



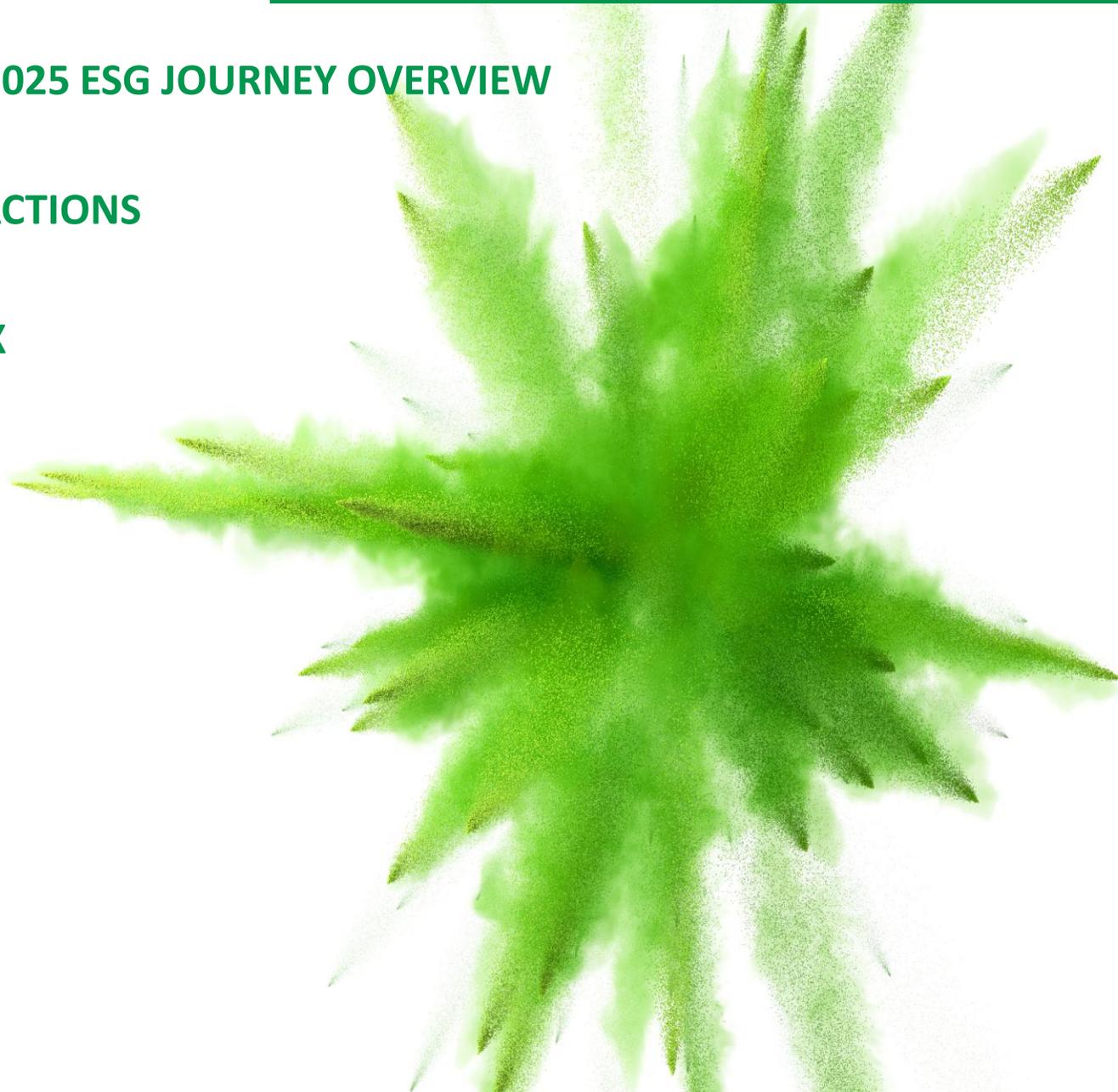
INTERPUMP GROUP



2023-25 ESG JOURNEY – 2025 ACTIVITIES OVERVIEW

20 March 2026

- 2023-2025 ESG JOURNEY OVERVIEW
- 2025 ACTIONS
- ANNEX

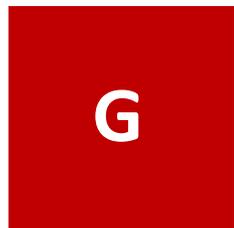
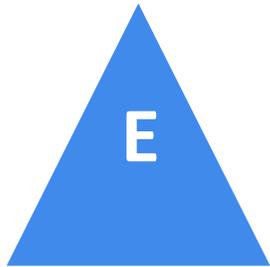


▪ 2023-2025 ESG JOURNEY OVERVIEW



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

Lao Tzu



2023-2025 KEY TARGETS

SUPPORTED GRI and SDG

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <ul style="list-style-type: none"> ▪ 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> |
| <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> |
| <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> |



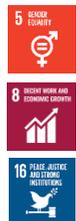
305-1 and 2
302-1



403-9
308-1 / 414-1



207-1, 2 and 3





2023-25 ESG JOURNEY OVERVIEW – A DELIVERING GROUP

ANALYSIS AND MEASUREMENT

BUILDING GROUP
ESG FOUNDATIONS

LEADING TO
2030 AND 2050 DECARBONISATION TARGETS

2022

2023

2024

2025

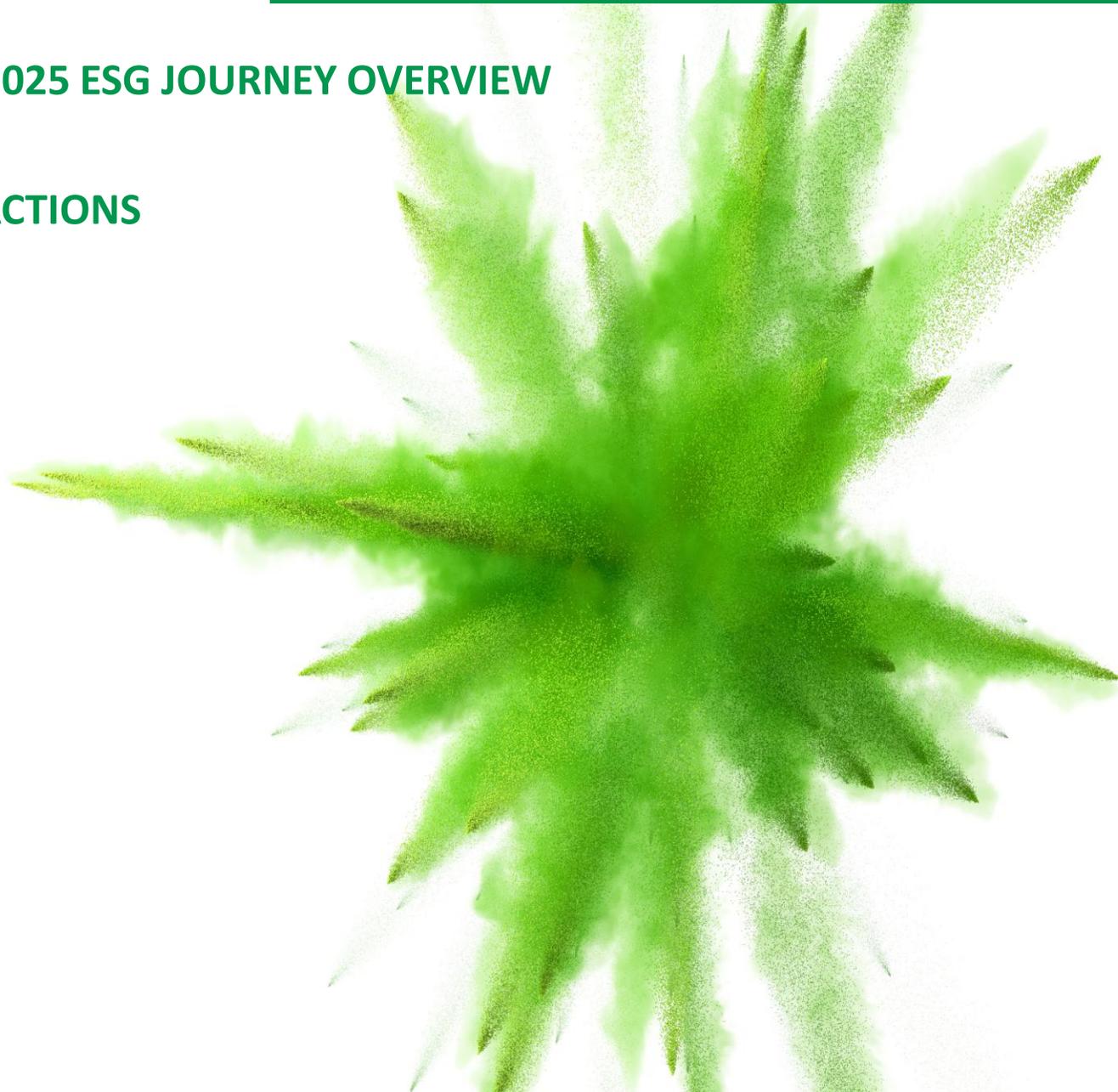
2027

- 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 - 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

- 2023-2025 ESG JOURNEY OVERVIEW
- 2025 ACTIONS



- All 2025 ESG Plan actions delivered
 - Leading to 2030 and 2025 decarbonisation targets

- Overdeliver for “climate change” and “people development” actions
 - S.2, carbon intensity: achieved -40% compared to a -30% target
 - E.3, renewable energy consumption: achieved 29% of total energy consumption compared to a 25% target
 - S.3, increase of non-compulsory training: achieved +55% compared to a +35% target

- First Group global project with corporate functions leading the way

- Clear vision on possible next steps to pursue and enhance Group ESG Journey
 - 2026-2028 Plan to be delivered before year end

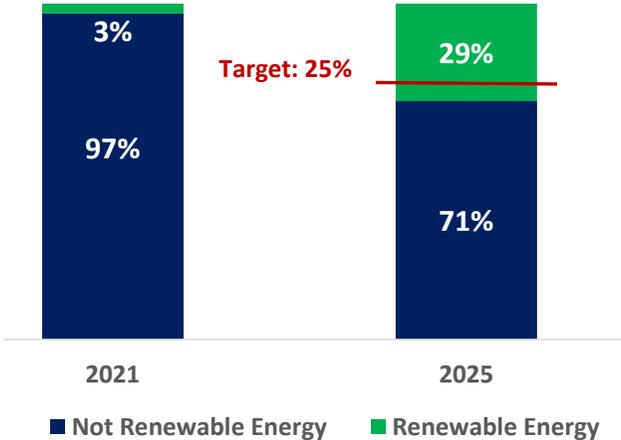
- 3 main streams for 2025 actions
 - Climate change
 - Product life cycle
 - Water efficiency

- Climate change: actions and achievements
 - E.2: carbon intensity
 - Target: -30%, equal to 0.028 tCo₂eq/€
 - Results: -40%, equal to 0.024 tCo₂eq/€
 - E.3: renewable energy consumption
 - Target: from 3% to 25%
 - Results: 29%

2021-2025 CARBON INTENSITY EVOLUTION (tCO₂eq/€)



2021-2025 RENEWABLE ENERGY CONSUMPTION EVOLUTION (% on total consumption)



- Climate change: drivers
 - Since 2022
 - Around € 10m CAPEX for the installation of photovoltaic modules on the rooftops of Group owned manufacturing facilities:
 - From 3 to 16,0 MWp of total installed capacity
 - Certified renewable electricity purchase
 - Since 2025: Power Purchase Agreement



Interpump Hydraulics – New headquarter in Sala Bolognese (Italy) with rooftop details

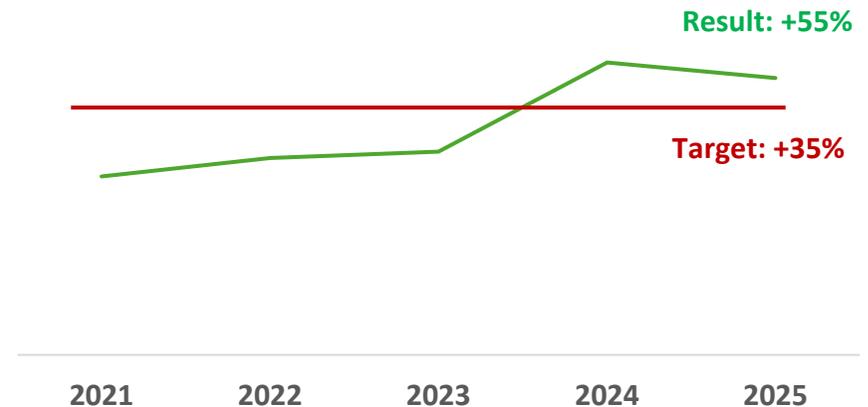
- Product life cycle
 - E. 5: Circular economy
 - 2024 - Phase 1: certain types of metal scrap – blanks, non-compliant components and non-compliant castings in steel and cast iron – generated by some Group companies were qualified as a by-product
 - 2025 – Phase 2: the previous phase has made it possible to deepen the technological maturity and characteristics of the supply chains in which these companies operate. The analysis highlighted how elements such as the design and configuration of production facilities, together with the geographical proximity of qualified partners in the recycling of industrial materials represent decisive factors for the success of circular economy initiatives

- Water efficiency
 - E.6: the objective of improving the operating methods for monitoring water resources was functional to the creation and dissemination within the Group of greater awareness of the use of these resources

- 2 main streams for 2025 actions
 - People development
 - Diversity & Inclusion

- People development
 - S.3: increase of non-compulsory training ⁽¹⁾
 - Target: +35%
 - Results: +55%

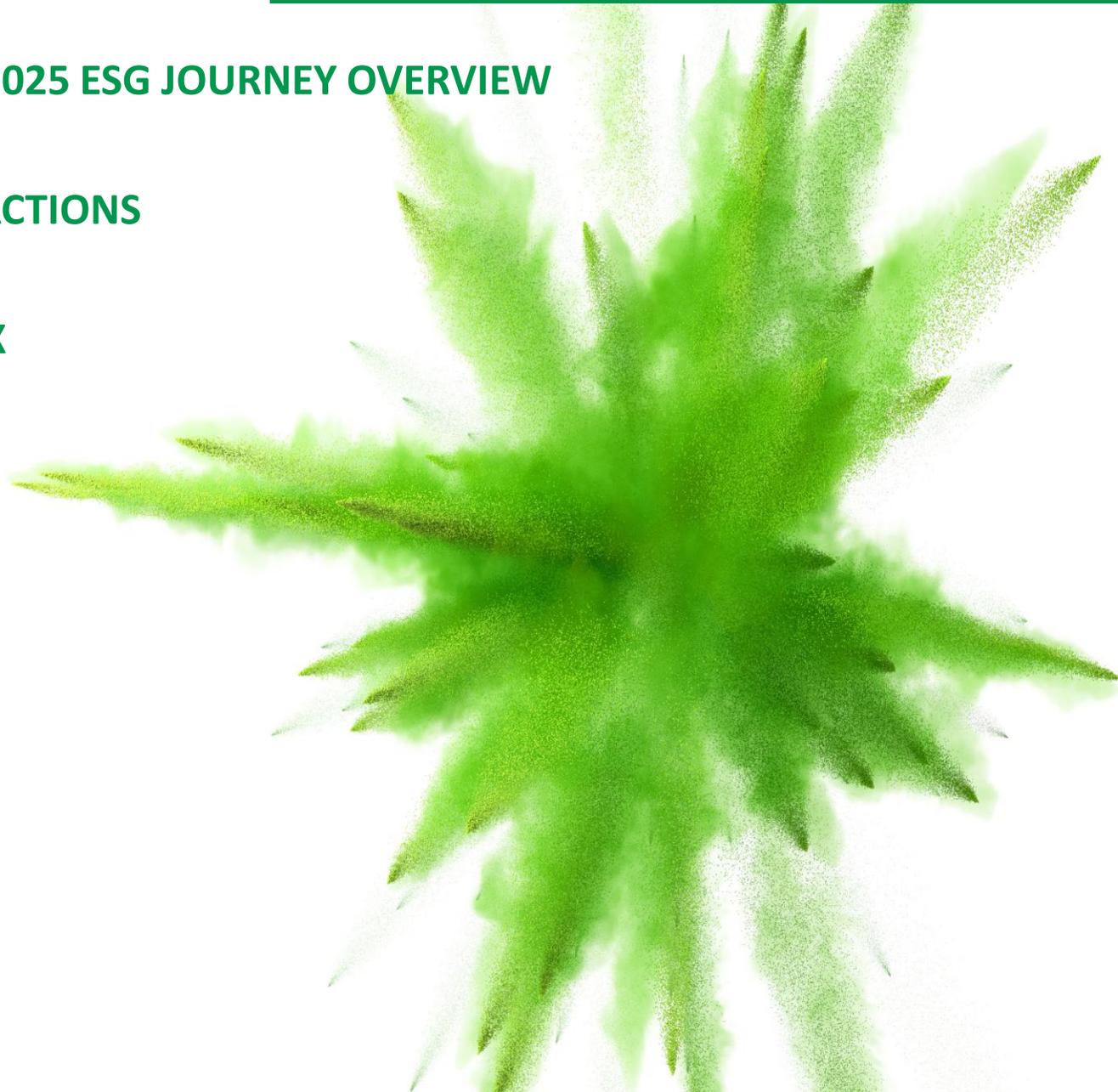
2021-2025 NON-COMPULSORY TRAINING EVOLUTION



- Diversity & Inclusion
 - S.7: diversity & inclusion model definition
 - Through the Italian subsidiary Tubiflex, Group implemented a project to assess the work environment through structured tools that allowed the shared creation of practical solutions to improve organizational well-being and consolidate a corporate culture based on equity, inclusion and a sense of belonging

⁽¹⁾ (Total n° of «non-compulsory» training hours / Total N° of employees)

- 2023-2025 ESG JOURNEY OVERVIEW
- 2025 ACTIONS
- ANNEX



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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):** $EBIT / \text{Capital employed}$;
- **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.

- Group “2023-2025 ESG journey”
 - The first project at Group level

- Concrete and precise actions: 20 targets to be delivered
 - 12 to be delivered in the next two years to build Group ESG foundations
 - 8 to be executed before 2025⁽¹⁾ to lead to 2030-2050 decarbonisation targets

- Concrete resources defined for the entire Journey ⁽²⁾
 - CAPEX: approximately 13m
 - OpEx: around € 9m of incremental costs until 2032
 - G&A: no material impacts is expected, resources placed at disposal in case

- Concrete correlation with top management remuneration policy
 - 2022-2024 Stock Option Plan linked to ESG targets ⁽³⁾
 - 2023-2025 bonuses will be correlated to execution

⁽¹⁾ 7 to be executed before 2025 and 1 before 2027 – ⁽²⁾ 2023-25 ESG Journey and 2023-32 Decarbonisation Strategy - ⁽³⁾ ESG targets to be achieved for the vesting and consequent exercisability of the Options and foresight of a clause which will allow the Board to align the new Stock Option Plan to I Section Group Remuneration Policy evolution (see please 2022-2024 Stock Option Plan for details)

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

- Formalisation of Group “E” strategy and policies is the cornerstone

| ACTION ID | DESCRIPTION | GRI and SDG | KPI | TIMING |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------------------------------|
| <div style="writing-mode: vertical-rl; transform: rotate(180deg); background-color: #008000; color: white; padding: 5px; font-weight: bold;">CLIMATE CHANGE</div> <div style="text-align: center; padding: 20px;">E.1</div> | <p style="text-align: center;">Carbon neutrality strategy definition</p> <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 |

| | ACTION ID | DESCRIPTION | GRI and SDG | KPI | TIMING |
|--------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| CLIMATE CHANGE | E.2 | <p>Carbon intensity reduction</p> <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 | 305-1 and 2 | <p>K.P.I. tCO₂eq/€ ⁽¹⁾</p> <p>Target: -30% (from 0.040 ⁽²⁾ to 0.028)</p> | <p>Base year: 2021 Target year: 2025</p> |
| | E.3 | <p>Increase of renewable energy consumption</p> <ul style="list-style-type: none"> Main leverages: photovoltaic plants installation and renewable purchase energy agreement Italian manufacturing site as PPA starting point | 302-1 | <p>K.P.I. Total renewable EE (GJ)/Total energy</p> <p>Base: 3% Target: 25%</p> | <p>Base year: 2021 Target year: 2025</p> |
| PRODUCT LIFE CYCLE | E.4 | <p>Circular economy – Phase 1</p> <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 | 6 CLEAN WATER AND SANITATION, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION | N.A. | <p>Base year: 2022 Target year: 2023</p> |
| | E.5 | <p>Circular economy – Phase 2</p> <ul style="list-style-type: none"> Feasibility study on Phase 1 project extension Italian manufacturing site as possible perimeter | 6 CLEAN WATER AND SANITATION, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION | N.A. | <p>Base year: 2023 Target year: 2025</p> |

⁽¹⁾ tCO₂eq/Total consolidated revenues - ⁽²⁾ Baseline 2021: tCO₂eq of 62.181 and total consolidated revenues of € 1.551m (see please 2021 NFS)

| | ACTION ID | DESCRIPTION | GRI and SDG | KPI | TIMING |
|--------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------|----------------------------------------------|
| WATER EFFICIENCY | E.6 | <p>Water monitoring system</p> <ul style="list-style-type: none"> 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 | <p>GRI 303-3 and 4</p> | N.A. | <p>Base year: 2022 Target year: 2025</p> |
| PRODUCT LIFE CYCLE | E.7 | <p>Product ECO-design</p> <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. | <p>Base year: 2022 Target year: 2024</p> |

- 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

| ACTION ID | DESCRIPTION | GRI and SDG | KPI | TIMING |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| <div style="background-color: #008000; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">HEALTH & SAFETY</div> <p style="text-align: center; color: #008000; font-weight: bold;">S.1</p> | <p style="text-align: center; color: #008000; font-weight: bold;">Injury rate improvement</p> <ul style="list-style-type: none"> ■ Keep injury frequency below 2019-21 average | <div style="display: flex; align-items: center; gap: 10px;">    </div> <p style="text-align: center;">403-9</p> | <p style="text-align: center; font-weight: bold;">K.P.I.</p> <p style="text-align: center;">Injury rate ⁽¹⁾</p> <p style="text-align: center;">Average 2019-21: 2,2 ⁽²⁾</p> | <p style="text-align: center;">Base year: 2021</p> <p style="text-align: center; font-weight: bold;">Target year: 2024</p> |

⁽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 |
|--------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| HEALTH & SAFETY | S.2 | <p>ISO 45001 extension</p> <ul style="list-style-type: none"> Focus on subsidiaries with manufacturing sites | | <p>K.P.I.</p> <p>% Group turnover</p> <p>Base: 22% Target: 45%</p> | <p>Base year: 2021 Target year: 2027</p> |
| PEOPLE DEVELOPMENT | S.3 | <p>Increase of non-compulsory training</p> <ul style="list-style-type: none"> Focus on “below - in line” target subsidiaries Definition of Group guidelines and identification of training areas | | <p>K.P.I.</p> <p>About 35% increase average training hours x employee⁽¹⁾</p> | <p>Base year: 2021 Target year: 2025</p> |
| | S.4 | <p>Global mobility program</p> <ul style="list-style-type: none"> Define and implement a worldwide mobility program across Group subsidiaries | | <p>N.A.</p> | <p>Base year: 2022 Target year: 2025</p> |
| RESPONSIBLE SUPPLY CHAIN | S.5 | <p>ESG supply chain evaluation model definition</p> <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 | | <p>N.A.</p> | <p>Base year: 2022 Target year: 2023</p> |

⁽¹⁾(Total n° of «non-compulsory» training hours / Total N° of employees)

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

- 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

- 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 CORNESTONE | G.1 | <p>Establishment of Board ESG Committee</p> <ul style="list-style-type: none"> ▪ Separation between “Control & Risk” and “Sustainability” committees ▪ Inclusion of executive directors |   | N.A. | <p>Base year: 2022 Target year: 1H2023</p> |

ESG PRINCIPLES-ACTIONS-RESULTS SPREAD

ALIGNMENT TO TAX BEST PRACTICES

| ACTION ID | DESCRIPTION | GRI and SDG | KPI | TIMING |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------|----------------------------------------------------------|
| G.2 | <p>Code of Ethics revision</p> <ul style="list-style-type: none"> To reflect ESG principles in Code of Ethics | | N.A. | <p>Base year: 2022</p> <p>Target year: 1H2023</p> |
| G.3 | <p>Succession plan formalization</p> <ul style="list-style-type: none"> Succession plan formalization (starting from Interpump Group S.p.A.) | | N.A. | <p>Base year: 2022</p> <p>Target year: 2023</p> |
| G.4 | <p>Tax compliance consolidation in line with best practices</p> <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 | <p>GRI</p> <p>207-1, 2 and 3</p> | N.A. | <p>Base year: 2022</p> <p>Target year: 2024</p> |
| G.5 | <p>GR1 207-4 information updating</p> <ul style="list-style-type: none"> Country-by-country report refresh and annual updating | <p>GRI</p> <p>207-4</p> | N.A. | <p>Base year: 2022</p> <p>Target year: annual</p> |

ESG PRINCIPLES-ACTIONS-RESULTS SPREAD

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