

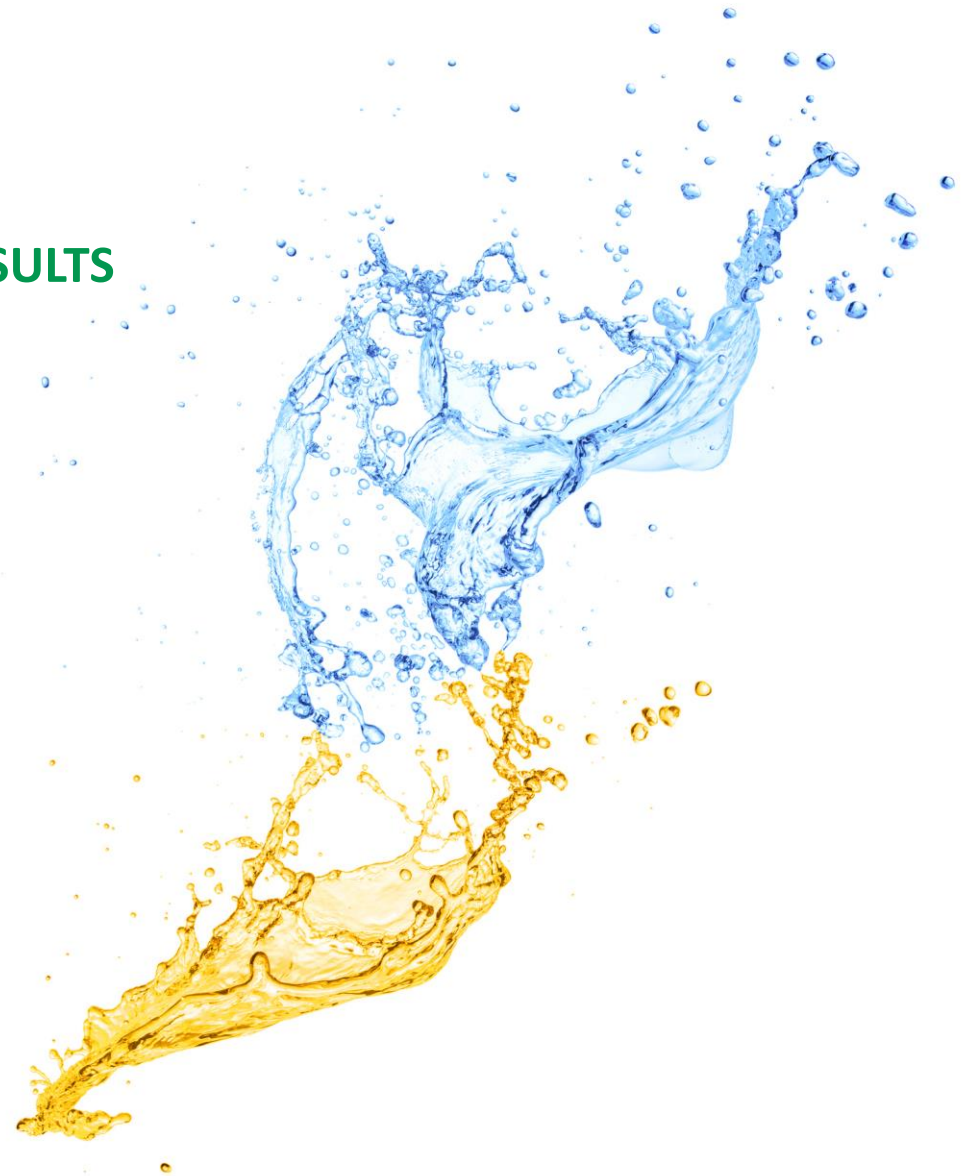
INTERPUMP GROUP



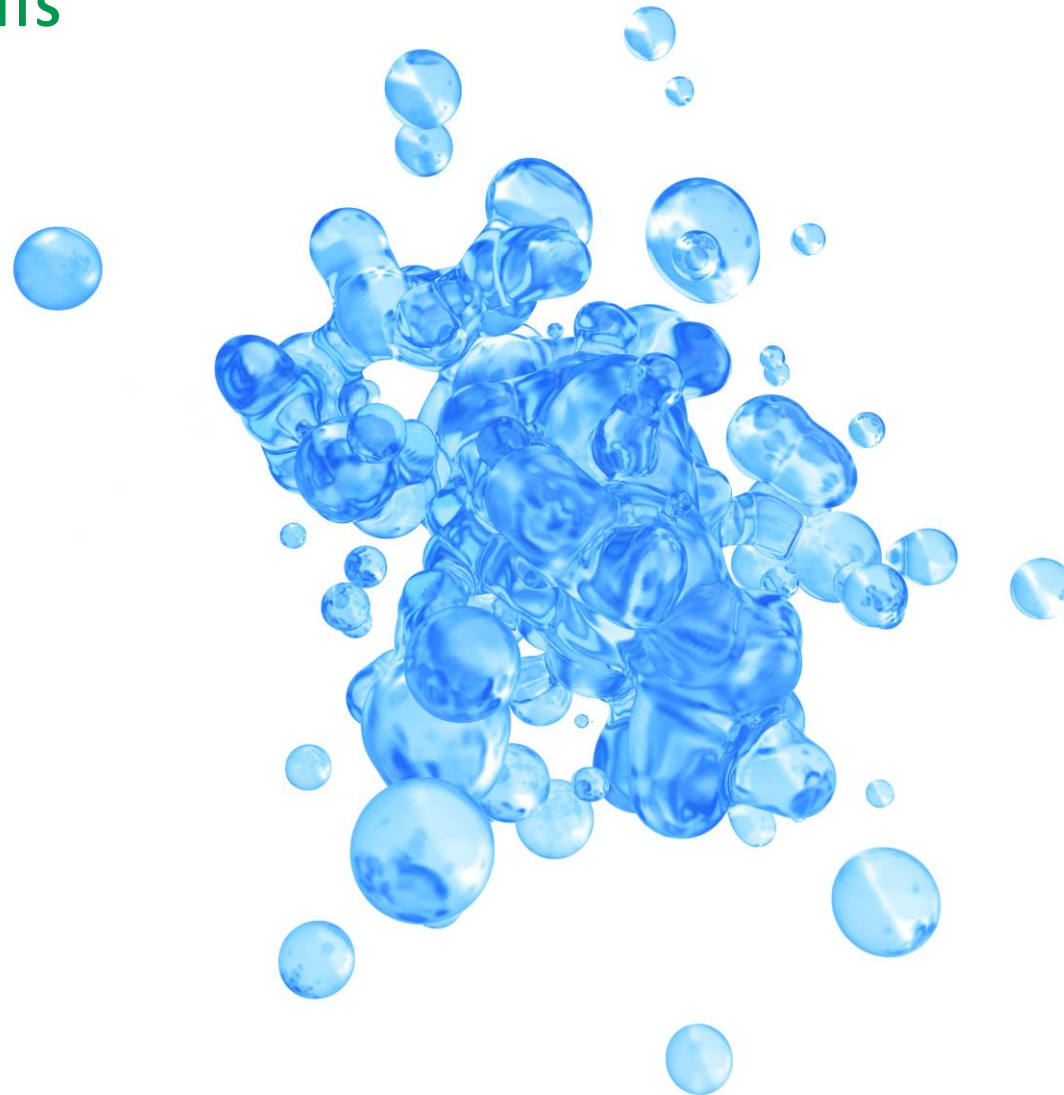
4Q-2024 PRELIMINARY FINANCIAL RESULTS

14th February 2025

- **KEY HIGHLIGHTS**
- **4Q-2024 PRELIMINARY FINANCIAL RESULTS**
- **GROUP SUSTAINABILITY PATH**
- **OUTLOOK**
- **ANNEX**



■ KEY HIGHLIGHTS

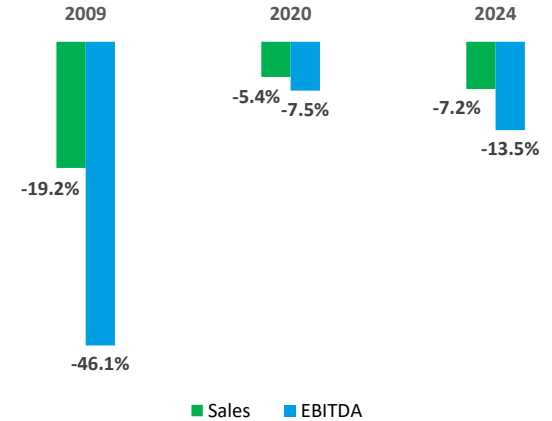


- Margin protection and cash improvement delivered in the 2nd worst year of Group history in terms of sales ⁽¹⁾
 - Margin protection delivered
 - Profitability resilience confirmed
 - Cash flow improvement delivered
 - Top level cash generation

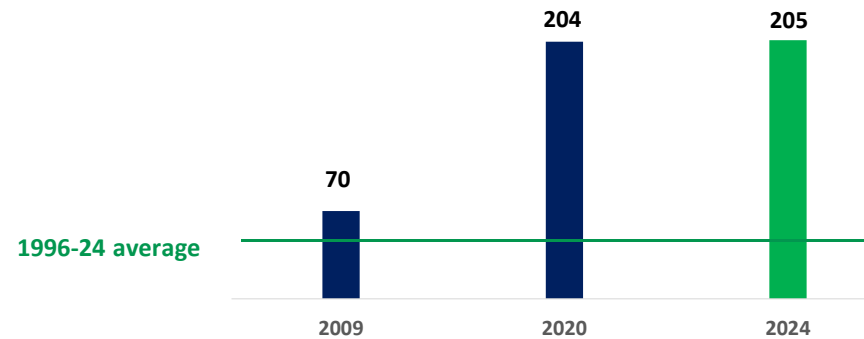
- Important steps to support Group’s future growth
 - US\$300m Private Shelf agreement ⁽³⁾
 - Acquisitions delivered Group growth strategy
 - 2023-2025 ESG Journey: conclusion of “foundation” phase ⁽⁴⁾

- 2025 financial expectations
 - Sales: between -5% and +1% on organic basis
 - Profitability: to protect of 2024 results
 - Cash flow: to maintain and even to improve 2024 achievement

2009-2020-2024 SALES & EBITDA EVOLUTION ⁽²⁾ % change compared to previous reporting period



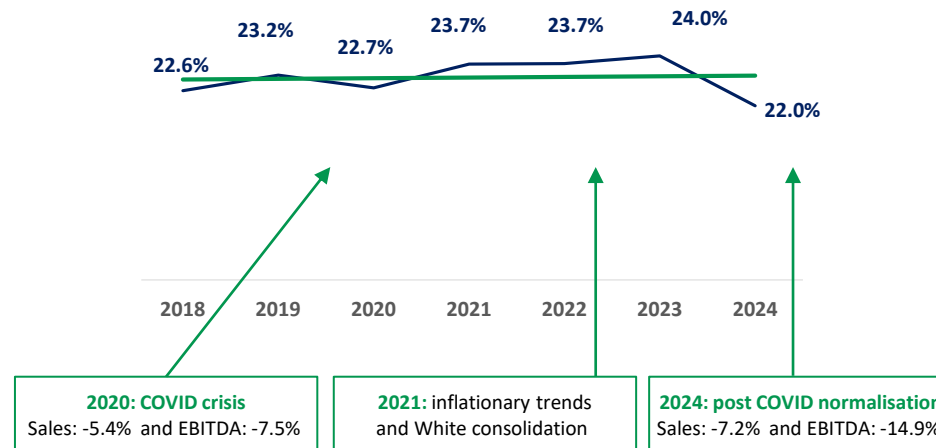
2009-2020-2024 FCF EVOLUTION Million €



⁽¹⁾ Excluding 2005 with disposal of IP Cleaning (€ 293m) - ⁽²⁾ 2023 EBITDA net of € 9m insurance reimbursement correlated to IMM Romania fire - ⁽³⁾ €100 single tranche issued ⁽⁴⁾ 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

- 2024 EBITDA: profitability resilience confirmed
- Capability to match extraordinary market swings and acquisitions dilution impact
 - Complementary nature of two divisions
 - Increased diversification by division, geography, product and market application
 - Business model and cost structure flexibility
 - Integration capability

2018-2024 EBITDA MARGIN EVOLUTION (% on net sales)

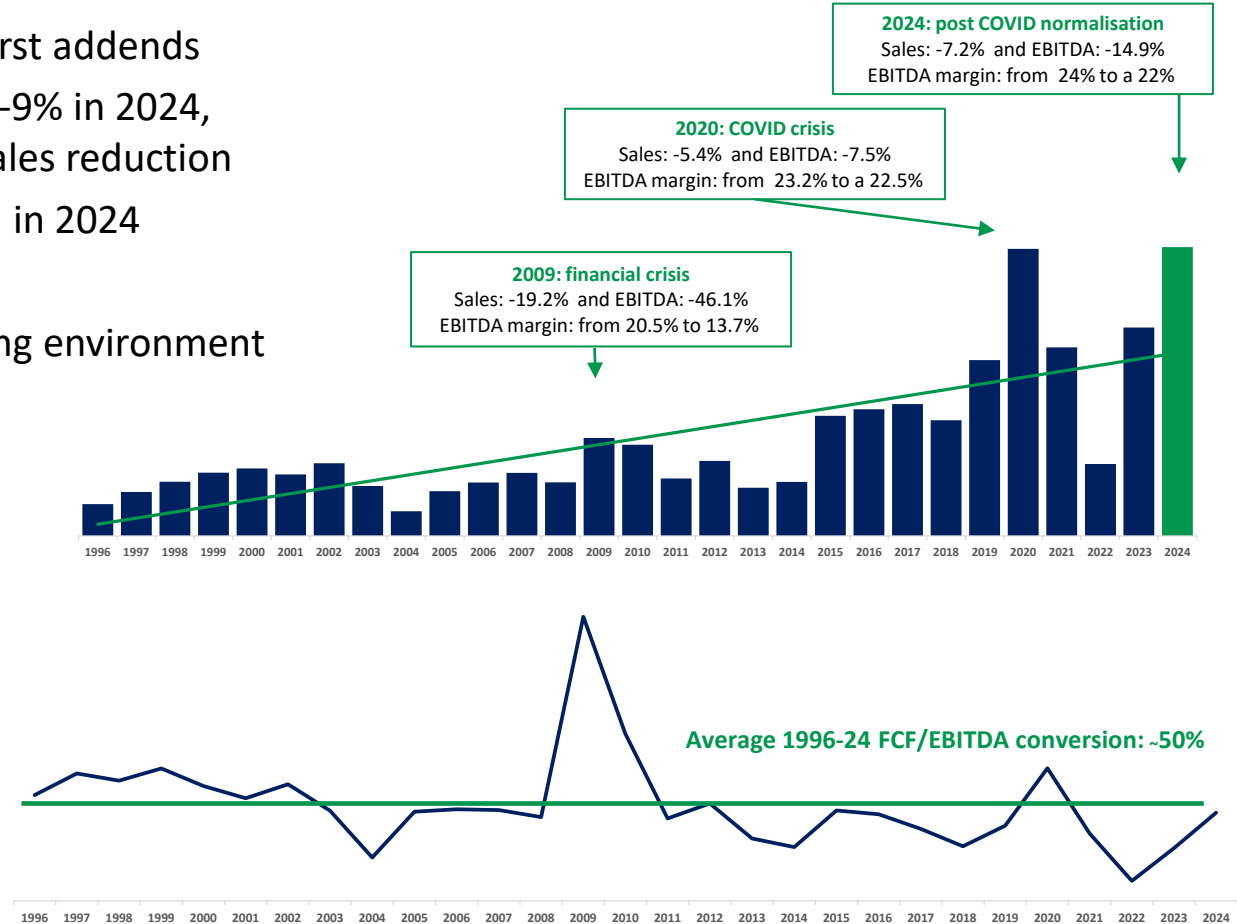


- 2024 FCF: top level cash generation

- Slightly better than 2020 despite worst addends
 - Organic sales: -12.6% in 2020 and -9% in 2024, theoretically lower benefit from sales reduction
 - CAPEX: € 61m in 2020 and € 128m in 2024

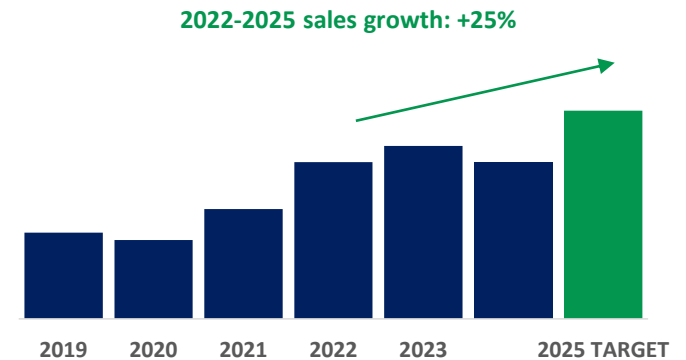
- Capability to exploit cash in worsening environment
 - EBITDA resilience
 - TWC proactive management
 - Customer quality
 - Tactical supply chain approach
 - Inventories fast adaptation capability
 - CAPEX flexibility

GROUP 1996-2024 FCF EVOLUTION (€ million)

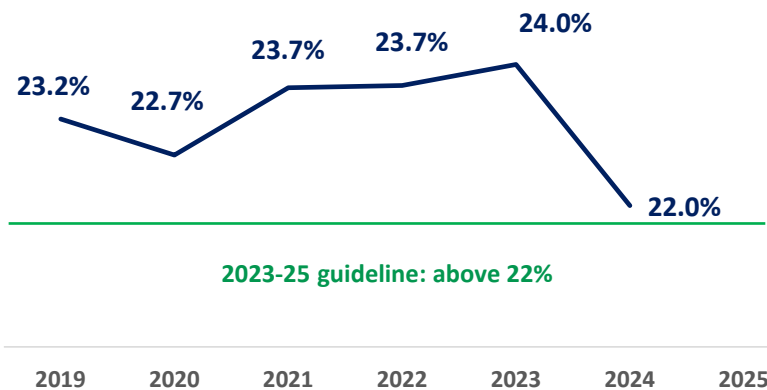


- 2023-25 commitments, 1 target with 2 guidelines⁽¹⁾
- One target: sales
 - around 25% of total growth⁽²⁾
- Two guidelines: profitability and leverage
 - Profitability: above 22% EBITDA margin including possible M&A temporary dilution effect
 - Leverage⁽³⁾: between 1.0x and 1.5x

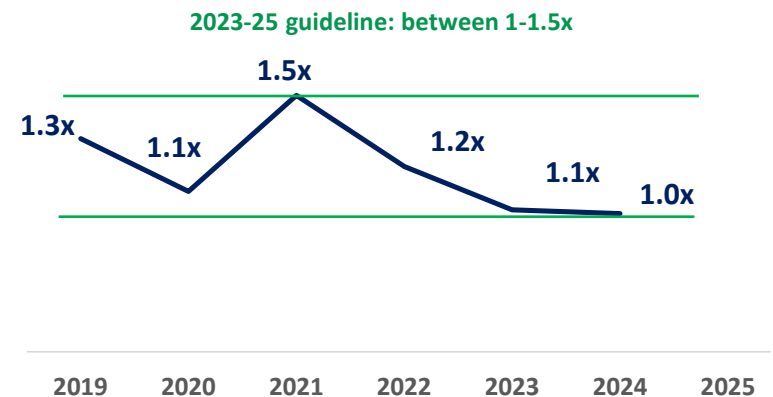
2023-25 GROUP EXPECTED SALES EVOLUTION⁽¹⁾



EBITDA MARGIN GUIDELINE (% on net sales)



LEVERAGE RATIO GUIDELINE



⁽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)

- **KEY HIGHLIGHTS**

- **4Q-2024 PRELIMINARY FINANCIAL RESULTS**



- 2024
 - Sales: normalisation in Hydraulics much heavier than expected
 - Profitability: diversification, business model flexibility and integration capability allowed to minimise negative flow through
 - NFP: execution of FCF commitment drove leverage to 1x

Million €	4QUARTER		FULL YEAR	
	2023	2024	2023	2024
Group Sales	519.6	489.9	2,240.0	2,078.4
Growth, of which		-5.7%		-7.2%
▪ Organic		-7.8%		-9.0%
▪ Perimeter change ⁽¹⁾		0.0%		+1.9%
▪ FX impact		+2.1%		-0.2%
EBITDA ⁽²⁾	111.1	93.1	536.7	456.6
Growth		-16.2%		-14.9%
% on net sales	21.4%	19.0%	24.0%	22.0%
Net Income	37.0	48.1	277.7	228.5
NFP ⁽³⁾			486.5	409.0

-14.8% and from 23.6% to 22.1% on organic basis and excluding IMM positive one-off

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

⁽²⁾ Excluding € 67.1m and € 81.2m of subsidiaries purchase commitments in 2024 and 2023 respectively

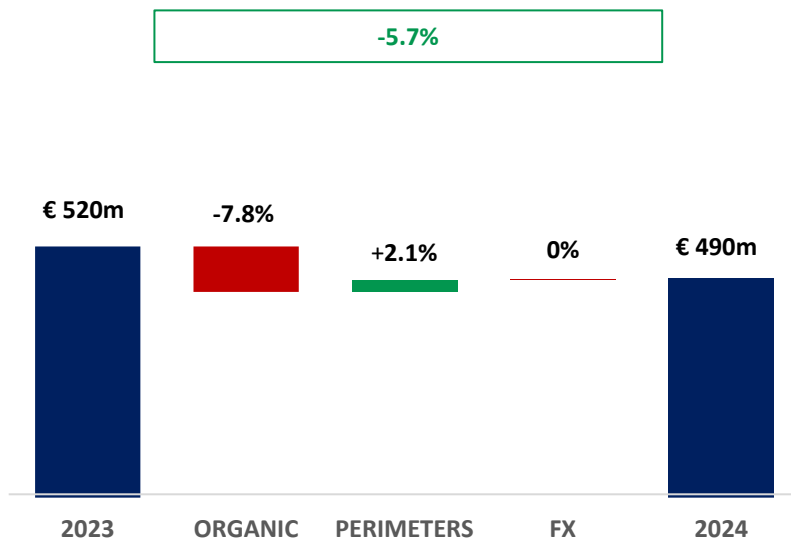
- Hydraulics
 - Sales: normalisation much heavier than expected
 - Profitability: margin protection effective for the most part of the year
- Water-Jetting
 - Sales: post COVID recovery going on
 - Profitability: improved capability to manage production inefficiencies

		4QUARTER		FULL YEAR		
Million €		2023	2024	2023	2024	
HYDRAULICS	SALES	365.7	316.5	1,634.3	1,407.5	
	Growth		-13.5%		-13.9%	
	EBITDA	70.4	48.4	368.9	279.8	
	Growth		-31.3%		-24.2%	<div style="border: 1px solid black; padding: 5px; text-align: center;"> -22.3% and from 22.0% to 19.8% on organic basis and excluding IMM positive one-off </div>
	% on net sales ⁽¹⁾	19.2%	15.2%	22.5%	19.8%	
WATER-JETTING	SALES	153.9	173.4	605.7	670.9	
	Growth		+12.7%		+10.8%	
	EBITDA	40.6	44.8	167.8	176.8	
	Growth		+10.1%		+5.4%	<div style="border: 1px solid black; padding: 5px; text-align: center;"> From 27.5% to 26.8% excluding acquisitions </div>
	% on net sales	26.2%	25.7%	27.5%	26.2%	
						<div style="border: 1px solid black; padding: 5px; text-align: center;"> From 26.2% to 26.0% excluding acquisitions </div>

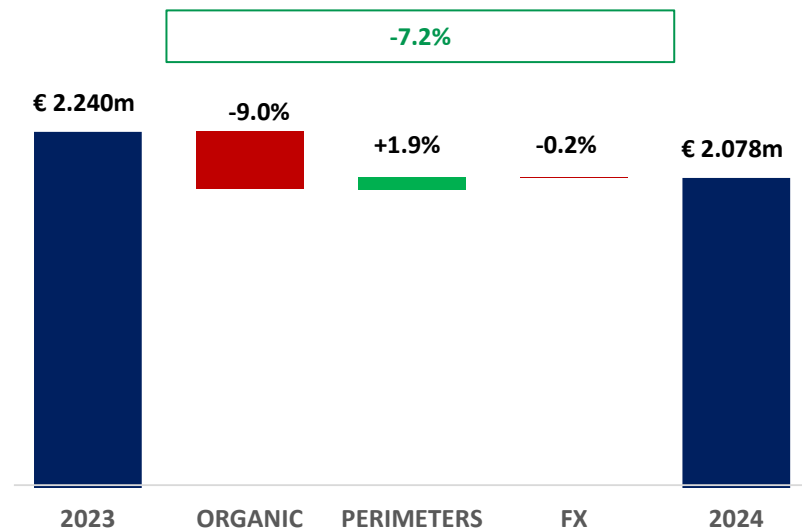
- 4Q2024: normalisation still affecting Hydraulics
 - Hydraulics: “Earth moving machine” and “Construction” are still stagnating at the bottom, while “Agri” and “Lift” decrease halved
 - Water Jetting: “revenues for projects” and “process pump” best performers

- 2024: Water Jetting strength and acquisitions mitigated Hydraulics weakness
 - Hydraulics: normalisation spread to all products
 - Water Jetting: strong organic growth compounded by acquisitions

4Q2024 GROUP SALES EVOLUTION



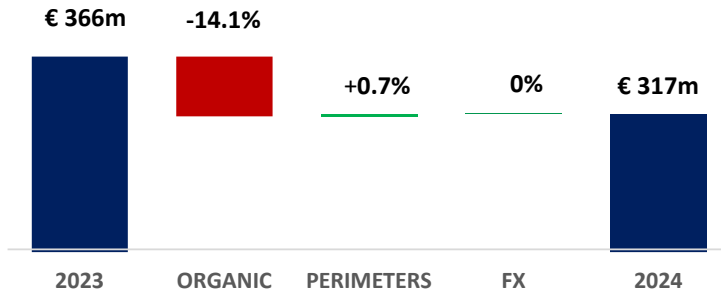
2024 GROUP SALES EVOLUTION



HYDRAULICS

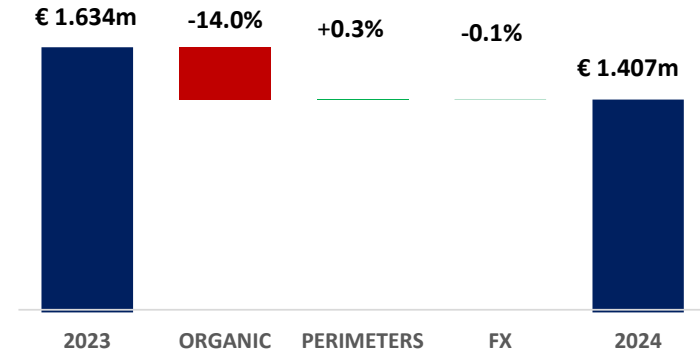
4Q2024 SALES EVOLUTION

-13.5%



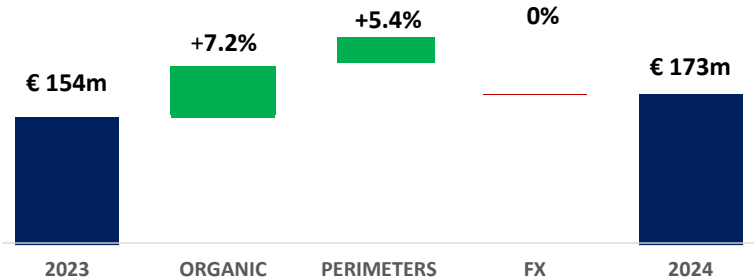
2024 SALES EVOLUTION

-13.9%

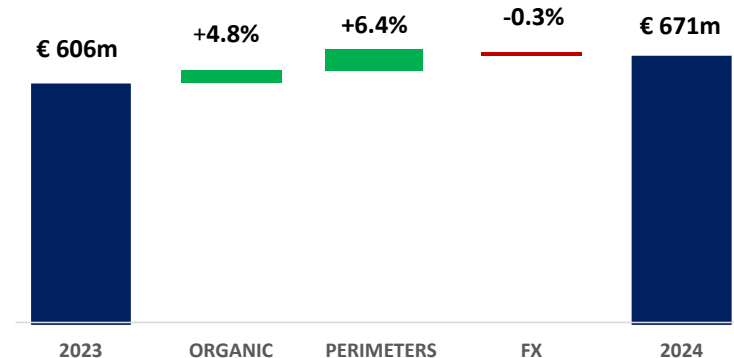


WATER-JETTING

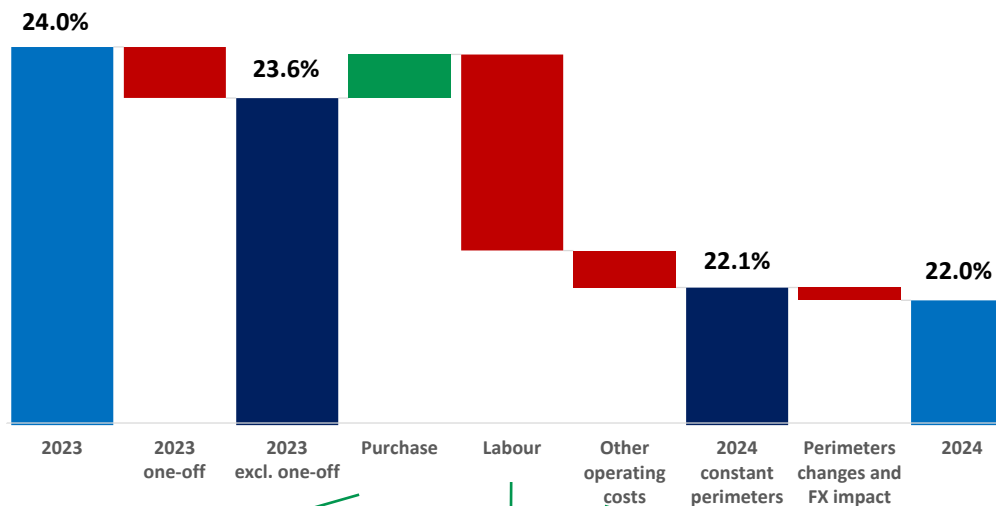
+12.7%



+10.8%



2024 EBITDA EVOLUTION ⁽¹⁻²⁾ (% on Net Sales)



SALES DOWN BY 9.2% AT CONSTANT PERIMETERS

- **Purchase cost**
Down by almost 10%
- **Warehouse unload**
Down by almost 2%

- **Labour force adjustment**
Group average employees' number: down almost by 2%
Group temporary workers: down by almost 12%
- **Labour flexibility instruments use**
Collective closings, short time work
- **Production insource**

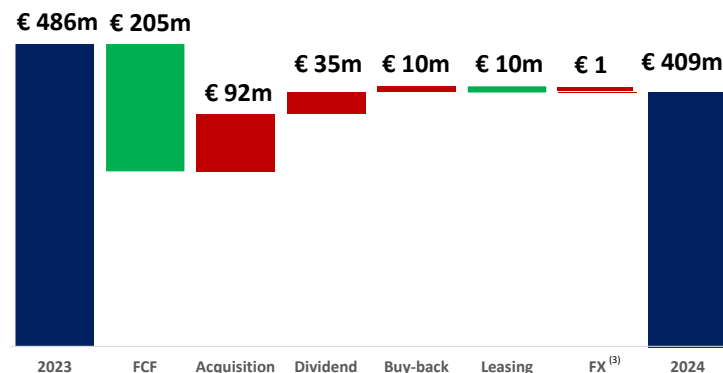
- **Production insource**
External manufacturing expenses:
down by around 15%

⁽¹⁾ Management controlling system data – ⁽²⁾ In the graph “purchase” is net of “inventories changes” and “total other income”

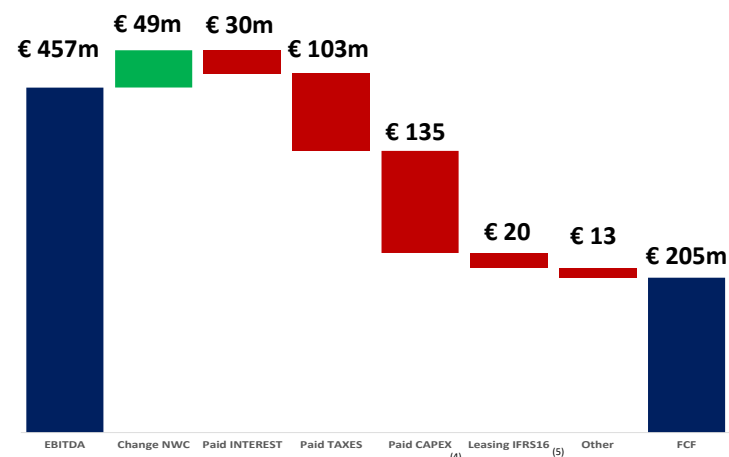
- NFP equal to € 409m compared to € 486m of December 2023⁽¹⁾

- Cash generation at top level: FCF up by almost 40%, to € 205m
 - TWC⁽²⁾: € 60m of cash generation
 - CAPEX: down almost by 20% to € 135m, delivering the normalisation process
 - Acquisitions: € 92m
 - New companies and put-call options exercise (e.g. Transtecno remaining 20% stake)

NFP EVOLUTION⁽¹⁾ (€ m)



FCF EVOLUTION (€ m)

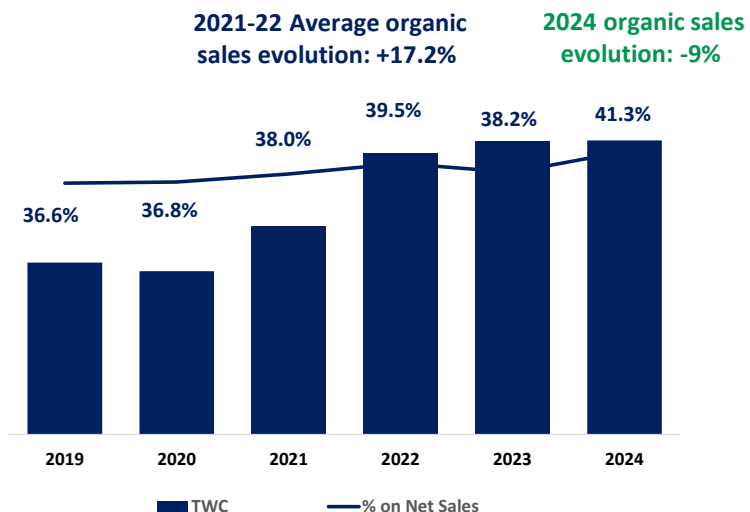


⁽¹⁾ Excluding € 67.1m and € 82.1m of subsidiaries purchase commitments in 2023 and 2022 – ⁽²⁾ Trade Working Capital = NWC with “Trade Payable” net of CAPEX Trade Payable
⁽³⁾ Principal portion of finance lease installments +/- new leasing contracts arranged +/- remeasurement and early close-out of leasing 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

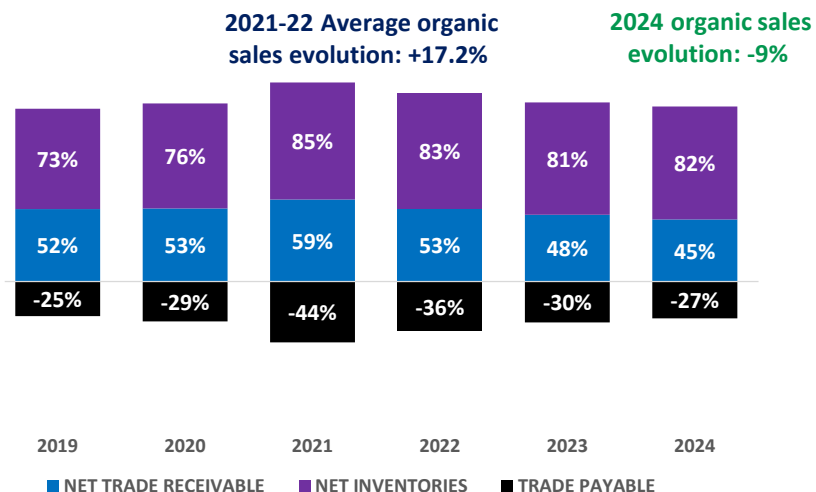
- Normalisation process slowed down by sales drop
 - Trade receivable and payable evolution consistent with sales evolution
 - Inventory lower adjustment
 - More difficult to promptly and consistently follow sales evolution

- Commitment remain the same

2019-2024 TRADE WORKING EVOLUTION (€ m - % on Net Sales)

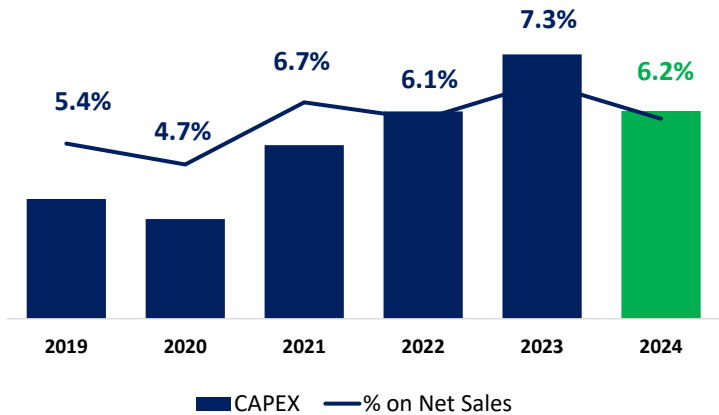


2019-2024 TRADE WORKING DETAILS Breakdown by components

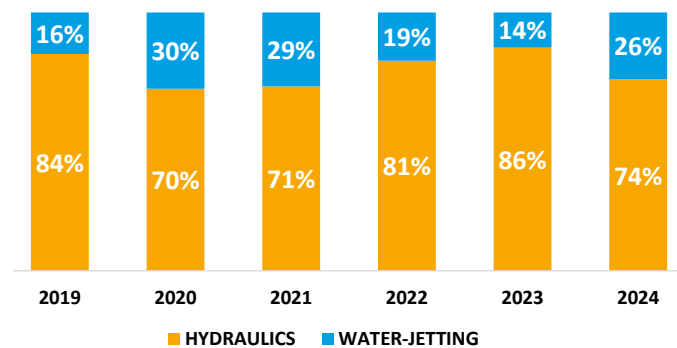


- CAPEX⁽¹⁾ normalisation process ongoing: down by around 20%, from € 165m to € 128m
- Different evolution, different CAPEX approach
 - Hydraulics down according to the final steps of 2021-2023 Post COVID plan
 - Water Jetting increase driven by Hammelmann and Inoxpa
 - Hammelman: follow “process pump” market demand
 - Inoxpa: strength presence in India to improve overall efficiency

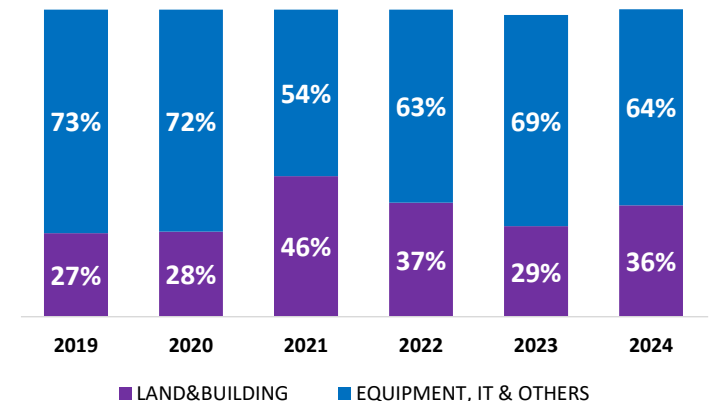
2019-2024 CAPEX EVOLUTION (% on total CAPEX)



2019-2024 CAPEX BREAKDOWN by DIVISION ⁽²⁾ (Total amount - % on total CAPEX)



2019-2024 CAPEX BREAKDOWN by CATEGORY (Total amount - % on total CAPEX)



⁽¹⁾ Accounted CAPEX (Increase of fixed assets used in the production process) - ⁽²⁾ Management estimates



- New Interpump Hydraulics headquarter
 - 62,000 sq. metres, a total area increase of around 30%
 - Best environmental standards
- Relocation started at 2024 end
 - New machine delivered, shipping and PTOs assembly departments already transferred
- Transfer ongoing, main target is to protect Operations continuity and minimise inefficiencies



The rendering and the January wip status of the new headquarters in Sala Bolognese (Italy)



New Machining Centre DMC 100U duoBLOCK for the processing of EFP-1 Engine Flywheel PTO





- New Inoxpa India headquarter
 - A total area of 32,000 sq. metres, of which 17,500 for the factory and 4,500 for office space
 - Investment main targets
 - Increase of production capacity
 - Operations centralization
 - Alignment of working environment to Group best practices
 - Strengthen of brand perception

- Relocation done last summer, Operations now fully on track



External facade and factory partial view of new headquarter in Pune

- Acquisitions with a perfect fit with Group growth and diversification strategy
 - 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

- Most relevant 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 ⁽¹⁾				
ACQUIRED COMPANIES		FINANCIAL DATA ⁽²⁾		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

⁽¹⁾ See please slide 35 for additional details on 2024 acquisitions - ⁽²⁾ 2023 Reported for PPChina & YRP Flow Technology, Alltube and Alfa Valvole and 2024 Forecast for Hidrover

- KEY HIGHLIGHTS
- 4Q-2024 PRELIMINARY FINANCIAL RESULTS
- GROUP SUSTAINABILITY PATH



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

Lao Tzu

- All 2024 ESG Plan actions delivered ⁽¹⁾
 - 2023-2025 ESG Journey: conclusion of “foundation” phase

- Multi annual actions delivery on track
 - S.4 action of 2025 - Global Mobility Program – anticipated to 2024

- Each action drove Group enhancement
 - CPPA ⁽²⁾: 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

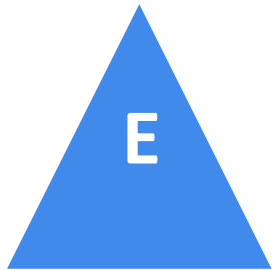
- Clear vision on possible next steps to pursue and enhance Group ESG Journey
 - Already working on 2026-2028 Plan

⁽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 Purchase Power Agreement

2023-2025 KEY TARGETS

SUPPORTED GRI and SDG



<ul style="list-style-type: none"> ▪ Definition of Group “Carbon neutrality” strategy ▪ Reduction of Group “Carbon intensity” ▪ Increase of renewed electricity consumption 	<p>2023</p> <p>2025</p> <p>2025</p>
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GRI
305-1 and 2
302-1



<ul style="list-style-type: none"> ▪ Injury rate improvement ▪ ESG supply chain evaluation ▪ ISO 45001 extension 	<p>2024</p> <p>2023 & 2024</p> <p>2027</p>
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GRI
403-9
308-1 / 414-1



<ul style="list-style-type: none"> ▪ Establishment of Board ESG Committee ▪ Succession plan formalisation ▪ Tax compliance consolidation 	<p>2023</p> <p>2023</p> <p>2024</p>
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GRI
207-1, 2 and 3



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

- KEY HIGHLIGHTS
- 4Q-2024 PRELIMINARY FINANCIAL RESULTS
- GROUP SUSTAINABILITY PATH
- OUTLOOK

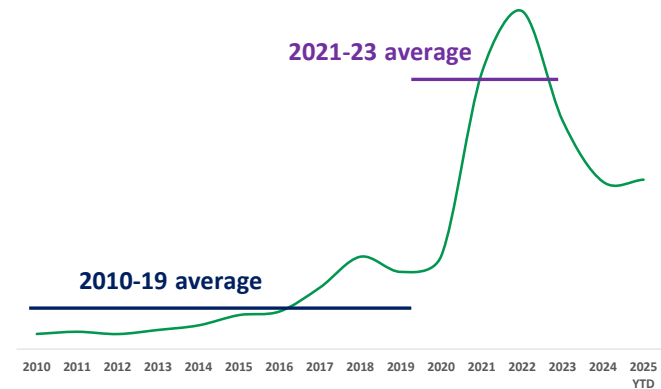


- 2025 entrance consistent with 2024 trends⁽¹⁾
 - Water Jetting on going strength
 - Hydraulic stagnation at the curve bottom

- 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

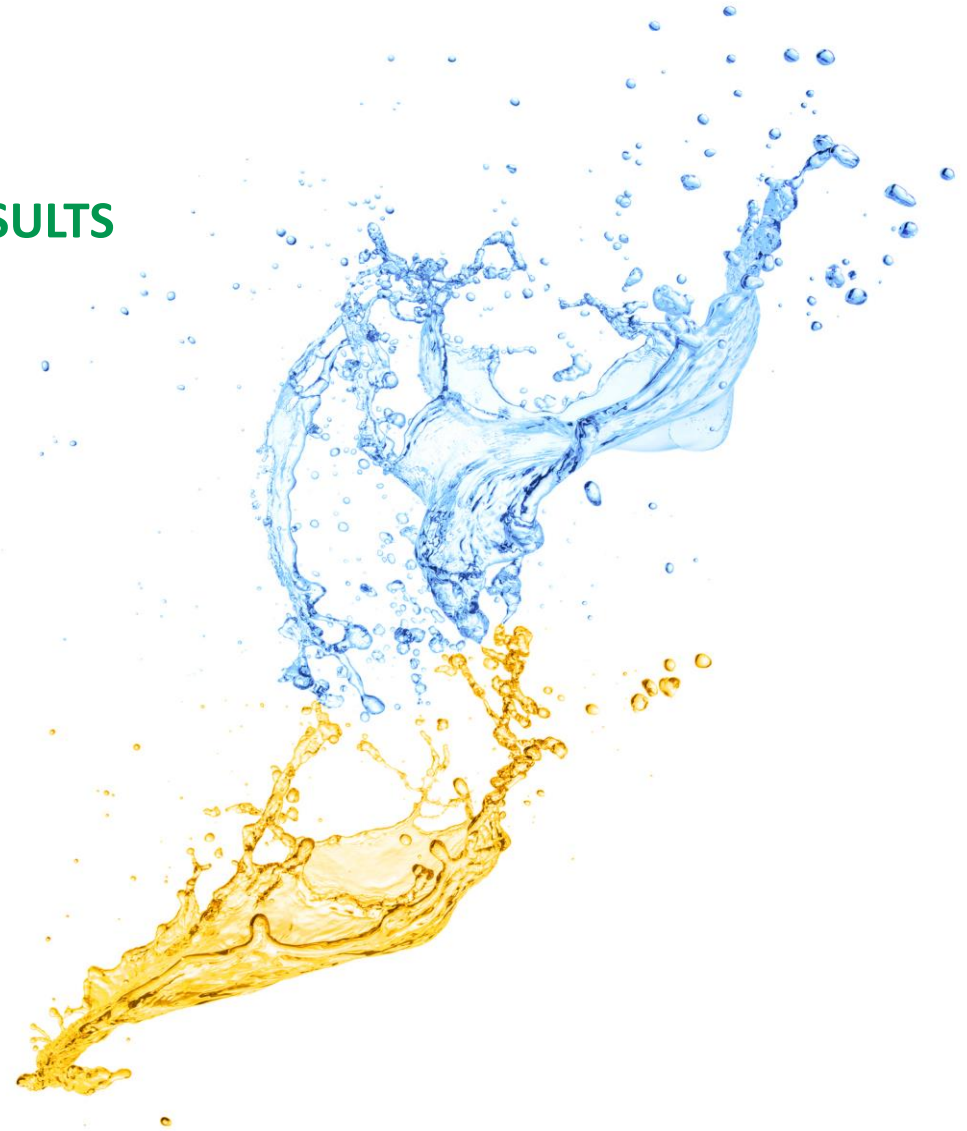
- Working on 2025 commitments
 - Financials commitments: focus on opportunities consistent with both Group diversification and growth strategy and M&A approach
 - ESG commitments: entering and delivering last phase

2010-2025YTD BACKLOG EVOLUTION⁽¹⁾ Million €



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

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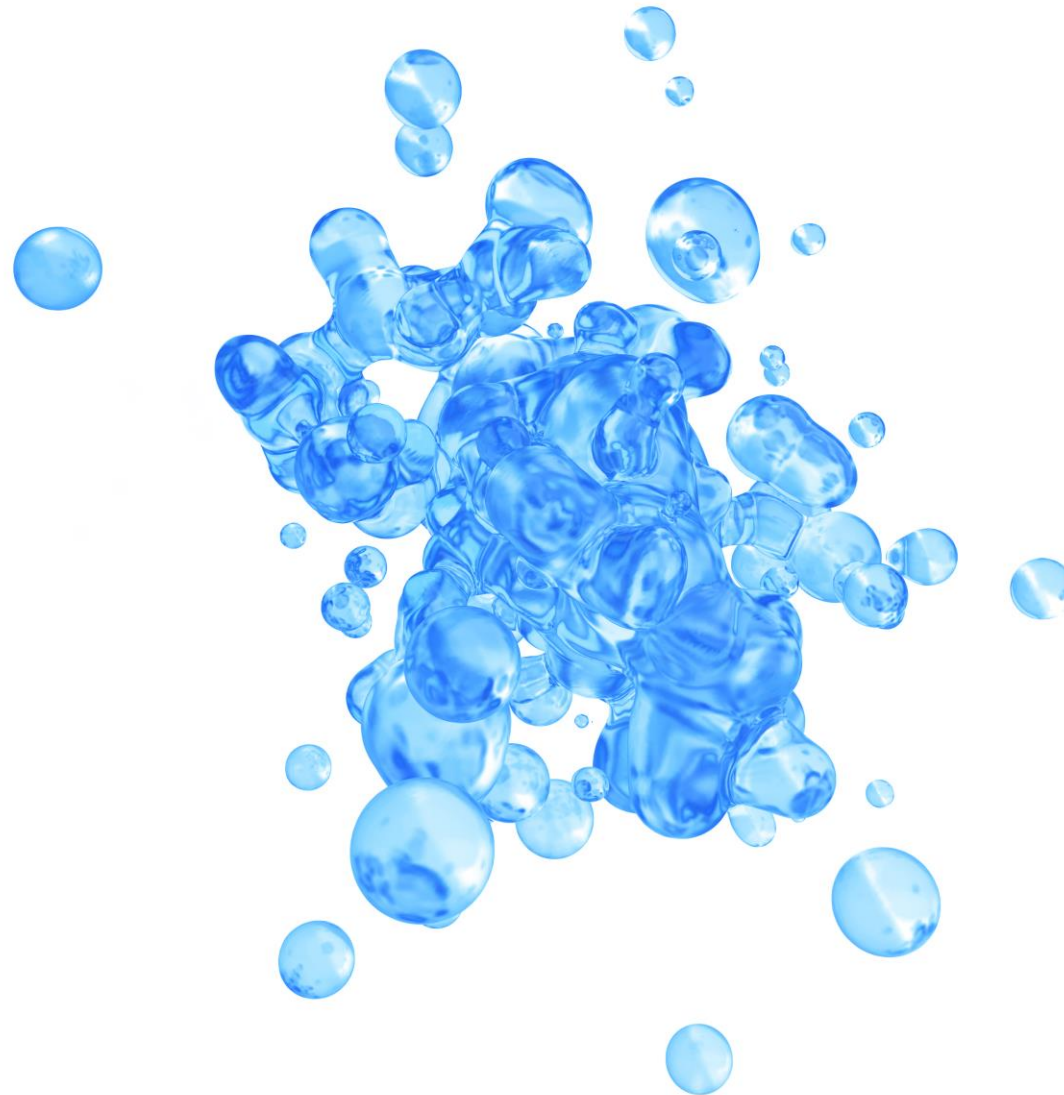


- **DISCLAIMER**
- **4Q-2023 DETAILS**
- **2023-2025 ESG JOURNEY - 2024 ACTIONS ⁽¹⁾**



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

■ DISCLAIMER



The Group uses several alternative measures that are not identified as accounting parameters in the framework of IFRS standards, to allow better evaluation of the trend of economic operations and the Group's financial position. Such indicators are also tools that assist the directors in identifying operating trends and in making decisions on investments, resource allocation and other business matters. Therefore, the measurement criterion applied by the Group may differ from the criteria adopted by other groups and hence 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 matters established by 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 and must not be taken to replace the indicators required by the reference accounting standards (IFRS). Finally, the alternative indicators are processed with continuity and using uniform definition and representation 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, writedowns 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 for 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):** 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.

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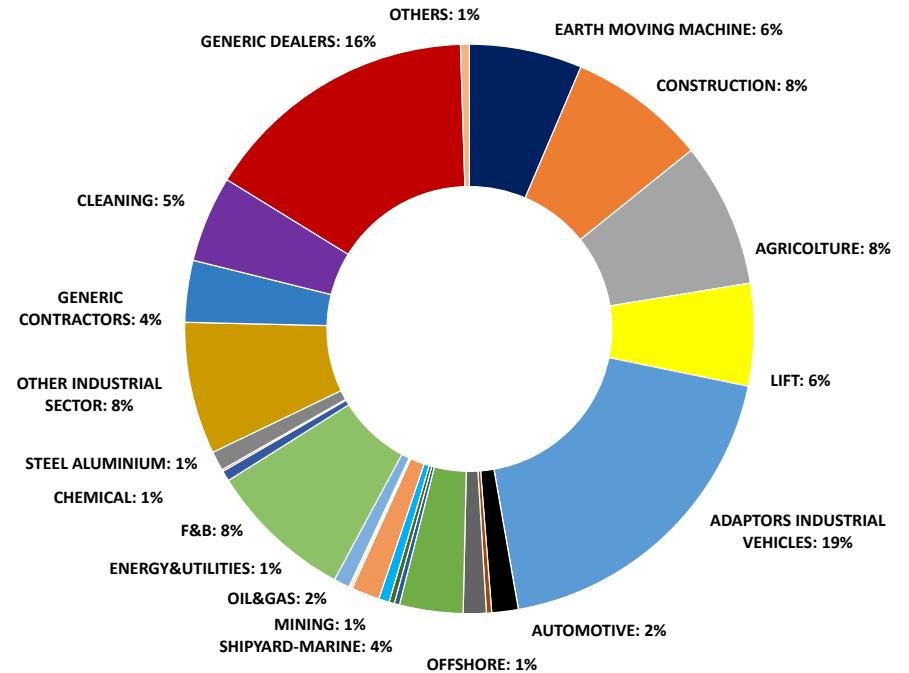
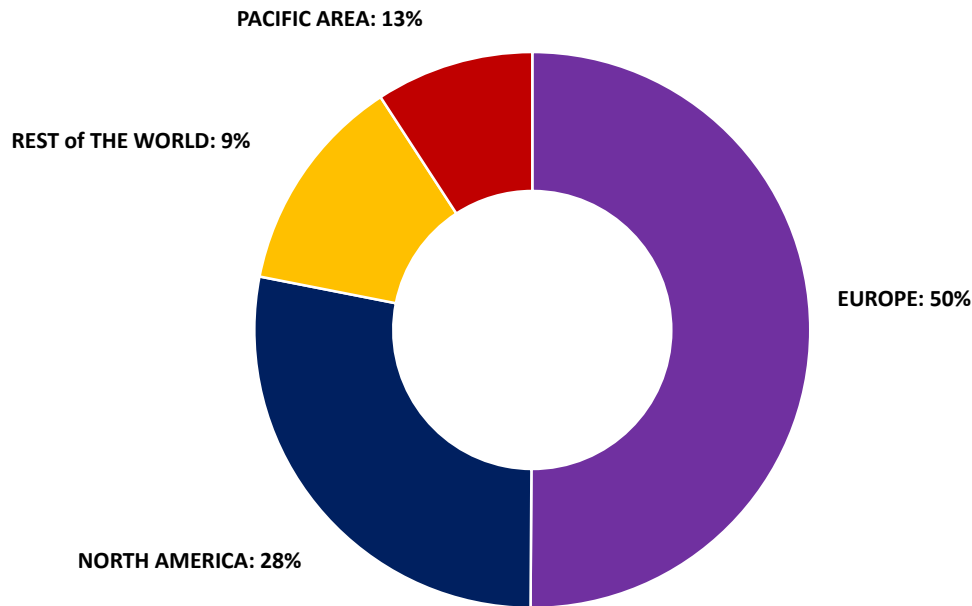
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- **DISCLAIMER**

- **4Q-2024 DETAILS**

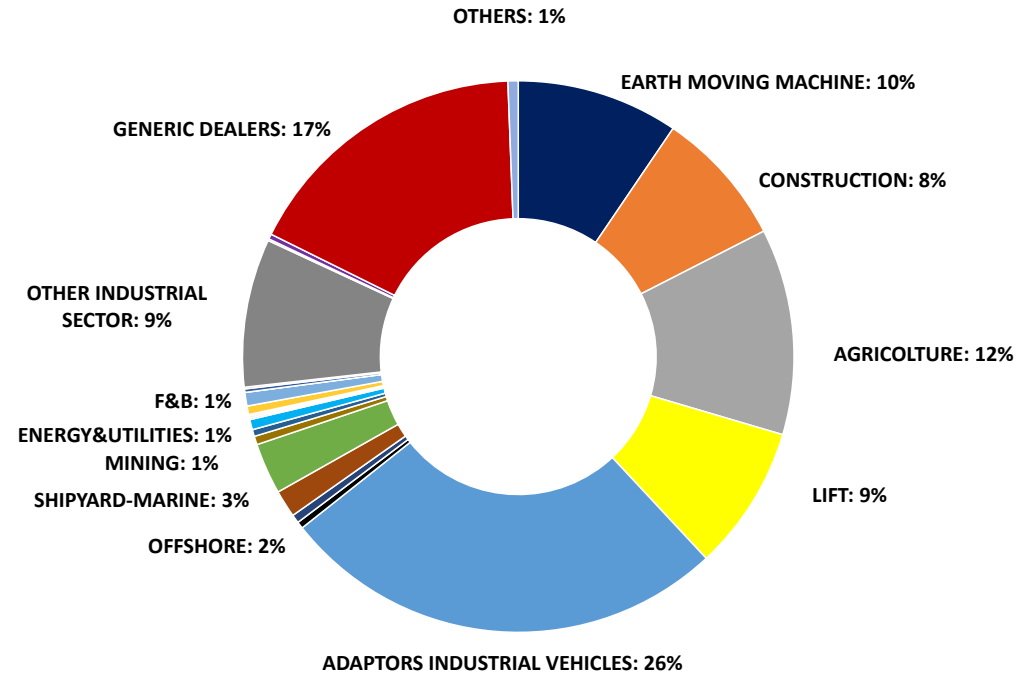
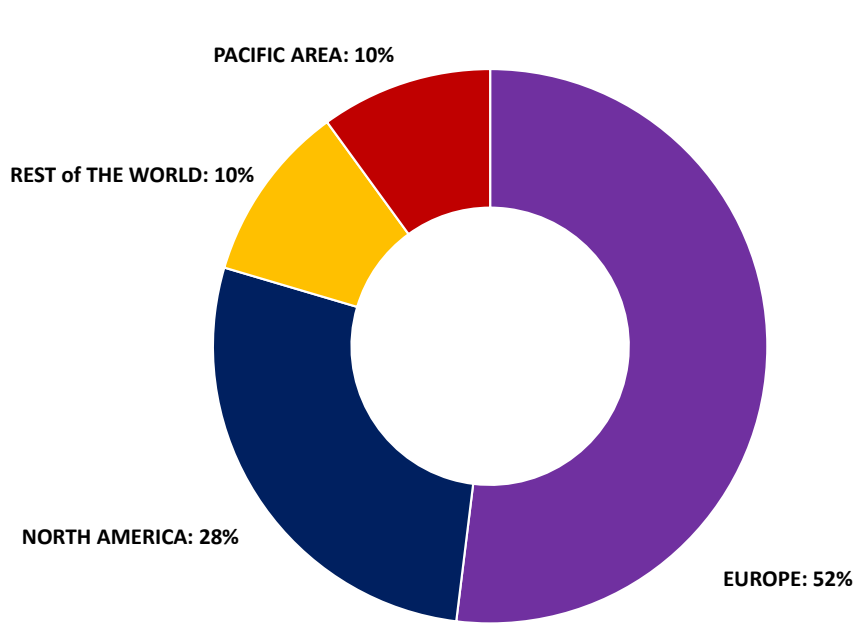


GROUP
2024 sales: € 2.078m



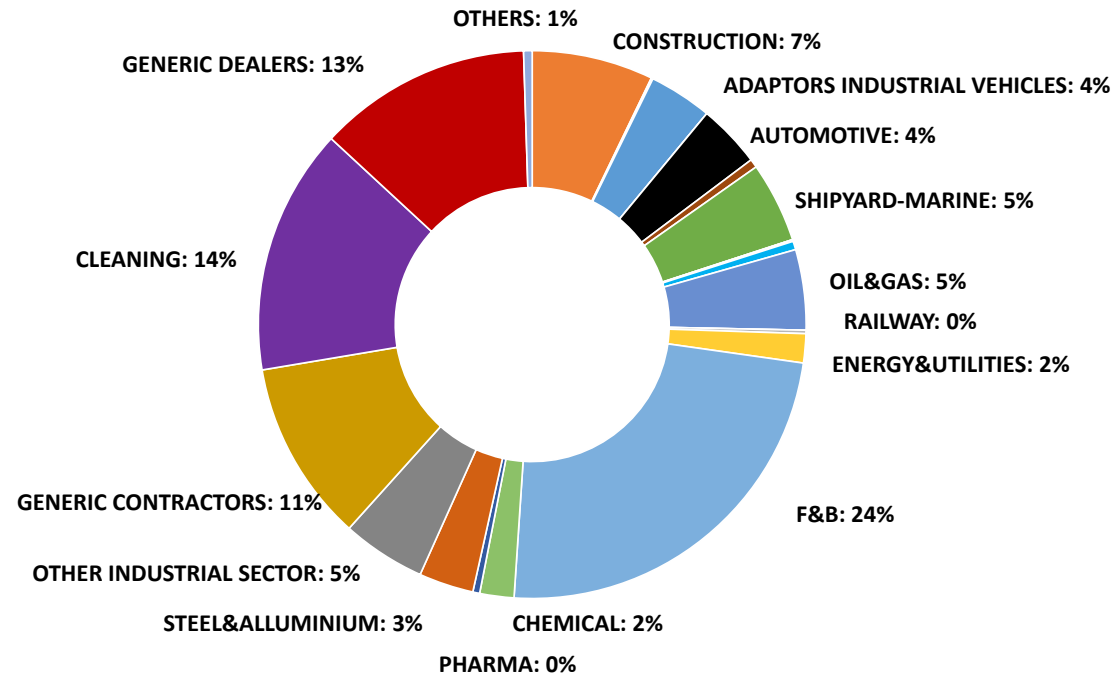
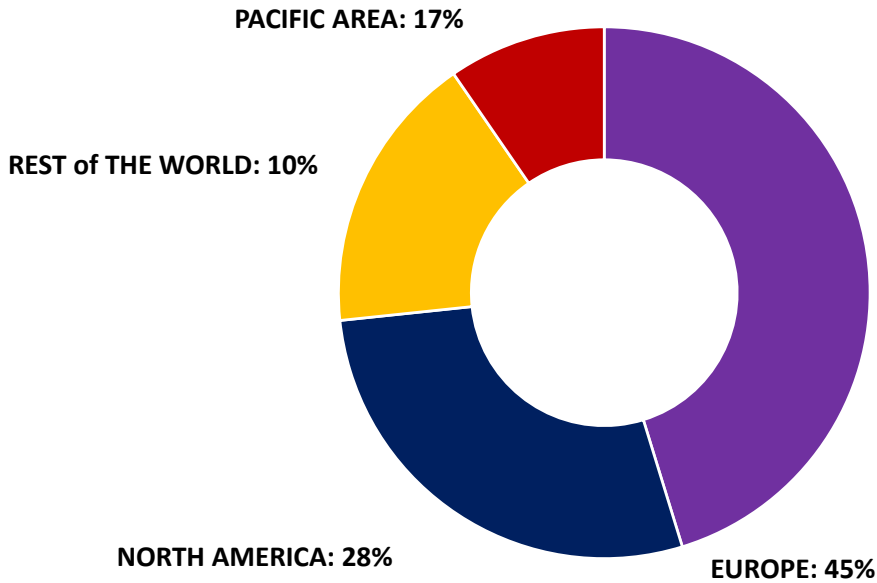
⁽¹⁾ Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

HYDRAULICS
2024 sales: € 1.407m



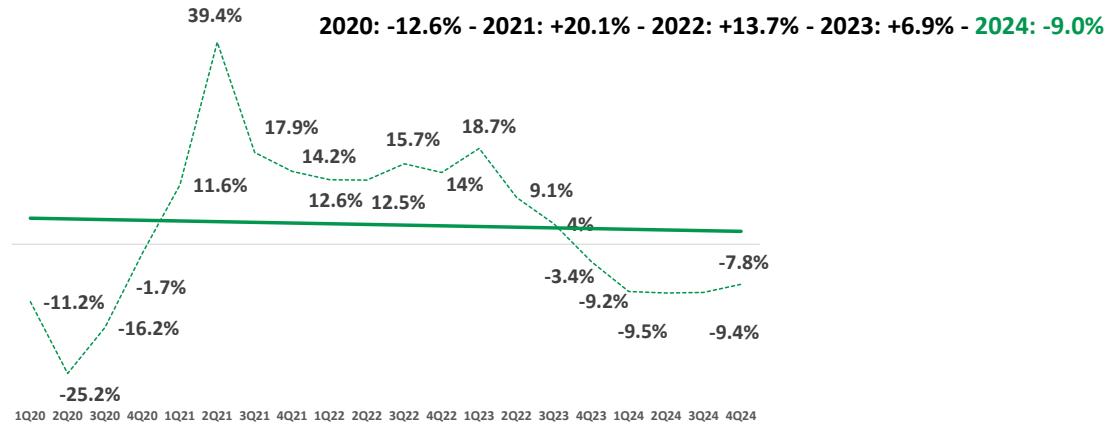
⁽¹⁾ Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

WATER JETTING
2024 sales: € 671m

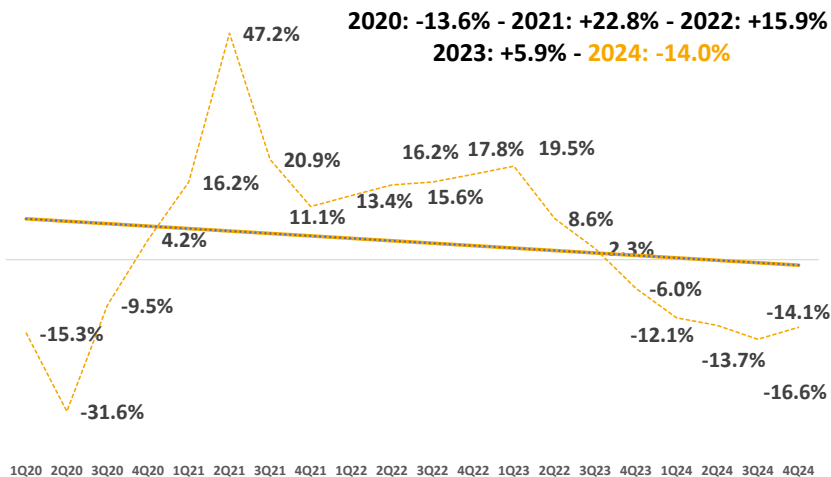


⁽¹⁾ Market application breakdown: incidence below 0.5% not indicated, incidence between 0.5-1% rounded to 1%

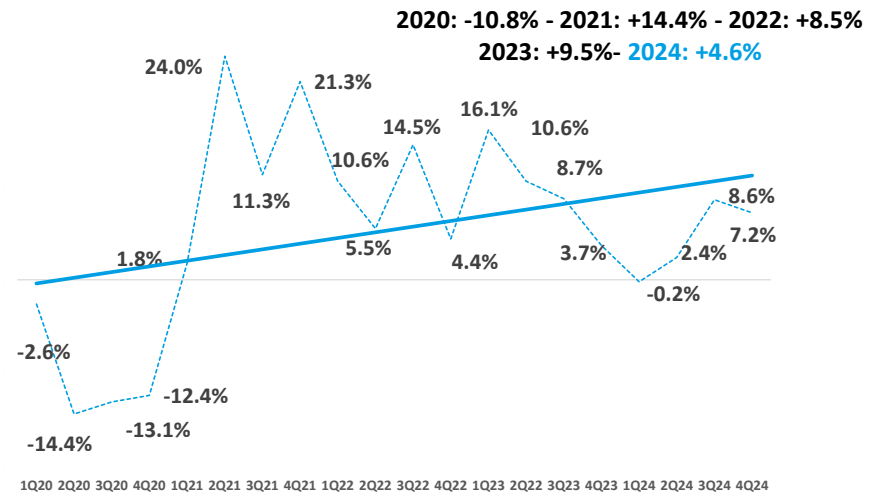
GROUP 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER



HYDRAULICS 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER



WATER-JETTING 2020-2024 ORGANIC GROWTH EVOLUTION by QUARTER



2024 INTERPUMP GROUP ACQUISITIONS

ACQUIRED COMPANIES		FINANCIAL DATA ⁽¹⁾			Total consideration	IMPLIED EV/EBITDA	First consolidation Group division
		Sales	EBITDA Margin	Additional Information			
9 April	PP CHINA YRP FLOW TECHNOLOGY 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

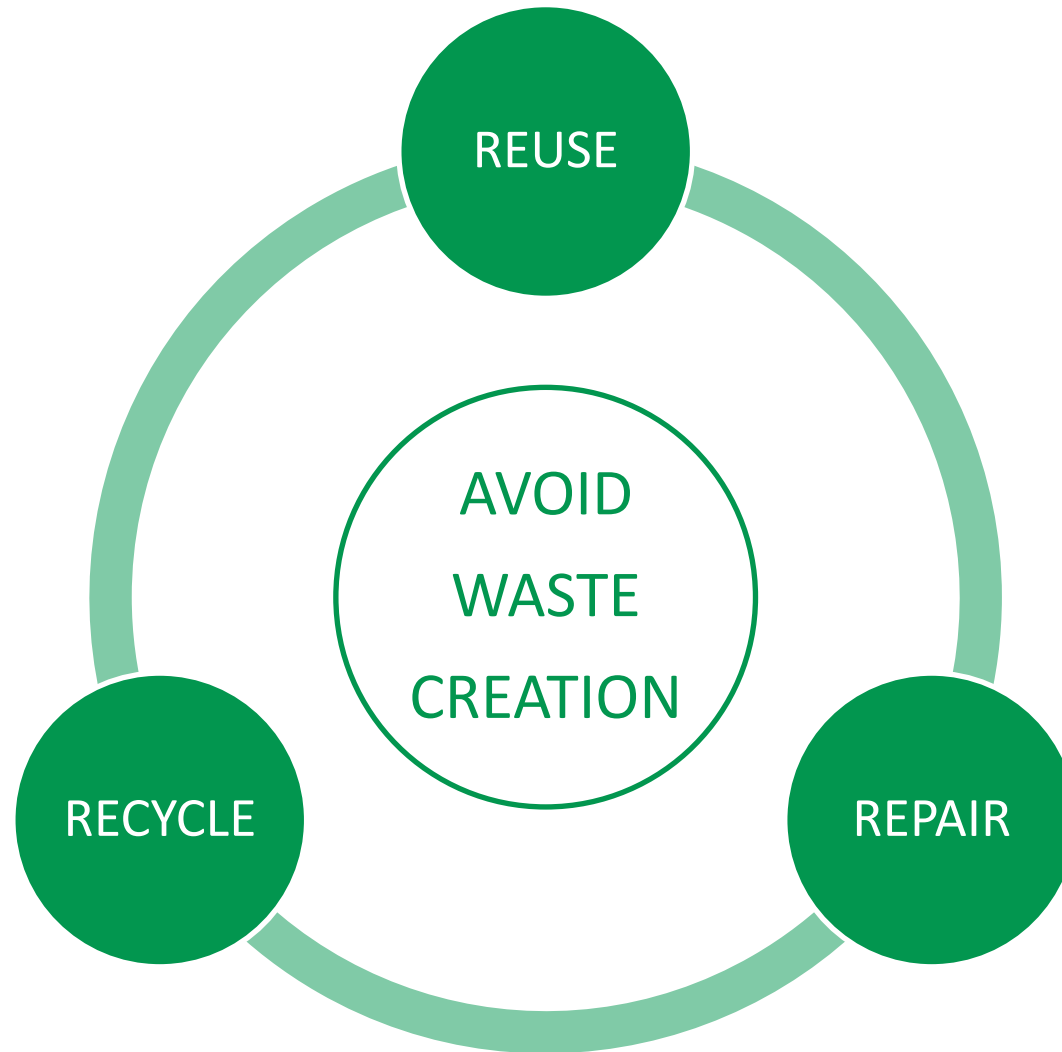
- **DISCLAIMER**
- **4Q-2023 DETAILS**
- **2023-2025 ESG JOURNEY - 2024 ACTIONS ⁽¹⁾**



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

POWER PURCHASE 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



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 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.

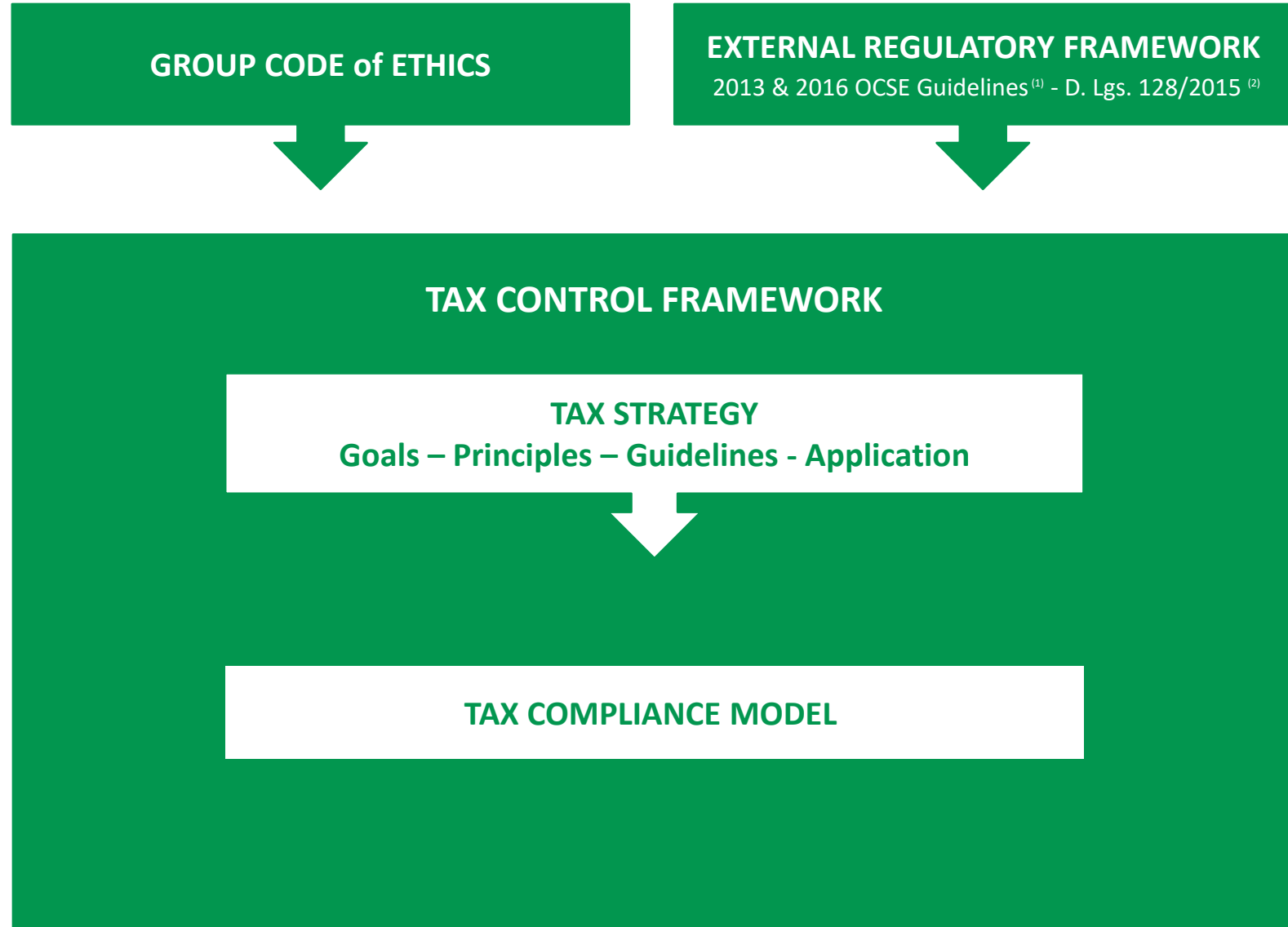
⁽¹⁾ Abstracts from "Interpump Group S.p.A. Global Mobility Policy"

- Approach: leverage on existing best practices at subsidiaries level
- Methodology: internally performed activities
 - Harmonise business model variety between and inside divisions
 - Overcome decentralised organisation at operational level
 - Consider the relatively small and streamlined structure of Group suppliers
- Principles: concreteness and applicability
 - Analysis of questionnaire received from Group’s customers
 - Benchmark with industry sectors best practices
 - Brainstorming with internal functions (e.g. Procurement, “Internal Audit, Risk & Compliance”)
- Goal: development of a methodology which overcomes both Group variety and decentralisation and suppliers’ features
 - Solid foundation for future next steps (e.g. sample enlargement, audit activities)

- 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 and Walvoil

- Coverage: at least 50% of “Cost of sales” sample



TAX CONTROL FRAMEWORK
Detect, measure, manage and control the tax risk



4 GOALS

Tax culture spread

Sustainable development
and Group asset integrity

Tax regulations application
consistency and reliability
and litigation prevention

Tax and reputational risk
minimization

4 PILLARS

Internal regulatory instruments

Role & Responsibilities

Processes

Information flows & Reporting

- Improvement of communication transparency
 - 360° approach, not only ESG topics

- 2023-25 ESG Journey
 - Quarterly updating
 - Ad hoc presentations
 - «Tax Compliance Consolidation», 14 November 2024
 - «Corporate Purchase Power Agreement», 21 November 2024
 - «Eco-Design Guidelines for Group Products», 20 December 2024
 - «Responsible Supply Chain», 13 January 2025
 - «ESG 2024 Activities», January 2025

- Governance topics
 - Ad hoc presentations
 - 2023 Remuneration Policy, April 2024
 - «Approach to Governance & Sustainability», June 2024





WEBRANKING HIGHLIGHTS 2024-25

Tutta l'Europa punta a una comunicazione più trasparente, con medie complessive in crescita. Risultati polarizzati per l'Italia: cinque aziende brillano nella top 10, ma undici si posizionano nelle ultime cento.

Per il quarto anno consecutivo, le aziende Italiane dominano il podio del Webranking Europe 500, con **Terna, Poste Italiane e Snam** nelle prime tre posizioni, seguite da **Eni** al quarto posto e **Generali** al quinto.

L'Italia si distingue con un punteggio medio di 53,7, registrando un lieve miglioramento di 0,1 rispetto al 53,6 dell'anno scorso. Questo risultato, superiore alla media europea di 48,4, colloca l'Italia al terzo posto tra i Paesi europei, preceduta solo da Finlandia e Svezia. Ben sette aziende Italiane compaiono nella Top 20 europea, cinque delle quali occupano le prime sei posizioni.

Mediobanca e Intesa Sanpaolo si affermano ai vertici del settore "Banks & Financial Services", mentre **Amplifon** guida il settore "Healthcare." Nonostante i successi, il panorama Italiano rimane disomogeneo: oltre un terzo delle aziende si trova nelle ultime 100 posizioni. La competizione per i primi posti è serrata, con aziende di Svezia, Svizzera e Finlandia in evidenza. **Vonovia**, la società immobiliare tedesca, si distingue come "Best Improver", guadagnando 254 posizioni (+18,2 punti). Tra le Italiane, **Interpump** registra la crescita più marcata (+9,5 punti), seguita da **Poste Italiane** (+6,9).

500

AZIENDE IN EUROPA

29

AZIENDE ITALIANE INCLUSE

PERFORMANCE PAESI EU*

POSIZIONE	PAESE	AZIENDE	MEDIA	POSIZIONE
1	Finlandia	16	70,6	←
2	Svezia	42	53,9	←
3	Italia	29	53,7	←
4	Austria	6	52,8	↑
5	Germania	58	52,5	↓
6	Spagna	18	51,2	←
7	Svizzera	45	49,7	←
8	Norvegia	14	48,0	←
9	Regno Unito	109	47,5	↑
10	Danimarca	18	45,7	↓
11	Olanda	25	44,0	↓
12	Francia	85	43,0	↑
13	Irlanda	9	41,8	↑
14	Belgio	14	40,6	↓
15	Polonia	9	35,5	←
16	Turchia	6	33,6	←
17	Grecia	6	32,7	←

*Nono stato considerato per questo classifica i paesi europei con più di 4 aziende incluse nella top 500.
Webranking by Comprend

TOP 10 EUROPEA

POSIZIONE	AZIENDA	PAESE	PUNTEGGIO
1	Terna	IT	95,3
2	Poste Italiane	IT	94,1
3	Snam	IT	93,8
4	Eni	IT	92,7
5	Sandvik	SE	87,8
6	Generali	IT	85,3
7	Valmet	FI	84,8
8	Givaudan	CH	84,3
9	Wärtsilä	FI	84,0
10	Kesko	FI	82,2

BEST IMPROVER EU

VONOVIA +18,2; NEXI +15,4; IRI +14,9

BEST IMPROVER IT

INTERPUMP +9,5; POSTE ITALIANE +6,9; NEXI +6

Edizione Italiana a cura di Lundquist

09-DIC-2024
da pag. 37 / foglio 1 / 2

L'Economia
Settimanale - Dr. Resp.: Luciano Fontana
Titolo: N.D. Diffusione: N.D. Lettori: 1697000 (D50001772)

DATA STAMPA
43° Anniversario

COMUNICAZIONE TERNA, POSTE E SNAM REGINE D'EUROPA

È tutto italiano il podio delle società che offrono l'informazione online più trasparente. Lo dice l'indagine di Lundquist-Comprend, che analizza le 500 principali quotate del Continente. Ora una nuova prova: differenziarsi nel mare magnum delle rendicontazioni ESG

A completare la top 10 anche Eni e Generali. Ma non siamo il Paese più virtuoso in assoluto: davanti a noi ci sono Finlandia e Svezia
di ANDREA BONAFEDE

Le aziende italiane si confermano al vertice della trasparenza nella comunicazione digitale. A stabilirlo è la Webranking 2024-2025, l'indagine — giunta alla 28esima edizione — realizzata da Lundquist, in collaborazione con la società svedese Comprend, che valuta il livello di trasparenza dell'informazione societaria online delle 500 principali imprese quotate europee. Le prime quattro posizioni sono infatti occupate da aziende italiane: si tratta di Terna (95,3, il punteggio massimo è 100), Poste Italiane (94,1), Snam (93,8) ed Eni (92,7). E se si aggiunge il sesto posto di Generali (85,3), metà della top 10 è composta da società del nostro Paese. Inoltre, Mediobanca e Intesa Sanpaolo si affermano ai vertici del settore «Banks & Financial Services», mentre Amplifon guida il settore «Healthcare». Tra le società italiane che si sono migliorate di più figurano **Interpump** (+9,5%), Poste Italiane (+6,9%) e Nexi (+6%). L'Italia si distingue con un punteggio medio di 53,7, superiore alla media europea di 48,4, posizionandosi però esulca terza tra i Paesi del Continente, dietro Finlandia e Svezia. Se da un lato, infatti, le primissime po-

sizioni siano occupate da imprese del nostro Paese, dall'altro ben 11 società si trovano nelle ultime 100 posizioni. «Questo succede perché, a differenza della Finlandia o della Svezia che hanno risultati più omogenei, la cultura della trasparenza non è così diffusa a livello di Paese, ma è più caratteristica di alcune singole grandi aziende», spiega Jookim Lundquist, ceo di Lundquist e responsabile di Webranking.

La fotografia

Secondo l'indagine, le aziende italiane si distinguono in Europa per l'efficacia nella comunicazione verso i candidati e i dipendenti, e nell'ambito della sostenibilità. Mentre tra la sezione in cui le società del Vecchio Continente, non solo quelle italiane, mostrano i risultati peggiori è quella relativa agli «Investor Relations»: le aziende infatti faticano a mettere in evidenza le informazioni più rilevanti e a offrire una lettura completa, dalla strategia all'investment case, dall'outlook finanziario al profilo del debito. La comunicazione resta, infatti, ancorata a report e presentazioni per analisti, i cui contenuti non vengono veicolati all'interno del sito corporate: solo il 47% delle società incluse presenta un investment case, fondamentale per il mercato, mentre solo il 32% presenta obiettivi finanziari concretamente misurabili. Tra i settori, a spiccare per virtù sono il «Basic Resources» — con un punteggio di 57,7, la media europea è 48,4 —, malgrado nessuna delle sue

aziende figuri nella top 20 Europe. Seguono «Energia» (che avanza dalla quarta posizione alla seconda) e «Telecomunicazioni». A far registrare i punteggi complessivi più bassi sono i comparti di «Retail», «Viaggi», «Media» e «Real Estate».

Le sfide

L'indagine mette inoltre evidenza i grandi cambiamenti a cui sta andando incontro la comunicazione aziendale. A partire dal fattore sostenibilità. La Direttiva Csd dell'Unione europea, infatti, estenderà — dal bilancio del 2024 — l'obbligo di rendicontazione ESG a una vasta platea di aziende, spingendole verso una trattazione sempre più tecnica e omogenea. In questo contesto, il ruolo di una comunicazione credibile, distinta e rivolta a tutti gli stakeholder diventa una leva competitiva per qualsiasi azienda. «La «compliance» rischia di standardizzare la comunicazione della trasparenza — sostiene Lundquist —. Le imprese devono differenziarsi dalla concorrenza, ma per riuscirci dovranno pensare a una comunicazione strategica. In questo senso, tutti i «touchpoint» digitali possono riaffermarsi come stru-



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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 February 2025

Mauro Barani

