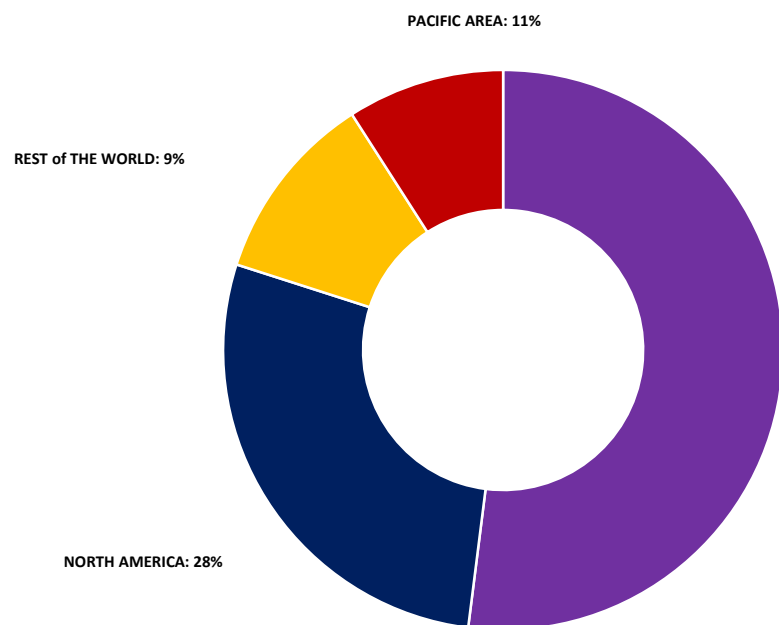
ACQUIRED COMPANIES		FINANCIAL DATA <sup>(1)</sup>			Total consideration	IMPLIED EV/EBITDA	Consolidated since Where
		Sales	EBITDA Margin	Additional Information			
9 April	<b>PP CHINA</b> <b>YRP FLOW TECHNOLOGY</b> China	€ 10m	10%	-	€ 2.9m	2.9x	April 2024 Water Jetting division
22 April	<b>ALLTUBE</b> U.K.	€ 5m	15%	€ 1m of cash	€ 2.3m	1.7x	May 2024 Hydraulics division
3 June	<b>ALFA VALVOLE</b> Italy	€ 28m	26%	€ 11m of cash	€ 55.2m	6.1x	June 2024 Water Jetting division
24 October	<b>HIDROVER</b> Brasil	€ 23m	26%	€ 3m of cash	€ 17.5m	4.4x	December 2024 Hydraulics division

<sup>(1)</sup> 2023 Reported for PPChina & YRP Flow Technology, Alltube and Alfa Valvole and 2024 Forecast for Hidrover



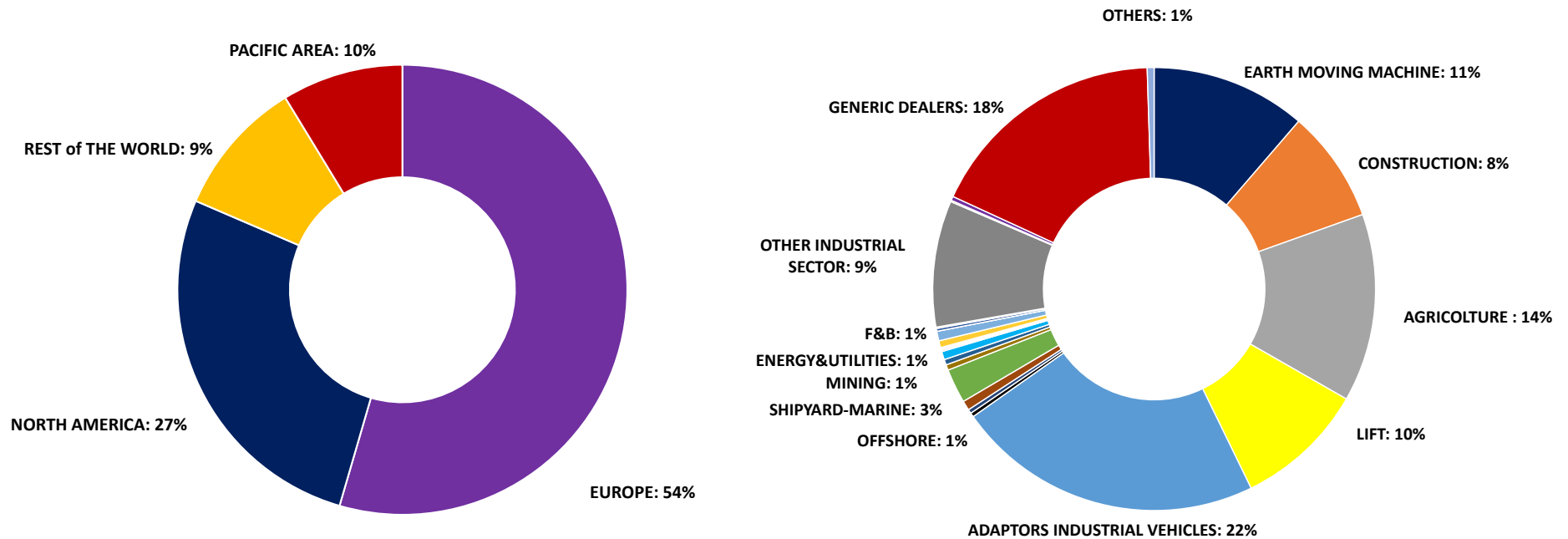


**GROUP**  
2023 sales: € 2,240m



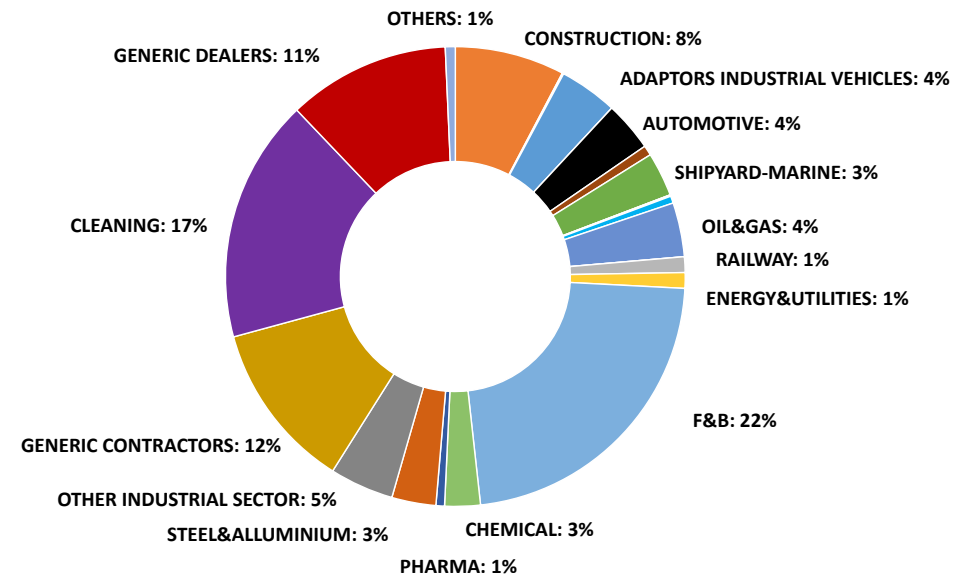
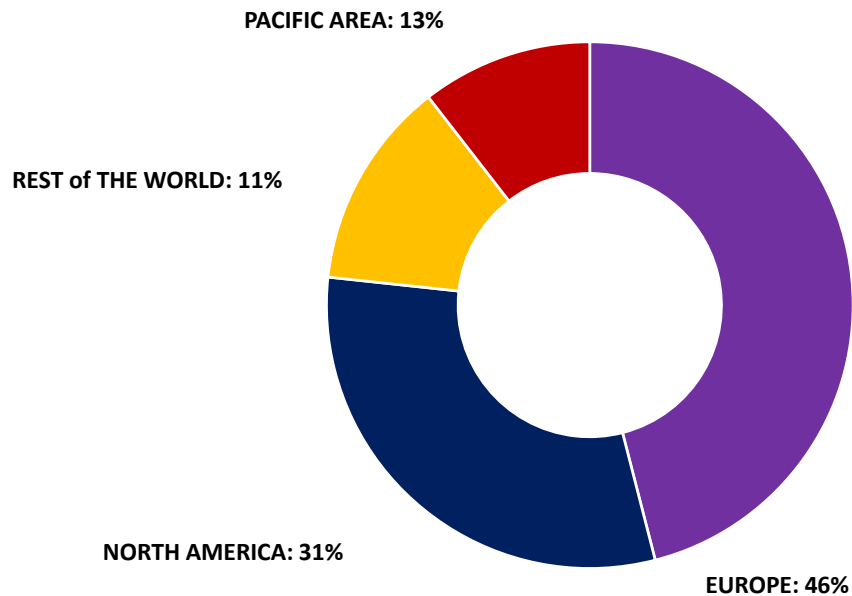
<sup>(1)</sup> Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

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%



- 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	<b>Carbon neutrality strategy definition</b> <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.	Base year: 2022 <b>Target year: 2023</b>

	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>




	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>
	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>

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, 14 November 2024

*Mauro Barani*

