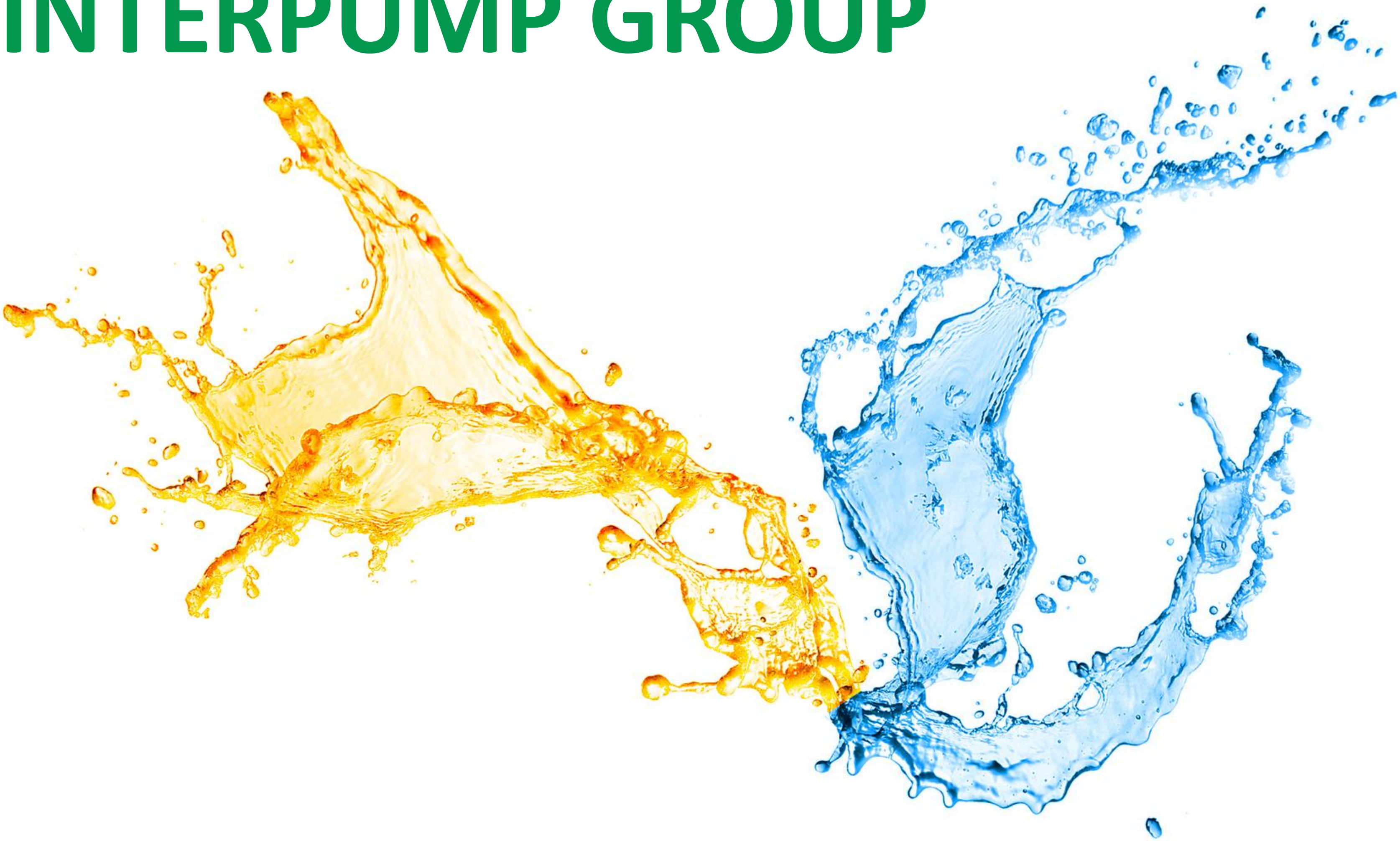
INTERPUMP GROUP



May 2025

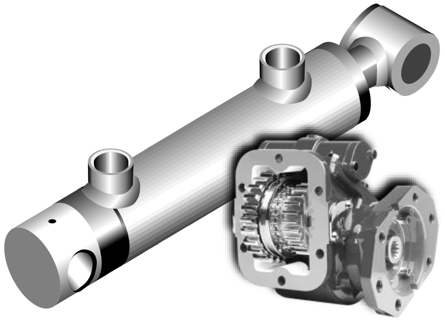
- GROUP OVERVIEW
- 2025 OUTLOOK
- 1Q2025 FINANCIAL RESULTS
- ANNEX

- **GROUP OVERVIEW**

A DELIVERING GROUP

- € 2.078m of turnover and € 457m of EBITDA (22% on net sales) in 2024 divided between two divisions
  - Hydraulics and Water Jetting

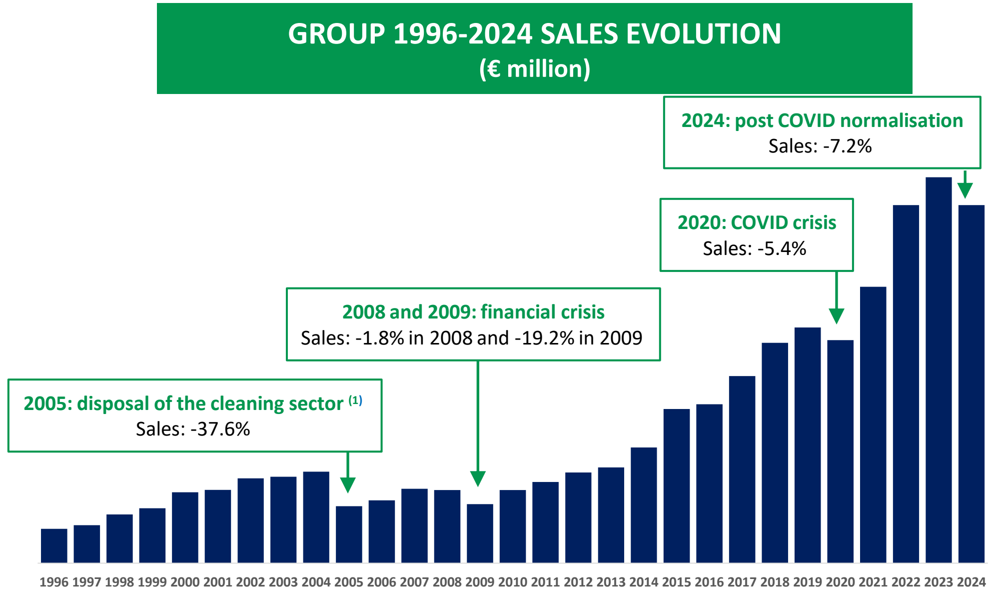
- **Hydraulics**: around 70% of Group sales, EBITDA margin around 20%
  - Wide range of components for mobile and non-mobile hydraulics: PTOs, cylinders, gear pumps, valves, hoses, fittings, …
  - Additional businesses: reduction gears, hoses, fittings for non-hydraulic applications

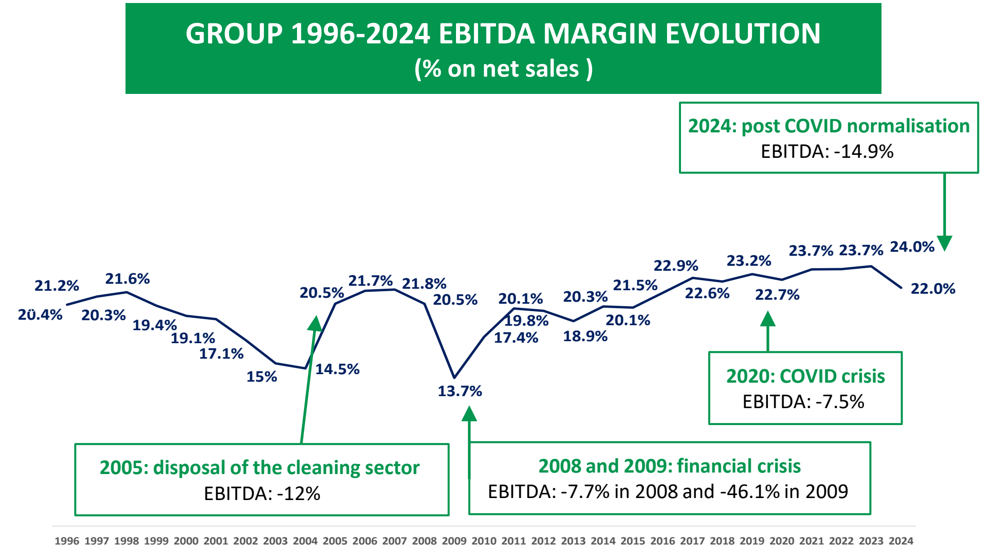


- **Water Jetting**: around 30% of Group sales and EBITDA margin above 26%
  - High-pressure plunger piston pumps
  - Additional businesses: flow processing components for food&beverage, cosmetics and pharmaceutical components

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



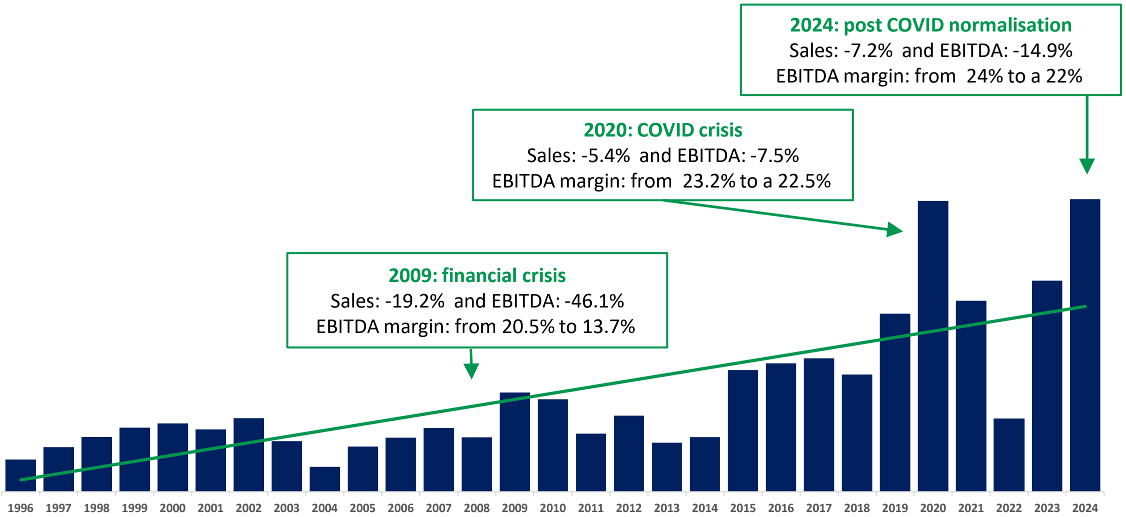


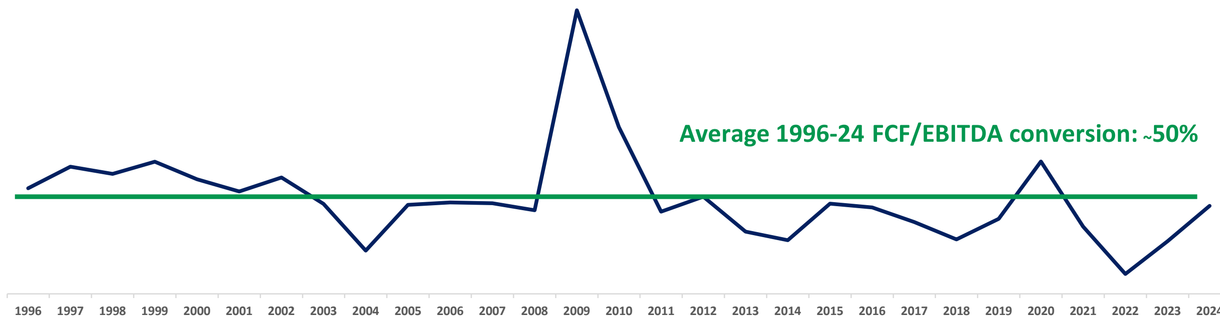
[1] C.A.G.R 1996-2024 - [2] April 2005: € 293ml of sales with an EBITDA margin of around 10% in 2004 - [3] May 2013: € 57m of sales with an EBITDA margin of around 12% in 2012
[4] August 2013: € 62m of sales with an EBITDA margin of around 13% in 2013E - [5] June 2021: € 200ml of sales with an EBITDA margin of around 22% in 2022E

A DELIVERING GROUP – EXCELLENCE TRACK RECORD

- 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

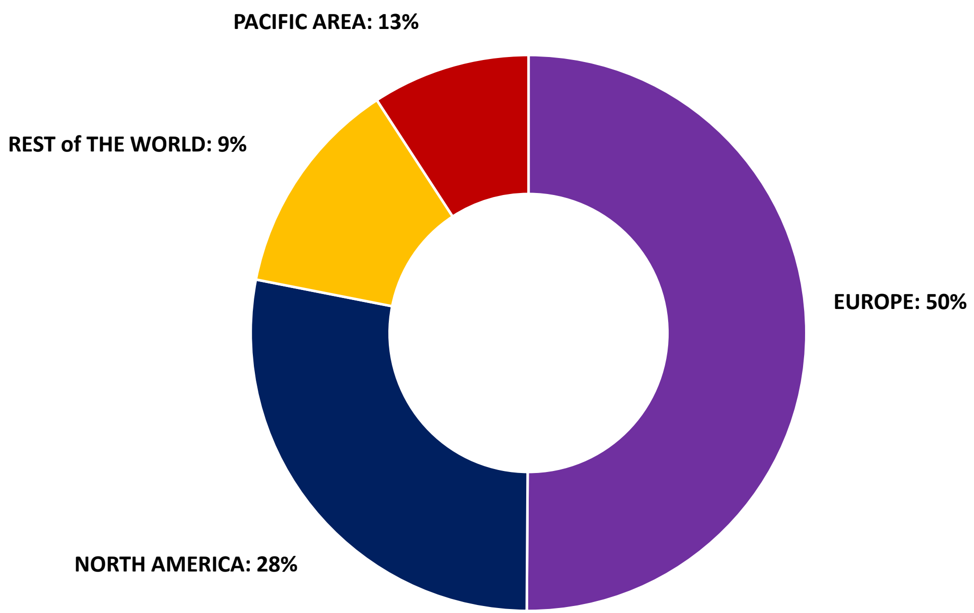
GROUP 1996-2024 FCF EVOLUTION
(€ million)

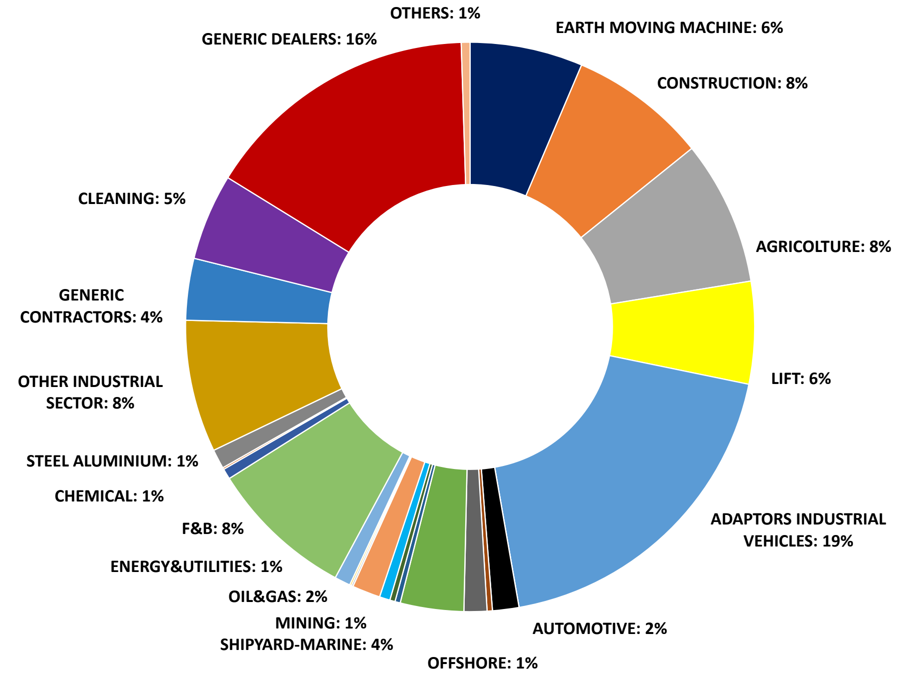




A DELIVERING GROUP – SALES DIVERSIFICATION

GROUP
2024 sales: € 2.078m





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

A DELIVERING GROUP – MARKET DIVERSIFICATION

	HYDRAULICS	WATER JETTING	
		HIGH PRESSURE PUMPS DEVICES & SYSTEMS	FLOW PROCESSING COMPONENTS
PRODUCTS	• 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	• Piston pumps 1-2,000hP used in high-pressure applications • Standard or custom design • Pump-based turnkey systems and assemblies	• 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	• Size and efficiency	• Niches market and high operators' fragmentation	• Extreme geographic & product diversification
Organic & external growth opportunities	• **Organic**: long-term growth related to world GDP • **External**: plentiful	• **Organic**: on going development across various industries • **External**: limited	• **Organic**: leveraging on development & urbanization and nutritional awareness trends • **External**: plentiful
GROUP COMPETITIVE ADVANTAGES	• Product range and geographical production footprint allow to supply the largest OEMs • 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	• Largest player in its niche • Top-of-the-market product performance • Premium positioning due to history and reputation • After-sales revenues (~1/3 of sector total)	• Hygienically sensitive applications require the same skills needed at even higher levels for high-pressure pumps: sophisticated flow design, high-precision metal machining & surface treatments • Focus on high-margin components

(1) Management estimates on 3rd parties' data

INTERPUMP

A DELIVERING GROUP – APPLICATION DIVERSIFICATION

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

AGRICOLTURE
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

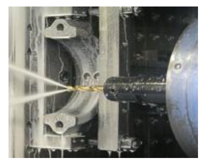
DRILLING/TUNNELING
Tunnel-boring machines

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

A DELIVERING GROUP – BRAND&PRODUCT DIVERSIFICATION

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

GENERAL PUMP
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

A DELIVERING GROUP – STRATEGY MILESTONES

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 thight 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

A DELIVERING GROUP – STRATEGY MILESTONES

Volatility reduction through multiple cycles exposure
Effective reaction to unexpected swings

FLEXIBILITY
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- Use of general-purpose programmable machine tools (no rigid production lines)
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- Execution risk and restructuring cost reduction
- Soft skills and talents retention

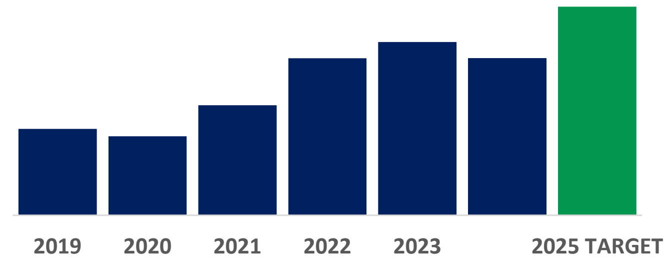
Respect for acquired company identity
but shift from entrepreneurial to industrial approach

A DELIVERING GROUP – 2023-25 GROUP COMMITMENTS

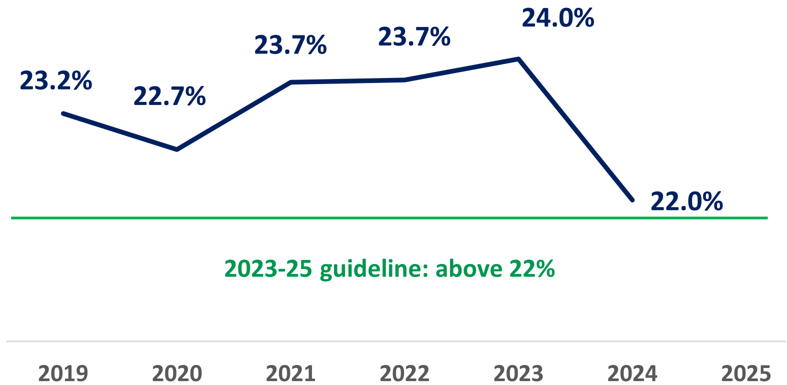
- 2023-25 commitments, 1 target with 2 guidelines[1]
- One target: sales
  - around 25% of total growth[2]
- Two guidelines: profitability and leverage
  - Profitability: above 22% EBITDA margin including possible M&A temporary diluition effect
  - Leverage[3]: between 1.0x and 1.5x

2023-25 GROUP EXPECTED SALES EVOLUTION [1]

2022-2025 sales growth: +25%

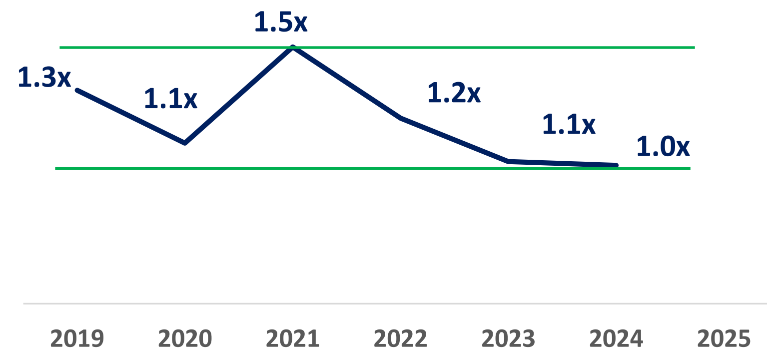


EBITDA MARGIN GUIDELINE
(% on net sales)



LEVERAGE RATIO GUIDELINE

2023-25 guideline: between 1-1.5x



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

- GROUP OVERVIEW

- 2025 OUTLOOK

2025 OUTLOOK

SALES GUIDANCE CONFIRMED

- April evolution[1] in line with Group expectations
  - Until now no evidence of both “Germany’s Infrastructure Fund” and “tariffs tensions” impacts

- Local and/or regional production – for most or even all production phases – has always been one of the most important milestones of Group international expansion to ensure the best possible customer service
  - Vast majority of US sales is produced locally, imported goods are coming mostly from Group European companies
  - Group is ready to adopt countermeasures to minimise or even counterbalance impacts on profitability
    - From surcharges to full price increases
    - Increasing local manufacturing activity if possible and convenient

- 2025 outlook
  - Sales: between -5% and +1% on organic basis
    - Around 2% of 2024 acquisitions impact [2]
  - EBITDA margin: between 22% and 22.5%
    - Diversification and flexibility
  - Cash generation: consolidate 2024 achievement
    - Ongoing TWC and CAPEX normalisation

[1] Management estimates - [2] Calculated on 2024 turnover

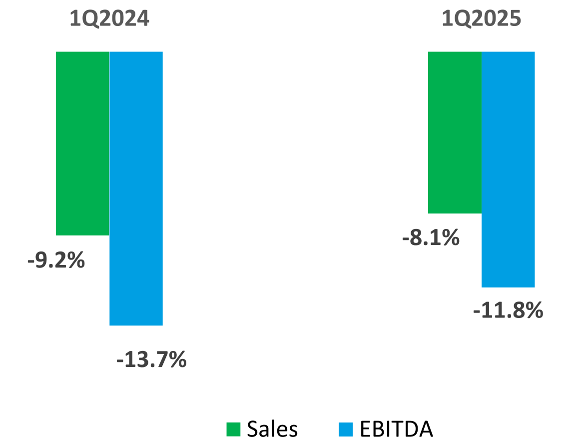
- GROUP OVERVIEW
- 2025 OUTLOOK
- 1Q2025 FINANCIAL RESULTS

GROUP – RESULTS CONSISTENT WITH EXPECTATIONS

- Results consistent with 2025 expectations
  - Sales: -8.1%
    - Evolution consistent with Group assumptions
    - Stagnation in Hydraulic stronger than growth in Water Jetting
  - Profitability: -11.8% with only 90bps of dilution
    - Effective minimisation of negative flow through
  - Cash generation: ongoing TWC and CAPEX normalisation softened profitability reduction impact

- 2025 outlook
  - Sales: between -5% and +1% on organic basis
  - EBITDA margin: between 22% and 22.5%
  - Cash generation: consolidation of 2024 achievement

2024 and 2025 SALES & EBITDA EVOLUTION (1)
% change compared to previous reporting period



(1) 1Q2024 EBITDA variation excluding from 1Q2023 € 3.6m of insurance reimbursement correlated to IMM Romania

1Q2025

GROUP – RESULTS CONSISTENT WITH EXPECTATIONS

- 1Q2025
  - Sales: Hydraulic stagnation stronger than Water Jetting growth
  - Profitability: diversification and flexibility drove to negative flow through minimisation and no dilution coming from acquisitions
  - NFP: profitability decrease impact mitigated by TWC improvement and CAPEX reduction

Million €	1QUARTER 2024	1QUARTER 2025
Group Sales	545.9	521.6
Change,	**-7.8%**	**-4.5%**
of which		
▪ Organic	-9.2%	-8.1%
▪ Perimeter change [1]	+1.8%	+3.1%
▪ FX impact	-0.4%	+0.6%
EBITDA	127.4	117.3
Change	-14.9%	-7.9%
% on net sales	***23.3%***	***22.5%***
Net Income	67.6	57.0
NFP [2]	452.8	383.3

[1] 2025 perimeter change: PP China & YRP Flow Technology (consolidated from April 2024), Alltube (consolidated since May 2024), Alfa Valvole (consolidate since June 2024), H.S. (consolidate since July 2024) and Hidrover (consolidated since December 2024) - [2] Excluding € 67,7m and € 78.9m of subsidiaries purchase commitments in 2025 and 2024 respectively

DIVISIONS – RESULTS CONSISTENT WITH DIVISION FEATURES

- Hydraulics
  - Sales: stagnation at the bottom of 2H2024
  - EBITDA: effective margin protection despite 6 consecutive Quarters of negative sales
- Water-Jetting
  - Sales: "process pump" best performer among most important categories
  - EBITDA: management of slightly negative sales mix and production inefficiencies

	Million €	1QUARTER 2024	1QUARTER 2025
HYDRAULICS	**SALES**	391.7	343.5
	Change	**-12.3%**	**-12.3%**
	EBITDA (1)	85.6	69.3
	Change	-21.3%	-19,0%
	% on net sales	***21.8%***	***20.1%***
WATER-JETTING	**SALES**	154.1	178.1
	Change	**+5.7%**	**+15.5%**
	EBITDA	41.8	48.0
	Change	+2.2%	+14.9%
	% on net sales	***26.8%***	***26.8%***

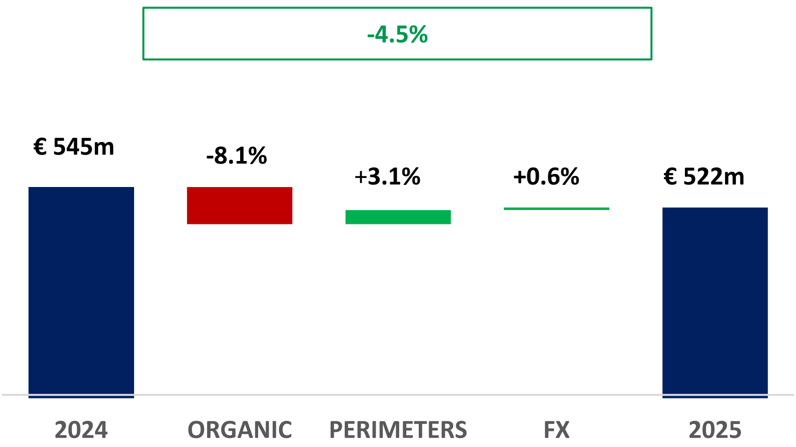
0.10bps of positive impact from Hidrover

No diluition impact from acquisition

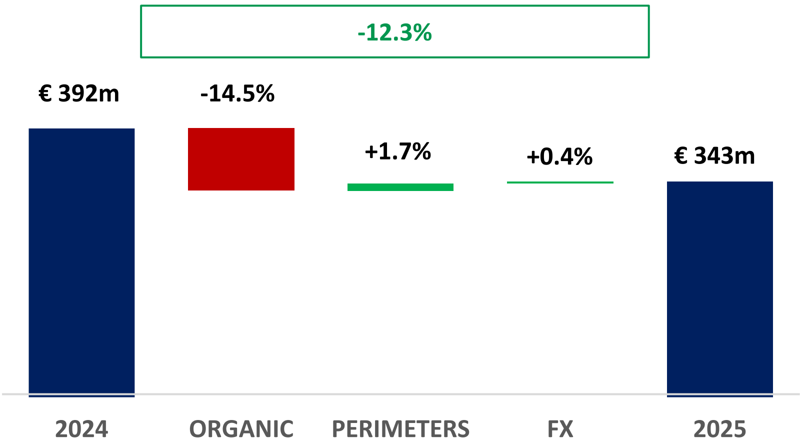
SALES – STAGNATION STRONGER THAN GROWTH

- 1Q2025: stagnation stronger than growth
  - Hydraulics: stagnation spread to almost all market applications
  - Water Jetting: organic growth better than acquisitions

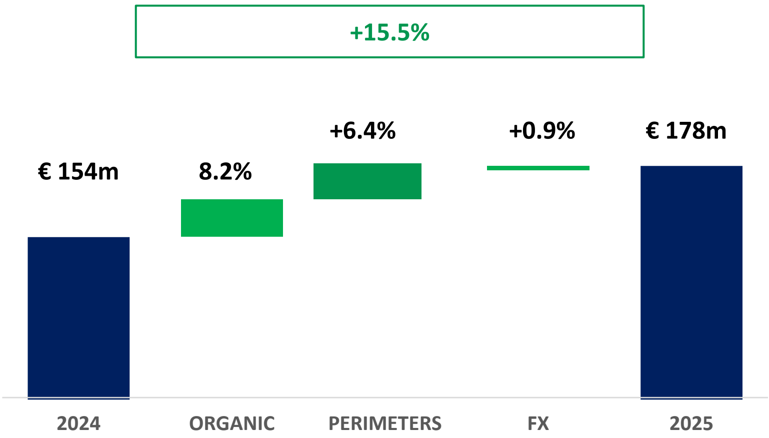
1Q2025 GROUP SALES EVOLUTION



1Q2025 HYDRAULICS SALES EVOLUTION



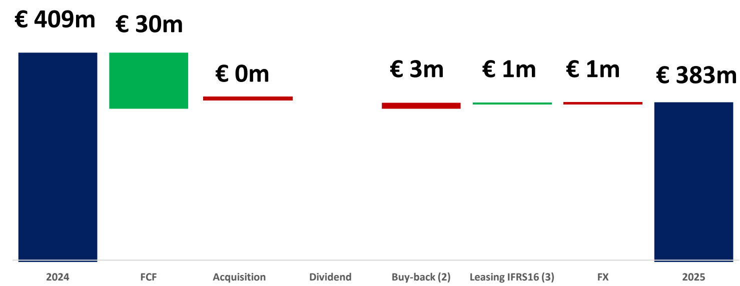
1Q2025 WATER JETTING SALES EVOLUTION



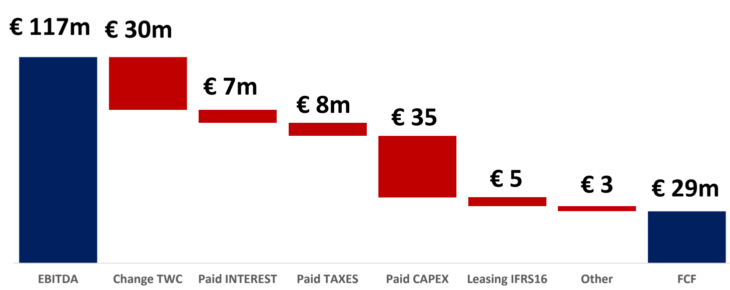
NFP – TWC & CAPEX NORMALISATION MITIGATED PROFITABILITY IMPACT

- NFP of € 383m compared to € 409m as of December 2024[1]
- FCF: € 29m, profitability decrease impact mitigated by ongoing TWC [2] and CAPEX normalisation
  - TWC: absorption reduced by more than 50% to € 17m
  - CAPEX: more than 10% reduction to € 35m

NFP EVOLUTION [1]
(€ m)



FCF EVOLUTION
(€ m)



(1) Excluding € 67.7m and € 78.9m of subsidiaries purchase commitments in 2024 and 2023 – (2) Trade Working Capital = NWC with "Trade Payable" net of CAPEX Trade Payable (3) Principal portion of finance lease installments +/- new leasing contracts arranged +/- remeasurement and early close-out of leasing contracts – (4) "Investment in property, plant & equipment" less "Proceeds from the sales of property, plant & equipment + Investment in other intangible assets" - (5) Principal portion of finance lease installments

NFP – CAPEX – LAST IMPORTANT PROJECT

INTERPUMP HYDRAULICS PERFORMING SOLUTIONS

- New Interpump Hydraulics headquarter
  - 62,000sq. metres, of which almost 24,000sq. covered, a total area increase of around 30%
  - Best environmental standards

- Relocation started at 2024 end, transfer should be completed before autumn
  - New machine delivered
  - Shipping and PTOs assembly departments already transferred, machinery and lathing almost concluded

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

2025 ESG ACTIONS

2023-2025 ESG JOURNEY

2025 ACTIONS		UPDATINGS
E.2 [1]	Carbon intensity reduction	
E.3 [1]	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	Approved by the Board of Directors on 14 November 2024
S.7	Diversity & inclusion model definition	
G.5 [2]	GR1 207-4 information updating	
G.6 [2]	Updating on ESG journey	

[1] ESG KPI for 2025 MBO - [2] Annual target

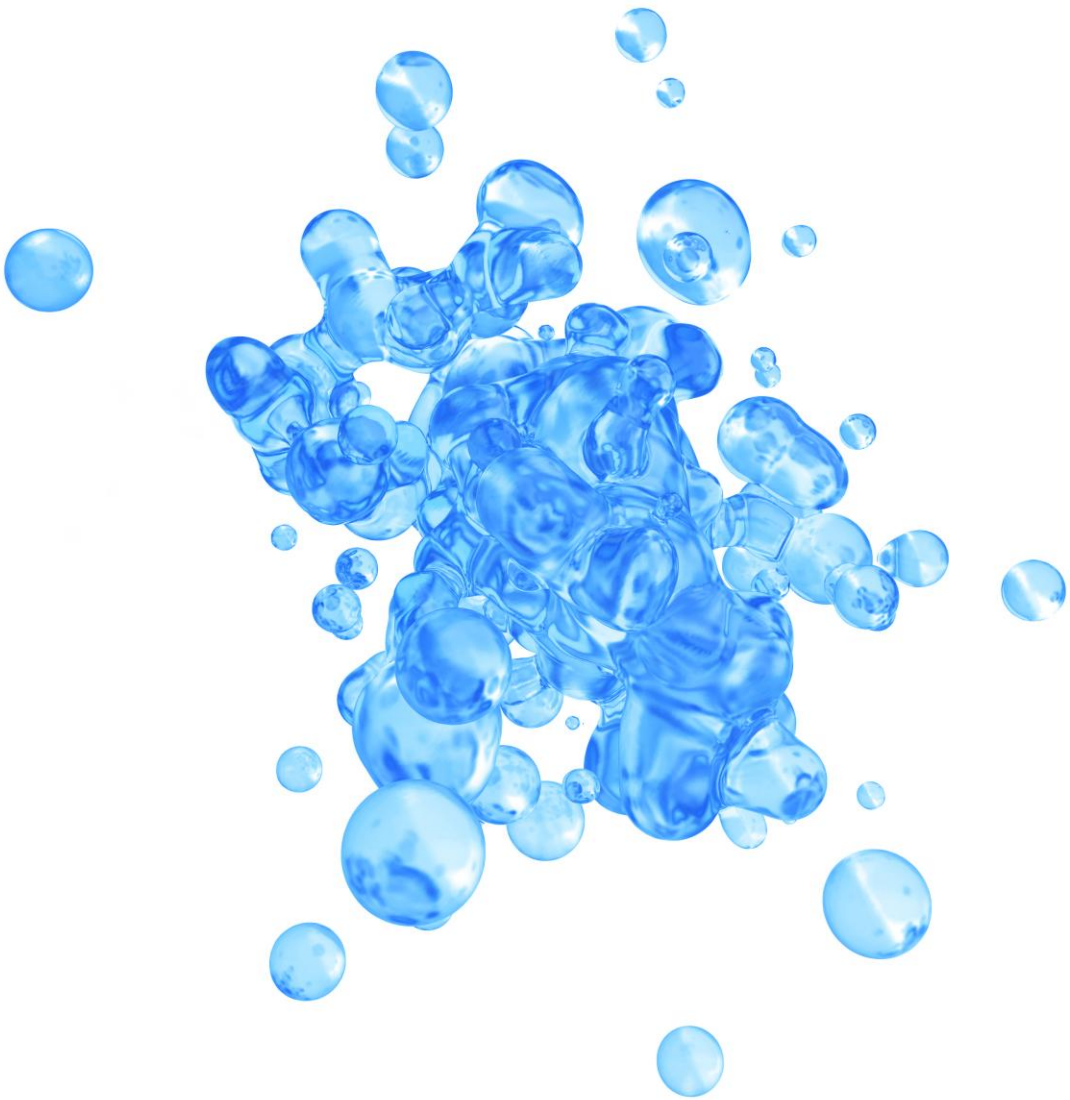
INDEX

ESG PATH

- GROUP OVERVIEW
- 2025 OUTLOOK
- 1Q2025 FINANCIAL RESULTS
- ANNEX

- DISCLAIMER
- 1Q2025 DETAILS
- 2024 DETAILS
- 2023-2025 ESG PLAN

- **DISCLAIMER**



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:

- **Capital expenditure (CAPEX)**: the sum of investment in property, plant and equipment and intangible assets, net of divestments;
- **Capital employed**: calculated as the sum of shareholders' equity and net financial position, including debts for the acquisition of equity investments;
- **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;
- **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;
- **Net indebtedness (Net financial position)**: calculated as the sum of Loans obtained and Bank borrowing less Cash and cash equivalents;
- **Organic**: at constant perimeter and FX
- **Return on capital employed (ROCE)**: EBIT / Capital employed;
- **Return on equity (ROE)**: Net profit / 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.

DISCLAIMER – FORWARD LOOKING STATEMENTS

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

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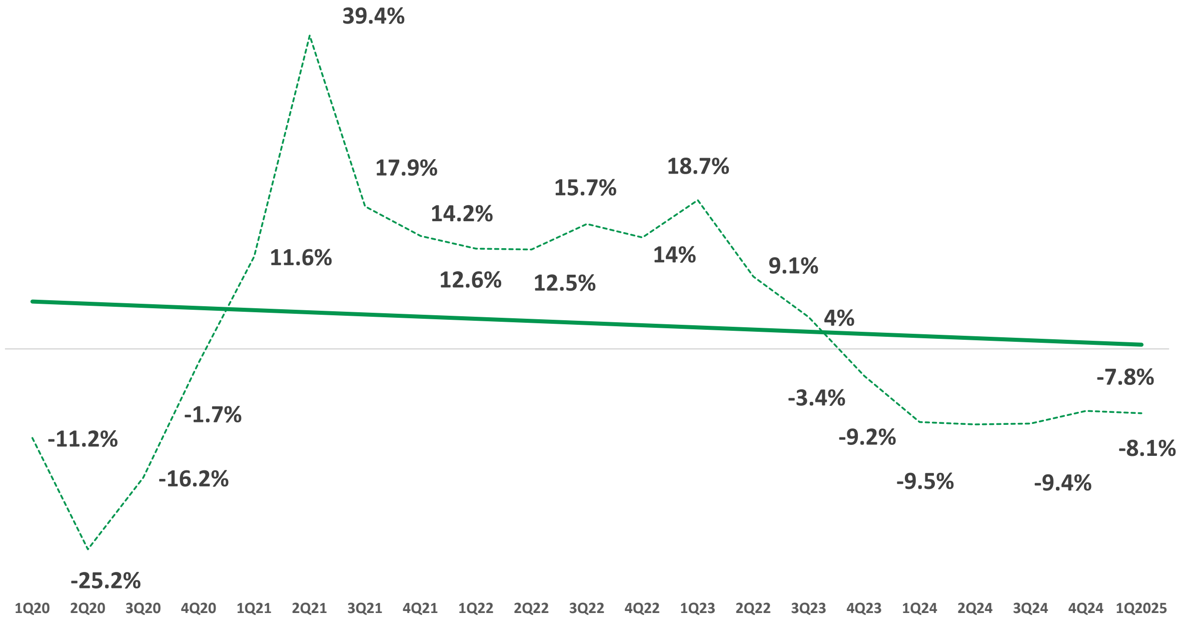
- **DISCLAIMER**

- **1Q2025 DETAILS**

SALES DETAILS – ORGANIC EVOLUTION – GROUP

GROUP 2020-2025 ORGANIC GROWTH EVOLUTION by QUARTER

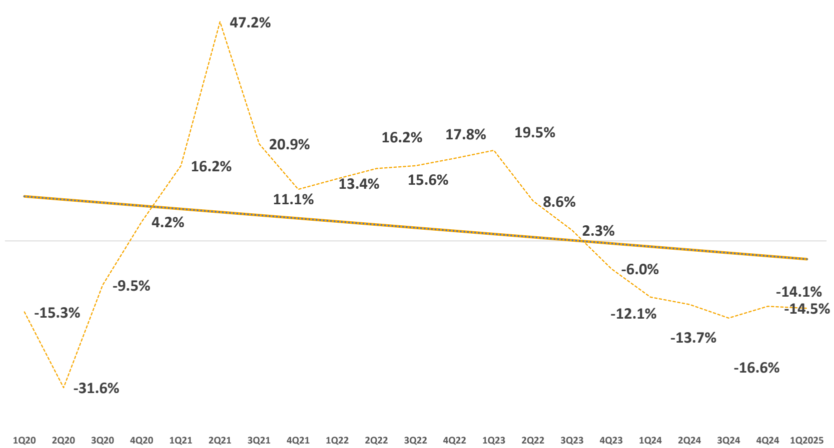
2020: -12.6% - 2021: +20.1% - 2022: +13.7% - 2023: +6.9% - 2024: -9.0% - 2025YTD: -8.1%



SALES DETAILS – ORGANIC EVOLUTION – DIVISIONS

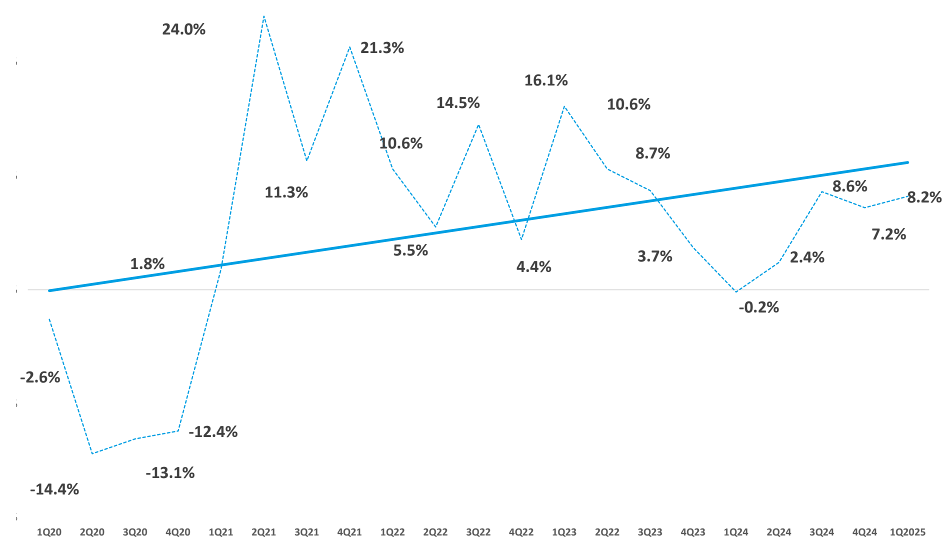
HYDRAULICS 2020-2025 ORGANIC GROWTH EVOLUTION by QUARTER

2020: -13.6% - 2021: +22.8% - 2022: +15.9% - 2023: +5.9% - 2024: -14.0% - 2025YTD: -14.5%

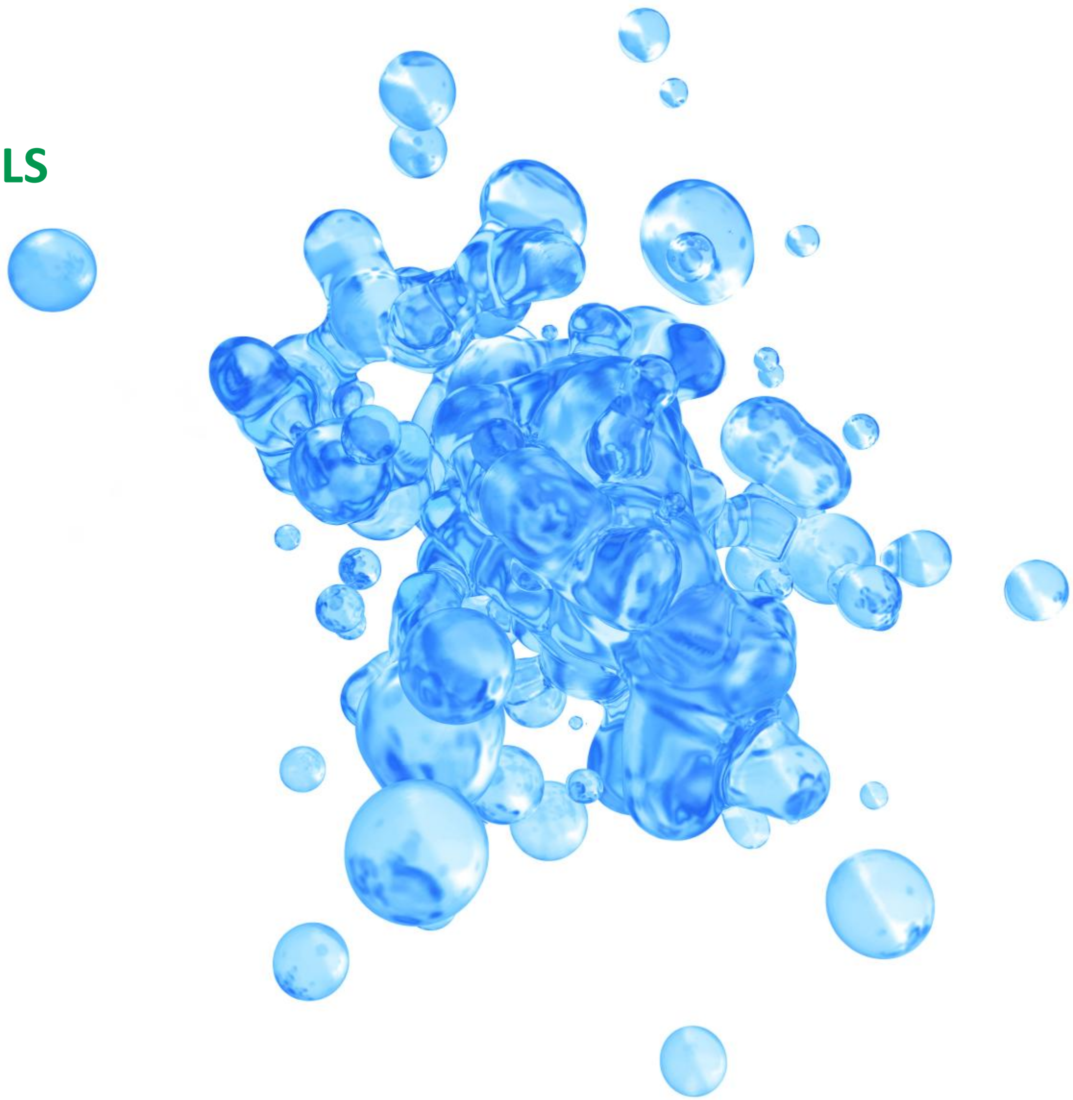


WATER-JETTING 2020-2025 ORGANIC GROWTH EVOLUTION by QUARTER

2020: -10.8% - 2021: +14.4% - 2022: +8.5% - 2023: +9.5% - 2024: +4.6% - 2025YTD: +8.2%

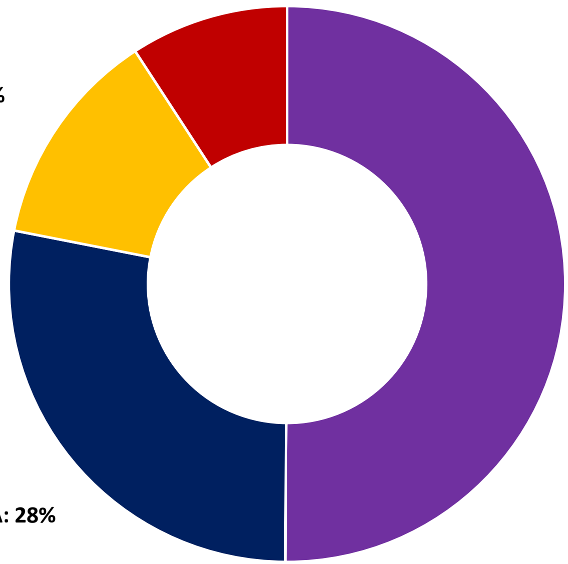


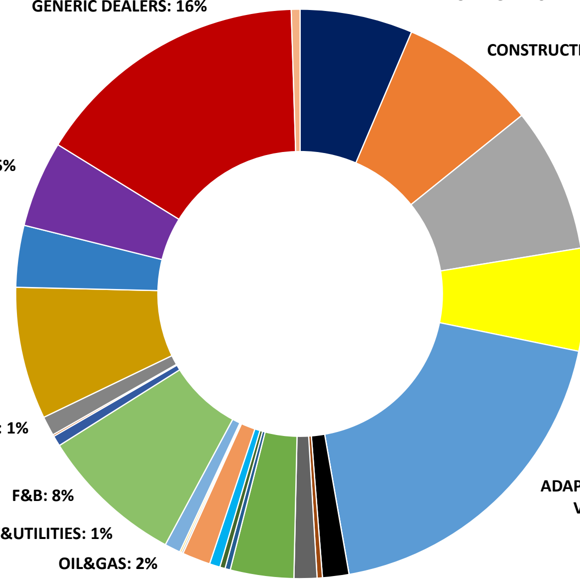
- DISCLAIMER
- 1Q2025 DETAILS
- 2024 DETAILS



SALES DETAILS – SALES BREAKDOWN [(1)] – GROUP

GROUP
2024 sales: € 2.078m

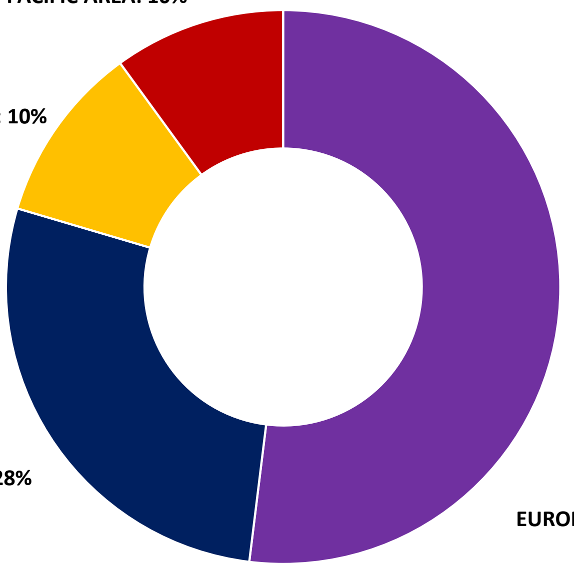


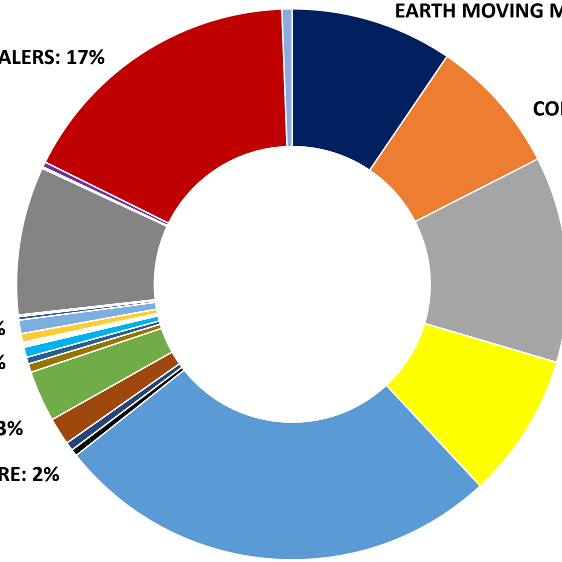


(1) Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

SALES DETAILS – SALES BREAKDOWN [1] – HYDRAULIC

HYDRAULICS
2024 sales: € 1.407m

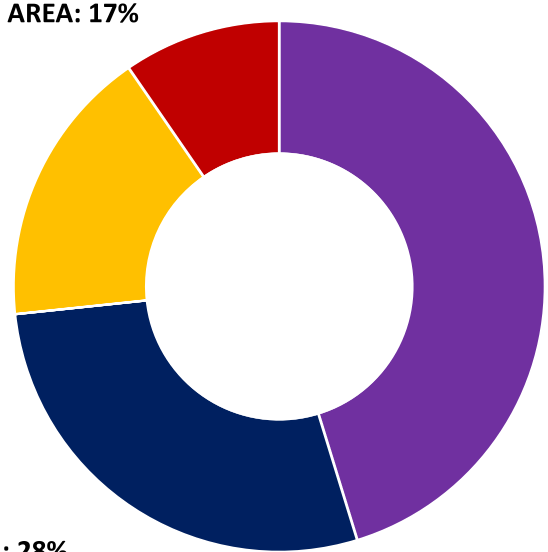


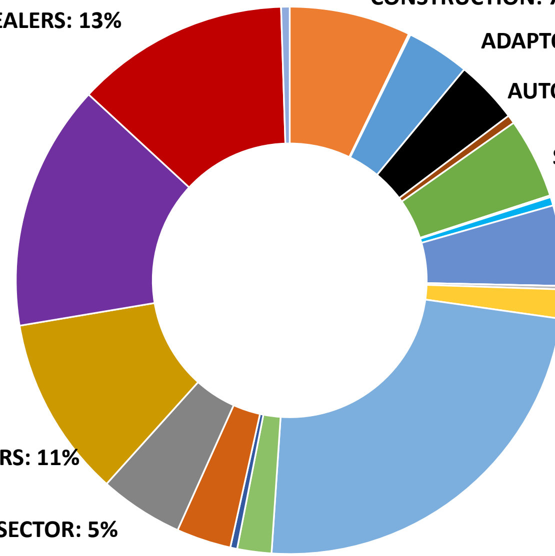


[1] Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

SALES DETAILS – SALES BREAKDOWN (1) – WATER JETTING

WATER JETTING
2024 sales: € 671m





ANNEX

ACQUISITIONS DETAILS

2024 INTERPUMP GROUP ACQUISITIONS

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

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

ANNEX

- **DISCLAIMER**
- **1Q2025 DETAILS**
- **2024 DETAILS**
- **2023-2025 ESG PLAN**

(1) Please refers to Group web site for specific documentation on the topic ("2024 ESG Actions Overview", January 2025)

ANNEX

THREE PRIORITIES FOR THREE PILLARS

	2023-2025 KEY TARGETS		SUPPORTED GRI and SDG
E	**Definition of Group "Carbon neutrality" strategy**	**2023**	GRI 305-1 and 2, 302-1
	Reduction of Group "Carbon intensity"	2025	
	Increase of renewed electricity consumption	2025	
S	**Injury rate improvement**	**2024**	GRI 403-9, 308-1 / 414-1
	ESG supply chain evaluation	**2023 & 2024**	
	ISO 45001 extension	2027	
G	**Establishment of Board ESG Committee**	**2023**	GRI 207-1, 2 and 3
	Succession plan formalisation	**2023**	
	Tax compliance consolidation	**2024**	

HIGHLIGHTS - A DELIVERING GROUP

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 - GRI 207-4 information updating**
- **G.6 - Updating on ESG journey**

- E.2 - Carbon intensity reduction
- E.3 - Increase of renewable energy consumption
- E.5 - Circular economy (phase 2)
- E.6 - Water monitoring system

- S.3 - Increase of non-compulsory training
- **S.4 - Global mobility program**
- S.7 - Diversity&inclusion model definition

ANALYSIS, MEASUREMENT, REVIEW AND FINETUNE

ESG 2023-25 PLAN – LEADING TO 2030-50 TARGETS

E

- 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	**Carbon neutrality strategy definition** ▪ 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**

ESG 2023-25 PLAN – LEADING TO 2030-50 TARGETS

E

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
CLIMATE CHANGE	E.2	**Carbon intensity reduction** ▪ Focus on Scope 1 and 2 ▪ Main leverages: photovoltaic plants installation and renewable purchase energy agreement ▪ Italian manufacturing site as PPA starting point	GRI 305-1 and 2; SDG 7, 11, 13	**K.P.I.** $tCO_2eq/€$ (1) **Target: -30%** (from 0.040 (2) to 0.028)	Base year: 2021 **Target year: 2025**
CLIMATE CHANGE	E.3	**Increase of renewable energy consumption** ▪ Main leverages: photovoltaic plants installation and renewable purchase energy agreement ▪ Italian manufacturing site as PPA starting point	GRI 302-1; SDG 7, 11, 13	**K.P.I.** Total renewable EE (GJ)/Total energy Base: 3% **Target: 25%**	Base year: 2021 **Target year: 2025**
PRODUCT LIFE CYCLE	E.4	**Circular economy – Phase 1** ▪ Waste assessment and potential by-products analysis ▪ Network with partner entities at regional level ▪ Pilot project in IPG and IMM subsidiaries	SDG 6, 9, 12, 13	N.A.	Base year: 2022 **Target year: 2023**
PRODUCT LIFE CYCLE	E.5	**Circular economy – Phase 2** ▪ Feasibility study on Phase 1 project extension ▪ Italian manufacturing site as possible perimeter	SDG 6, 9, 12, 13	N.A.	Base year: 2023 **Target year: 2025**

ESG 2023-25 PLAN – LEADING TO 2030-50 TARGETS

E

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
WATER EFFICIENCY	E.6	**Water monitoring system** ▪ Phase 1: mapping of the installed water monitoring systems across the Group ▪ Phase 2: implementation of a continuous water monitoring system in all Group factories	GRI 303-3 and 4; SDG 6, 12, 13	N.A.	Base year: 2022 **Target year: 2025**
PRODUCT LIFE CYCLE	E.7	**Product ECO-design** ▪ Phase 1: definition of a Group ECO-design policy ▪ Phase 2: implementation of Group policy through procedures reflecting business model heterogeneities	SDG 6, 9, 12, 13	N.A.	Base year: 2022 **Target year: 2024**

ESG 2023-25 PLAN – EXPANDING THE SILENT GROWING FOREST S

- 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	**Injury rate improvement** ▪ Keep injury frequency below 2019-21 average	GRI 403-9	**K.P.I.** Injury rate (1) Average 2019-21: 2,2 (2)	Base year: 2021 **Target year: 2024**

(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

ESG 2023-25 PLAN – EXPANDING THE SILENT GROWING FOREST

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
HEALTH & SAFETY	S.2	**ISO 45001 extension** ▪ Focus on subsidiaries with manufacturing sites	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH	**K.P.I.** % Group turnover Base: 22% **Target: 45%**	Base year: 2021 **Target year: 2027**
PEOPLE DEVELOPMENT	S.3	**Increase of non-compulsory training** ▪ Focus on “below - in line” target subsidiaries ▪ Definition of Group guidelines and identification of training areas	4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH	**K.P.I.** About 35% increase average training hours x employee[1]	Base year: 2021 **Target year: 2025**
PEOPLE DEVELOPMENT	S.4	**Global mobility program** ▪ Define and implement a worldwide mobility program across Group subsidiaries	4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH	N.A.	Base year: 2022 **Target year: 2025**
RESPONSIBLE SUPPLY CHAIN	S.5	**ESG supply chain evaluation model definition** ▪ Updated suppliers’ evaluation model with environmental and social criteria ▪ Initial focus on “material” suppliers ▪ Execution of a pilot project in Walvoil Group	11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER	N.A.	Base year: 2022 **Target year: 2023**

ESG 2023-25 PLAN – EXPANDING THE SILENT GROWING FOREST

S

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
RESPONSIBLE SUPPLY CHAIN	S.6	**ESG supply chain evaluation model extension** ▪ First focus on Italy (100% of manufacturing subsidiaries) ▪ Feasibility study for a worldwide application		N.A.	Base year: 2023 **Target year: 2024**
DIVERSITY & INCLUSION	S.7	**Diversity & inclusion model definition** ▪ Systematic and consistent mapping of HR evolution and development from a diversity & inclusion point of view ▪ Execution of a pilot project in Muncie	GRI 405-1	N.A.	Base year: 2023 **Target year: 2025**

ESG 2023-25 PLAN – BUILDING ESG FOUNDATIONS

G

- 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	**Establishment of Board ESG Committee** ▪ Separation between "Control & Risk" and "Sustainability" committees ▪ Inclusion of executive directors		N.A.	Base year: 2022 **Target year: 1H2023**

ESG 2023-25 PLAN – BUILDING ESG FOUNDATIONS

	ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
ESG PRINCIPLES-ACTIONS-RESULTS SPREAD	G.2	**Code of Ethics revision** ▪ To reflect ESG principles in Code of Ethics		N.A.	Base year: 2022 **Target year: 1H2023**
	G.3	**Succession plan formalization** ▪ Succession plan formalization (starting from Interpump Group S.p.A.)	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH	N.A.	Base year: 2022 **Target year: 2023**
ALIGNMENT TO TAX BEST PRACTICES	G.4	**Tax compliance consolidation in line with best practices** ▪ Tax strategy formalization ▪ Tax governance and tax risk management and control enhancement ▪ Internal compliance review for OECD Pillar II	GRI 207-1, 2 and 3 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS	N.A.	Base year: 2022 **Target year: 2024**
	G.5	**GR1 207-4 information updating** ▪ Country-by-country report refresh and annual updating	GRI 207-4 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS	N.A.	Base year: 2022 **Target year: annual**

ESG PRINCIPLES-ACTIONS-RESULTS SPREAD

ACTION ID	DESCRIPTION	GRI and SDG	KPI	TIMING
G.6	**Updating on ESG journey** ▪ Periodic updating on actions implementation		N.A.	Base year: 2022 **Target year: annual**

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

S.Ilario d’Enza, 15 May 2025

Mauro Barani