

INTERPUMP GROUP

APPROACH TO GOVERNANCE & SUSTAINABILITY – April 2025

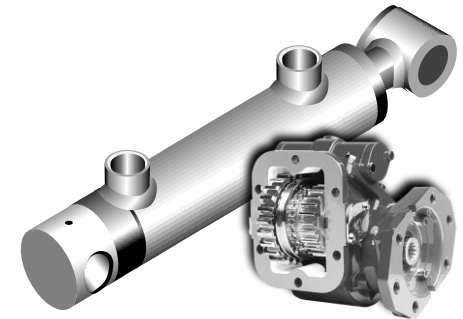
- **INTERPUMP AT GLANCE**
- **GOVERNANCE**
- **SUSTAINABILITY**



■ INTERPUMP AT GLANCE



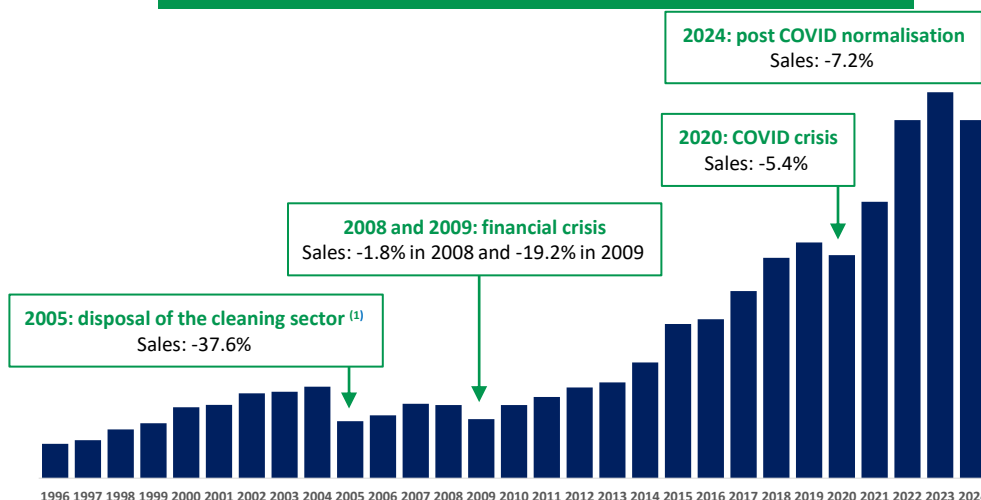
- € 2.078m of turnover and € 457m of EBITDA (22% on net sales) in 2024 divided between two divisions
 - Hydraulics and Water Jetting
- **Hydraulics:** around 70% of Group sales, EBITDA margin around 20%
 - Wide range of components for mobile and non-mobile hydraulics: PTOs, cylinders, gear pumps, valves, hoses, fittings, ...
 - Additional businesses: reduction gears, hoses, fittings for non-hydraulic applications
- **Water Jetting:** around 30% of Group sales and EBITDA margin above 26%
 - High-pressure plunger piston pumps
 - Additional businesses: flow handling components for food&beverage, cosmetics and pharmaceutical components



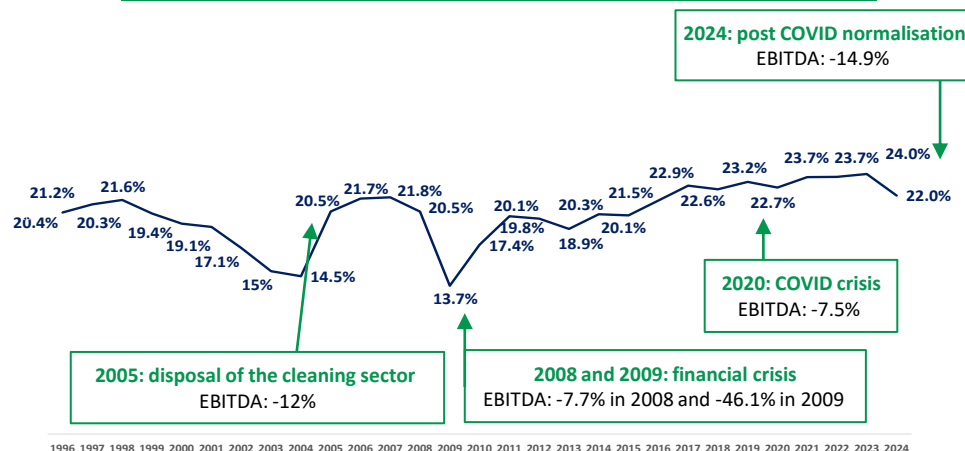
INTERPUMP AT GLANCE A DELIVERING GROUP – EXCELLENCE TRACK RECORD

- Since IPO in 1996 a track record of excellence and resilience
- Sales: around 8% of growth ⁽¹⁾, with only 5 years of decrease driven by strategic activities review ⁽²⁾ 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: 9% of growth ⁽¹⁾, only 6 years of decrease
 - Business model and cost structure flexibility
 - Integration capability
 - E.g. Hydrocontrol ⁽²⁾ and IMM ⁽³⁾ in 2014 and White ⁽⁴⁾ in 2022

GROUP 1996-2024 SALES EVOLUTION
(€ million)



GROUP 1996-2024 EBITDA MARGIN EVOLUTION
(% on net sales)

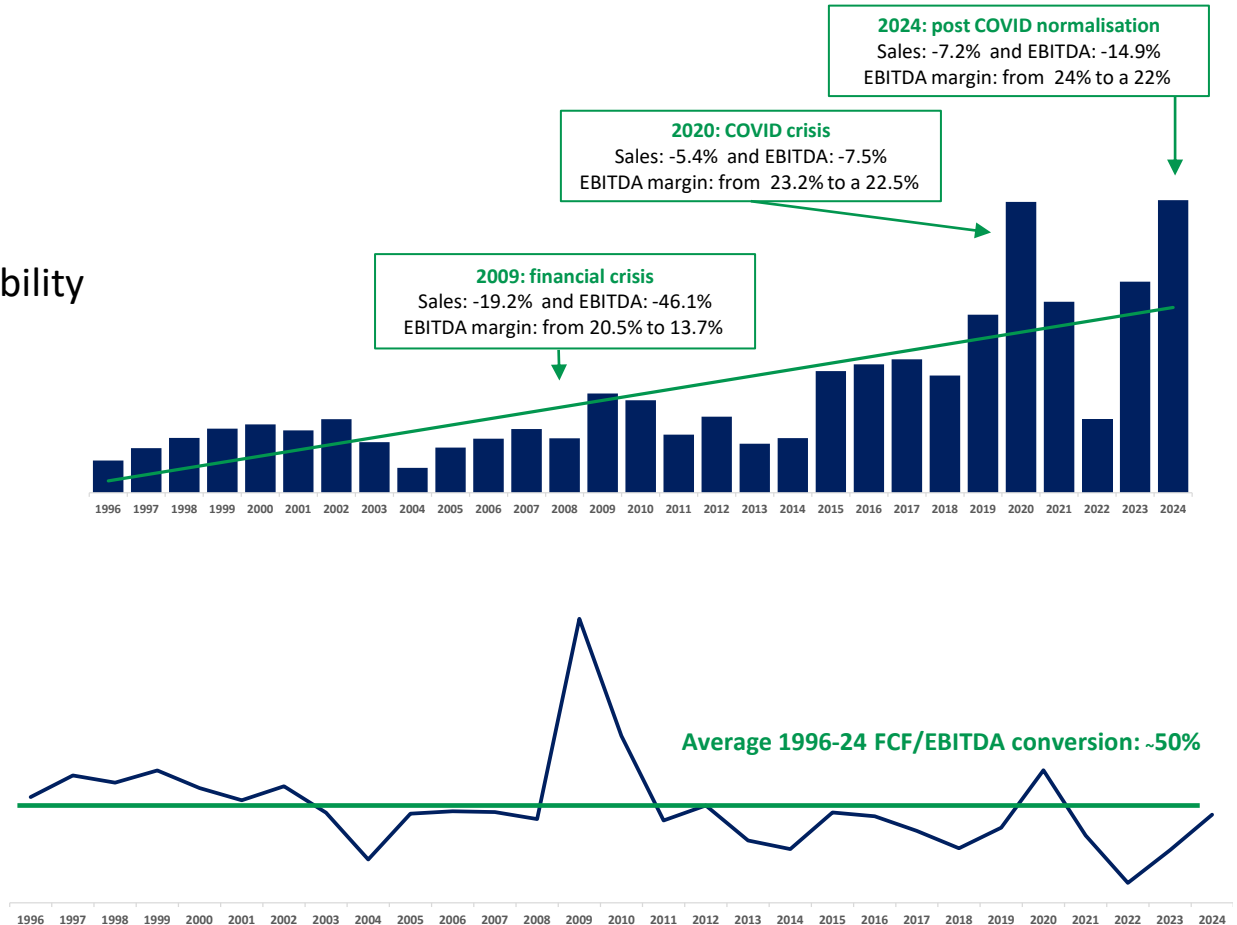


⁽¹⁾ C.A.G.R 1996-2024 - ⁽²⁾ April 2005: € 293ml of sales with an EBITDA margin of around 10% in 2004 - ⁽³⁾ May 2013: € 57m of sales with an EBITDA margin of around 12% in 2012

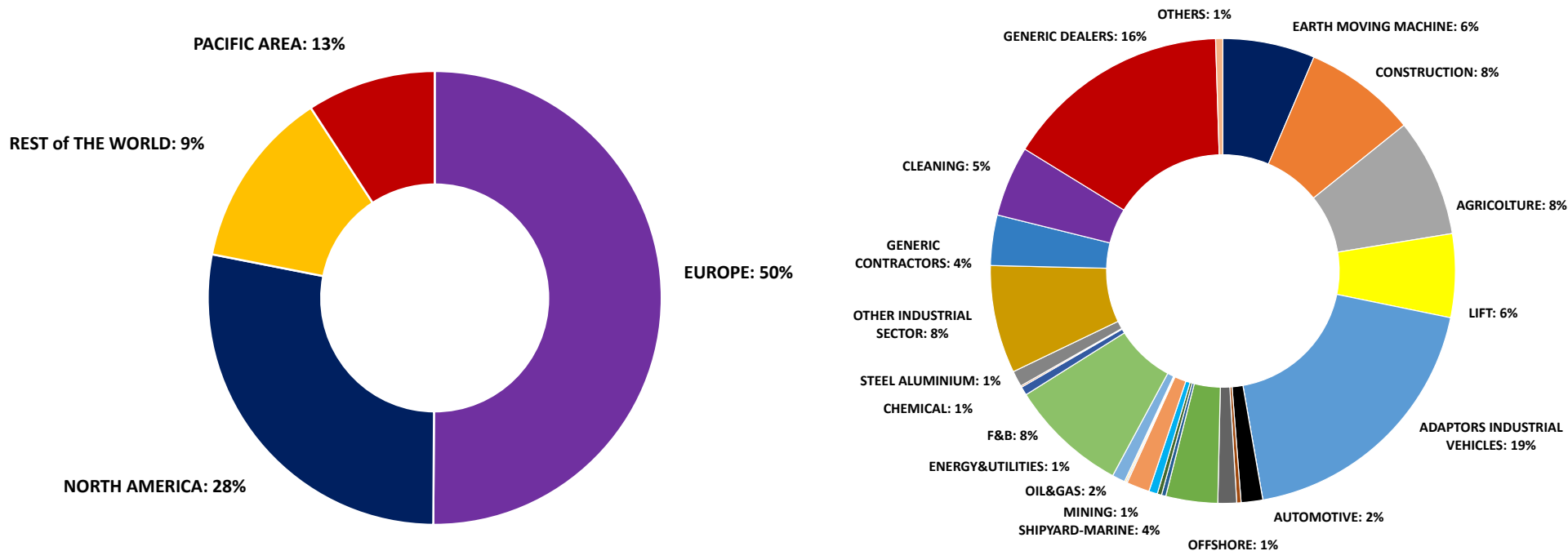
⁽⁴⁾ August 2013: € 62m of sales with an EBITDA margin of around 13% in 2013E - ⁽⁵⁾ June 2021: € 200ml of sales with an EBITDA margin of around 22% in 2022E

- 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 1996-2024 FCF EVOLUTION (€ million)



GROUP
2024 sales: € 2.078m



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

⁽¹⁾ Management estimates on 3rd 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



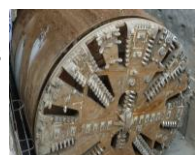
INDUSTRIAL

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 ⁽¹⁾

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



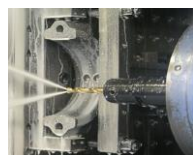
CONSTRUCTION

Hydro-demolition ⁽²⁾
Surface preparation ⁽²⁾
Infrastructures renewal ⁽²⁾



TRUCKS

Lightweight high pressure
pumps for sewer trucks
Other utility vehicles



INDUSTRY

Machine drilling & cutting ⁽²⁾
Pulp & paper
Fibers intertwining
Overspray removal



STEEL / ALUMINUM

Descaling of steel bars ⁽²⁾
Cleaning of tanks & vessels ⁽²⁾



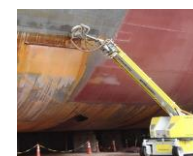
CLEANING

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



AUTOMOTIVE

Rail engine heads deburring
Bodywork cutting
Welded seals cleanup



MARINE / SHIPYARDS

Water-blasting removal ⁽²⁾
Hull cleaning ⁽²⁾
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

⁽¹⁾ In addition to flow handling components - ⁽²⁾ 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



CONTARINI – PANNI - HYDRA DYNE

HYDROVEN

Cylinders & rotary manifolds



GS-HYDRO – TEKNOTUBI

Rigid pipes & piping system



AMERICAN MOBILE

Oil tanks



HYDRALOK

Hose assembling machine



WATER JETTING

HIGH PRESSURE PUMPS DEVICES & SYSTEMS



INTERPUMP PRATISSOLI

High flow/pressure 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 PROCESSING 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

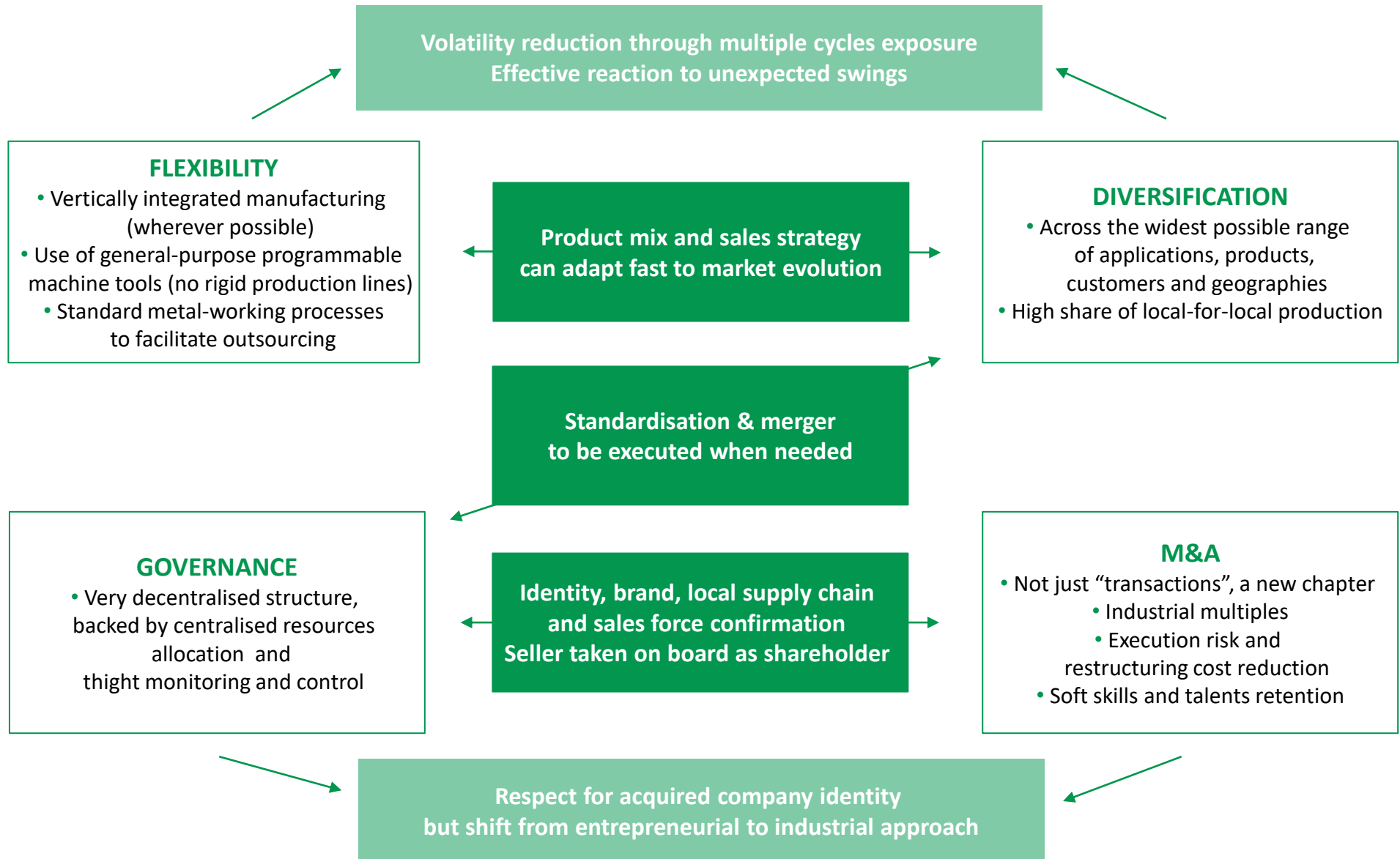
YRP FLOW TECNOLOGY



ALFA VALVOLE

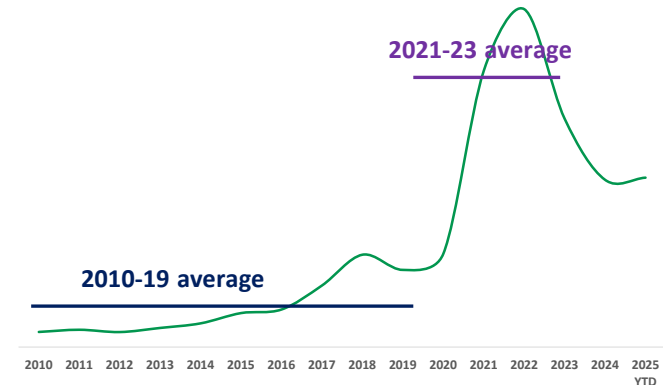
Dosing pumps





- 2025 entrance consistent with 2024 trends⁽¹⁾
 - Water Jetting on going strength
 - Hydraulic stagnation at the curve bottom
- 2025 financial expectations
 - Sales: between -5% and +1% on organic basis
 - 2024 perimeter changes impact: around 2%⁽²⁾
 - Profitability: to protect of 2024 results
 - Cash flow: to maintain and even to improve 2024 achievement
- Working on 2025 commitments
 - Financials commitments: focus on opportunities consistent with both Group diversification and growth strategy and M&A approach
 - ESG commitments: entering and delivering last phase

2010-2025YTD BACKLOG EVOLUTION⁽¹⁾ Million €



⁽¹⁾ Based on management estimates - ⁽²⁾ Calculated on 2024 sales

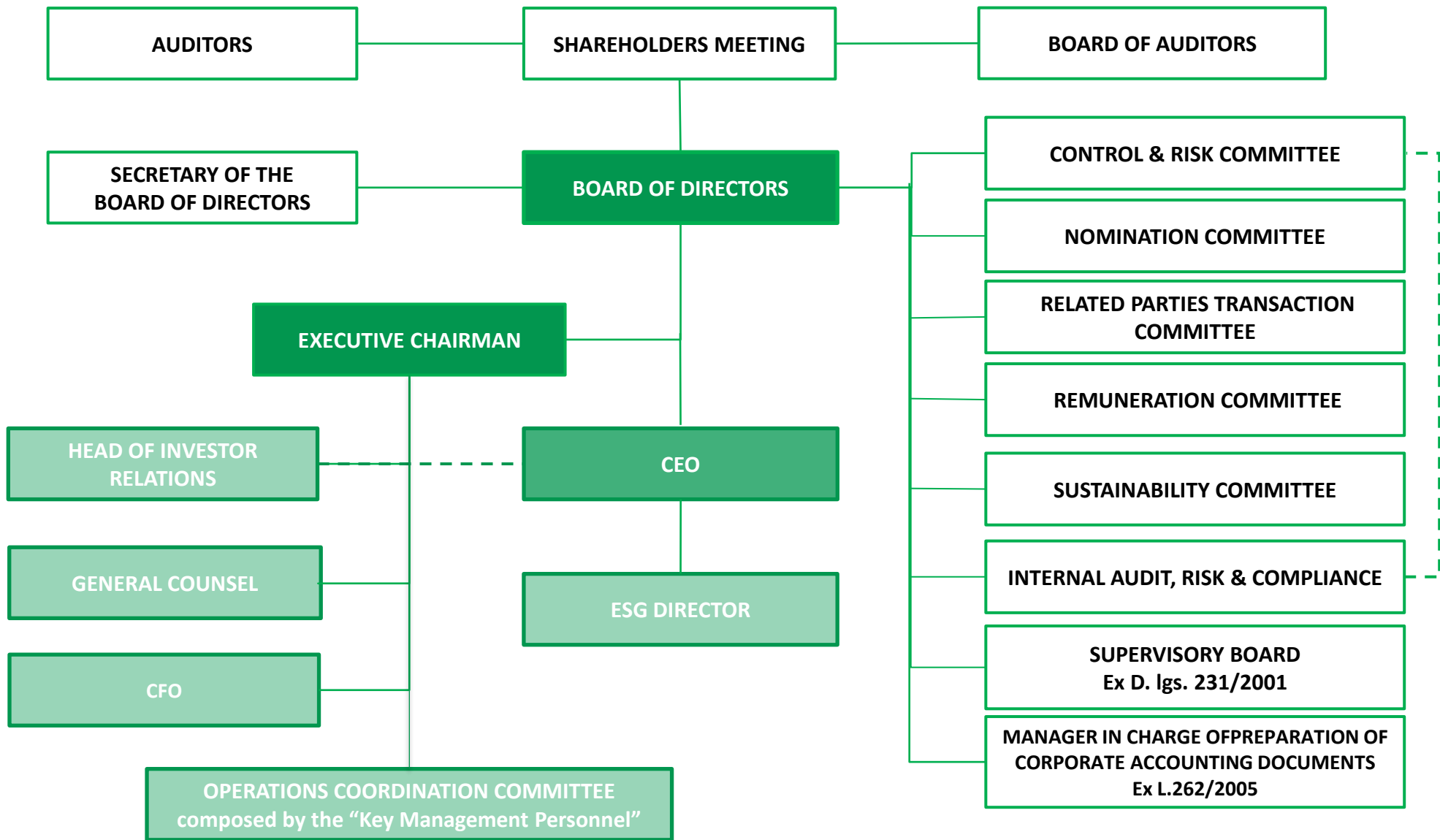
A large, vibrant green plant with many sharp, pointed leaves, resembling a sea urchin or a stylized star, serves as a background for the lower half of the page.

■ INTERPUMP AT GLANCE

■ GOVERNANCE

For additional information see please

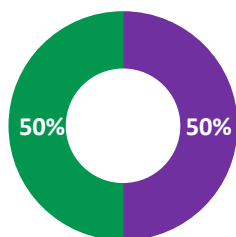
1. REPORT ON CORPORATE GOVERNANCE AND ON THE OWNERSHIP STRUCTURE;
2. REPORT ON REMUNERATION POLICY FOR THE 2025-2027 THREE YEAR PERIOD AND REMUNERATION PAID IN 2024;
3. INFORMATION DOCUMENT ON THE INCENTIVES RESERVED FOR CERTAIN EMPLOYEES, DIRECTORS AND/OR COLLABORATORS OF THE INTERPUMP GROUP FOR THE APPROVAL OF THE INITIAL GRANT OF A MAXIMUM OF 2,450,000 OPTIONS NAMED "INTERPUMP INCENTIVE PLAN 2025-2027";
available on Interpump Group web site, in the Governance section, Shareholder's Meeting



- Board appointed on 28 April 2023

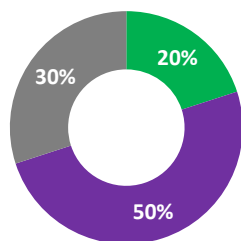
Board of Directors	Fulvio Montipò ⁽¹⁾	Giovanni Tamburi ⁽¹⁾	Fabio Marasi	Antonia Di Bella	Nicolò Dubini	Marcello Margotto	Federica Menichetti	Roberta Pierantoni	Rita Rolli	Anna Maria Svelto
Role	Executive Chairman	Deputy Chairman NED ⁽²⁾	CEO	NED	NED	NED LID ⁽³⁾	NED	NED	NED	NED
Independent Directors ⁽⁴⁾				X	X	X	X	X	X	X
Gender	Male	Male	Male	Female	Male	Male	Female	Female	Female	Female
First appointment	1997	2005	2020	2017	2023	2015	2020	2023	2023	2023
Average tenure	7.4 years (3.5 years excluding main shareholder representatives)									

BY GENDER



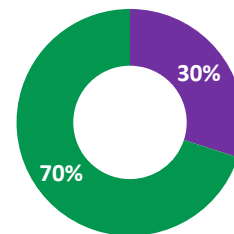
MALE FEMALE

BY AGE



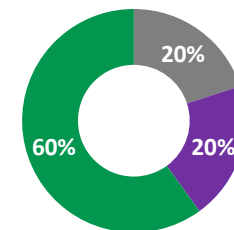
AGE 40-50 AGE 50-60 AGE > 60

BY INDEPENDENCY ⁽⁴⁾



NOT INDEPENDENT INDEPENDENT

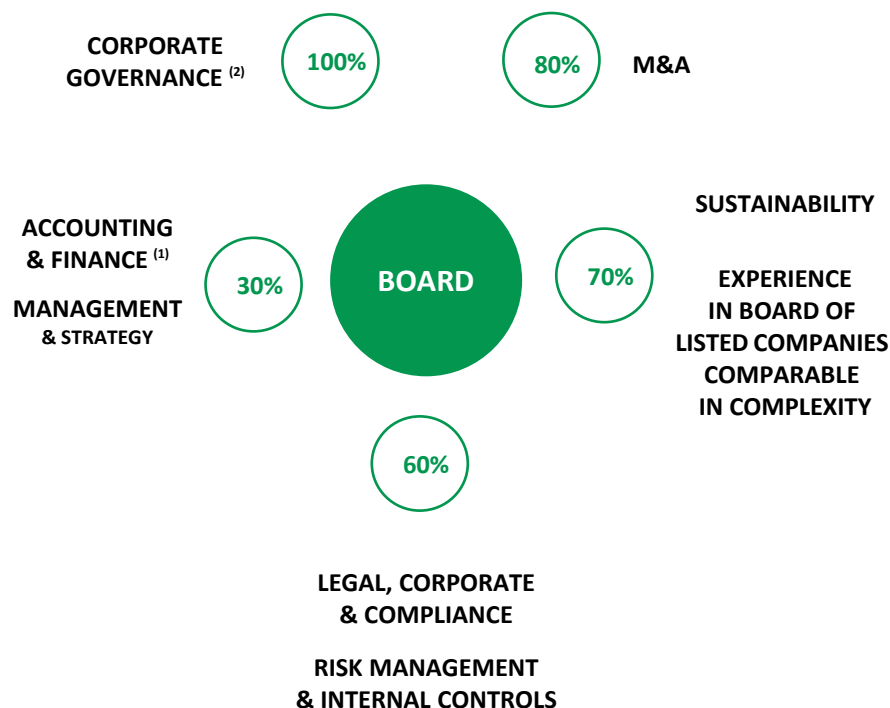
BY TENURE



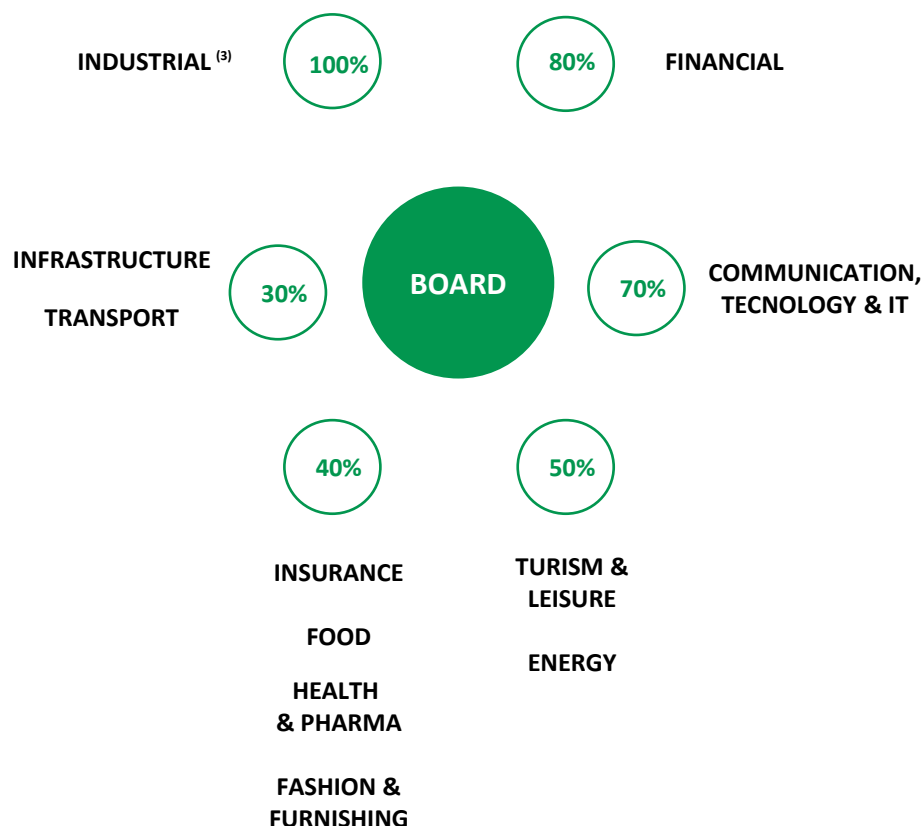
> 10 YEARS 5-10 YEARS < 5 YEARS

⁽¹⁾ Main shareholder representatives - ⁽²⁾ Non Executive Director - ⁽³⁾ Lead Independent Director - ⁽⁴⁾ In accordance with the Italian Corporate Governance Code

BOARD MATRIX COMPETENCE



BOARD EXPERIENCE MATRIX IN ECONOMIC SECTORS



⁽¹⁾ Competence attributed on the basis of performing roles such as CFO or university professor or on the basis of professional qualifications obtained - ⁽²⁾ Competence attributed on the basis of professional experience gained by performing administration, management and control roles in different companies - ⁽³⁾ Sector including textiles, iron and steel, mechanical engineering, chemicals, manufacturing and in general activities for the production of goods and services

Board of Directors	Fulvio Montipò ⁽¹⁾	Giovanni Tamburi ⁽¹⁾	Fabio Marasi	Antonia Di Bella	Nicolò Dubini	Marcello Margotto	Federica Menichetti	Roberta Pierantoni	Rita Rolli	Anna Maria Svelto
Role	Executive Chairman	Deputy Chairman NED ⁽²⁾	CEO	NED	NED	NED LID ⁽³⁾	NED	NED	NED	NED
Independent Directors ⁽⁴⁾				X	X	X	X	X	X	X

Committees

Control & Risks				Member	Member		Chair			
Nomination		Member				Chair	Member			
Related Parties Transaction				Member	Member		Chair			
Remuneration		Member				Chair	Member			
Sustainability			Member						Chair	Member

- Committees' composition
 - 3 members in each committee
 - 100% independent board members ⁽⁴⁾ except for Sustainability committee
 - CEO appointed in the Sustainability committee to ensure ESG strategy execution at Operations level

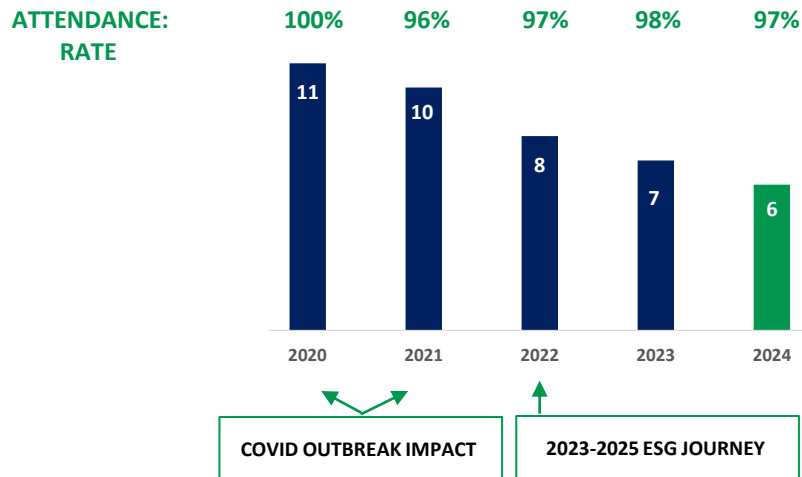
⁽¹⁾ Main shareholder representatives - ⁽²⁾ Non Executive Director - ⁽³⁾ Lead Independent Director - ⁽⁴⁾ In accordance with the Italian Corporate Governance Code

Fulvio Montipò ⁽¹⁾	Giovanni Tamburi ⁽¹⁾	Fabio Marasi	Marcello Margotto
Executive Chairman	Deputy Chairman NED ⁽²⁾	CEO	Lead Independent Director
<p>Powers of legal representation and signature art. 17, subsection 1, Bylaws:</p> <p><i>The Chairman of the Board of Directors shall be vested with powers of legal representation of the company and signing powers in relation to third parties and before the law, with the faculty to promote legal and administrative actions and appeals at all levels of jurisdiction, including judgements at the court of cassation and revocation decisions.</i></p> <p>General single-signature powers in following areas:</p> <ul style="list-style-type: none"> ▪ strategic management & development (e.g. M&A, Operations Coordination Committee and CFO) ▪ real estate & security rights <ul style="list-style-type: none"> ▪ banking & finance 	<p>No specific powers</p>	<p>Powers of legal representation and signature (art. 17, subsection 1, Bylaws) and general single-signature powers in following areas:</p> <ul style="list-style-type: none"> ▪ internal control & risk management <ul style="list-style-type: none"> ▪ ESG ▪ real estate & security rights <ul style="list-style-type: none"> ▪ contract management ▪ personnel & partnership management ▪ financial, collection & payment <ul style="list-style-type: none"> ▪ Company representation 	<p>Point of reference and coordination for NED requests and contributions (in particular, those who are independent).</p> <p>E.g.: coordination the meetings of solely NED and collaboration with Board Chairman to ensure that the directors received complete and timely information flows.</p>

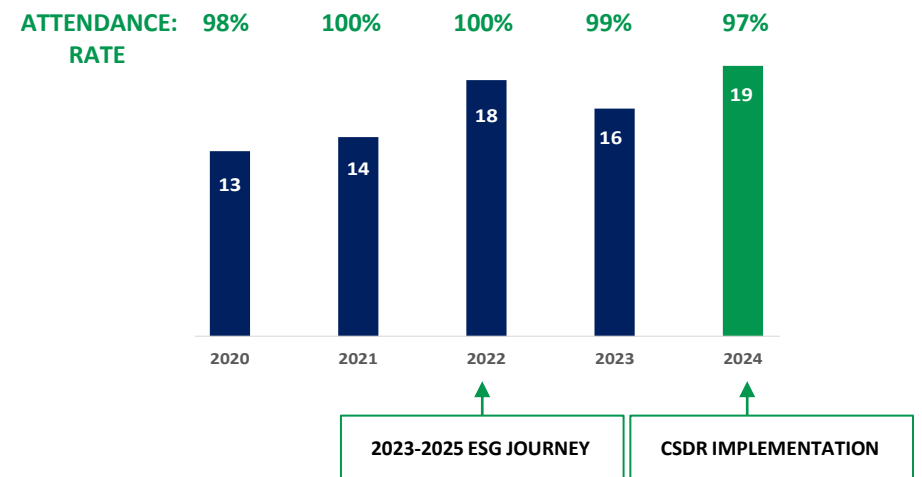
⁽¹⁾ Main shareholder representatives - ⁽²⁾ Non Executive Director - ⁽³⁾ Lead Independent Director - ⁽⁴⁾ In accordance with the Italian Corporate Governance Code

- 2024: 7 board and 16 committee meetings
 - 97% attendance rate
- COVID outbreak and then Group's ESG Journey implied material commitment from governance bodies
 - Control & Risk Committee originally incorporated ESG activities, in April 2023 a separate ESG Committee was created

BOARD MEETING NUMBER & ATTENDANCE EVOLUTION



COMMITTEES MEETING NUMBER & ATTENDANCE EVOLUTION



- In addition to customary governance processes, further important activities were developed during 2024 related to Governance, Risk Management and ESG topics ⁽¹⁾
 - Conclusion of new board induction process in January 2024 ⁽²⁾

2024 BOARD ACTIVITIES DETAILS

Specific activities carried out by the Board of Directors ⁽¹⁾	GOVERNANCE	Identification of Key Management Personnel
	RISK MANAGEMENT	Approval of Organisation and Management Model ex D.Lgs. 231/2001 updating Approval of ERM Model Guidelines
	ESG	Approval of the Corporate Power Purchase Agreement Approval of Group Global Mobility Program Approval of Interpump Group S.p.A. Tax Control Framework Approval of Product Eco-Design Guidelines
Induction & training program	The induction process for new board members was concluded in January 2024 with the last session	
Joint cross BoD committee meetings and/or BoD committee and Statutory Auditors	In 2022 Group started to hold joint cross BoD committee meetings, in 2024 consistently with best practices, Board of Auditors participates to all committee meetings	
Self-assessment	<p>In conformity with the principles and recommendations of the Code, each year the Board of Directors assesses the effectiveness of its activities and the contribution made by each member, including on Board Committees, adopting formalised procedures and supervising their implementation. Among other matters, that self-assessment considers the size, composition and functioning in practice of the administrative body, including with regard to definition of the principal strategies for the governance and conduct of entrepreneurial activities.</p> <p>At the meeting held on 14 February 2025, the Board of Directors carried out the annual self-assessment of its functioning and following analysis and assessment of these results, the Board of Directors concluded positively on the size, composition and functioning of the Board and its Committees.</p>	

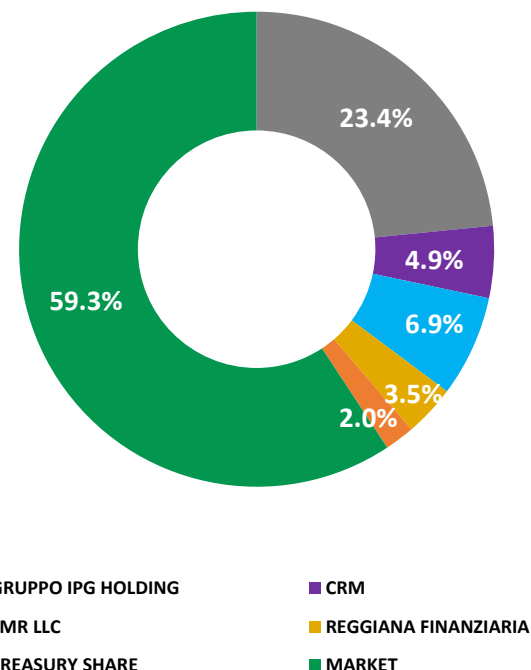
⁽¹⁾ For a broad overview on 2024 board activities see please 2024 Report on Corporate Governance and Ownership Structure - ⁽²⁾ New board was appointed in April 2023

- Total Shares: 108.879.294 ordinary share, nominal value of € 0.52
 - All ordinary share

- Gruppo IPG Holding is the main Interpump shareholder and it's owned by "Leila Montipò e Sorelle" and by T.I.P. ⁽³⁾
 - "Leila Montipò e Sorelle" is Montipò family holding company
 - Tamburi Investment Partner (T.I.P) is an independent and diversified industrial group with activities of minority investments and of advisory in M&A, corporate finance and extraordinary finance fields ⁽⁴⁾

- Treasury shares main functions
 - Equip Group with shares for use as consideration in special transactions
 - Service existing and future incentive plans

SHARE CAPITAL ⁽¹⁻²⁾



⁽¹⁾ Source: CONSOB, March 2025 - ⁽²⁾ Reggiana Finanziaria is the holding company of Reggiana Riduttori former owner, IPG acquired the companies in October 2019 through a share swap and a cash adjustment - ⁽³⁾ Shareholding of 67.8% and 32.2% respectively - ⁽³⁾ T.I.P. is a public company listed on the Euronext Star Milan segment

- Group believes that maintaining constant, constructive relations with stakeholders is of strategic importance for its reputation and business
- Tracking engagement activities with the Financial Community is a consolidated practice which now is under implementation on other stakeholders' categories

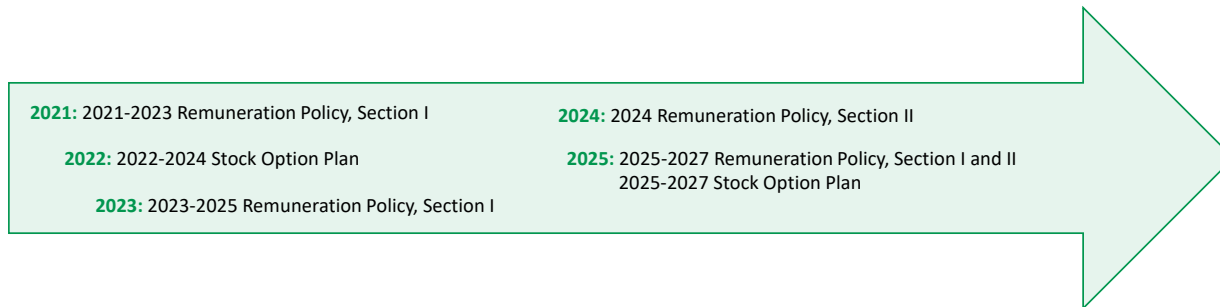
2024 STAKEHOLDERS ENGAGEMENT

Engagement with Customers/Suppliers

- Sector Fair&Exhibitions are important marketing activities which allow to build and to strength relationship with customers. In 2024 Group, through its operative subsidiaries, participated to more than 100 sector events organised in the most important worldwide fair centres (around 10% less compared to 2023 which recorded a particularly high number of events after two years impacted by COVID)

Engagement with Financial Community

- Close to 440 meeting with investors, up by more than 27% compared to previous year
- Group carried out important IR activities
 - Engagement in relation to the items on the agenda of the Shareholders' Meeting of 26 April 2024
 - Updating on the 2023-2025 ESG Plan (e.g. timely update on the implementation of the Plan on a quarterly basis in conjunction with the dissemination of the financial results for the period, the preparation of specific documentation as mentioned above, and finally through the holding of meetings dedicated exclusively to ESG issues)



- Since 2022 Interpump has been performing brainstorming activities with investors and suggestions received drove to improvements for both MBO and LTIP
 - Substantial improvements: KPI target definition, “claw back” clause and thresholds
 - Disclosure improvements: *Ex ante* and *ex post* disclosure on KPI

- This improvement journey continued in 2025 with further important steps
 - Anticipation of the new Remuneration Policy, in order to align Section I and LTIP duration and take into account best practices and outcomes of brainstorming activities
 - Redefinition of KPI for both MBO and LTIP
 - MBO: correlation of individual qualitative-quantitative KPI to Group acquisition strategy
 - LTIP: TSR as additional KPI and abolition of individual qualitative KPI
 - Time horizon: for the LTIP one single 3-years cycle covering 2025-2027 period
 - Disclosure: Ex ante disclosure of ESG KPI for both MBO and LTIP
 - Temporary derogation clause: removal from LTIP and application for MBO only in case of specific and exceptional events

- “Ex post” disclosure to balance between confidentiality and transparency needs

MBO 2023-2025					2024	
FINANCIAL KPI		Target	Achievement level		Achievement level	
			Entry point	Target level		
FINANCIAL KPI	Net Sales	Not disclosed	98%	100%	97%	Not achieved
	EBITDA	Not disclosed	98%	100%	96%	Not achieved
ESG KPI	2023-25 ESG Plan	<ul style="list-style-type: none"> E7: definition of Group ECO-design policy S.3: increase of non-compulsory training up to 7.2h S.4: Global mobility program 		100%	100%	Achieved
QUALITATIVE KPI	Performance	Confirmation of the skills, professionalism and commitment required by the importance of the role held and the size and sectoral characteristics of the Group.		100%	100%	Achieved

LTIP 2022-2024				2024	
FINANCIAL KPI		Target	III tranche achievement	Achievement in the reporting year	
FINANCIAL KPI	Net Sales	Not disclosed	100%	As results achieved in FY2023 exceeded targets that had been predetermined cumulatively for 2023 and 2024 financial years, the vesting level of the 3 rd tranche of the 2022-2024 Interpump Incentive Plan was considered to have been reached in advance ⁽¹⁾	
	EBITDA	Not disclosed	100%		
ESG KPI	2023-25 ESG Plan	<ul style="list-style-type: none"> E2 and 3: carbon intensity reduction and increase of renewable energy consumption (CPPA subscription) S.2: ISO 45001 extension S.6: ESG supply chain evaluation model extension to all Italian manufacturing entities 		All actions completed	Achieved
QUALITATIVE KPI	Performance	Confirmation of the skills, professionalism and commitment required by the importance of the role held and the size and sectoral characteristics of the Group		100%	To be confirmed by 15 May 2025 board meeting

- **INTERPUMP AT GLANCE**
- **GOVERNANCE**
- **SUSTAINABILITY**

For additional information see please

1. CORPORATE POWER PURCHASE AGREEMENT presentation, 14 November 2024;
 2. TAX COMPLIANCE CONSOLIDATION presentation, 14 November 2024;
 3. ECO DESIGN GUIDELINES FOR GROUP PRODUCTS presentation, 20 December 2024;
 4. RESPONSaBLE SUPPLY CHAIN presentation, 13 January 2025;
 5. 2024 ESG ACTIVITIES OVERVIEW presentation, January 2025
- available on Interpump Group web site, in Investor Relation section

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

Lao Tzu

- All 2024 ESG Plan actions delivered⁽¹⁾
 - Building Group ESG foundation
- Multi annual actions delivery on track
 - S.4 action of 2025 - Global Mobility Program – anticipated to 2024
- Each action drove Group enhancement
 - CPPA⁽¹⁾: for the first time a coordinated and unitary execution
 - Eco-Design: definition of guidelines which will drive decisions and actions at subsidiaries level
 - Responsible Supply Chain: subsidiary best practice spread to most important Italian entities
- Group corporate functions leading the way
- Clear vision on possible next steps to pursue and enhance Group ESG Journey
 - Already working on 2026-2028 Plan

⁽¹⁾ S. 1 e G.5 actions data will be disclosed in March 2025, after having collected and processed all the data required for the annual financial and non-financial reporting

⁽²⁾ Corporate Power Purchase Agreement

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.2 - ISO 45001 extension
- S.3 - Increase of non-compulsory training
- S.4 - Global mobility program
- S.7 - Diversity&inclusion model definition

ANALYSIS, MEASUREMENT, REVIEW AND FINETUNE

- 3 main streams
 - Climate change
 - Product life cycle
 - Water efficiency

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
CLIMATE CHANGE	E.1	Carbon neutrality strategy definition <ul style="list-style-type: none"> To be applied to the entire Group perimeter and to all carbon emission categories (Scope 1, 2 and 3) Fundamental support to reach timely 2030 and 2050 EU target 	  	N.A.	Base year: 2022 Target year: 2023
	E.2	Carbon intensity reduction <ul style="list-style-type: none"> Focus on Scope 1 and 2 Main leverages: photovoltaic plants installation and renewable purchase energy agreement Italian manufacturing site as PPA starting point 	   	Base year: 2021 Target year: 2025	Base year: 2021 Target year: 2025
	E.3	Increase of renewable energy consumption <ul style="list-style-type: none"> Main leverages: photovoltaic plants installation and renewable purchase energy agreement Italian manufacturing site as PPA starting point 	   	K.P.I. Total renewable EE (GJ)/Total energy Base: 3% Target: 25%	Base year: 2021 Target year: 2025

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
PRODUCT LIFE CYCLE	E.4	Circular economy – Phase 1 <ul style="list-style-type: none"> Waste assessment and potential by-products analysis Network with partner entities at regional level Pilot project in IPG and IMM subsidiaries 	   	N.A.	Base year: 2022 Target year: 2023
	E.5	Circular economy – Phase 2 <ul style="list-style-type: none"> Feasibility study on Phase 1 project extension Italian manufacturing site as possible perimeter 	   	N.A.	Base year: 2023 Target year: 2025
	E.7	Product ECO-design <ul style="list-style-type: none"> Phase 1: definition of a Group ECO-design policy Phase 2: implementation of Group policy through procedures reflecting business model heterogeneities 	   	N.A.	Base year: 2022 Target year: 2024

POWER PURCHASE POWER AGREEMENT MAIN FEATURES

Plant technology	Photovoltaic – New plant
Plant location	Italy
PPA typology	Physical sleeved
Consumption volumes	20GWh ⁽¹⁾
Contract length	10 years, starting from 1° January 2025
Price	Fix
Contract perimeters	5 Italian Group companies IMM, Interpump Group, Interpump Hydraulics, Reggiana Riduttori and Walvoil
Energy destination	Self-consumption
Energy provider	Statkraft Markets GmbH

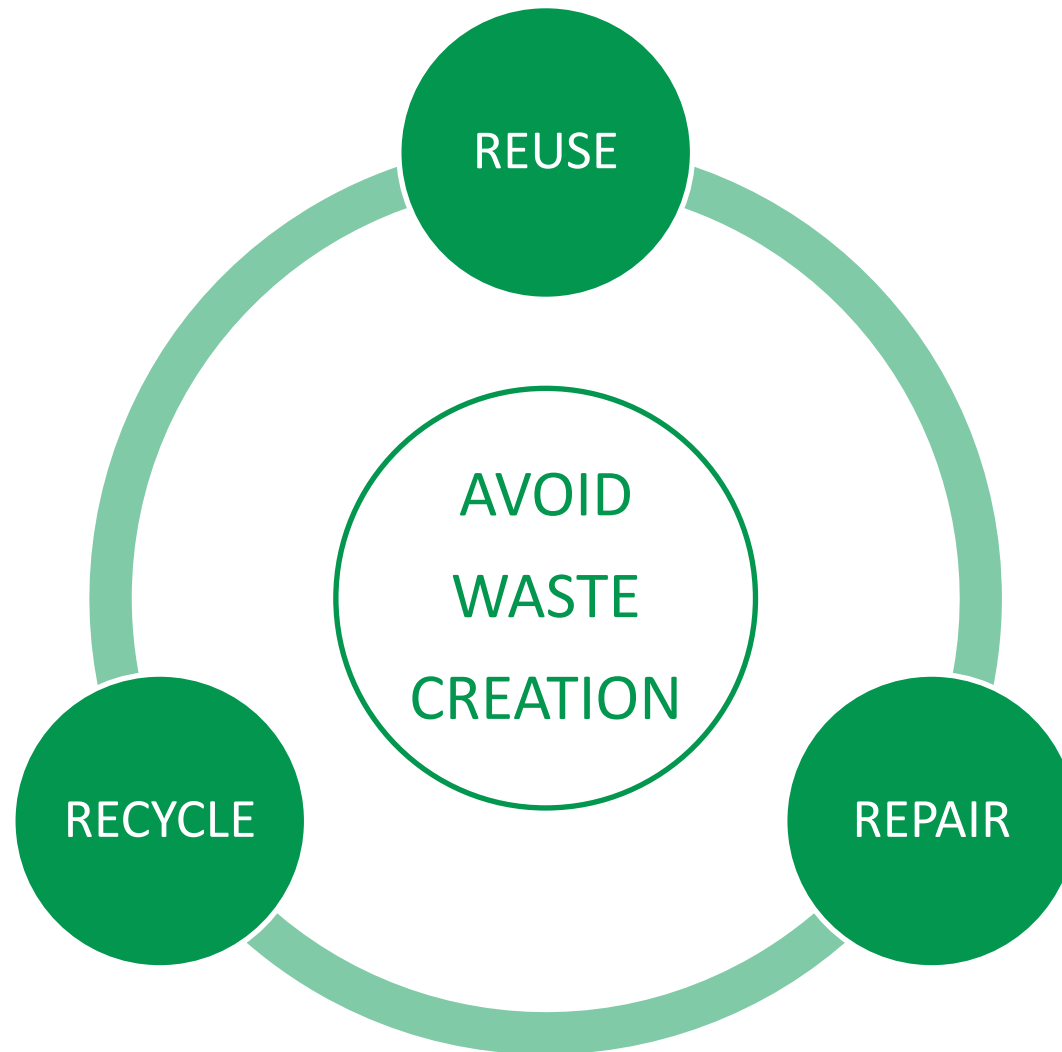
⁽¹⁾ Equal to around 35% of Italian electricity network withdrawals – 2025 expected data

- Eco-Design guidelines are crucial to define fundamental parameters and objectives which will drive actions and decisions of the entire Group network
 - Each subsidiaries will define operational procedures to implement guidelines in the specific product and business model context

- It's mandatory
 - To integrate Eco-Design into all stages of product development
 - Use as much as possible of sustainable raw materials, production materials and spare parts from initial design to possible repair
 - To involve the entire supply chain
 - From suppliers to clients through employees and collaborators
 - Possible collaborations with universities and R&D external centres
 - To define KPI – correlated to subsidiaries products, business model and reference markets – for monitoring
 - Products environmental impact
 - Performance over the time
 - To leverage on most recent and innovative technologies






- Ready for ESPR⁽¹⁾ implementation in July 2026

⁽¹⁾ Ecodesign for Sustainable Product Regulation: EU Regulation 2024/1781 of 13 June 2024, entered in force on the following 18 of July and to be applied from July 2026






CORE PRINCIPLES	GOALS
Efficient material management	<ul style="list-style-type: none"> ▪ Increased use of renewable energy sources ▪ Seeking design solutions to reduce materials used while preserving performance levels ▪ Adopt cross-product logics to optimise production and warehousing (especially for intra-group collaborations)
Efficient water management	<ul style="list-style-type: none"> ▪ Designing products that optimise customers' water consumption ▪ Recovery of water for reuse in the production cycle
Efficient energy management	<ul style="list-style-type: none"> ▪ Streamlining company production processes through updating technical knowledge, processes and plants ▪ Optimising consumption for customers
Harmful material use reduction	<ul style="list-style-type: none"> ▪ Reduction in the use of industrial products & processes with hazardous substances, replacing them instead with less toxic and polluting equivalents
Products useful life extension	<ul style="list-style-type: none"> ▪ Product design that also incorporates possible end-of-life scenario ▪ Sensorisation ("Internet of things"), planned maintenance and customer collaboration
Local supply chain & logistic improvement	<ul style="list-style-type: none"> ▪ Attention to local suppliers and promotion of collaboration based on proximity ▪ Optimisation of internal and external logistics

- 4 main streams
 - Health & safety
 - People development
 - Responsible supply chain
 - Diversity & inclusion

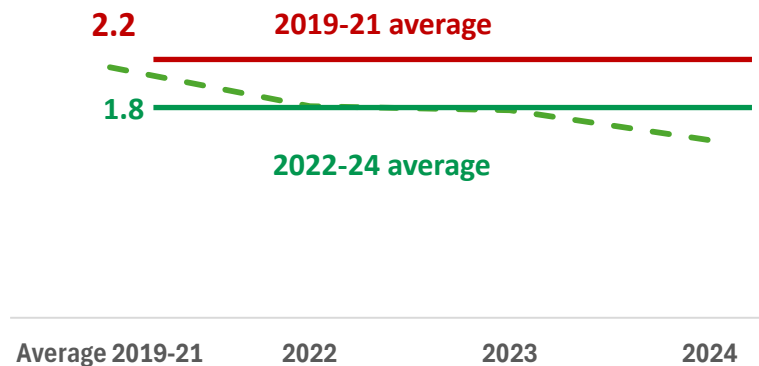
	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
HEALT & SAFETY	S.1	Injury rate improvement <ul style="list-style-type: none"> Keep injury frequency below 2019-21 average 	 403-9  	K.P.I. Injury rate ⁽¹⁾ Average 2019-21: 2,2 ⁽²⁾	Base year: 2021 Target year: 2024
PEOPLE DEVELOPMENT	S.4	Global mobility program <ul style="list-style-type: none"> Define and implement a worldwide mobility program across Group subsidiaries 	 	N.A.	Base year: 2022 Target year: 2025

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

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
RESPONSIBLE SUPPLY CHAIN	S.5	ESG supply chain evaluation model definition <ul style="list-style-type: none"> Updated suppliers' evaluation model with environmental and social criteria Initial focus on “material” suppliers Execution of a pilot project in Walvoil Group 	  	N.A.	Base year: 2022 Target year: 2023
	S.6	ESG supply chain evaluation model extension <ul style="list-style-type: none"> First focus on Italy (100% of manufacturing subsidiaries) Feasibility study for a worldwide application 		N.A.	Base year: 2023 Target year: 2024

- 2023-2025 ESG Plan was a fundamental driver to injury rate improvement
 - Enhancement and spread of prevention culture inside the Group
 - Positive influence by action “S.2 - ISO 45001 extension” too

2022-2024 INJURY RATE EVOLUTION ⁽¹⁾



⁽¹⁾ (Please note that the definition of “average injury rate” as at the date the ESG Plan 2023-25 was drawn up is on the basis of a multiplier of 200,000 - (total no. of employee injuries > 1 day / total hours worked) x 200,000 – whereas the EU Regulation forming the basis of the criteria to draw up the CSRD provides for a multiplier of 1,000,000. Please also note the difference between the scope of the Group Companies included in the Plan and those included for the purposes of drawing up the CSRD. The injury rate provided herein therefore differs from the rate provided in the 2024 CSRD for several reasons, both from a Company scope perspective and in terms of the multiplier.

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.

⁽¹⁾ Abstracts from "Interpump Group S.p.A. Global Mobility Policy"

- Focus: “Cost of sales”, the most important cost item of P&L
 - 4 most important cost items
 - Purchase of raw materials, semi-finished products, finished products
 - External manufacturing costs
 - Consumable tools
 - Consumables
- Sample: all Italian manufacturing companies
 - 18 companies
 - Among most important Group subsidiaries: IMM, Interpump Group⁽¹⁾, Interpump Hydraulics, Reggiana Riduttori, Transtecno e Walvoil
- Coverage: at least 50% of “Cost of sales” sample

⁽¹⁾ The holding parent company is a manufacture entity too

2023 – S.5: ESG supply chain evaluation model definition

2024 – S.6: ESG supply chain evaluation model extension

- Walvoil evaluation model finetuned by ESG corporate function
 - Inclusion of Hydraulics other business model features
 - Adaptation to Water Jetting business model features
- Further finetuning
 - Involvement of Group “Internal Audit, Risk & Compliance” function
 - Sharing with other Italian subsidiaries Procurement functions
- Evaluation model final establishment and implementation
 - July: approvment by Group Executive Committee
 - August: adoption from all Italian manufacturing companies
- Timetable
 - December as collection deadline
 - first reports at 1Q2025 end







2023 – S.5: ESG supply chain evaluation model definition

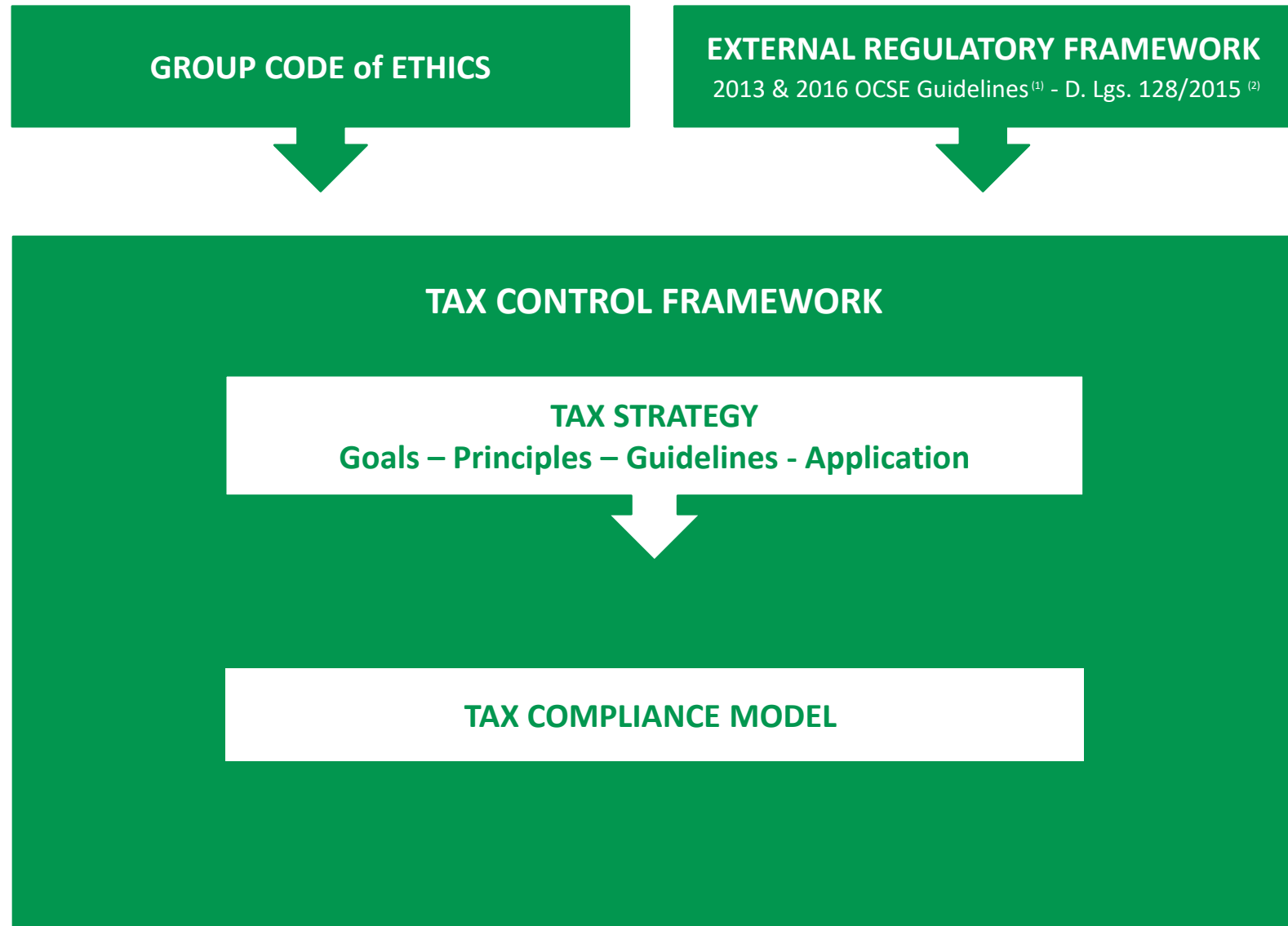
2024 – S.6: ESG supply chain evaluation model extension

Next steps

- Possible next steps
 - Based on 2024 data collection
 - Evaluation model finetuning
 - Based on 2025 and 2026 data collection
 - Process governance definition (e.g. function owner, information flow)
 - Suppliers' action plan definition and implementation
 - Audit introduction
 - Sample enlargement (e.g. companies' sample and/or cost items)
- Ready for CSDDD implementation in 2027

- 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**

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
ALIGNMENT TO TAX BEST PRACTICES	G.4	Tax compliance consolidation in line with best practices <ul style="list-style-type: none"> ■ Tax strategy formalization ■ Tax governance and tax risk management and control enhancement ■ Internal compliance review for OECD Pillar II 	 207-1, 2 and 3  	N.A.	Base year: 2022 Target year: 2024
	G.5	GR1 207-4 information updating <ul style="list-style-type: none"> ■ Country-by-country report refresh and annual updating 	  	N.A.	Base year: 2022 Target year: annual



⁽¹⁾ 2013: Cooperative Compliance Framework – 2016: Building Better Tax Consolidation Framework - ⁽¹⁾ And further D. Lgs. 221/2023

TAX CONTROL FRAMEWORK

Detect, measure, manage and control the tax risk

**4 GOALS**

Tax culture spread

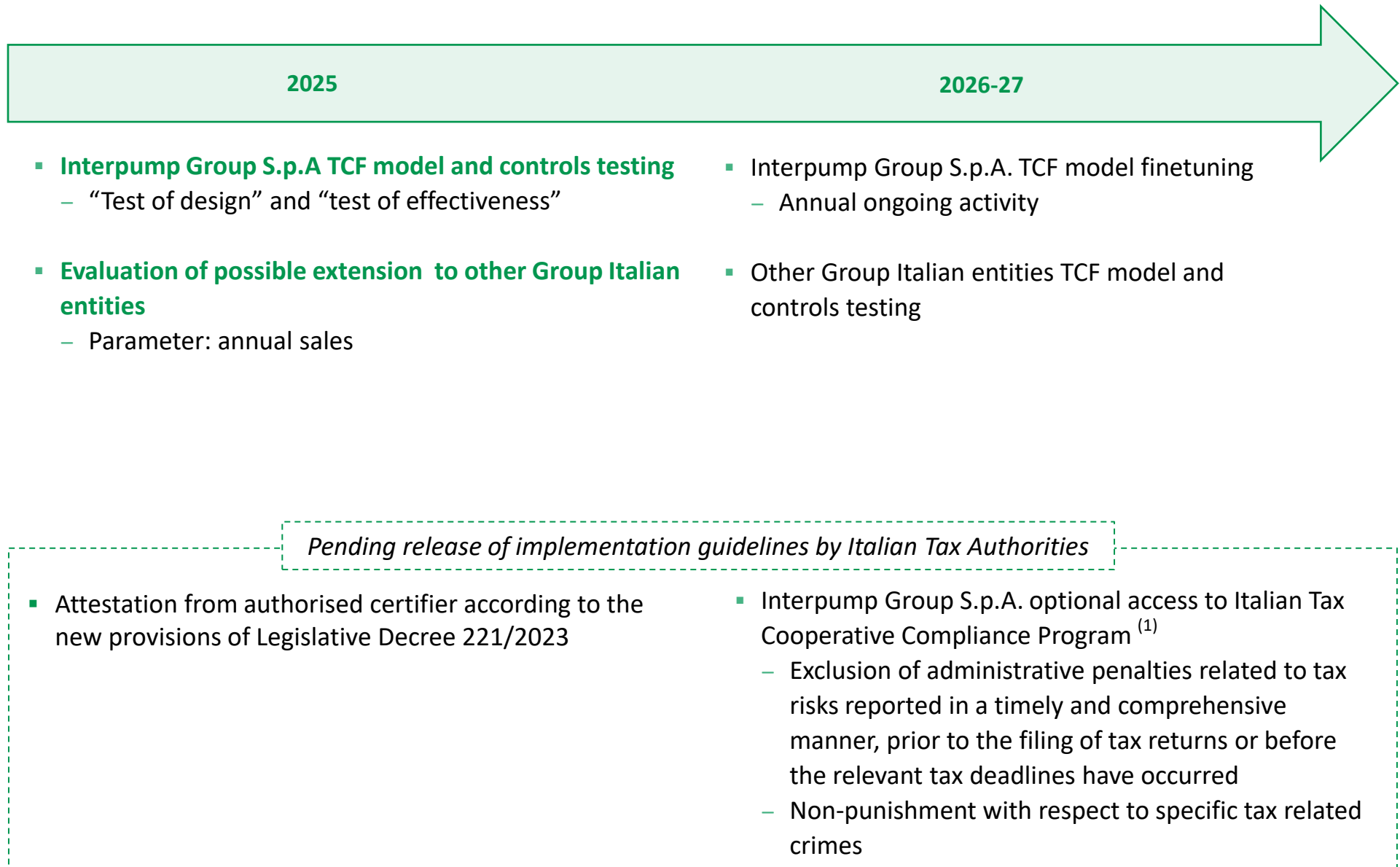
Sustainable development
and Group asset integrityTax regulations application
consistency and reliability
and litigation preventionTax and reputational risk
minimization**4 PILLARS**

Internal regulatory instruments

Role & Responsibilities

Processes

Information flows & Reporting



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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

■ ANNEX



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

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

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

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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.

- **“Beneficiaries”**: the Employees, Directors and/or Collaborators of the Group identified - at the unchallengeable and discretionary discretion of the Board of Directors - among the persons who hold or perform relevant roles or functions in or for the Group and for whom an action is justified to strengthen their loyalty with a view to value creation.
- **Board of Directors**: the pro-tempore Board of Directors of the Company which shall carry out any assessment relating to the Plan, adopt the Regulations and implement the provisions thereof, possibly also through one or more of its members specifically delegated for this purpose and with the abstention of any interested parties.
- **Board of Statutory Auditors**: the pro tempore Board of Statutory Auditors of the Company.
- **Collaborators**: the Collaborators of the companies of the Group who, on the Date of approval of the initial grant of the Options, have a relationship with said companies.
- **“Company” or “Interpump”**: Interpump Group S.p.A., with registered office in Via E. Fermi 25, Sant’Ilario d’Enza (RE) - Italy, enrolled in the Reggio Emilia register of companies at no. 11666900151.
- **Employees**: the Employees of the Group companies holding, on the Date of approval of the initial grant of the Options, a permanent employment relationship with the aforementioned companies.
- **Group**: collectively Interpump and its subsidiaries within the meaning of Article 93 of the Consolidated Law on Finance.
- **Directors**: the Directors of Group companies in office, or appointed, on the Date of approval of the initial grant of the Options.
- **“Key Management Personnel”**: Executives who, pursuant to CONSOB Regulation No. 17221/2010 on related party transactions, as amended, have the
- **Remuneration Committee**: the pro tempore Remuneration Committee of the Company.
- **“Remuneration Policy”**: the policy set forth in Section I of the Report on Remuneration Policy and compensation paid for the three-year period 2025-2027 approved by the Board of Directors on 21 March 2025 and which will be subject to approval by binding vote of the Ordinary Shareholders’ Meeting convened for 29 April 2025.
- **“Shareholders’ Meeting”**: the General Meeting of the Company convened for 29 April 2025 in a single call.

- **Bonuses and Other Incentives**: this is the variable part of compensation, including the portions of remuneration, even if not yet paid, vested during the year for objectives that have been achieved in the year, in relation to cash type incentive plans. These amounts do not include the values of stock options assigned or exercised or other compensation in the form of financial instruments.
- **“Compensation for sitting on committees”**: the compensation due to Directors for sitting on Board committees.
- **End of office or employment termination indemnity**: these are the indemnities matured, even if not yet paid, in respect of directors for cessation of their functions during the financial period under consideration, with reference to the year during which the office effectively lapsed. Also considered are the estimated value of any disbursement of fringe benefits, the amount of any consultancy contracts and of indemnities related to non-competition undertakings entered into. In the case of indemnities for non-competition undertakings, the amount is indicated just once at the time of termination of the office, with a specification of the duration of the non-competition undertaking and the effective date of payment.
- **Fixed compensation**: this is construed separately as (i) the emoluments authorised at the Shareholders' Meeting, even if not paid; (ii) attendance fees; (iii) reimbursement of one-off expenses; (iv) compensation received for the performance of special duties, ex Article 2389, subsection 3 of the Italian Civil Code; (v) fixed employment salary including social security and tax to be paid by the employee and excluding compulsory collective social security expenses to be paid by the Company and the allocation to the severance indemnity provision.
- **"Incentive plans based on financial instruments other than stock options"**: means all medium- to long-term incentive plans based on financial instruments other than options.
- **“Non-equity variable remuneration”**: this refers to “Bonuses and Other Incentives” and “Profit Sharing”.
- **“Profit sharing”**: this is the amount of profit due on an accrual basis, even if approval of the financial statements and distribution of profits are still pending.
- **“Non-monetary benefits”**: these are fringe benefits (defined in accordance with a criterion of taxability), any insurance policies in existence and supplementary pension funds.
- **“Other compensation”**: meaning, separately and on an accrual basis, all and any additional remuneration deriving from other services rendered.

- **“Profit sharing”**: this is the amount of profit due on an accrual basis, even if approval of the financial statements and distribution of profits are still pending.
- **“Stock Option”**: these are (i) options held at the start of the year, with an indication of the exercise price and the period in which exercise is permitted; (ii) the options assigned during the year; (iii) the options exercised during the year, with an indication of the exercise price and the market price of the underlying shares at the time of exercise; (iv) the options expired in the year; (v) the options held at year end.

- **“Approval of the initial grant of the Options cycle”**: the approval of the initial grant of the Options cycle of the Options that goes from (i) the approval of the initial grant of the Options to the Beneficiaries of the Options (ii) to the possible actual grant of the proposed Options to them following the approval by the Board of Directors of the Consolidated Financial Statements for the financial year 2027.
- **“Capital Gain”**: the gross amount obtained by multiplying the number of exercised options by the difference between: (i) the market value of a Share at the time of exercise, and (ii) the Strike Price.
- **Consolidated Law on Finance**: Legislative Decree No. 58/1998, as amended.
- **“Date of approval of the initial grant of the Options”**: the date on which the Company notifies the Beneficiary of the total number of Options that may be granted to him/her over the three-year period 2025-2027 subject to the achievement of performance targets.
- **“Date of the actual grant of the proposed Options”**: the date on which the Board of Directors or the entity appointed by it verifies the achievement of the performance targets, with recognition, therefore, in the event of a positive outcome, of the Options to the Beneficiary.
- **“Information Document”**: the present Information Document prepared pursuant to Article 84-*bis*(1) of the Issuers’ Regulation, as amended.
- **“Exercise Period”**: the period between 30 June 2028 (or the different date established by the Board of Directors) and 31 December 2031 (or the different and subsequent date established by the Board of Directors), during which the Options, following the actual grant thereof, may be Exercised, also in stages, by the Beneficiaries, with the power of the Board of Directors to establish specific non-exercise periods in the Regulation (see Section 4.2).
- **“EXM”**: the Euronext Milan Market organised and managed by Borsa Italiana S.p.A.
- **“Issuers’ Regulation”**: the implementing regulation of the Consolidated Law on Finance concerning the regulation of issuers adopted by CONSOB with Resolution No. 11971/1999, as amended.
- **“Market Value”**: from time to time, the market value of each Share corresponding to the simple arithmetic average of the official price of the Shares determined by Borsa Italiana S.p.A. pursuant to the Stock Exchange Regulations, on the days of actual listing of the stock between the 1st and 30th (both inclusive) day preceding the exercise date of each Option.

- **“Minimum Holding”**: the minimum percentage of Shares to be held by the Beneficiary and the relevant time period following the Exercise of the Options pursuant to section 4.6 below.
- **“Options”**: all the maximum 2,450,000 (two million four hundred fifty thousand) Options covered by the Plan.
- **“Plan”**: the stock option plan targeted at certain Employees, Directors and/or Collaborators of the Group regulated by the Rules and referred to as the “Interpump Incentive Plan 2025-2027”, the contents of which are the subject matter of this Information Document.
- **“Regulation”**: the Regulation - including the application form and the notice of exercise of the Options - which shall be adopted by the Board of Directors and be aimed at defining the criteria, methods and terms of implementation of the Plan.
- **“Shares”**: ordinary Interpump shares, with a nominal value € 0.52 each, listed on the EURONEXT STAR Milan index FTSE All-Share Capped, FTSE Italia All-Share, FTSE Italy STAR, FTSE MIB ISIN code IT0001078911.
- **“Schedule”**: Schedule 7 of Annex 3A of the Issuers’ Regulation.
- **“Strike Price”**: the price of € 36.5160 (equal to the arithmetic average of the official closing prices of the Share determined by Borsa Italiana S.p.A. in the 30 (thirty) stock exchange trading days prior to 20 March 2025) for each Option or, if lower, to the official price of the Share determined by Borsa Italiana on the day prior to the date of the Shareholders’ Meeting approving the Plan and, therefore, on 28 April 2025. The Strike Price corresponds (i) to the price to be paid by each Beneficiary to Interpump in order to exercise an Option and, therefore, to purchase or subscribe to a Share, or (ii) in the case of Cash Settlement, to the reference value for the determination of any Capital Gain.
- **“Vesting Period”**: the period of the Options elapsing from the approval of the initial grant of the Options to the time when they may be Exercised (30 June 2030)

The manager in charge of the preparation of corporate accounting documents 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, April 2025

Mauro Barani

