



ITALMOBILIARE

INVESTMENT HOLDING

**COMPANY
PRESENTATION**

JULY 2021

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Italmobiliare: Overview

Investment Portfolio

Focus on portfolio companies

Closing remarks

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Identity & mission and strategic approach

IDENTITY

“Italmobiliare Investment Holding holds and manages a diversified investment and equities portfolio with a strategic vision underpinned by **a financial and industrial history going back more than 150 years**”

MISSION

“Playing **a pro-active and continuous** role in the growth and enhancement of the portfolio aiming at developing, innovating, and diversifying internationally its investments with **an effective governance and risk management model, integrating ESG principles**”

INVESTMENT STRATEGY

FOCUS

Focus on **Italian champions operating in resilient industrial, services, and consumer sectors** with **strong brands, distinctive capabilities, and international presence**
Flexible approach on investments, usually **focused on entrepreneurs skills and talent**

VALUE CREATION AND NETWORK

Contribution to value creation of portfolio companies with **strategic and financial support for organic and M&A growth**, as well as identification of **synergies** between portfolio companies and Italmobiliare itself
Private equity investments provide Italmobiliare and its direct investee companies a **global footprint** for business opportunities

GOVERNANCE

Leverage on **Italmobiliare's long history of listed holding** of multinational companies to provide **support to investee companies on matters as governance, sustainability, code of ethics, etc.**

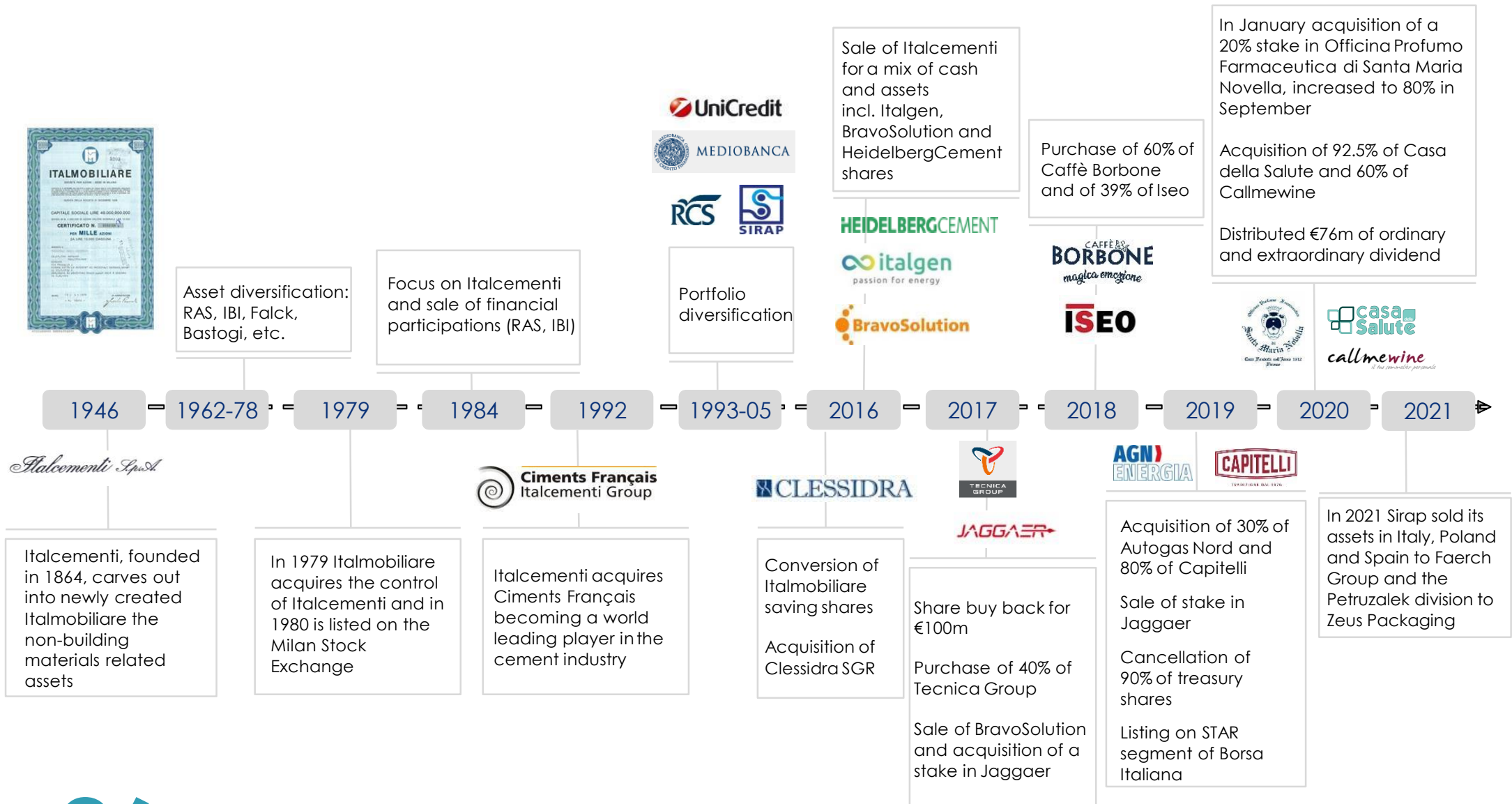
- **Investment holding since 1946**
- **Majority shareholder: Pesenti family, active in the Italian business community for over 150 years**
- **Focus on equity investments**
- **NAV: Euro 2.0 bn⁽¹⁾**
- **Listed on STAR segment of Borsa Italiana**
- **Market cap: approx. Euro 1.3 bn⁽²⁾**
- **Total shareholders return last 5 years: 87%⁽²⁾**
- **Dividend of €0.65 per share (2.1%yield)⁽³⁾**

(1) As of June 30, 2021, net of treasury shares

(2) As of July 26, 2021, share price of Euro 30.45 per share, net of treasury shares

(3) Dividend for 2020 results

Our History

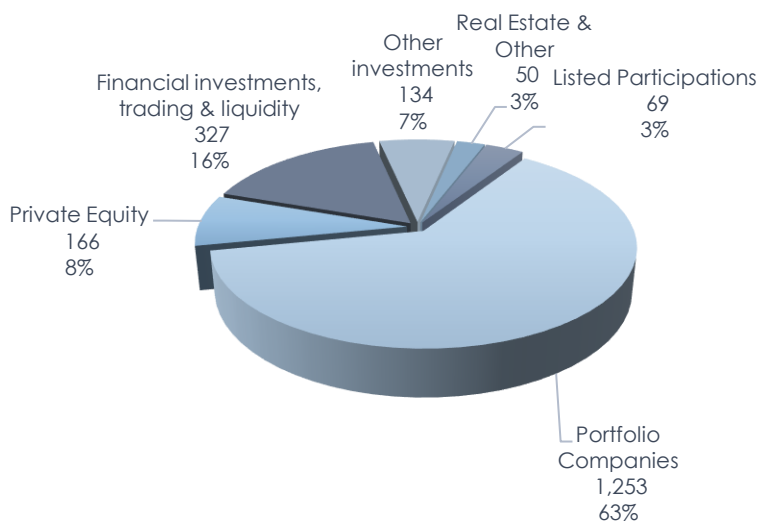


Investment Portfolio

Deployment of a new portfolio of strategic participations after the sale of Italcementi in 2016

Italmobiliare is an investment holding with a Euro 2.0 bn⁽¹⁾ NAV diversified portfolio

NAV
Euro 2.0 bn⁽¹⁾



PORTFOLIO HIGHLIGHTS

Portfolio companies

 2017	 2018
 2020	 2019
 2018	 2019
 2016	 2020
 1990 ⁽²⁾	 2016
	 2020

Italmobiliare core business

Private Equity Funds	Listed participations and other investments
	
	
	
	
	
	
	
	
	

(1) As of June 30, 2021

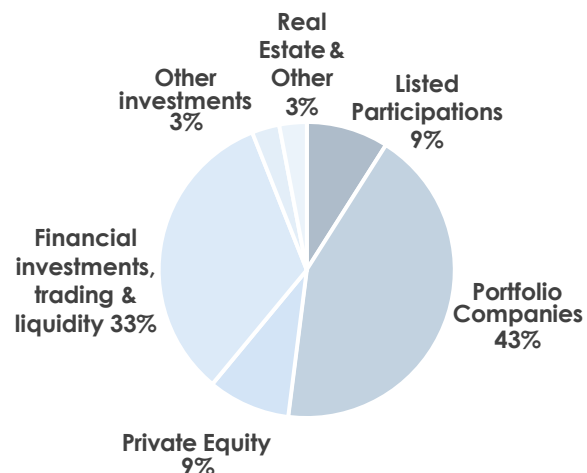
(2) Remaining assets in France and UK

Net Asset Value development

Transition towards target capital allocation in progress

08

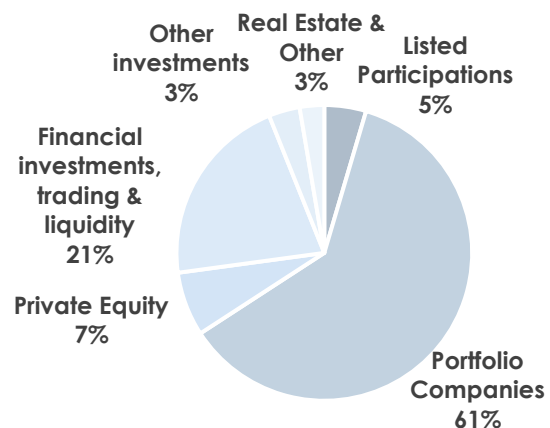
€1,741 m
December 31, 2019



	(€m)
Listed Participations	165
Portfolio Companies	745
Private Equity	158
Financial investments, trading & liquidity	570
Other investments	54
Real Estate & Other	49
NAV	1,741
NAV per Share	41.5 €
NAV Discount	41.8%

Dividends paid during the year 23

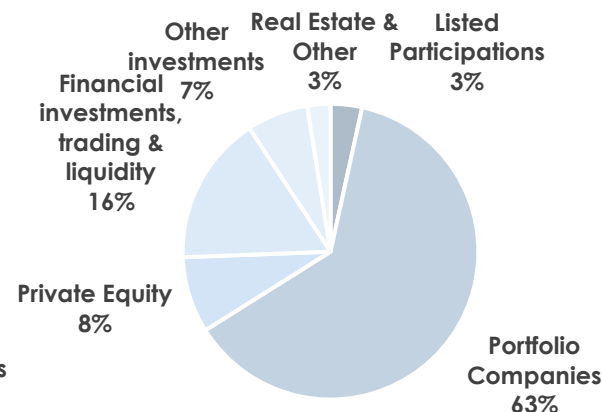
€1,838 m
December 31, 2020



	(€m)
Listed Participations	84
Portfolio Companies	1,126
Private Equity	129
Financial investments, trading & liquidity	387
Other investments	63
Real Estate & Other	49
NAV	1,838
NAV per Share	43.5 €
NAV Discount	32.7%

Dividends paid during the year 76

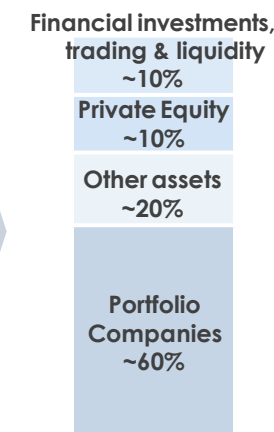
€2,000 m
June 30, 2021



	(€m)
Listed Participations	69
Portfolio Companies	1,253
Private Equity	166
Financial investments, trading & liquidity	327
Other investments	134
Real Estate & Other	50
NAV	2,000
NAV per Share	47.3 €
NAV Discount	35.6%

Dividends paid YTD 28

TARGET ALLOCATION



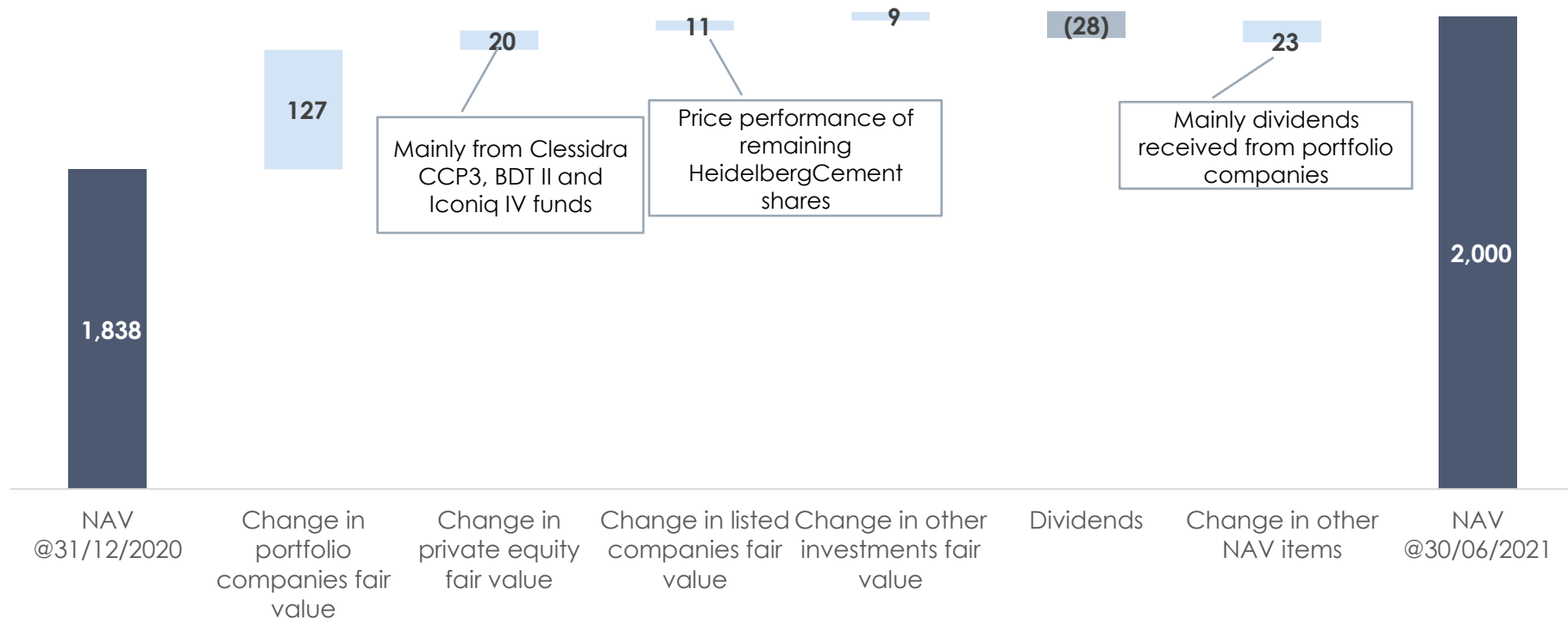
Decrease for sale of HeidelbergCement shares

Increase for investment in Santa Maria Novella, Casa della Salute, Callmewine and overall portfolio revaluation

Decrease for investments in portfolio companies and dividend distribution
Does not yet include the proceeds from the disposal of Sirap's businesses

Note: NAV net of treasury shares, discount calculated as of NAV's date

NAV development in 1H 2021



Note: data in €M; NAV net of treasury shares

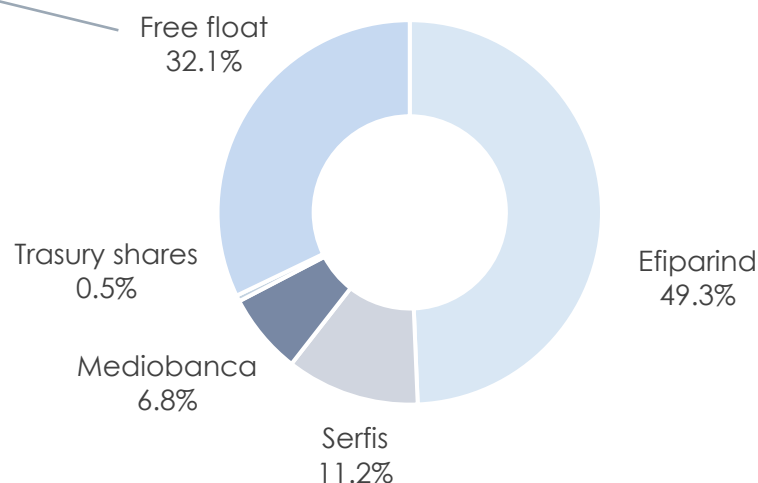
Italmobiliare shareholding structure

- Major shareholder is Efiaparind B.V., 100% owned by the Pesenti family
- Italmobiliare Board of Directors composed by 12 members, majority of independent directors, in office until the approval of 2022 results

SHAREHOLDING STRUCTURE⁽¹⁾

Of which shareholders with >1% stake:

- BCP (5.0%)⁽²⁾
- Norges Bank (2.3%)
- Antonio Fenaroli (2.0%)
- Inarcassa (1.4%)



BOARD OF DIRECTORS



CLF: Consolidated Law on Finance

(1) As of April 2021

(2) of which 0.853% of voting rights attached to shares and 4.148% of long positions with physical settlement and settlement in cash



LAURA ZANETTI
Chairman

Graduated with honours from Bocconi University, where she is Associate Professor with tenure of Corporate Finance, as well as Research Fellow of the Baffi-Carefin Research Centre and Academic Director of the Bachelor Degree in Economics and Finance.

Previously, she was Director of the Master of Science in Finance at Bocconi University, Visiting Scholar at both the MIT (Massachusetts Institute of Technology) and the LSE (London School of Economics and Political Science).

She is a Certified Public Accountant, Registered Auditor, Director and Statutory Auditor of various leading companies, member of the Board of Directors of Webuild S.p.A. and member of the Board of Assonime.

She is the author of many articles on corporate governance, corporate finance and company valuations.



CARLO PESENTI
CEO

Degree in Mechanical Engineering from Milan Polytechnic, Master in Economics and Management from Bocconi University.

Along with the positions held in the Italmobiliare Group (including CEO of Italcementi from 2014 until 2016, when the Italcementi investment was sold), he has also been a member of the Boards of Directors of leading companies such as Unicredit S.p.A., RCS S.p.A. and Mediobanca S.p.A. for several terms of office.

He is currently Chairman of Clessidra SGR and a member of the Board of Directors of Tecnica Group, Caffè Borbone and Officina Profumo-Farmaceutica di Santa Maria Novella (Italmobiliare portfolio companies). He is Chairman of Fondazione Pesenti and Director of San Patrignano non-profit foundations.

Permanent member of the General Board of Confindustria, of which he was Vice President (2014-2016) and member of the Advisory Board of Assolombarda.

He is a member of the Board of ISPI and Co-Chairman of the Italy-Thailand Business Forum.

Responsible investments and active ownership

Italmobiliare manages its flow of **investments and divestments** in order to guarantee the **sustainable success** of the Group through the **creation of shared value** in the long term.

Governance **codes** and sustainability **policies** lead the investments screening and evaluation processes. The **active ownership** phase, through an active dialogue with the **Portfolio Companies** is also aimed at fully integrating sustainability in the business strategy.

A continuously updated **ESG Roadmap** details the improvement paths for the Holding and the Portfolio Companies.

Organization and resources

Sustainability is permanently on the agenda of the **Board of Directors**. The **Committee** for Sustainability and Social Responsibility, chaired by the **CEO**, provides the Board with continuous advice on ESG **strategy** and update on ESG **performance**.

The **Sustainability Department** develops and coordinates the rollout of ESG initiatives from the Holding to the Portfolio Companies and is led by a **Chief Sustainability Officer** with more than 20 years of experience in sustainability.

More info on Italmobiliare group sustainable approach and performance on the annual [sustainability report](#).

UN Global Compact and Agenda 2030

Italmobiliare adheres to the **United Nations Global Compact**, enforcing its commitment to promote a healthy, inclusive and sustainable global economy, respectful of human and labour rights, capable of protecting the environment and actively involved in every aspect of business integrity.

Sustainable Development Goals are the operational cornerstones for the definition of action plans involving all Portfolio Companies and are focused on six main directions.



Environment

Responsible use of resources, product stewardship and low-carbon transition.



Social

Gender equality, social inclusion, fair working conditions, health and safety.



Governance

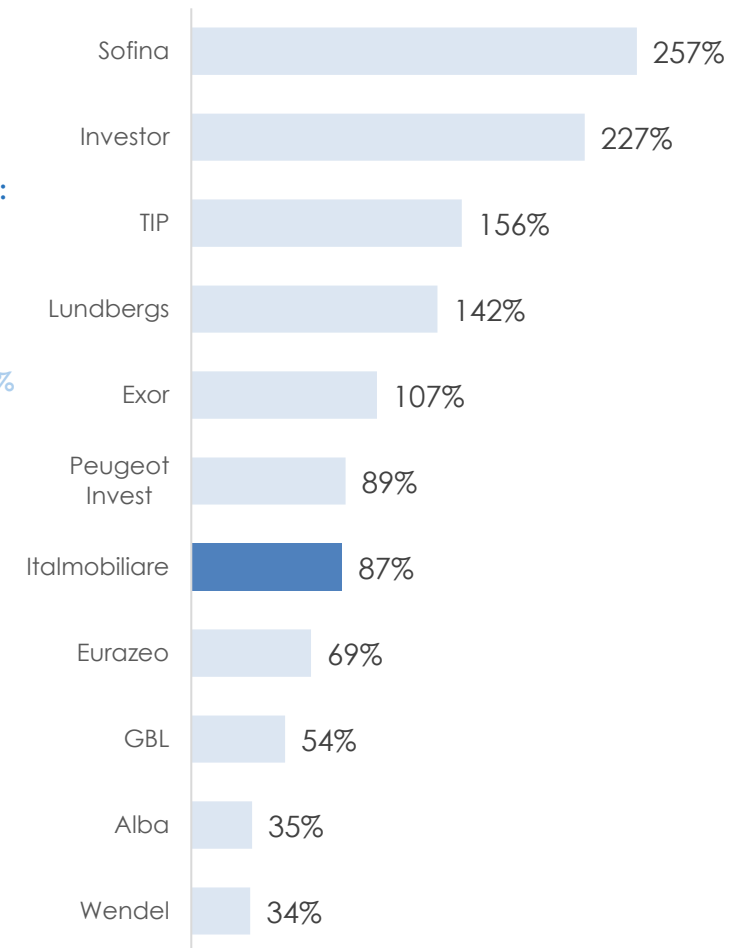
Responsible investments, sustainable governance and business integrity.

Italmobiliare share price performance | Last 5 years

Last 5 years Italmobiliare share price performance vs reference index



Total shareholders return last 5 years



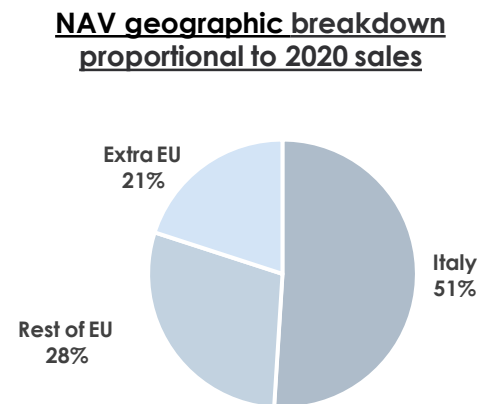
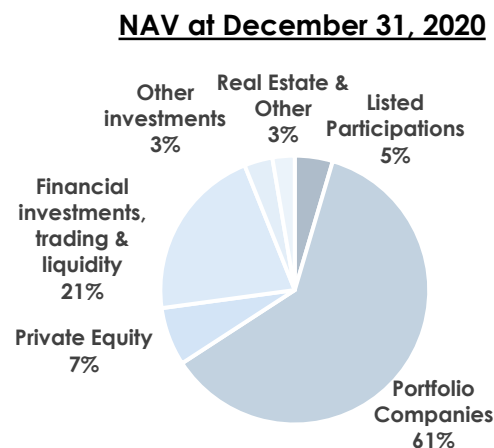
Source: Bloomberg as of July 26, 2021; prices rebased to 100

Source: Bloomberg as of July 26, 2021

Risk management

Italmobiliare periodically performs an integrated analysis of the main risk factors and related mitigation measures

- **Portfolio risk analysis:**
 - main risk indicators (VaR, CVaR and recovery time) are lower than the **average risk indicators of the global equity index**
 - well diversified portfolio with a **balanced degree of correlation** of the different components
- **Italmobiliare and each of the portfolio companies** periodically **monitor and analyze specific risk factors and identify precise actions for risk mitigation and hedging**
 - Risk factors analyzed: capital markets, regulatory, sustainability, country and currency exposure, commodities, inflation, supply chain, technological disruption, rates, economic cycle, cybersecurity, etc.
- **Exposure to different country/area risks:** the NAV distribution proportional to the **geographic diversification of sales shows a good level of diversification out of Italy (~50% of NAV linked to sales abroad)**. Out of the **Italian NAV exposure** approx. 70% is related to businesses with a low correlation to GDP (Borbone, Autogas and Italgas)



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NAV dynamics

- NAV of Euro 2,000 m as of June 2021 (+ Euro 162 m from December 2020) mainly effect of increase in fair value of Portfolio Companies (Euro +127 m), private equity funds (Euro +20 m) and market value of HeidelbergCement shares (Euro +11 m)

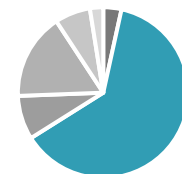
Performance of Portfolio Companies

- Positive performance of Portfolio Companies in the first half of 2021, all Portfolio Companies (except for Sirap) reported a strong growth in revenues and EBITDA, pro forma aggregated revenues increased by 22% YoY and EBITDA by +58% YoY; in details:
 - Continuing growth for Caffè Borbone (revenues +24% and EBITDA +35% YoY) and the newly acquired companies Casa della Salute (revenues +90% YoY) and Callmewine (revenues +53% YoY)
 - Strong recovery for Tecnica Group (revenues +27% YoY and EBITDA >+100% YoY), Iseo (revenues +37% and EBITDA >+100% YoY) and Santa Maria Novella (revenues +16% YoY and EBITDA +37% YoY)
 - Other portfolio companies reported increasing revenues and EBITDA: Autogas revenues +16% and EBITDA +26% YoY, Italgen revenues +35% and EBITDA +76% YoY, Capitelli revenues +16% and EBITDA +14% YoY
 - All portfolio companies, except Santa Maria Novella, reported higher revenues even compared to the first half of 2019

Investments and cash-ins











- In 1H 2021 concluded the sale of Sirap's asset in Italy, Spain, Poland and Petruzalek division for a total enterprise value of Euro 174 m, proceeds were cashed-in by Sirap Group head company
- In March 2021, Italmobiliare co-invested Euro 36 m alongside Clessidra's CCP3 fund for the acquisition of Botter, among the world's leading exporters of Italian wine with revenues of approx. Euro 230 m in 2020. In April, Botter completed the add-on of Mondodelvino (Euro 120 m of turnover) with a capital increase for Italmobiliare of Euro 8 m
- On May 4th 2021, Italmobiliare paid the dividend of Euro 0.65 per share (total of Euro 27 m)
- In June 2021, Italmobiliare subscribed a commitment of Euro 75 m to Clessidra Capital Partners 4 fund out of a first closing of Euro 270 m
- In the first half 2021, Italmobiliare sold Euro 30 m of HeidelbergCement shares, invested Euro 24 m in Private Equity funds and received Euro 27 m of dividends

Portfolio companies



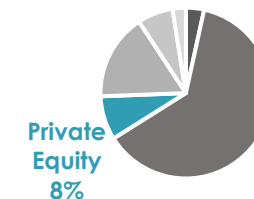
Portfolio Companies
63%

Strategy: Ebitda growth, organic and M&A business expansion










	Sector	Strategy and drivers	Financials 2020 (€m): Revenues (YoY % var.) EBITDA (% margin)	Revenues 1H 2021 (YoY % var.)	Revenues breakdown by geography
Caffè Borbone (60%) 	• Coffee	• Double digit organic growth in a growing market	219 (+27%) 75 (34%)	+24%	97% ITA
Tecnica (40%) 	• Sport equipment	• Support to organic growth, product/brand portfolio enhancement, group structure optimization, margin improvement	383 (-10%) 59 (16%)	+27%	93% Abroad
Santa Maria Novella (80%) 	• Perfumes and cosmetics	• Accelerating international expansion of an iconic brand	23 (-27%) 5 (23%)	+16%	50% Abroad
ISEO (39%) 	• Access control and locking solutions	• Partnership with entrepreneurs to support organic and M&A growth • Acceleration in the digital and electronic space	128 (-10%) 17 (13%)	+37%	76% Abroad
Autogas – AGN Energia (30%) 	• LPG gas B2C distribution	• Support entrepreneur in the acquisition of competitor Lampogas • Resilient yield play, and upside potential through bolt-on M&A	438 (-12%) 51 (12%)	+16%	100% ITA
Italgen (100%) 	• Hydro and renewable energy	• Historical participation of Italmobiliare • Resilient yield play, efficiency, market consolidation	30 (-12%) 14 (46%)	+35%	100% ITA
Casa della Salute (92.5%) 	• Outpatient healthcare clinics	• Accelerating network expansion through new openings	17 (+41%) 2 (14%)	+90%	100% ITA
Capitelli (80%) 	• Food (ham)	• Support organic growth • Market consolidation	15 (+6%) 4 (27%)	+16%	100% ITA
Callmewine (60%) 	• Wine e-commerce	• Support organic growth and international expansion	12 (+92%) 0,5 (4%)	+53%	100% ITA
Sirap Group (100%) 	• Food packaging	• Historical participation of Italmobiliare • Disposed main assets in 2021	70 ⁽¹⁾ 4	-2%	100% Abroad

Note: data refer to EBITDA adjusted for Santa Maria Novella, Capitelli, Sirap, Iseo, Casa della Salute and Italgen

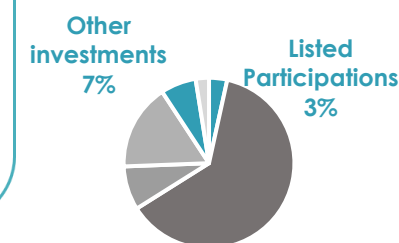
(1) Prof-forma figures of residual perimeter after disposals



Strategy: global multi-industry reach and complementarity with investment portfolio

	Geographical focus	Vintage year	Strategy	Italmobiliare commitment
 Fund III Fund IV	Italy	2015 2021	<ul style="list-style-type: none"> PE leader in Italy with focus on high-quality «Made in Italy» Italmobiliare is anchor investor and owner of GP Current portfolio of fund 3: Nexi, Scigno, L&S Lights and Botter 	€ 92 m € 75 m
	Italy	2019	<ul style="list-style-type: none"> Focused on unlikely to pay bank credits Restructuring 	€ 17 m
 Fund II Fund III	US	2016 2019	<ul style="list-style-type: none"> Focus on family-owned businesses Advisory and long-term capital Investments between \$200-800m with time horizon 8-12 years 	\$ 50 m \$ 10 m
	Europe	2015	<ul style="list-style-type: none"> Fund of Venture Capital funds Exposure to 10-15 VC funds in Europe and over 400 highly innovative early-stage companies 	€ 8.5 m
 Fund IV Fund V	Global	2018 2020	<ul style="list-style-type: none"> Growth capital fund Global scope Focus on enterprise software companies 	\$ 12 m \$ 12 m
	US	2020	<ul style="list-style-type: none"> Focus on mid-market industrials, consumer, healthcare and services 	\$ 5 m
	Europe	2020	<ul style="list-style-type: none"> Growth medtech 	€ 2 m
	Europe	2021	<ul style="list-style-type: none"> Growth equity fund focused on software companies 	€ 2 m
	Europe	2019	<ul style="list-style-type: none"> Early stage Venture Capital 	£ 1 m

Listed participations and other investments



Listed participations: dividend yield, opportunistic divestiture

	% NAV ⁽¹⁾	Sector	Strategy
HEIDELBERGCEMENT	3%	Building materials	<ul style="list-style-type: none"> Participation of 0.5% Current value: € 69 m⁽¹⁾ Dividend yield Progressive divestiture (overall reduction of stake from 5.3% to 0.5%)

(1) As of June 30, 2021

(2) Based on share price as of December 31, 2020 and Thomson Reuters estimates

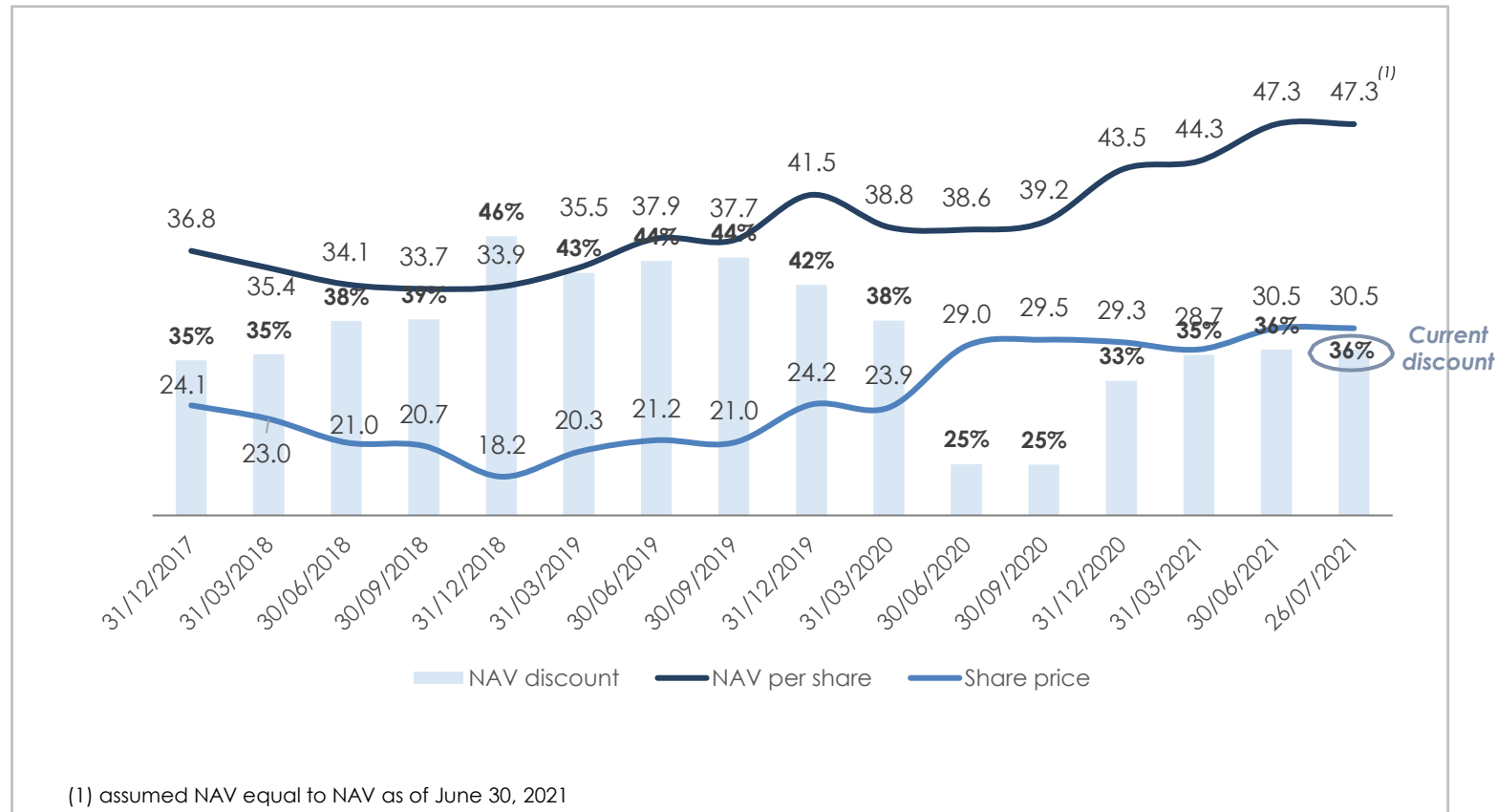
Selected other investments: co-investments with return opportunities

	Sector	Investment partner	Profile
BOTTER <small>Venezia 1928</small>	Wine	Clessidra Private Equity	<ul style="list-style-type: none"> One of the leading Italian wine players with €230m of revenues (99% abroad) Asset-light business model focused on brand and distribution In April 2021 add-on of Mondodelvino with €120m of revenues
(GRUPPO FLORENCE)	Fashion	Private equity funds	<ul style="list-style-type: none"> N°1 Italian producer of luxury clothing
FARMAGORÀ	Pharmacy	Management team	<ul style="list-style-type: none"> Consolidator in the retail pharmacy industry
Cold Chain Capital <small>ccc</small>	HVACR	Management team	<ul style="list-style-type: none"> Consolidator in the HVACR industry
CASA DELLA PIADA	Food	Private equity fund	<ul style="list-style-type: none"> Leading Italian producer of piadine and tigelle

Net Asset Value per Share development

20

NAV per share and NAV discount evolution



- NAV is calculated excluding the value of the treasury shares and according to the following methodologies for each of the main asset class:
 - Listed participations: value at market price at each reference date
 - Non-listed participations (portfolio companies): at financial year-end valuation by an independent expert based on market multiples or other methodologies; valuation is also updated on the basis of June interim report
 - Private equity investments: valued at NAV of each fund updated every quarter

Italmobiliare: Overview

Investment Portfolio

▶ **Focus on portfolio companies**

Closing remarks

Appendix

Caffè Borbone (60%)



PROFILE

Caffè Borbone, headquartered in Caivano (Naples), is one of the main producers of single-serve coffee being the third player in Italy after Lavazza and Nespresso in that segment, and the market leader for capsules compatible with Lavazza® and Nestlé Nespresso® and Nescafé Dolce Gusto® systems*, thanks to the excellent price / quality ratio

Over the last years, Caffè Borbone has achieved an impressive growth supported by its focus on the fastest-growing segment of coffee capsules and pods – an innovation that has changed consumer habits – which grew by around 23% in 2020 in Italy

Caffè Borbone has gradually developed a strong brand awareness at a national level with further growth potential in the North of Italy, in the modern trade channel, and abroad, where the company has still a limited presence

**All registered trademarks, product designations or brand names used in this document are not owned by Caffè Borbone nor by any company associated with it*

PRODUCTS

Pods



Capsules compatible with Lavazza and Nestlé (Nespresso and Dolce Gusto) systems



Coffee beans



Moka coffee



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	71.9	93.6	135.2	172.6	219.3	129.2
YoY % var.	+49%	+30%	+44%	+28%	+27%	+24%
EBITDA	16.2	20.3	33.7	52.0	75.1	46.2
% margin	23%	22%	25%	30%	34%	36%
YoY % var.	+76%	+26%	+64%	+52%	+44%	+35%
Net income	10.5	13.7	16.5	34.2	90.5	24.7
Capex	2	4.4	5.4	2.8	13.4	5.9
Dividends				8	20	30
Net debt (cash)	-15.3	-27.3	51.2⁽¹⁾	31.6	11.8	12.3

Note: FY 2016-2017 drawn up in accordance with Italian accounting standards and from 2018 in accordance with IFRS

(1) Increase due to inclusion of acquisition financing

Expansion of production capacity

Positive impact of €41.2m from realignment of tax values

Officina Profumo-Farmaceutica di Santa Maria Novella (80%)



PROFILE

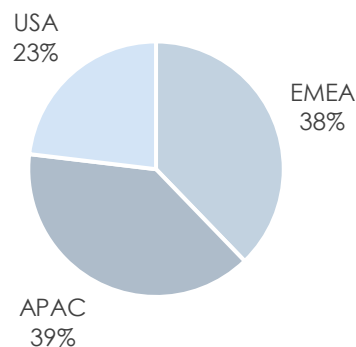
Officina Profumo-Farmaceutica di Santa Maria Novella produces and distributes luxury fragrances and cosmetic products under its own brand

The company is headquartered in Florence with roots in the oldest pharmaceutical laboratory in Europe founded by Dominican friars with a history dating back to the 13th century

A rich tradition and strong heritage contributed to the creation of an iconic and unique brand with a wide portfolio of products distributed through a network of monobrand and wholesale stores in Europe, USA and Asia

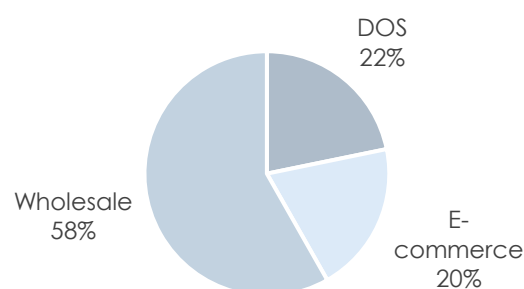
REVENUES BREAKDOWN

By geography



Note: 2020 data

By distribution channel



STORES AND PRODUCTS

Historical store in Florence



Fragrances and perfumes



Skin and body care



DOS in Milan



Candles and home fragrances



Other products



KEY FINANCIALS

(€ m)	2018	2019	2020	1H2021
Revenues	30	31.1	22.6	12.1
YoY % var.	+0%	+4%	-27.3%	15.5%
EBITDA	11	12.4	5.2⁽¹⁾	3.8
% margin	37%	39.9%	23.0%	31.5%
Net income		10.3	-0.1	1.1
Net debt (cash)		-19.2	-21.5	-16.1

Decrease due to application of IFRS16 (pro forma 2020 net cash of €10m) Includes €1.8m of cash in from disposal of San Carlo water business

Note: 2018 consolidated management accounts including San Carlo S.r.l.; 2019 and 2020 accounts drawn up in accordance with Italian accounting standards and reclassified according to ITM policies

(1) Adjusted for non recurring items for €2.2m

Tecnica Group (40%)



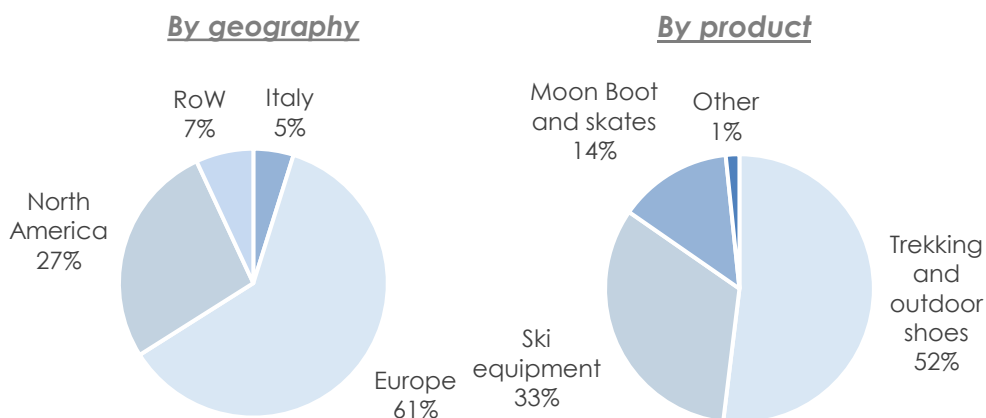
PROFILE

Tecnica Group is the main Italian group active in the sport sector being the leading manufacturer of outdoor footwear and ski equipment

The group has collected a portfolio of brands that includes some of the industry's historic names: Tecnica (ski boots and footwear), Nordica (skis and boots), Moon Boot (footwear), Lowa (trekking shoes), Blizzard (skis) and Rollerblade (inline skates)

Tecnica is a multinational group that generates more than 90% of its sales abroad and its production plants are located in Germany, Austria, Hungary, Slovakia and Ukraine

REVENUES BREAKDOWN



Note: 2020 data

BRANDS AND PRODUCTS



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	341.2	368.0	398.5	424.0	382.5	173.7
YoY % var.	+2.4%	+7.9%	+8.3%	+6.4%	-9.8%	+27.0%
EBITDA	28	31.4	37.7	59.6	59.4	17.1
% margin	8.2%	8.5%	9.5%	14.0%	15.5%	9.8%
Net income⁽¹⁾	-0.8	0.9	5.4	11.3	8.4	-2.5
Capex	8.7	10.0	11.7	14.4	15.7	
Net debt (cash)	170.7	125.6	113.4	221.1	171.1	161.6

(1) Excluding minorities

EBITDA adjusted: €59.6m
 + IFRS16 adoption €5.2m
 - Non recurring items €3.9m
 - Riko full year pro-forma adj €9.4m
 EBITDA reported: €51.5m

Increase due to:
 - adoption of IFRS16 (€37m)
 - Riko-Lowa minorities acquisition (€86m)

Decrease thanks to
 Lowa cash generation
 and NWC reduction

Autogas – AGN Energia (30%)

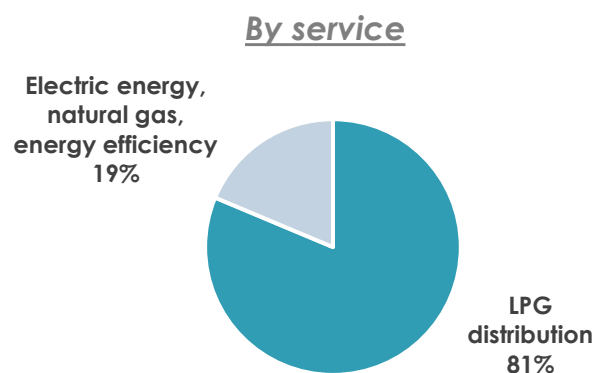
PROFILE

Autogas Nord - AGN Energia (based in Genoa) operates mainly in Italy in the distribution of LPG gas for domestic, commercial, and industrial uses under the brand AGN Energia. In addition, the group has gradually diversified its business, exploiting a loyal customer base for cross selling other products (electricity and natural gas) and services (consultancy for efficiency).

In line with its strategy of market consolidation, and with the support of Italmobiliare, Autogas Nord in November 2018 has acquired Lampogas Group, another leading Italian operator active in the sale of LPG, almost doubling its size and becoming the second player in the Italian market.

The sector in Italy is stable and highly fragmented, with further opportunities of consolidation.

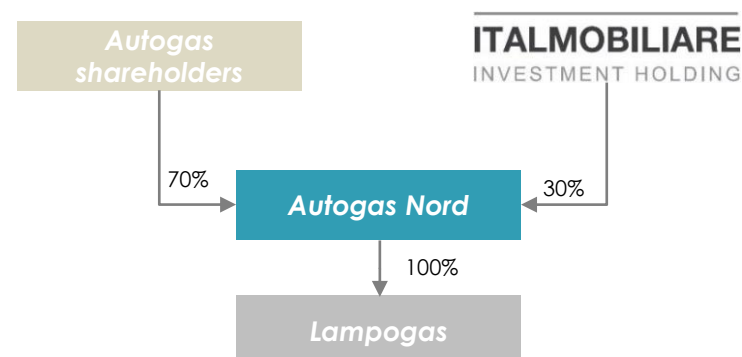
REVENUES BREAKDOWN



Note: 2020 data

TRANSACTION STRUCTURE

Autogas Nord financed the acquisition of Lampogas partly through a €60m capital increase subscribed by Italmobiliare and partly through bank financing.



KEY FINANCIALS

(€ m)	2018	2019	2020	1H2021
Autogas Nord	289			
Lampogas	237			
Revenues	526.2	495.2	438.1	259.5
YoY % var.		-5.9%	-11.5%	+15.7%
EBITDA	35.7	38.6	50.7	34.4
% margin	6.8%	7.8%	11.6%	13.3%
Net income	7.8	7.4	20.3	16.9
Capex	15.5	20.3	19.0	
Dividends		4.2	4.6	4.3
Net debt (cash)	137.2	138.6	124.7	95.0

Improvement thanks to focus on margins, costs synergies and reduction of bad debt losses

Includes bad debt losses for €10m

PROFILE

Italgen is a producer and distributor of electricity from renewable energy sources, it manages 15 hydropower plants and over 300 km transmission lines in northern Italy and has a significant stake in two wind farms in Bulgaria (18 MW)

Italgen is strongly committed to sustainability, it operates in full compliance with the environment and has obtained the most relevant certifications: ISO 9001, 14001 and EMAS (Eco Management Audit Scheme).

Italgen acquired in June 2021 8 hydropower plants in Piedmont with a production of 19 GWh/year and in July 2021 2 plants in Lombardy with a production of 5 GWh/year (closing expected in Q3 2021)

KPIs

- **Installed capacity: 58 MW (100% hydro)**
- **Renewable energy production: 318 GWh/year**
- **Availability rate: 96%**
- **Equivalent households potentially supplied by Italgen: 100,000**
- **Avoided CO2 emissions: 134,000 Tons/year**

GEOGRAPHICAL PRESENCE



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	49.0	37.8	36.0	34.4	30.2	18.3
YoY % var.	n.m.	n.m.	n.m.	-4.8%	-12.1%	+35.2%
EBITDA	7.0	6.2	8.4	14.6⁽¹⁾	13.9⁽²⁾	8.7
% margin	14.3%	16.4%	23.5%	42.4%	46.0%	47.7%
Net income	0.3	1.3	0.4	7.4	11.2	4.9
Capex	6.4	2.5	3.4	3.3	4.6	2.4
Dividends		6.0	6.0	6.0	7.2	4.8
Net debt (cash)	17.0	17.9	21.0	20.1	10.2	23.9

The trend of revenues from 2016 is due to the switch from final to wholesale clients that reduced transport rebates with limited effect on margins

(1) Adjusted for non recurring costs (€0.4m)

(2) Adjusted for non recurring revenues and costs (-€9.7m)

Received €15.1m for a claim cash settlement

Includes the payment of €12.3m for the acquisition of 8 hydro plants (19GWh) (not yet included in the P&L figures)

PROFILE

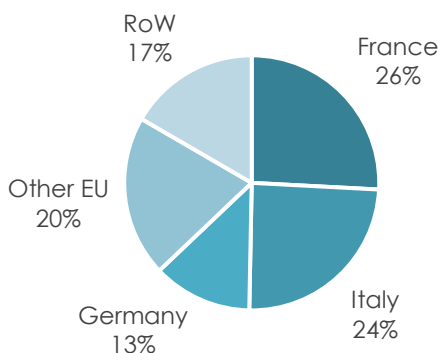
Iseo Group, headquartered in Pisogne (Brescia, Northern Italy), is one of the main European producers of mechanical, mechatronic and digital solutions for access control and security

Since 2010, the Group has developed digital solutions and innovative security systems for access control thanks to proprietary software and firmware, and opened a dedicated research center

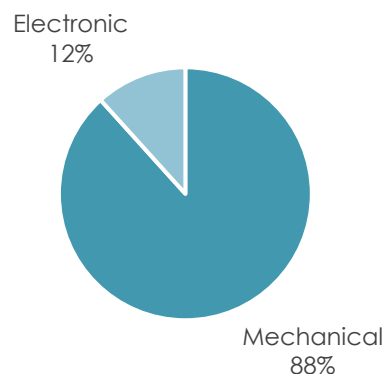
Iseo is the second player in the Italian market (13% market share) and has developed a significant presence abroad – also through acquisitions – in France, Germany, Spain and Middle East

REVENUES BREAKDOWN

By geography



By product type



27 Note: 2019 data

PRODUCT PORTFOLIO

Mechanical products



Cylinders



Locks



Verrou



Panic devices



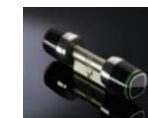
Door closers



Padlocks

Electronic and digital solutions

LOCKEN
SMART ACCESS SOLUTIONS



Home automation



Building automation

KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	139.7	143.5	137.7	142.7	128.4	78.6
YoY % var.	+10.8%	+2.7%	-4.0%	+4.3%	-10.0%	+36.7%
EBITDA	17.2	17.9	14.3	18.7⁽¹⁾	16.7⁽²⁾	12.0
% margin	12.3%	12.4%	10.4%	13.1%	13.0%	15.3%
Net income	5.2	5.7	4.1	6.1	4.1	7.1
Capex	4.7	6.5	7.2	4.8	5.0	
Dividends				1.2	1.2	3.5
Net debt (cash)	25.7	26.6	30.4	34.6	19.7	24.1

(1) Adjusted for non recurring costs of €3.4m

(2) Adjusted for non recurring costs of €3.0m

Negative impact of €7.8m for adoption of IFRS16

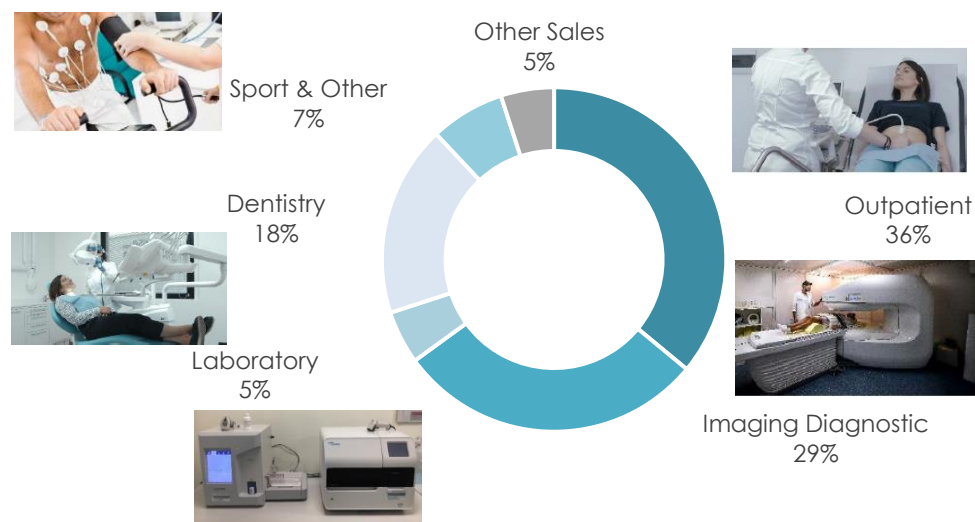
PROFILE

Casa della Salute is an integrated operator of health centers, built around the concept that a wide array of high-quality private health services such as imaging diagnostics and physiotherapy can be provided at accessible prices and with short waiting lists

Company's growth is driven by a disruptive business model, based on advanced IT systems and state-of-the-art equipment, that allows high operational efficiency and prices close to national healthcare ticket

The company doubled its size in 2019 by opening 5 new centers that enabled the firm to consolidate its position in Liguria and enter in Piedmont. Further new openings are already scheduled in 2021 and 2022

REVENUES BREAKDOWN BY SERVICE



Note: 2019 data

GEOGRAPHICAL PRESENCE



- 8 centers located in Liguria and Piedmont, specifically in:
 - Genova (3x)
 - Manesseno (GE)
 - Busalla (GE)
 - Albenga (SV)
 - Biella (BI)
 - Alessandria (AL)

KEY FINANCIALS

(€ m)	2018	2019	2020	1H2021
Centers n.	3	8	8	8
Revenues	5.7	11.7	16.5	12.5
YoY % var.		+105%	+41%	+90%
EBITDA		1.2	2.3⁽¹⁾	1.6
% margin		10%	14%	13%
Net income		-0.2	-0.6	0.0
Capex				8.5
Net debt (cash)		6.2	16.5	24.8

Mainly investments in new centers

Note: accounts drawn up in accordance with Italian accounting standards, 2020 accounts reclassified according to ITM policies
 (1) Adjusted for non recurring costs for €1.3m

Increase mainly due to application of IFRS16

PROFILE

Capitelli, based in the province of Piacenza, is active in the production and sale of cooked ham and other cured meat products characterized by high quality and product excellence that are distributed under the brand "Capitelli"

The company reinvented the cooked ham launching its flagship product "San Giovanni", made with selected meats and with a unique craft production process, that has recently received a prestigious quality award from the Espresso's "Guida Salumi d'Italia"

The main customers of the Company are modern trade retailers, and the growth experienced by Capitelli in last years has been reinforced by consumer trends towards artisanal and high quality food products

PRODUCTS

Cooked ham "San Giovanni"



Other cured meat products



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	9.9	11.1	11.7	14.0	14.8	8.4
YoY % var.	+7%	+12%	+6%	+21%	+6%	+16%
EBITDA	1.1	1.5	2.5	3.8	4.0⁽¹⁾	2.0
% margin	11%	13%	22%	28%	27%	24%
Net income	0.7	0.8	1.7	3.1	2.2	2.1
Capex				0.2	1.0	0.6
Dividends					8.6	2.0
Net debt (cash)	-4.2	-5.0	-7.2	-10.3	-3.7	-1.5

Note: accounts until 2018 drawn up in accordance with Italian accounting standards

(1) Adjusted for non recurring costs (€0.2m)

Includes the payment of €1,3m for realignment of tax values

PROFILE

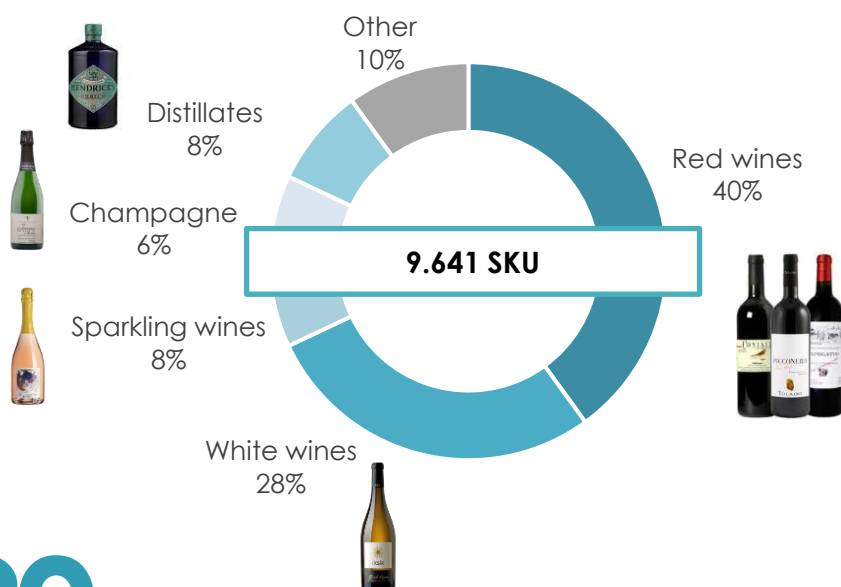
Callmewine.com is of the leading Italian e-commerce website for wine & other alcoholic products, it offers an extensive catalogue of around 10,000 labels, ranging from famous, global wine brands to small, niche producers

The company, founded in 2010 by Paolo Zanetti (current CEO), has been able to leverage on the greater consumers' propensity to buy products online thanks to the combination of digital competence and extensive knowledge of Italian excellence in the wine sector

Callmewine has managed to reach a growing public thanks to its wide selection of wines and to the ease of use & contents of the website, that help and guide consumer's choice

It is the only company in the Italian market that sustained important growth rates while maintaining a positive profitability. At the end of 2020 it has launched the French and German versions of the website, first steps towards international expansion

PRODUCTS



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	1H2021
Revenues	3.5	4.0	5.2	6.4	12.4	8.3
YoY % var.	+38%	+15%	+29%	+25%	+92%	+53%
EBITDA	0.0	0.2	0.2	0.4	0.5	0.3⁽¹⁾
% margin	0%	6%	4%	3%	4%	4%
Net income	0.0	0.2	0.1	0.2	0.3	-0.1
Net debt (cash)	0.4	0.4	0.3	-0.1	-4.8	-3.2

Note: accounts drawn up in accordance with Italian accounting standards, 2020 accounts reclassified according to ITM policies

(1) Adjusted for non recurring costs for €0.2m

Effect of ITM capital increase

PROFILE

Sirap is a producer of fresh food packaging, offering rigid containers in XPS (polystyrene foam), PET and PP (polypropylene) for all food applications for industry and retail clients

In 2021 Sirap Group has reached two strategic agreements with industrial players to sell its main assets in Italy, Spain and Poland to Faerch Group and the Petruzalek division to Zeus Packaging (details in the next page)

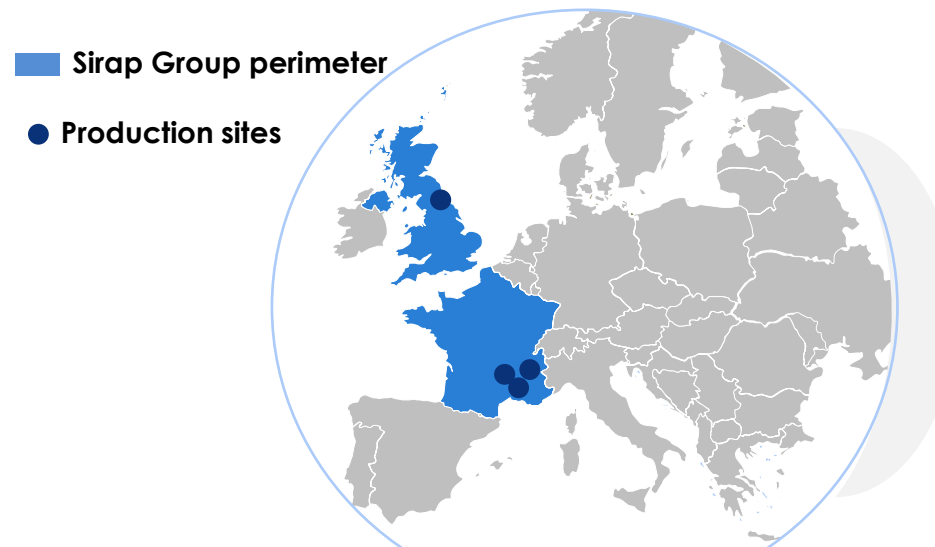
The new perimeter of Sirap Group includes France and UK assets, with a consolidated turnover of around Euro 70 m

These transactions reflect Italmobiliare strategy to exit the plastic packaging sector while enhancing Sirap Group path towards sustainability

PRODUCTS



GEOGRAPHICAL PRESENCE



KEY FINANCIALS

(€ m)	2020	2020PF ⁽¹⁾	1H2021
Revenues	250.6	70.0	34.5
YoY % var.	-6.9%		-2.4%
EBITDA	28.1	4.0	1.3⁽²⁾
% margin	11%	6%	4%
Net debt (cash)	64.6		-65.4

(1) Pro-forma for the new perimeter after disposals
 (2) Adjusted for non recurring costs (€1.1 m)

- Variation due to proceeds from the sale of the assets in Italy, Poland, Spain and of the Petruzalek division
- Payment of antitrust fine

Sirap Group recent transactions



TRANSACTIONS OVERVIEW

Transaction with Faerch:

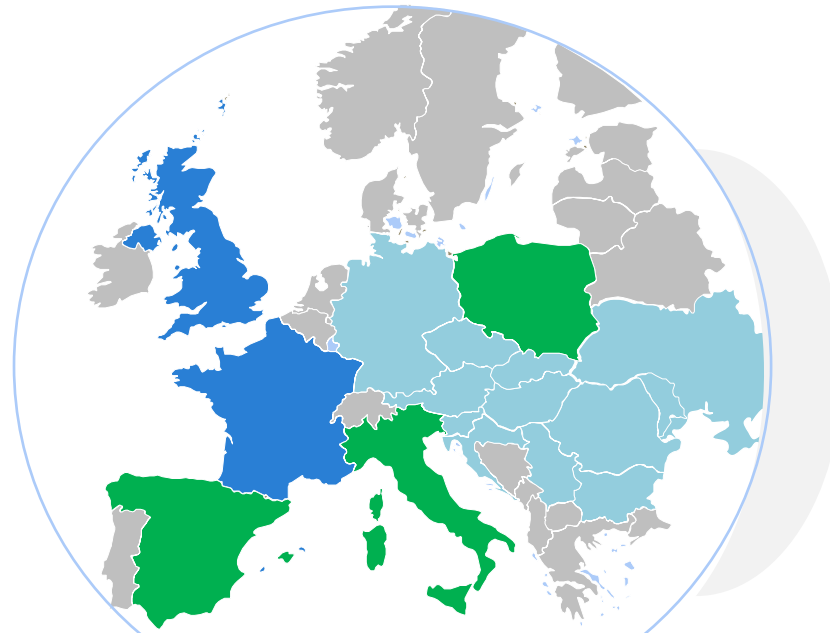
- On January 4th 2021 **Sirap Group has sold all its operational assets in Italy, Spain and Poland to Faerch Group**, one of the top European companies in the food packaging sector
- **The enterprise value of the perimeter is approximately Euro 162 m**, which corresponds to an **EV/EBITDA LTM (June 2019-June 2020) multiple of approximately 10.5x**
- According to a conservative estimate the transaction will have a **substantially neutral impact in terms of NAV valuation** of Sirap Group of approx. Euro 50 m as of 30 June 2020

Transaction with Zeus Packaging:

- On April 30th 2021 Sirap Group has **sold to Zeus Packaging the Petruzalek business unit**, active in the distribution of packaging materials in Austria, Germany and Eastern Europe with a **turnover of approx. Euro 58 m for an enterprise value of Euro 12 m**

Transactions perimeters

- Perimeter of the transaction with Faerch
- Perimeter of the transaction with Zeus Packaging (Petruzalek business unit)
- Sirap Group perimeter



PROFILE

Clessidra is the leading manager of Private Equity funds exclusively dedicated to the Italian market, since inception in 2003 has completed 24 transactions with equity investments of over € 2 bn, 27 add-ons and 21 exits

In 2019, Clessidra promoted a diversification strategy expanding the company's activities into alternative investments and today operates through three companies, Clessidra Private Equity SGR, Clessidra Capital Credit SGR and Clessidra Factoring, respectively specialized in private equity activities, in the Unlikely-to-Pay ("UTP") and factoring sectors

Italmobiliare is the anchor investor of the funds Clessidra Capital Partners 3 and Clessidra Capital Partners 4

INVESTMENT PLATFORMS



CCP	CCP II	CCP 3
<p>Vintage: 2004 Expiry: 2016 Fund size: €820m Companies in portfolio: 9 Primary deals: 7/9 Control deals: 6/9</p>	<p>Vintage: 2009 Expiry: 2022 Fund size: €1100m Companies in portfolio: 9 Primary deals: 8/9 Control deals: 8/9</p>	<p>Vintage: 2015 Expiry: 2025 Fund size: €607m Companies in portfolio: 6 Primary deals: 6/6 Control deals: 6/6</p>
<p>9 investments completed</p>	<p>9 investments completed</p>	<p>6 investments completed</p>

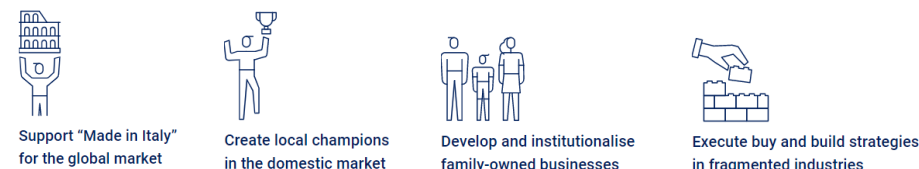
PRIVATE EQUITY INVESTMENT STRATEGY

- Enterprise Value: €100 - 500 million

- Five core industries:



- Value creation themes:



Manages the Clessidra Restructuring Fund (CRF) which includes two compartments dedicated respectively to the credit component and the new finance component for a total of Euro 260 m

The credit compartment features receivables sold by 11 banking and financial groups to 14 Italian companies



Clessidra Factoring offers its customers a series of specialized services in the financing and management of business receivables.

Italmobiliare: Overview

Investment Portfolio

Focus on portfolio companies

▶ **Closing remarks**

Appendix

Closing remarks

A unique opportunity to invest in the leading investment holding in Italy

35

- 1 Largest listed investment holding focused on the Italian market by asset base
- 2 Great business network, thanks to over 150 years of activity on the business community
- 3 Attractive market fundamentals: Italian companies are undercovered by institutional investors and capital markets
- 4 Long-term investor approach and focus on operational improvement as value creation driver
- 5 Reputable brand within the Italian entrepreneurs community: full coverage of Italian entrepreneurship spectrum with a one-stop shop approach is a deal sourcing competitive advantage
- 6 Significant cash flow generation of Italmobiliare asset base and growth potential
- 7 Proven and experienced management team, with long-term incentives scheme based on NAV and share price performance

Growth opportunities

Innovative investment platform

Dividend play

Italmobiliare: Overview

Investment Portfolio













Focus on portfolio companies

Closing remarks

▶ **Appendix**

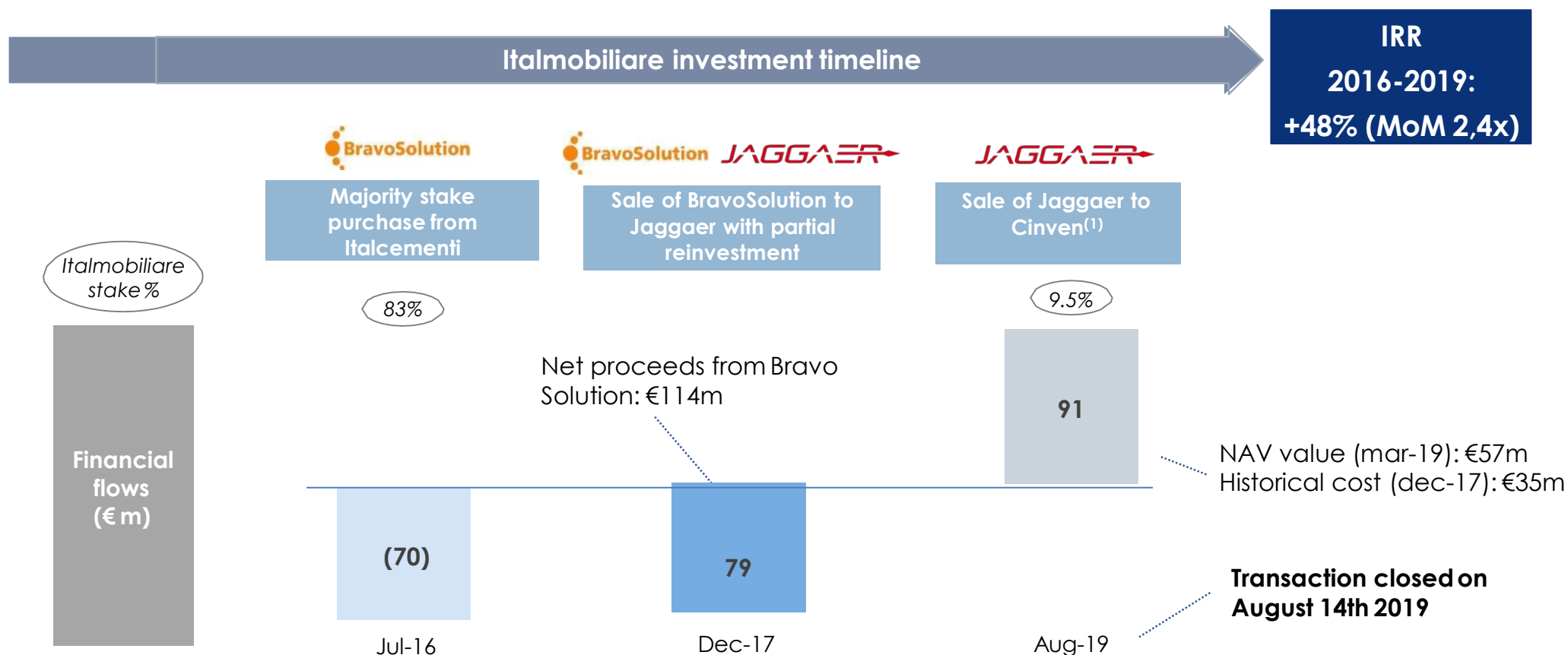
Italmobiliare group exit track record since 2015

37

Date	Asset	Transaction description	
Sept-15	 FINTER BANK ZURICH	<ul style="list-style-type: none"> Sale of 100% of Finter Bank to Vontobel Italmobiliare proceeds: CHF 85 m (o/w CHF 10 m in Vontobel shares) 	ITALMOBILIARE INVESTMENT HOLDING
2015-2016	 Italcementi Italcementi Group	<ul style="list-style-type: none"> Sale to HeidelbergCement for a total EV: € 7 bn Italmobiliare proceeds: € 1,7 bn (o/w € 0,9 bn in cash and € 0,8 bn in HeidelbergCement shares equal to a 5.3% stake) 	ITALMOBILIARE INVESTMENT HOLDING
Mar-17	 ABM Italia	<ul style="list-style-type: none"> Clessidra CCP III exit Proceeds: € 245 m 	CLESSIDRA
Jul-17	 BUCCELLATI	<ul style="list-style-type: none"> Clessidra CCP II exit Proceeds: € 152 m 	CLESSIDRA
Aug-17	 EUTICALS	<ul style="list-style-type: none"> Clessidra CCP II exit Proceeds: € 102 m 	CLESSIDRA
Aug-17	 BITOLEA GREEN SMART CHEM	<ul style="list-style-type: none"> Clessidra CCP II exit Proceeds: € 86 m 	CLESSIDRA
Oct-17	 ACĒTUM	<ul style="list-style-type: none"> Clessidra CCP II exit Proceeds: € 170 m 	CLESSIDRA
Nov-17	 BravoSolution Supply Management Excellence	<ul style="list-style-type: none"> Sale of Jaggaer (backed by Accel-KKR) for an EV of € 184 m Italmobiliare proceeds: € 120 m (o/w € 35 m in Jaggaer shares equal to a 9.5% stake) 	ITALMOBILIARE INVESTMENT HOLDING
2017-2018	Italmobiliare non-core assets	<ul style="list-style-type: none"> Disposal of non-core assets (e.g. real estate assets and stake in Banca Leonardo) 	ITALMOBILIARE INVESTMENT HOLDING
Apr-19	 nexi	<ul style="list-style-type: none"> Clessidra CCP III partial exit IPO 	CLESSIDRA
Jul-19	 JAGGAER	<ul style="list-style-type: none"> Sale of 9.5% stake in Jaggaer alongside Accel-KKR to Cinven Italmobiliare proceeds: \$ 102 m 	ITALMOBILIARE INVESTMENT HOLDING
Jan-21	 SIRAP	<ul style="list-style-type: none"> Sale of Sirap Group's operational assets in Italy, Spain and Poland to Faerch Group EV of Euro 162 m, EV/EBITDA LTM June 2020 multiple of approximately 10.5x 	ITALMOBILIARE INVESTMENT HOLDING
Apr-21	 SIRAP	<ul style="list-style-type: none"> Sale of Sirap Group's Petruzalek division to Zeus Packaging EV of Euro 12 m 	ITALMOBILIARE INVESTMENT HOLDING

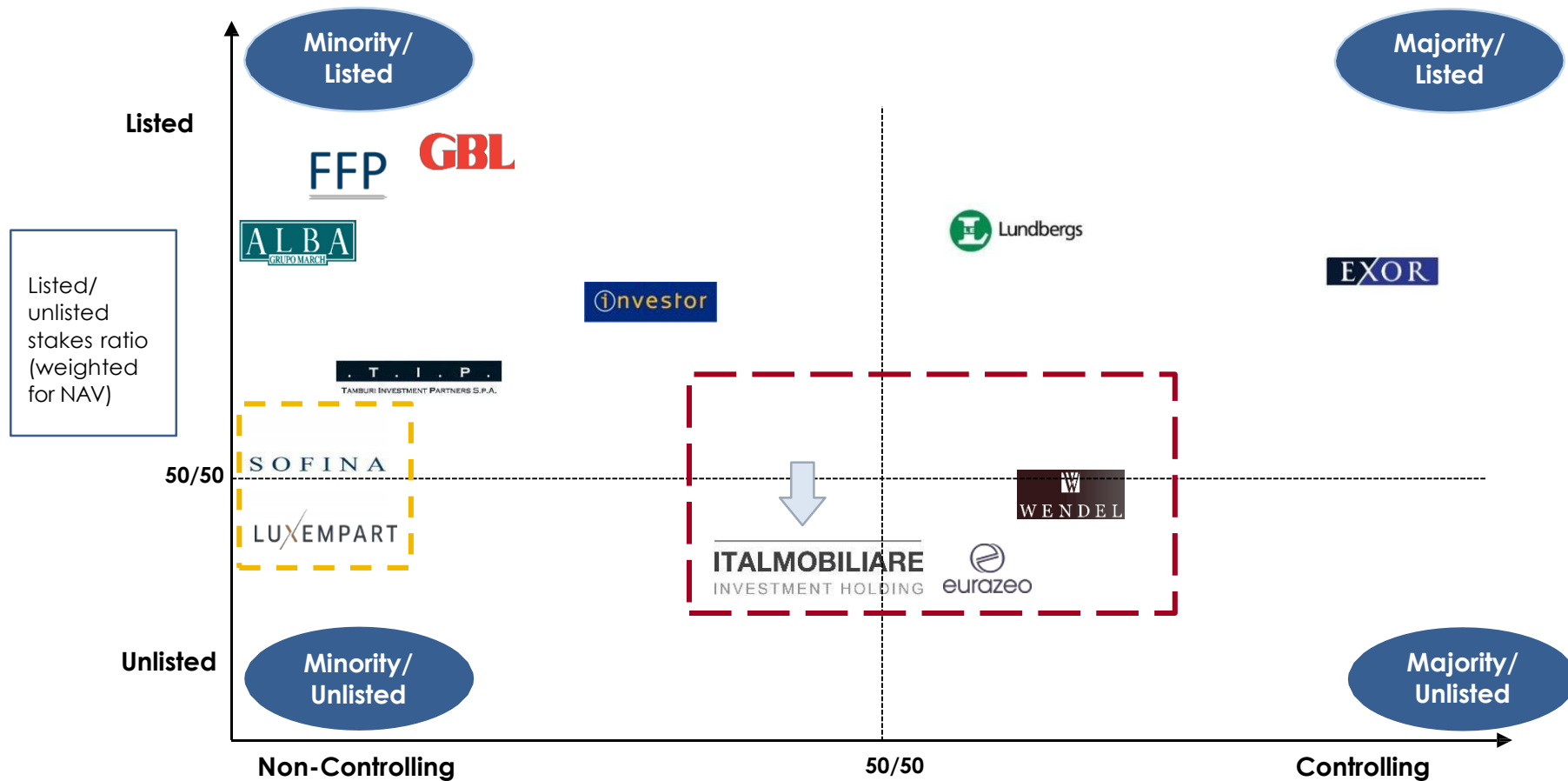
Value creation from the investment in BravoSolution-Jaggaer

- As part of the Italcementi transaction, in July 2016 Italmobiliare acquired a 75% stake from Italcementi in the e-procurement solutions provider Bravo Solution
- In December 2017, Italmobiliare sold BravoSolution to Jaggaer, spend management solution provider backed by private equity fund Accel-KKR, reinvesting part of the proceeds (~Euro 35 m) in a 9.5% stake in Jaggaer
- In August 2019, following the sale of Jaggaer alongside Accel-KKR to Cinven, which valued Italmobiliare's stake USD 102 m⁽¹⁾, Italmobiliare realizes a significant return from its investment in Bravo Solution-Jaggaer



(1) before taxes

Portfolio strategy: Italmobiliare positioning

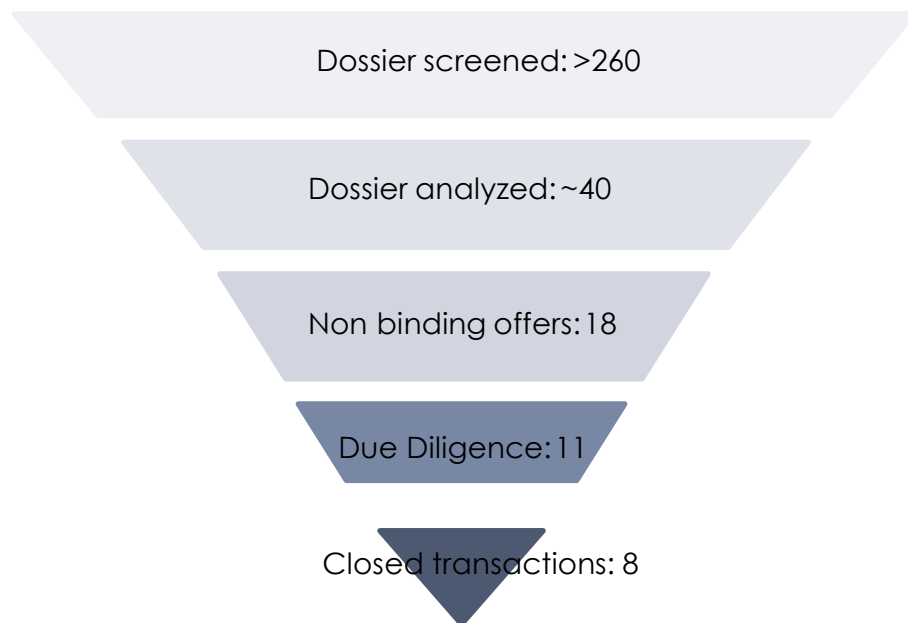


Listed/
unlisted
stakes ratio
(weighted
for NAV)

Majority or controlling stakes:
>50% for unlisted
>25% for listed

Overview of Investment Opportunities

Summary of the activities of the last 30 months



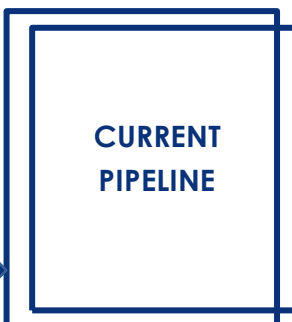
- Different opportunities are **still on-going and in different state of progress**



Current pipeline and investment opportunities



- Investments in **complementary and diversified sectors** with respect to the current portfolio and characterised by **stability and low cyclicality**
- Research of targets with **high technological content, strong brands or leadership positions**
- Potentially even **larger investment targets**
- **Add-on investments for portfolio companies**



Several investment opportunities are being studied in different sectors, including:

- **Pharma**
- **High tech**
- **Food**