



ITALMOBILIARE
INVESTMENT HOLDING

COMPANY PRESENTATION

MARCH 2023

► **Italmobiliare: Overview**

Investment Portfolio

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Appendix

“Italmobiliare Investment Holding owns and manages a diversified portfolio of investments in excellent Italian mid-sized companies with a strategic vision based on **a financial and industrial history that goes back over 150 years**”

VISION

Italmobiliare intends to be a reference partner for entrepreneurs and managers willing to accelerate and enhance their long-term growth plans and actively contribute to global challenges, **creating sustainable, innovative, more competitive and resilient businesses**

MISSION

Italmobiliare plays a proactive role in the process of **growth and enhancement of its portfolio companies by promoting their development, internationalisation and innovation** with an effective governance and risk management model, and full ESG integration at all stages of investing

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

ESG DRIVEN

Italmobiliare is focused on **improving the positioning of its portfolio companies leveraging its industrial heritage and governance expertise as a listed holding**

ESG-driven approach as part of the value creation process

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.

The Code of Ethics, the Sustainability Policies and the Responsible Investment Policy lead the **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.

- **Investment holding since 1946**
- **Majority shareholder: Pesenti family, active in the Italian business community for over 150 years**
- **Focus on equity investments on Italian mid-sized companies**
- **NAV: over Euro 2.0 bn⁽¹⁾,**
- **Increase in NAV since end of 2017: Euro 0.7 bn, of which Euro 0.2 bn of dividends paid out to shareholders**
- **Listed on Euronext STAR segment of Borsa Italiana**
- **Market cap: approx. Euro 1.0 bn⁽²⁾**
- **Total shareholders return last 5 years: 31%⁽²⁾**
- **Ordinary dividend of Euro 0.7 per share (2.8%yield)⁽³⁾**

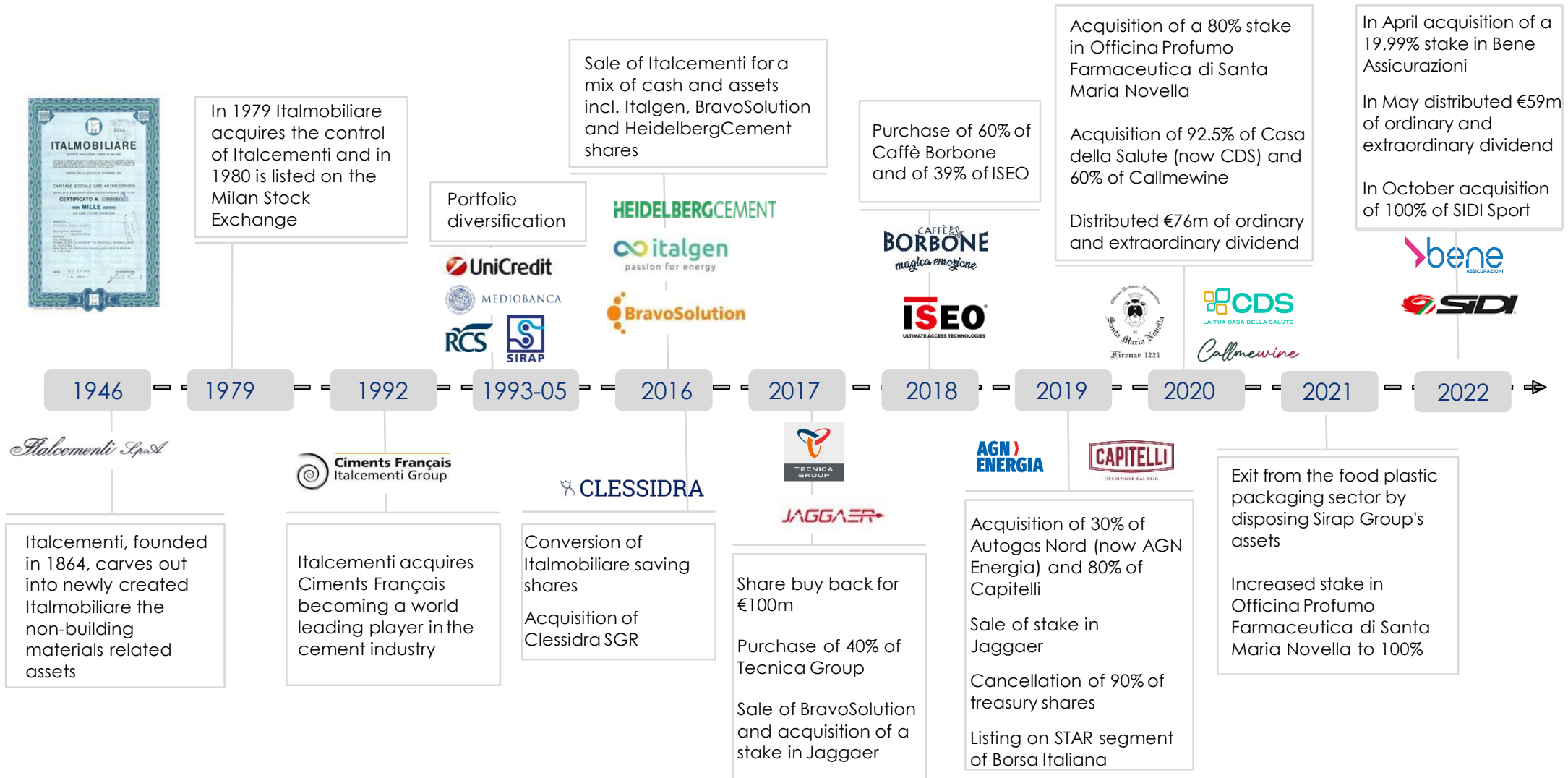
(1) As of December 31, 2022, net of treasury shares

(2) As of March 07, 2023, share price of Euro 24.6 per share, net of treasury shares

(3) Proposed dividend for 2022 results, based on share price on March 07, 2023

Our History

Since 2017 invested in 10 portfolio companies and executed 2 major exits

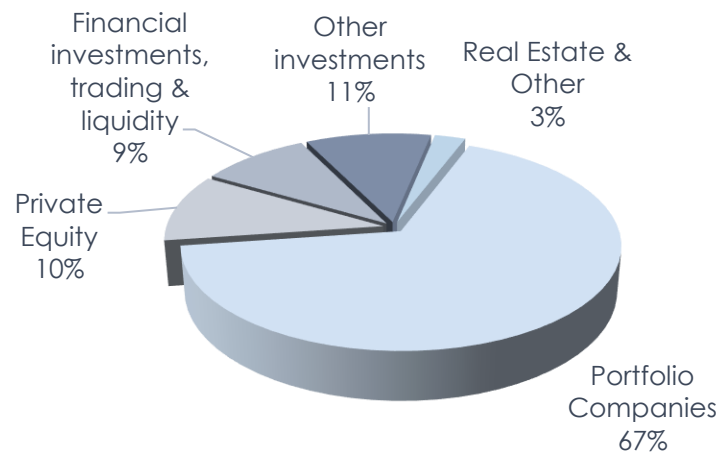


Investment Portfolio

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

Italmobiliare is an investment holding with a diversified NAV of over Euro 2.0 bn

NAV Euro 2.0 bn



PORTFOLIO HIGHLIGHTS

Portfolio companies (67% of NAV)		Private Equity Funds (10%)	Listed participations and other investments (11%)
2017 2018 2019 2019 2020 2018 2016 2016 2020 2022 2022	 LA FAMIGLIA	 Vontobel (GRUPPO FLORENCE) ARGEA impresoft group FiberCop Cold Chain Capital 	
Italmobiliare core business		Liquidity and financial assets (9%)	

Italmobiliare total return 2018-2022

Generated Euro 0.7 bn of additional NAV of which Euro 0.2 bn distributed to shareholders

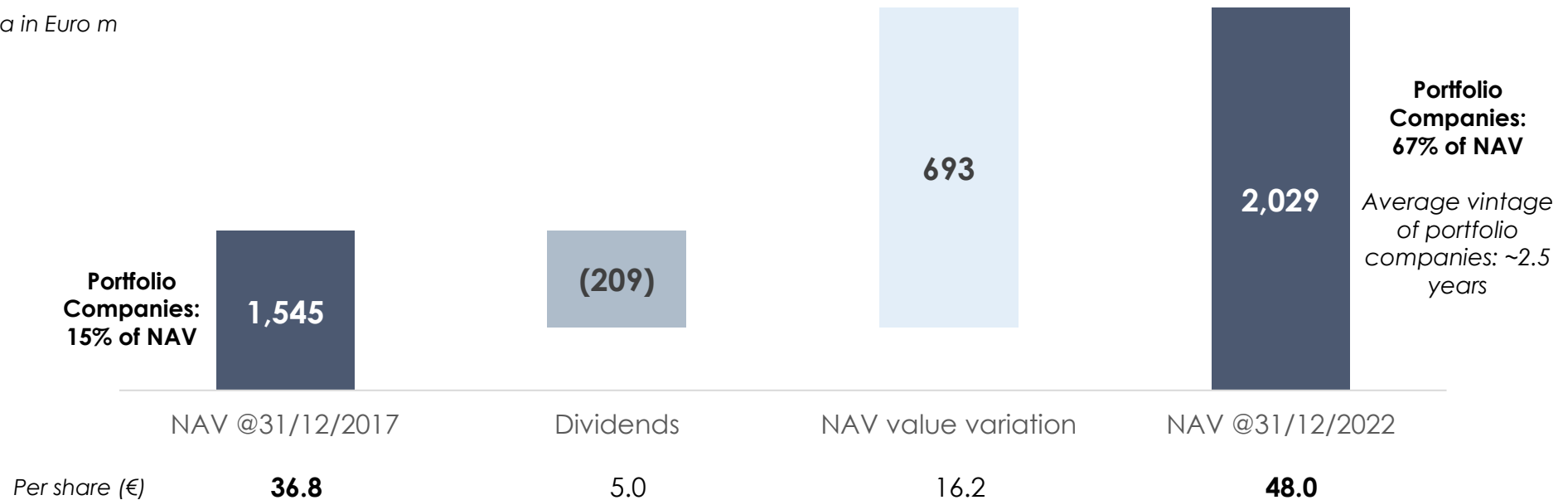
In the period 2015-2017 Italmobiliare divested nearly Euro 2.0 bn of assets (Italcementi, BravoSolution, Finter Bank and HC shares) and distributed cash (dividend and buy back) and Heidelberg Cement shares for approx. Euro 680 m

Since 2018 Italmobiliare:

- Divested Euro 560 m of direct assets and invested Euro 600 m on Portfolio Companies (Euro 660 m including Tecnica)
- Distributed dividends for Euro 210 m
- Increased its NAV by Euro 480 m

Total NAV value creation for shareholders: Euro 690 m or Euro 16 per share (IRR 8%; MoM 1.45x)

Data in Euro m



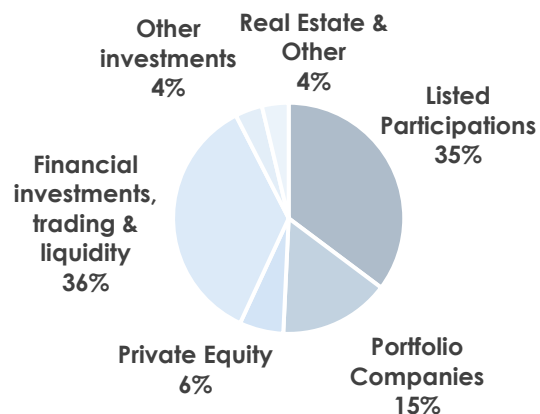
Note: NAV net of treasury shares

Net Asset Value development

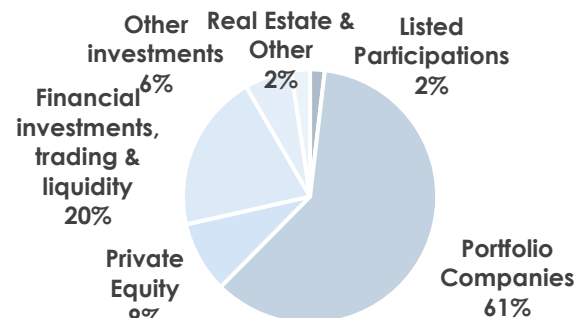
Over the past 5 years achieved transition towards target capital allocation

09

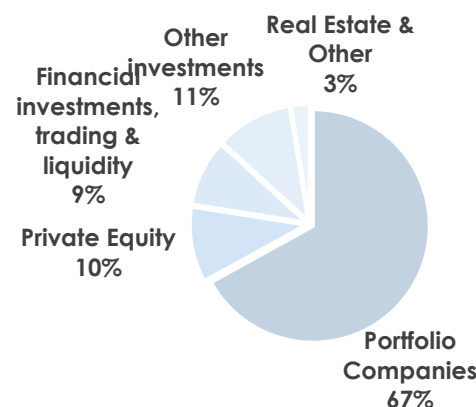
€1,545 m
December 31, 2017



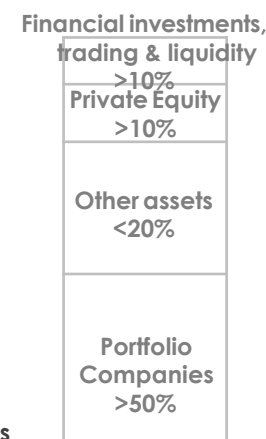
€2,082 m
December 31, 2021⁽¹⁾



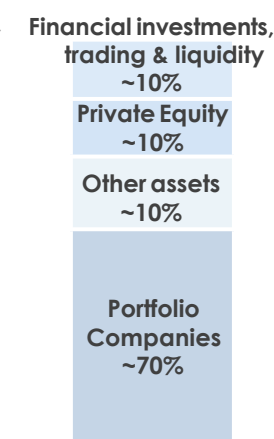
€2,029 m
December 31, 2022⁽²⁾



TARGET ALLOCATION 2018



NEW TARGET ALLOCATION



(€m)

Listed Participations	240
Portfolio Companies	544
Private Equity	95
Financial investments, trading & liquidity	549
Other investments	59
Real Estate & Other	58
NAV	1,545
NAV per Share	36.8 €
NAV Discount	34.6%

(€m)

Listed Participations	1,261
Portfolio Companies	39
Private Equity	189
Financial investments, trading & liquidity	419
Other investments	125
Real Estate & Other	50
NAV	2,082
NAV per Share	49.2 €
NAV Discount	34.0%

(€m)

Portfolio Companies	1,359
Private Equity	213
Financial investments, trading & liquidity	188
Other investments	216
Real Estate & Other	53
NAV	2,029
NAV per Share	48.0 €
NAV Discount	46.8%

Increase for investment in Bene Assicurazioni and SIDI Sport, and portfolio revaluation

Decrease for dividend distribution, investments in Bene Assicurazioni and SIDI Sport, co-investments and private equity funds

From 31 December 2022 Listed Participations are included in Other investments

Dividends paid from Dec-17 to Dec-22 **209**

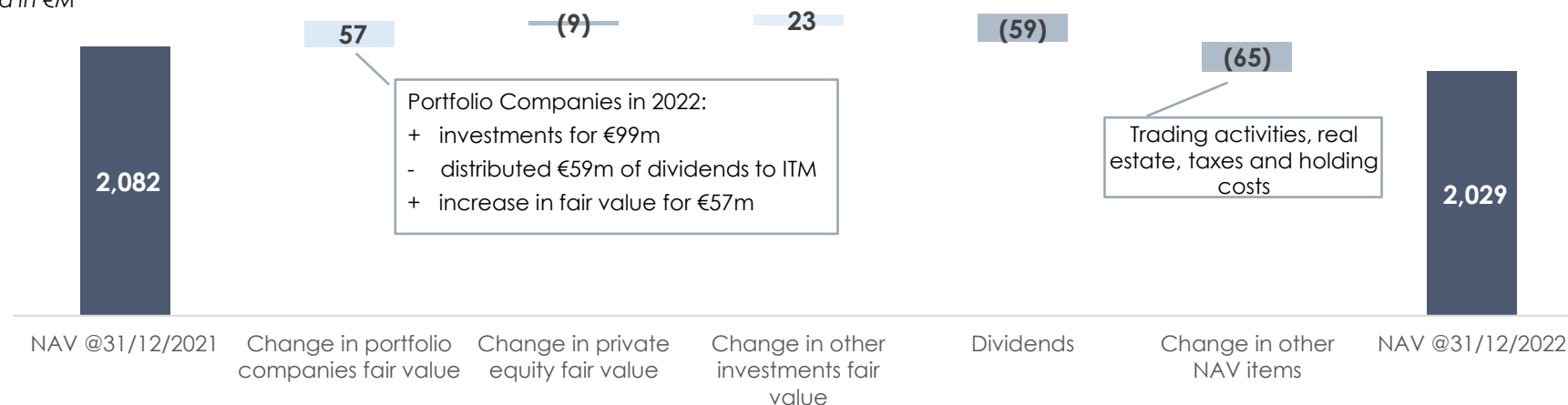
(1) Restated for classification of Sirap Group within financial investment, trading and liquidity

(2) From 31 December 2022 Listed Participations are reclassified in Other investments

NAV dynamics

- NAV of Euro 2,029 m as of December 2022 (Euro -53 m from December 2021), mainly effect of dividend distribution (Euro 59 m), performance of investments in private equity (Euro -9 m), trading activities (Euro -9 m), holding costs and taxes (Euro -56 m), partially compensated by **increase in fair value of Portfolio Companies (Euro +57 m**, after the distribution of Euro 59 m of dividends to Italmobiliare) and of other investments (Euro +23 m)

Data in €M



Performance of Portfolio Companies

- Portfolio Companies in 2022 reported **aggregated revenues up by 18% YoY**. All companies reported higher revenues in 2022 except for Callmewine and SIDI due to challenging comparison base
- Aggregated EBITDA in 2022 decreased by 9% YoY** mainly due to higher raw materials prices
- In 2022 **contingent factors have impacted energy companies Italgas (low rainfall) and AGN Energia (end of hedging on LPG prices)**, aggregated EBITDA adjusted for these factors is **unchanged** compared to 2021
- Positive performance in the last quarter of 2022 with aggregated revenues up by 10% and EBITDA growing by 21% YoY**
- Solid revenues growth for Caffè Borbone, Iseo and Capitelli**, although with decreasing EBITDA due to high raw materials prices
- Very strong performance for Tecnica** (revenues +21%, EBITDA +14%), **Santa Maria Novella** (revenues +55%, EBITDA +38% YoY)
- Continuing growth for **Casa della Salute** with revenues +26% (+36% adj. for Covid revenues) and EBITDA +95% YoY
- Lower revenues and EBITDA for Callmewine and SIDI Sport (acquired in October 2022) due to challenging comparison base**

Main investments and cash-ins

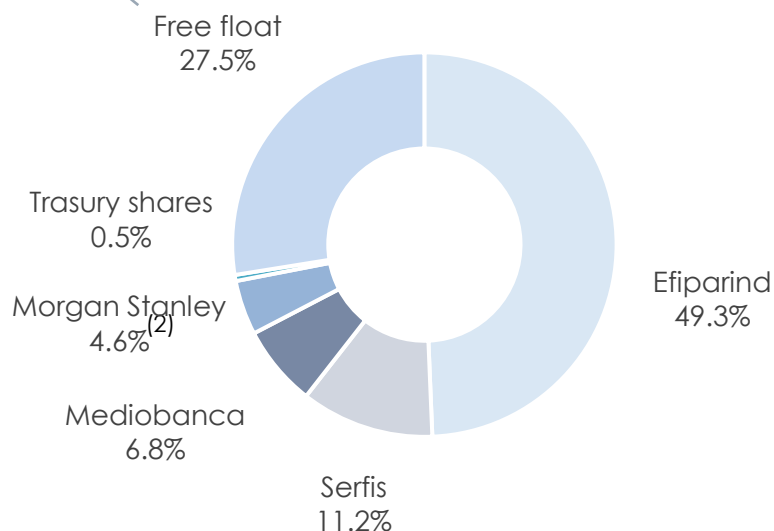
- In March 2022 **co-invested Euro 15 m alongside Clessidra's CCP4 fund in Formula Impresoft** (IT & software company)
- In April 2022 **acquired a 19.99% stake in insurance company Bene Assicurazioni for Euro 41 m**
- In October 2022 **acquired 100% of SIDI Sport, a cycling and motorcycling footwear company for Euro 54 m**

Italmobiliare shareholding structure

- Major shareholder is Efiarind 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⁾

Mainly represented by institutional investors, of which 75% based outside Italy



BOARD OF DIRECTORS



(1) As of February 2023

(2) Servicing equity swap instruments



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.

LAURA ZANETTI
Chairman

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. She is a member of the Executive Committee of Assonime.

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



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

Since 1999 he has been a member of the Board of Directors of Italmobiliare. In 2001 he was appointed Chief Operating Officer and in May 2014 he became Chief Executive Officer. During his career he served for more than a decade, till 2016, as CEO of Italcementi.

CARLO PESENTI
CEO

He has also been a member of the Boards of Directors of Unicredit S.p.A., RCS S.p.A. and Mediobanca S.p.A. for several terms of office.

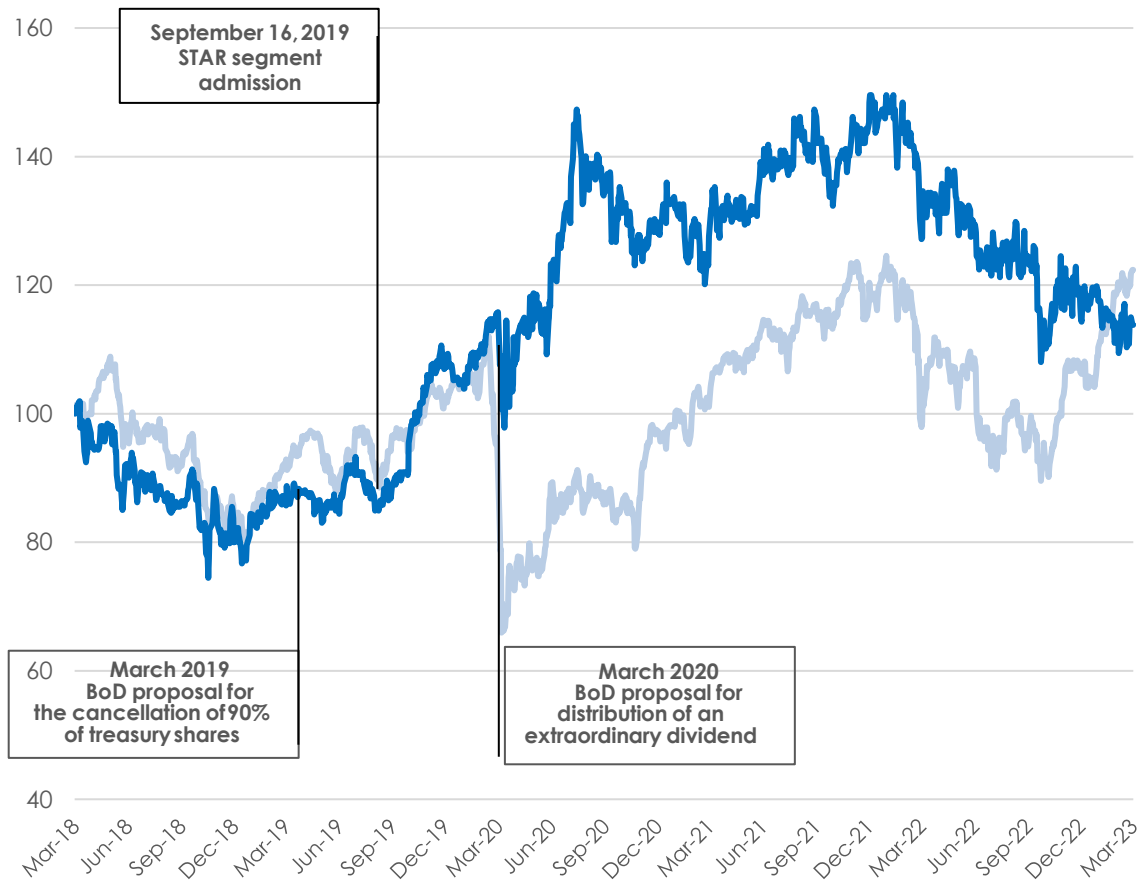
He is currently Chairman of Clessidra Private Equity SGR and member of the Board of Directors of Tecnica Group and Caffè Borbone. He is also Chairman of the San Patrignano Onlus Foundation.

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

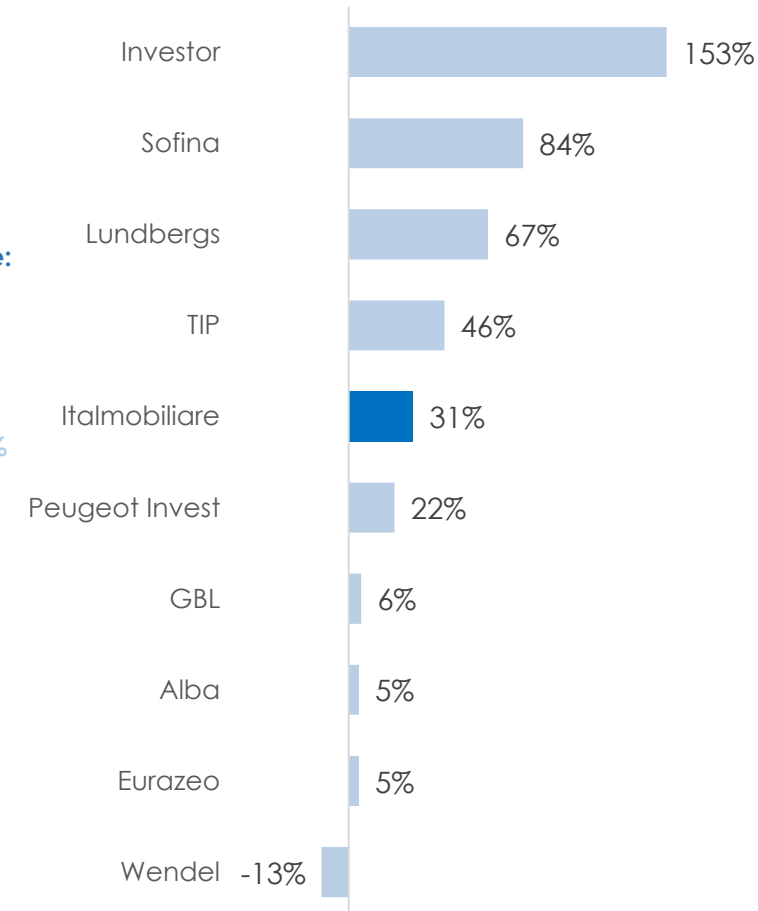
He is Chairman of the Pesenti Foundation.

Italmobiliare share price performance | Last 5 years

Last 5 years Italmobiliare share price performance vs reference index



Total shareholders return last 5 years



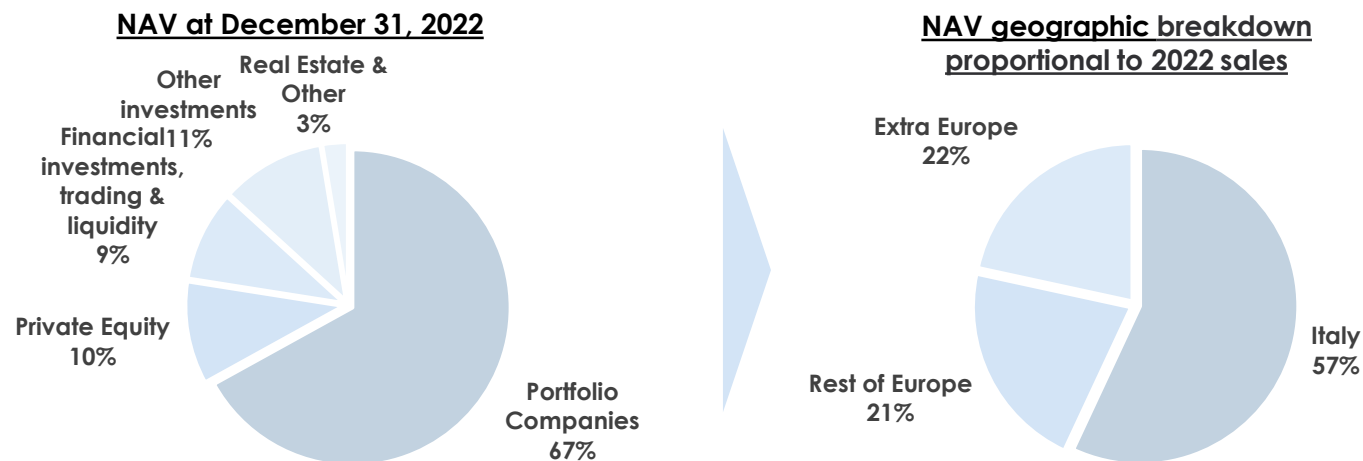
Source: Bloomberg as of March 07, 2023; prices rebased to 100

Source: Bloomberg as of March 07, 2023

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 aligned with 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, climate change, 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 (~60% 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, AGN Energia and Italgas)



ESG-driven approach to portfolio value creation

ESG portfolio management approach

Investment screening

- Exclusion list
- ESG assessment

Ownership and management

- Active dialogue and continuous support towards the integration of ESG levers into the business strategy
- Transparency and reporting of ESG performance


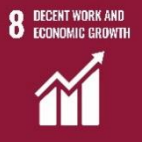




Exit or new improvement cycle

Key achievements in 2022

Governance and supply chain	Climate strategy	Health, safety and well-being	Gender and human capital development
100% of entities, including Holding and Portfolio Companies, that have adopted Code of Ethics and Sustainability Policy, and business integrity model	-35% CO₂ Scope 1 vs 2020 From 2020, Holding and Portfolio Companies reduced the consumption of fossil fuels for production and mobility	-7% Injuries vs 2020 Improvement of the frequency rate, strong improvement also vs 2021. It is the starting point for the zero-injuries goal.	100% of entities, including Holding and Portfolio Companies, that have used WEPs Gender Gap Analysis Tool and performed Gender Pay Gap analysis
85% of entities, including Holding and Portfolio Companies, that have adopted a Supplier Charter , the foundation of building a responsible supply chain	Zero CO₂ Scope 2, from 2022 From 2022, Holding and Portfolio Companies will use only renewable electricity	75% of entities, including Holding and Portfolio Companies, that have adopted voluntary initiatives for the health, safety, and welfare of people.	+28 hrs/pp Training vs 2020 Training activities have resumed in full swing after the COVID-19 lock-down period with new skill development initiatives

ESG ratings

S&P Global	SUSTAINALYTICS a Morningstar company	CDP DISCLOSURE INSIGHT ACTION	REFINITIV An LSEG Business	CSRHUB® Consensus ESG Ratings
Total score resulted at 66 th percentile in the reference industry Scored 100% for the quality of social and environment reporting	"Low risk", combination of "Low Exposure" and "Strong Management" #1 among comparable companies by level of capitalization	Rating "C - Awareness" for climate change management	73/100 #8 out of 63 investment holding	93/100 Among the 4 best-ranked companies in the sector

	Objective	KPIs	2018	2019	2020	2021	2022	Target 2025
 5 GENDER EQUALITY Supported by adherence to the Women Empowerment Principles, the goal is to create conditions of inclusiveness and social culture that nurture a pathway aimed at achieving gender equality, starting from management positions	GENDER EQUALITY	Women in managerial positions	15%	19%	22%	33%	31%	>40%
		Gender pay gap	--	--	--	--	-44%	Positive trend
 8 DECENT WORK AND ECONOMIC GROWTH The goal is Zero Accidents. Only the creation of a culture of safety, well beyond the legal obligations, allows to record progresses	DECENT WORK	Injury frequency rate (> 24h) per million worked hours	8,9	6,0	4,8	6,8	4,5	0
		Hours of training (hours/person)	7,4	5,0	5,0	28,9	33,0	>40
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION Renewable or recycled materials out of the total materials used support the transition to a regenerative economy	RESPONSIBLE PRODUCTION	Raw materials (% of renewable materials)	30%	46%	90%	90%	>80%	30%
		Packaging (% of renewable materials)	58%	64%	59%	54%	>60%	58%
 13 CLIMATE ACTION The Group is committed to setting short- and long-term emission reduction targets in line with the science-based net-zero scenario according to SBTi	FIGHTING CLIMATE CHANGE	Carbon intensity: scope 1 (t CO ₂ / € mln revenues)	23	19	17	15	13	0
		Scope 2	84	69	62	8	0	0
		Scope 3 subsidiary companies	--	--	593	437	506	to be defined according to SBTi *
		Scope 3 affiliate companies	--	--	2,329	2,127	2,230	to be defined according to SBTi *
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS Organization and Control Model 231. For new investments, adoption is expected no later than the second year of active management	BUSINESS INTEGRITY	Companies with formalized instruments to combat offenses	80%	100%	83%	88%	100%	100%
 17 PARTNERSHIPS FOR THE GOALS Code of Ethics explicitly oriented toward sustainability; Evolved Sustainability Policies; Supplier Charter with ESG pre-qualification. For all new investments, implementation is planned within the first year of active management	PARTNERSHIP FOR SUSTAINABILITY	Companies with Code of Ethics	60%	60%	67%	100%	100%	100%
		Companies with Sustainability Policies	10%	40%	33%	100%	100%	100%
		Companies with Supplier Charter	--	--	--	--	41%	100%

Note: consolidated ESG performance refers to Italmobiliare and Portfolio Companies with majority control; metrics variation also due change in consolidation perimeter

* With the adherence to the **Science Based Targets initiative (SBTi)**, Italmobiliare commits to set near- and long-term company-wide emission reductions in line with science-based net-zero.

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Italmobiliare: Overview

▶ **Investment Portfolio**

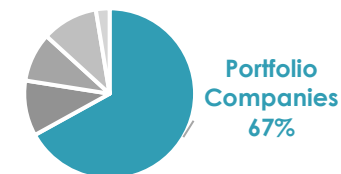
Focus on portfolio companies












Closing remarks

Appendix

Portfolio companies

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



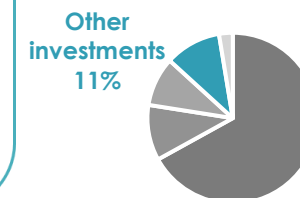
	Sector	Strategy and drivers	Financials 2022 (€m): Revenues (YoY % var.) EBITDA (% margin) Leverage NFP/EBITDA	Revenues breakdown by geography
Caffè Borbone (60%) 	▪ Coffee	▪ Double digit organic growth in a growing market	263 (+4%) 69 (26%) 0.3x	95% ITA
Tecnica (40%) 	▪ Sport equipment	▪ Support to organic growth, product/brand portfolio enhancement, group structure optimization, margin improvement	561 (+21%) 95 (17%) 1.5x	95% Abroad
Santa Maria Novella (95%) 	▪ Perfumes and cosmetics	▪ Accelerating international expansion of an iconic brand ▪ Product portfolio development and consolidation of brand awareness	47 (+55%) 11 (24%) Net cash	70% 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	163 (+7%) 22 (13%) 1.8x	76% Abroad
AGN Energia (32%) 	▪ LPG gas B2C distribution	▪ Support entrepreneur in the acquisition of competitor ▪ Active management of energy transition ▪ Resilient yield play, and upside potential through M&A	705 (+23%) 52 (7%) 2.3x	100% ITA
Italgen (100%) 	▪ Hydro and renewable energy	▪ Historical participation of Italmobiliare ▪ Resilient yield play, efficiency, market consolidation	50 (+10%) 10 (20%) 3.0x	100% ITA
Bene Assicurazioni (19.99%) 	▪ Insurance	▪ Support organic growth also through agency network expansion	171 (+25%) ⁽¹⁾	100% ITA
Casa della Salute (85%) 	▪ Outpatient healthcare clinics	▪ Accelerating network expansion through new openings	33 (+26%) 7 (20%) n.m.	100% ITA
Capitelli (80%) 	▪ Food (ham)	▪ Support organic growth ▪ Market consolidation	19 (+10%) 3 (15%) 0.5x	100% ITA
Callmewine (80%) 	▪ Wine e-commerce	▪ Support organic growth and international expansion	16 (-6%) -1.6 (n.m.) Net cash	93% ITA
SIDI Sport (100%) 	▪ Sport equipment	▪ Support organic growth and international expansion ▪ Enhancement of managerial team ▪ Product portfolio development and brand consolidation	33 (-13%) 4 (12%) 4.9x	90% Abroad







Note: data refer to EBITDA adjusted for Caffè Borbone, ISEO, AGN Energia, Casa della Salute and SIDI Sport

(1) Data refer to gross written premiums

Other investments

Selected other investments: co-investments with return opportunities

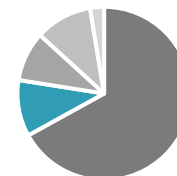














	Sector	Investment partner	Profile
	Fashion	Private equity funds	<ul style="list-style-type: none"> N°1 Italian producer of luxury clothing
ARGEA	Wine	Clessidra Private Equity	<ul style="list-style-type: none"> One of the leading Italian wine players with €230m of revenues (99% abroad) Asset-light business model focused on brand and distribution In April 2021 add-on of Mondodelvino with €120m of revenues
	IT services & software	Clessidra Private Equity	<ul style="list-style-type: none"> Provider of IT & software services and digital solutions to SMEs
	Pharmacy	Management team	<ul style="list-style-type: none"> Aggregator in the retail pharmacy industry
	Telecom infrastructure	Private equity fund	<ul style="list-style-type: none"> Incumbent fiber and copper fixed line telecom network
	HVACR	Management team	<ul style="list-style-type: none"> Consolidator in the HVACR industry
	Food	Private equity fund	<ul style="list-style-type: none"> Leading Italian producer of piadine and tigelle

Private Equity

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

Private
Equity
10%

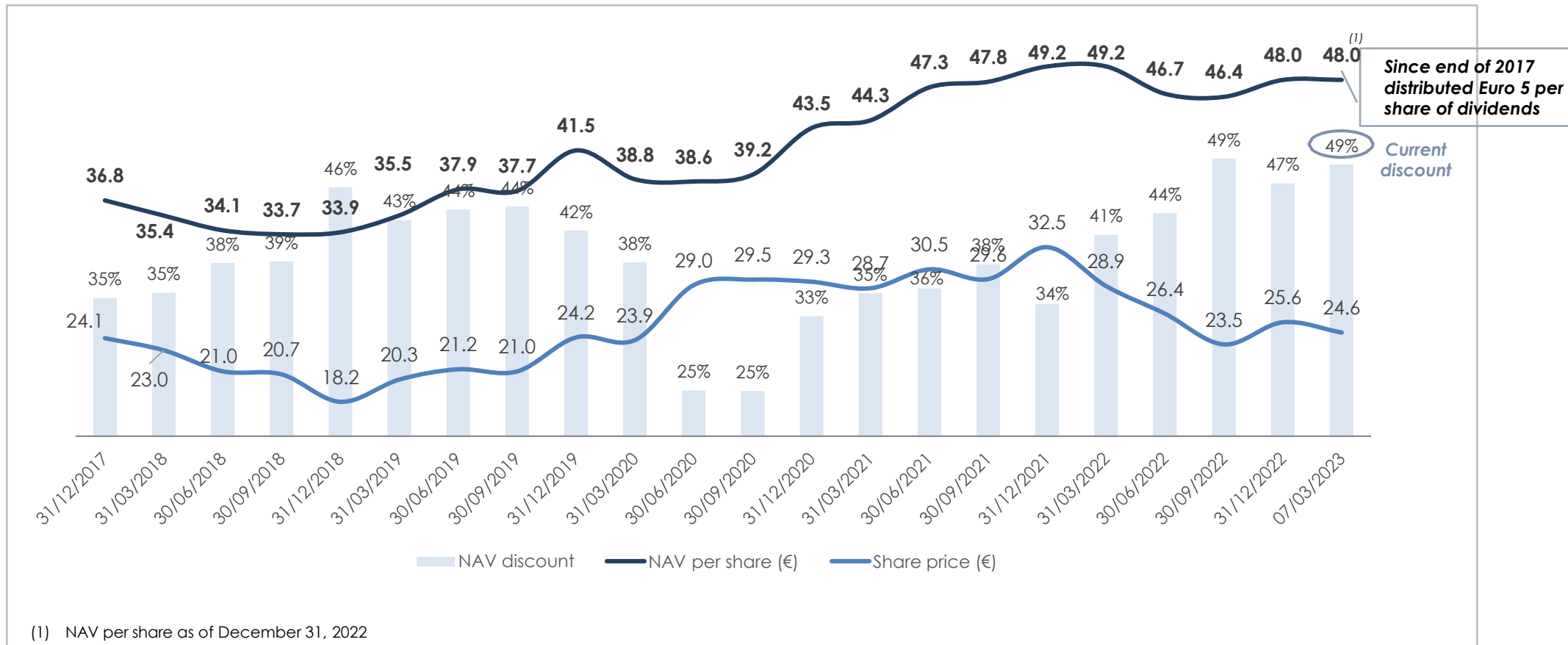


	Focus	Vintage year	Strategy	Italmobiliare commitment
 Fund III Fund IV	Italy	2015 2021	<ul style="list-style-type: none"> PE leader in Italy with focus on high-quality «Made in Italy» Italmobiliare is anchor investor and owner of GP Current portfolio of fund 3: Nexi, L&S Lights and Botter 	€ 92 m € 75 m
 Restructuring Private Debt	Italy	2019 2022	<ul style="list-style-type: none"> Focused on unlikely to pay bank credits and restructuring Private debt fund 	€ 17 m € 40 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
 J CP JAB Consumer Partners	Global	2020	<ul style="list-style-type: none"> Focus on large cap consumer goods & services companies with premium brands, as well as pet care & services 	€ 20 m
 Fund I Fund II Opportunities	Europe	2015 2022 2022	<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 € 2 m € 2 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
 LIG LINDBERGH	US	2020	<ul style="list-style-type: none"> Focus on mid-market industrials, consumer, healthcare and services 	\$ 5 m
 LAKE STAR	Europe	2022	<ul style="list-style-type: none"> Focus on early stage tech companies 	€ 1.5 m € 1.5 m
 LAUXERA CAPITAL PARTNERS	Europe	2020	<ul style="list-style-type: none"> Growth medtech 	€ 2 m
 expedition GROWTH CAPITAL	Europe	2021	<ul style="list-style-type: none"> Growth equity fund focused on software companies 	€ 2 m
 connect	Europe	2019 2022	<ul style="list-style-type: none"> Early stage venture capital 	£ 1 m £ 1 m
LA FAMIGLIA	Europe	2022	<ul style="list-style-type: none"> Early-stage venture capital 	€ 1 m
 8-BIT CAPITAL	US	2021	<ul style="list-style-type: none"> Early stage software start-ups 	\$ 0.5 m

Net Asset Value per Share development

21

NAV per share and NAV discount evolution



- NAV is calculated according to the following methodologies for each of the main asset class:
 - Private 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
 - Listed participations: value at market price at each reference date

Italmobiliare: Overview

Investment Portfolio

▶ **Focus on portfolio companies**

Closing remarks

Appendix

Caffè Borbone (60%)

PROFILE

Caffè Borbone, headquartered in Caivano (Naples), is the main producer of single-serve coffee in Italy in volumes as well as 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 10% in 2022 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)	2017	2018	2019	2020	2021	2022
Revenues	93.6	135.2	172.6	219.3	252.9	262.7
YoY % var.	+30%	+44%	+28%	+27%	+15%	+4%
EBITDA	20.3	33.7	52.0	75.1	83.1	68.5⁽¹⁾
% margin	22%	25%	30%	34%	33%	26%
Net income	13.7	16.5	34.2	90.5	63.5	38.8
Capex	4.4	5.4	2.8	13.4	11.7	11.8
Dividends			8	20	30	50
Net debt (cash)	(27.3)	51.2	31.6	11.8	(8.0)	20.5

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

(1) Adjusted for non recurring costs for €2.7m

Increase due to inclusion of acquisition financing

Reduction due to raw materials inflation

Officina Profumo-Farmaceutica di Santa Maria Novella (95%)



PROFILE

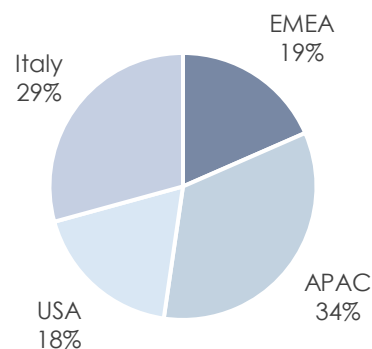
Officina Profumo-Farmaceutica di Santa Maria Novella produces and distributes luxury fragrances and cosmetic products under its own brand

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

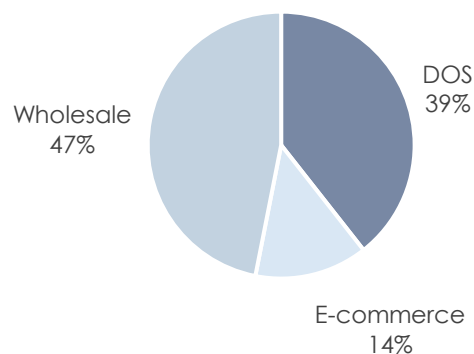
A rich tradition and strong heritage contributed to the creation of an iconic and unique brand with a wide portfolio of products distributed through a network of monobrand and wholesale stores in Europe, USA and Asia and own e-commerce website

REVENUES BREAKDOWN

By geography



By distribution channel



Note: 2022 data

STORES AND PRODUCTS

Historical store in Florence



DOS in Milan



Fragrances and perfumes



Skin and body care



Candles and home fragrances



Other products



KEY FINANCIALS

(€ m)	2018	2019	2020	2021	2022
Revenues	30	31.1	22.6	30.0	46.6
YoY % var.	+0%	+4%	-27.3%	+33%	+55%
EBITDA	11	12.4	5.2⁽¹⁾	8.2	11.3
% margin	37%	39.9%	23.0%	27.3%	24.2%
Net income		10.3	(0.1)	2.5	4.7
Dividends					8.0
Net debt (cash)		(19.2)	(10.1)	(14.8)	(5.8)

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

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

Decrease due to application of IFRS16

Tecnica Group (40%)



PROFILE

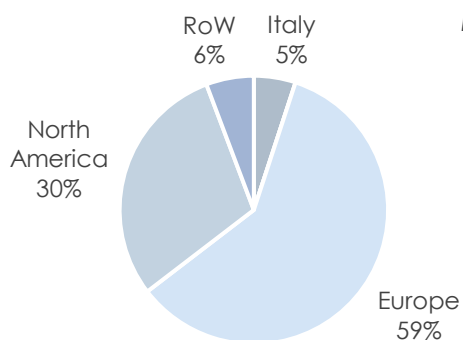
Tecnica Group is the main Italian group active in the sport sector being the leading manufacturer of outdoor footwear and ski equipment

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

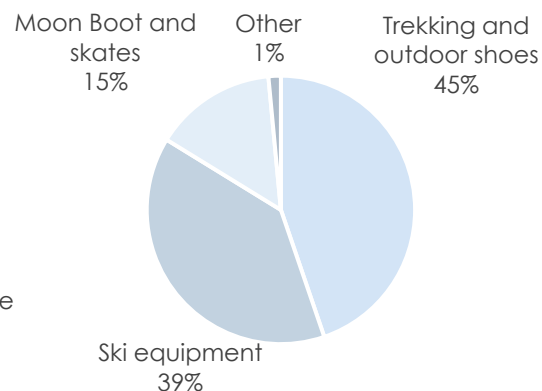
REVENUES BREAKDOWN

By geography



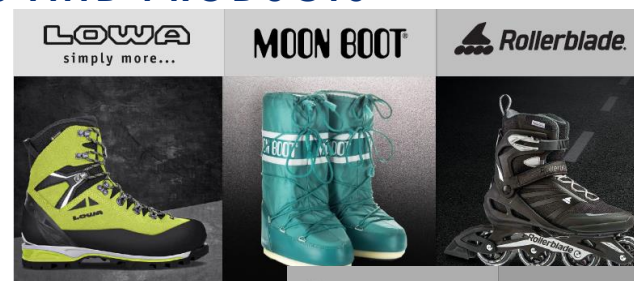
Note: 2022 data

By product



BRANDS AND PRODUCTS

All-season



Ski equipment



KEY FINANCIALS

(€ m)	2016	2017	2018	2019	2020	2021	2022
Revenues	341.2	368.0	398.5	424.0	382.5	463.8	561
YoY % var.	+2.4%	+7.9%	+8.3%	+6.4%	-9.8%	+21.3%	+21.0%
EBITDA	28	31.4	37.7	59.6	59.4	82.9	94.5
% margin	8.2%	8.5%	9.5%	14.0%	15.5%	17.9%	16.8%
Net income⁽¹⁾	(0.8)	0.9	5.4	11.3	8.4	41.2	44.8
Capex	8.7	10.0	11.7	14.4	15.7	21.9	27.7
Dividends							8.0
Net debt (cash)	170.7	125.6	113.4	221.1	171.1	127.5	139.3

(1) Excluding minorities until 2020

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)

Increase mainly due to NWC seasonality and growth of winter business

PROFILE

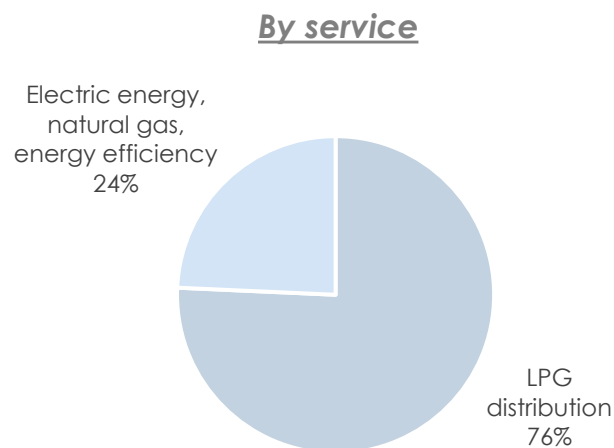
AGN Energia based in Genoa operates mainly in Italy in the distribution of LPG gas for domestic, commercial, and industrial uses

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), and into distribution of technical gases

With the support of Italmobiliare capital increase, 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 under the name AGN Energia

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

REVENUES BREAKDOWN



Note: 2022 data

KEY FINANCIALS

(€ m)	2018	2019	2020	2021	2022
Autogas Nord	289				
Lampogas	237				
Revenues	526.2	495.2	438.1	571.5	704.5
YoY % var.		-5.9%	-11.5%	+30.4%	+23.3%
EBITDA	35.7	38.6	50.7	56.2	51.8⁽¹⁾
% margin	6.8%	7.8%	11.6%	9.8%	7.4%
Net income	7.8	7.4	20.3	24.4	19.1
Capex	15.5	20.3	19.0	25.1	21.8
Dividends		4.2	4.6	4.6	8.0
Net debt (cash)	137.2	138.6	124.7	106.5	119.6

Mainly effect of higher gas and energy prices

(1) Adjusted for non recurring costs for €1.4m

Increase mainly due to higher NWC

PROFILE

Italgen is a producer and distributor of electricity from renewable energy sources, it manages 28 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).

In 2021 Italgen acquired 11 hydropower plants in Italy with a production of 24 GWh/year

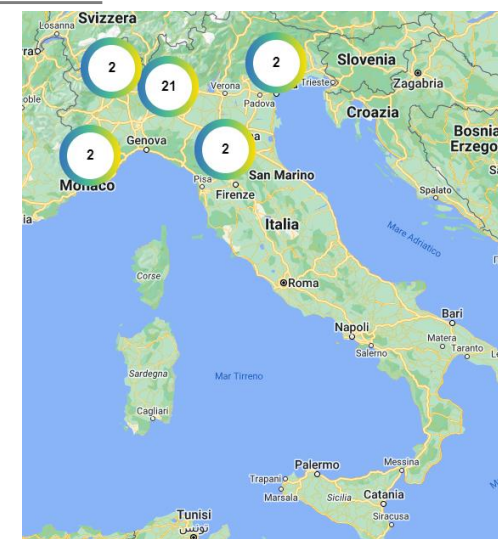
In 2022 acquired the majority of a plant in Piedmont (0.5 MW) and realized 3 photovoltaic projects (7.3 MW)

KPIs

- **Installed capacity: 73 MW (100% renewable)**
- **Energy production potential: 325 GWh/year**
- **Equivalent households potentially supplied by Italgen: 116,000**
- **Avoided CO2 emissions: 102,400 Tons/year**
- **Owned transmission lines: 300 km**

GEOGRAPHICAL PRESENCE

Hydro plants locations



Results mainly influenced by low level of production due to extraordinary low rainfall in the period

KEY FINANCIALS

(€ m)	2018	2019	2020	2021	2022
Revenues	36.0	34.4	30.2	45.3	50.0
YoY % var.		-4.8%	-12.1%	+50.0%	+10.4%
EBITDA	8.4	14.6⁽¹⁾	13.9⁽²⁾	24.3⁽³⁾	9.8
% margin	23.5%	42.4%	46.0%	53.6%	19.6%
Net income	0.4	7.4	11.1	12.6	4.9
Dividends	6.0	6.0	7.2	4.8	8.0
Net debt (cash)	21.0	20.1	10.2	18.7	29.6

Revenues influenced by resale of energy purchased (adjusted revenues at €37m)

Includes €10m of investments for 3 solar plants

Received €15.1m for a claim cash settlement

Includes the payment of €18.9m for the acquisition of 10 hydro plants (24GWh) (partially included in the P&L figures)

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

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

(3) Adjusted for non recurring costs (€1.3m)

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

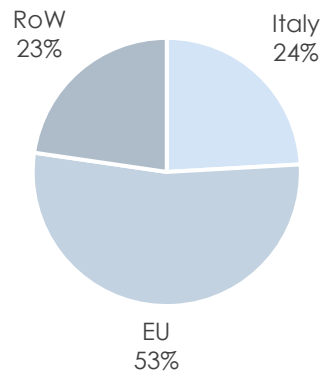
Since 2010, the Group has developed digital solutions and innovative security systems for access control thanks to proprietary software and firmware, and opened a dedicated research center

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

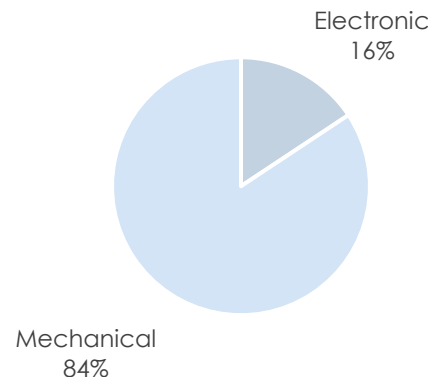
In 2021 Iseo has acquired a majority stake in Sofia Locks a PropTech company specialized in cloud native access control solutions

REVENUES BREAKDOWN

By geography



By product type



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)	2018	2019	2020	2021	2022
Revenues	136.7	142.7	128.4	152.5	163.3
YoY % var.	-4.0%	+4.3%	-10.0%	+18.8%	+7.1%
EBITDA	15.0	18.7⁽¹⁾	16.7⁽²⁾	22.4	21.8⁽³⁾
% margin	11.0%	13.1%	13.0%	14.7%	13.3%
Net income	5.3	6.1	4.1	12.0	10.1
Capex	7.1	4.8	5.0	8.7	12.0
Dividends		1.2	1.2	3.5	10.0
Net debt (cash)	43.7	34.6	19.7	16.9	38.8

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

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

(3) Adjusted for non recurring costs of €1.3m

Increase mainly due to dividend distribution and NWC absorption for increase in raw materials prices

PROFILE

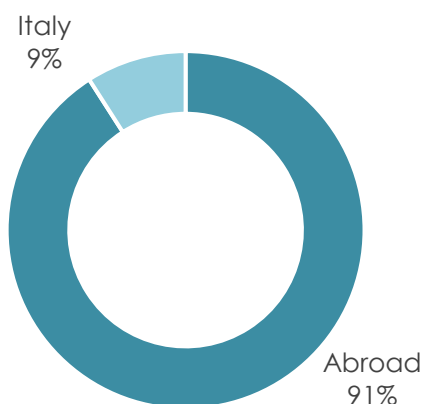
SIDI Sport is an Italian Company recognized globally as leader in the production of cycling shoes and motorcycling boots, becoming co-protagonist of extraordinary victories that inscribed the legend of these sports

SIDI is an iconic and international brand, famous for the high quality of its products which are used by the most important professional and amateur athletes all over the world

Almost 90% of the sales are generated abroad thanks to a global distribution network

REVENUES BREAKDOWN

By geography



Note: 2022 data

MAIN PRODUCTS

Cycling



Motorcycling



KEY FINANCIALS

(€ m)	2019	2020	2021	2022
Revenues	28.0	28.6	37.9	33.2
YoY % var.	-1%	+2%	+33%	-12%
EBITDA	3.2	5.0	7.4	4.0⁽¹⁾
% margin	11%	17%	20%	12%
Net income	2.0	3.4	4.7	1.5
Capex	0.0	0.6	0.1	
Net debt (cash)	(13.9)	(16.4)	(18.9)	19.7⁽²⁾

Note: accounts drawn up in accordance with Italian accounting standards

(1) Adjusted for non recurring costs for €0.3m

(2) Includes net debt of holding company FT4

Increase due to inclusion of acquisition financing

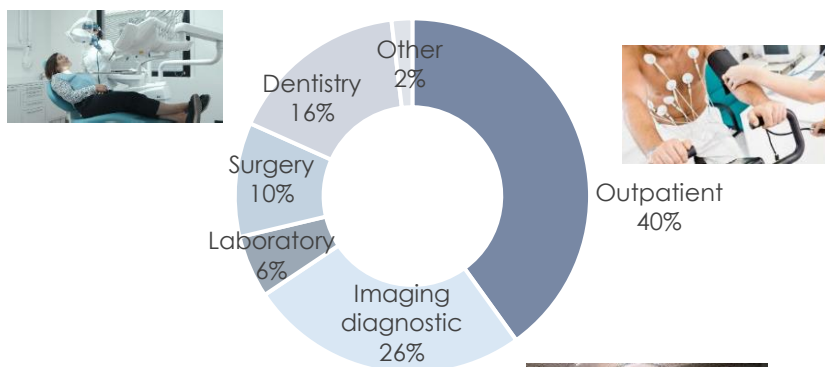
PROFILE

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 and continued the expansion in 2021 with the opening of 3 new centers. Further new 6 openings are already scheduled for 2023-24 also in new regions

REVENUES BREAKDOWN BY SERVICE



Note: 2022 data

GEOGRAPHICAL PRESENCE



- 14 centers located in Liguria and Piedmont, specifically in:
 - Genova (5x)
 - Manesseno (GE)
 - Busalla (GE)
 - Albenga (SV)
 - Biella (BI)
 - Alessandria (AL)
 - Chiavari (GE)
 - La Spezia
 - Savona
 - Rapallo (GE)

KEY FINANCIALS

(€ m)	2019	2020	2021	2022
Centers n.	8	8	11	12
Revenues	11.7	16.5	25.8	32.5
YoY % var.	+105%	+41%	+56%	+26%
EBITDA	1.2	2.3 ⁽¹⁾	3.9 ⁽²⁾	6.5 ⁽³⁾
% margin	10%	14%	15%	20%
Net income	(0.2)	(0.6)	(0.8)	(1.7)
Capex		2.6	15.4	20.0
Net debt (cash)	6.2	16.5	34.3	44.5

+36% growth if adjusted for Covid-related revenues in 2021

Includes €5m of capital increase

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

(2) Adjusted for non recurring costs for €1.4m

(3) Adjusted for non recurring costs for €1.7m

Increase mainly due to application of IFRS16

PROFILE

Bene Assicurazioni is an insurance technology company founded in 2016 and specialized in the non-life insurance retail market with a focus on the motor segment

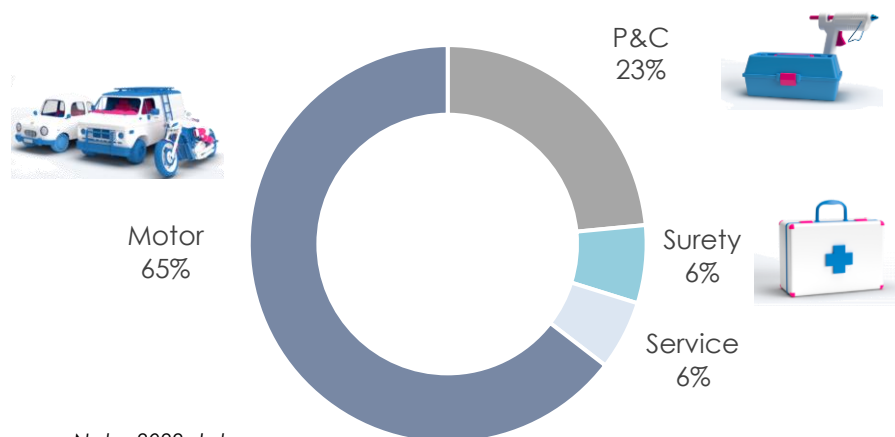
The company is characterized by the high level of automation and digitization of all business processes and the flexibility of the application architecture that allows a lean, efficient and scalable business model, not comparable to incumbents' operations

Bene Assicurazioni pursues an omnichannel distribution model which combines a network of agents with online direct sales on both the proprietary website bene.it, aggregators and B2B partnerships

Italmobiliare invested alongside the founder and entrepreneur Andrea Sabia to support a growth story during its phase of expansion, that has seen the company exceed in just four years of operation the threshold of Euro 100 million of gross premiums

INSURANCE BRANCHES

Gross written premiums breakdown



Note: 2022 data

KEY FINANCIALS

(€ m)	2017	2018	2019	2020	2021	2022
Premiums⁽¹⁾	9.4	44.3	73.1	100.1	136.3	170.7
YoY % var.	n.a.	371.3%	65.0%	36.9%	36.2%	25.2%
Underwriting result	(2.7)	(1.5)	0.9	3.4	5.6	
% margin	-28.7%	-3.4%	1.2%	3.4%	4.1%	
Net income	(2.4)	(1.7)	0.1	2.2	3.0	

(1) Bene Assicurazioni excluding FIT

The company was founded in 2016 and 2017 was the first year of operations

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)	2018	2019	2020	2021	2022
Revenues	11.7	14.0	14.8	17.5	19.2
YoY % var.	+6%	+21%	+6%	+18%	+10%
EBITDA	2.5	3.8	4.0⁽¹⁾	3.9	2.8
% margin	22%	28%	27%	22%	15%
Net income	1.7	3.1	2.2	3.1	1.3
Capex		0.2	1.0	1.2	0.6
Dividends			8.6	2.0	5.0
Net debt (cash)	(7.2)	(10.3)	(3.7)	(2.1)	1.5

Margin impacted by high raw materials prices

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

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

PROFILE

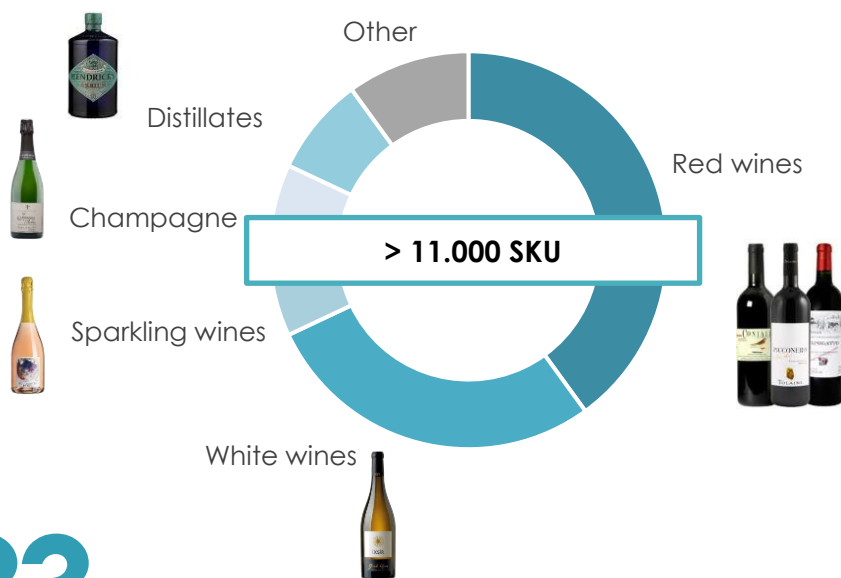
Callmewine.com is of the leading Italian e-commerce website for wine & other alcoholic products, it offers an extensive catalogue of around 10,000 labels, ranging from famous, global wine brands to small, niche producers

The company, founded in 2010, 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

At the end of 2020 it has launched the French and German versions of the website, first steps towards international expansion, and in 2023 is planned the entry into the UK market with dedicated website, warehouse and product range

PRODUCTS



KEY FINANCIALS

(€ m)	2018	2019	2020	2021	2022
Revenues	5.2	6.4	12.4	17.2	16.2
YoY % var.	+29%	+25%	+92%	+39%	-6%
EBITDA	0.2	0.4	0.5	(0.6)⁽¹⁾	(1.6)
% margin	4%	3%	4%	n.m.	n.m.
Net income	0.1	0.2	0.3	(0.8)	(1.5)
Net debt (cash)	0.3	(0.1)	(4.8)	(3.5)	(1.1)

Decrease due to high consumption in the previous period induced by the lockdown

Decrease mainly for higher inventory

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

Negative impact from increase in marketing and personnel costs

PROFILE

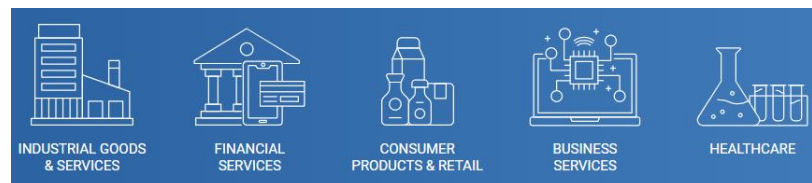
Clessidra is the leading manager of Private Equity funds exclusively dedicated to the Italian market, since inception in 2003 has completed 26 transactions with equity investments of over € 2 bn, 28 add-ons and 22 exits

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

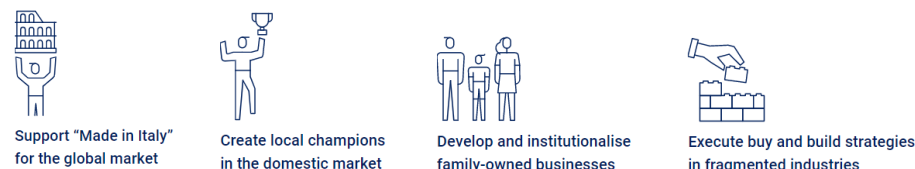
Italmobiliare is the anchor investor of the funds Clessidra Capital Partners 3 and Clessidra Capital Partners 4

PRIVATE EQUITY INVESTMENT STRATEGY

- Enterprise Value: €100 - 500 million
- Five core industries:



- Value creation themes:



INVESTMENT PLATFORMS



CCP 3

Vintage: 2015
Expiry: 2025
Fund size: €607m
Companies in portfolio: 6
Control deals: 6/6

6 investments completed



CCP 4

Vintage: 2021
Expiry: 2031
Fund size: €545m
Companies in portfolio: 3
Control deals: 2/3

3 investments completed



- Clessidra Restructuring Fund (CRF) invests in financial credits of Italian companies in temporary financial tension but with solid industrial fundamentals and has €350m of asset under management
- Clessidra Private Debt Fund finances industrial growth projects of performing companies, in 2022 it has raised €136m of funds



- 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 house in Italy

36

- 1 Largest listed investment holding focused on the Italian mid-sized companies
- 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 with and ESG-driven approach
- 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, share price performance and ESG positioning improvement



Italmobiliare: Overview

Investment Portfolio

Focus on portfolio companies

Closing remarks

▶ **Appendix**

ESG roadmap and actions

Once passed the negative/positive screening and due diligence, a methodological pathway to sustainable value creation

1° year

2° year +

SETTING PRIORITIES

ESG VALUE CREATION following ESG PLANS linked to MANAGERS REMUNERATION

Examples

ALIGNING CORPORATE GOVERNANCE
Code of Ethics
Sustainability Policies
Model 231 (anti-offences)

UNDERSTANDING THE ESG BASELINE
Materiality Assessment
ESG & SDGs Rating
Gap analysis

ESG PLAN

ENVIRONMENT
Green power
Carbon footprint (Scope 1-2-3)
Renewable and recycled materials
Responsible packaging
Biodiversity conservation
...

Callmewine
100% green power
Responsible packaging

CAPITELLI
100% green power
PV self production
Animal welfare

AGN ENERGIA
100% green power
PV self production
Eco-design of products
Responsible packaging

CARREFORE BORBONE
100% green power
500 kW PV plant
66% recyclable products

italgen
100% green power, >100 kt of CO₂ avoided
Biodiversity conservation

CDS
100% green power

TECNICA GROUP
Regenerative initiatives:
"Recycle your Boots"

AGN ENERGIA
Energy stewardship

Continuous coaching, training and managerial support to all Portfolio Companies: Board of Directors, Managers, Employees and Operation

SIDI
Responsible material sourcing

SOCIAL
Gender equality
Extensive training
Career management
Health & Safety management
Product stewardship
...

CARREFORE BORBONE
Social initiatives for local communities
Social project to increase women and youth participation in sustainable coffee production

italgen
Promotion of responsible lifestyles
Social and cultural support for communities

CDS
≈100 training hours per person
"Casa della Salute Village", to promote health checks and awareness

CAPITELLI
Responsible value chain project

AGN ENERGIA
Social partnerships for communities

AGN ENERGIA
Human and Labour rights in the value chain

Continuous monitoring, data collection and reporting in line with international standards (GRI, TCFD) and legal requirements (NFRD, Taxonomy, SFDR)

bene
Benefit company
Social initiatives

GOVERNANCE
Responsible investment
Supplier Charter
Certified management systems
ESG Rating
Sustainability Report
...

CARREFORE BORBONE
ISO 9001 / ISO 14001 certified
IFS (Food Standard) certified
EcoVadis Silver Medal
Supplier Charter
ESG certified raw coffee

CLESSIDRA Holding
UN PRI signatory
Sustainable portfolio management
ESG Funds (Article 8 SFDR)
Sustainability Report

AGN ENERGIA
Supplier Charter

ISEO
ISO 9001 certified
ISO 14001 certified
ISO 45001 certified
ISO 50001 certified

AGN ENERGIA
ISO 14001 / ISO 45001
Sustainability Report

italgen
ISO 9001 / ISO 14001 certified
Sustainability Report

TECNICA GROUP
UN Global Compact
Sustainability Report

Strategic divestments

In the period 2017-2021 Italmobiliare divested over Euro 700 m of assets out of its direct holdings

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Major divestments since 2017

Portfolio companies

2017 **BravoSolution** Supply Management Excellence

- Sale of Bravosolution (e-procurement company 83% owned by Italmobiliare) to Jaggaer (backed by Accel-KKR) for a total EV of € 184 m
- Italmobiliare **proceeds of Euro 114 m** (Euro 35 m reinvested in Jaggaer)

2019 **JAGGAER**

- Sale of 9.5% stake in Jaggaer alongside Accel-KKR to Cinven
- Italmobiliare **proceeds: Euro 91 m**

2020-2021 **SIRAP**

- Sale of Sirap Group (100% owned food plastic packaging company) through four transactions with industrial players for a total EV of Euro 200 m (implied multiple of 10x EV/EBITDA)
- Total **exit NAV of Euro 85 m**

Listed participations

2017-2019 **MEDIOBANCA**

- Sold entire stake directly held in Mediobanca (1.3% shareholding)
- **Total cash-in: approx. Euro 100 m**

2017-2021 **HEIDELBERGCEMENT**

- Sold the majority of shares held in Heidelberg Cement (from 2.9% to 0.3% shareholding)
- **Total cash-in: approx. Euro 355 m**

Private Equity Funds

2019 **Aksia group**

- Sold Italmobiliare stake in Aksia IV fund at NAV **value for Euro 22 m**

Sirap Group disposal and exit from food packaging sector

Sirap Group (100% owned by Italmobiliare since the '90s), a producer of rigid plastic packaging for food applications with a turnover of Euro 250 m in 2020, has reached in 2021 four strategic agreements with industrial players to sell all its assets for a total enterprise value of approximately Euro 200 m (approx. 10x EV/EBITDA multiple) :

- In January 2021 Sirap Group has **sold all its operational assets in Italy, Spain and Poland to Faerch Group**
- In April 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
- In November 2021, Sirap Group **sold its UK assets to food packaging specialist PFF Group**
- In November 2021, Sirap Group **sold its assets in France to food packaging group Gruppo Happy**

The overall transaction is in line with **Italmobiliare strategy to exit the plastic packaging sector and confirms the ability to enhance the full industrial value of companies and an effective strategy of portfolio rotation**

Transactions perimeters

- Perimeter of the transaction with Faerch
- Perimeter of the transaction with Zeus Packaging (Petruzalek business unit)
- Perimeter of the transaction with PFF Group
- Perimeter of the transaction with Gruppo Happy



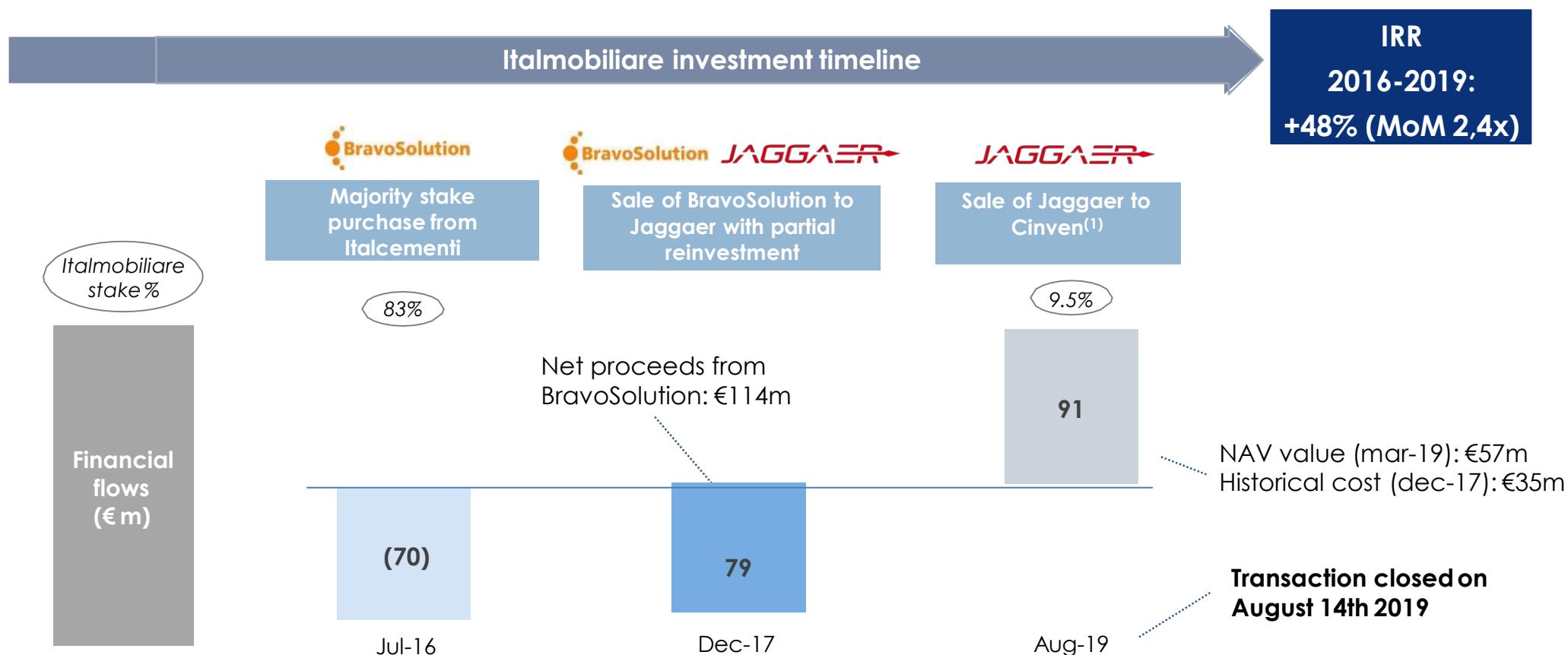
Transactions key financials

	(€m)	
Sirap Group NAV value @June-2020	49	Δ NAV: +€36m
EV transaction with Faerch	162	
EV Petruzalek + France + UK	32	
Group NFP	- 109	
Estimated net cash at completion	85	
<i>Est. total EV/EBITDA multiple</i>	10x	

Value creation from the investment in BravoSolution-Jaggaer

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- As part of the Italcementi transaction, in July 2016 Italmobiliare acquired a 75% stake from Italcementi in the e-procurement solutions provider BravoSolution
- 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 BravoSolution-Jaggaer



(1) before taxes

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